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 # R384A100013

Closing Date: NOV 19, 2009

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Application for Federal Assistance SF-424 Version 02

* 1. Type of Submission	* 2. Type of Application:	* If Revision, select appropriate letter(s):
[ ] Preapplication	[X] New	
[X] Application	[ ] Continuation	* Other (Specify)
[ ] Changed/Corrected Application	[ ] Revision	

* 3. Date Received:	4. Applicant Identifier:
12/4/2009	

5a. Federal Entity Identifier:	* 5b. Federal Award Identifier:
	NA

State Use Only:

6. Date Received by State:	7. State Application Identifier:

8. APPLICANT INFORMATION:

* a. Legal Name: Texas Education Agency

* b. Employer/Taxpayer Identification Number (EIN/TIN):	* c. Organizational DUNS:
746003079	179260856

d. Address:

* Street1:	1701 N. Congress Avenue
Street2:	
* City:	Austin
County:	Travis
State:	TX
Province:	
* Country:	USA
* Zip / Postal Code:	78701

e. Organizational Unit:

Department Name:	Division Name:
Technology Infrastructure	Finance & Operations

f. Name and contact information of person to be contacted on matters involving this application:

Prefix:	Mr.	* First Name:	Brian
Middle Name:			

* Last Name:	Rawson		
Suffix:			
Title:	Director of Statewide Data Initiatives		
Organizational Affiliation:			
* Telephone Number:	(512)936-2383	Fax Number:	(512)475-4293
* Email:	BRIAN.RAWSON@TEA.STATE.TX.US		

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-072909-001

Title:

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

13. Competition Identification Number:

84-384A2009-1

Title:

Statewide Longitudinal Data System Recovery Act Grants

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

State of Texas

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

Texas 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: 21 * b. Program/Project: TX-ALL

Attach an additional list of Program/Project Congressional Districts if needed.
Attachment:
Title :
File :

17. Proposed Project:
* a. Start Date: 9/1/2010 * b. End Date: 8/31/2013

18. Estimated Funding ($):

a. Federal	**$ 19645382**
b. Applicant	**$ 1016054**
c. State	**$ 0**
d. Local	**$ 0**
e. Other	**$ 0**
f. Program Income	**$ 0**
g. TOTAL	**$ 20661436**

*** 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.
[X] c. Program is not covered by E.O. 12372.

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

[ ] Yes [X] 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)**

[X] ** 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:	Reginold
Middle Name:	D		
* Last Name:	Pegues		
Suffix:			

Title:	Acting Chief Financial Officer

* Telephone Number:	(412)463-4330	Fax Number:	(512)475-1706

* Email:	REGINOLD.PEGUES@TEA.STATE.TX.US

* 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:
Texas Education Agency

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	$ 696,819	$ 795,056	$ 646,214	$ 0	$ 0	$ 2,138,089
2. Fringe Benefits	$ 147,751	$ 168,478	$ 136,491	$ 0	$ 0	$ 452,720
3. Travel	$ 16,600	$ 8,000	$ 8,000	$ 0	$ 0	$ 32,600
4. Equipment	$ 1,091,974	$ 424,384	$ 422,764	$ 0	$ 0	$ 1,939,122
5. Supplies	$ 2,500	$ 2,500	$ 2,500	$ 0	$ 0	$ 7,500
6. Contractual	$ 6,219,652	$ 4,871,528	$ 2,800,966	$ 0	$ 0	$ 13,892,146
7. Construction	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
8. Other	$ 88,000	$ 88,000	$ 88,000	$ 0	$ 0	$ 264,000
9. Total Direct Costs (lines 1-8)	$ 8,263,296	$ 6,357,946	$ 4,104,935	$ 0	$ 0	$ 18,726,177
10. Indirect Costs*	$ 388,903	$ 287,747	$ 242,555	$ 0	$ 0	$ 919,205
11. Training Stipends	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
12. Total Costs (lines 9-11)	$ 8,652,199	$ 6,645,693	$ 4,347,490	$ 0	$ 0	$ 19,645,382

***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? [X] Yes [ ] No

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

Period Covered by the Indirect Cost Rate Agreement: From: 9/1/2009 To: 8/31/2010 (mm/dd/yyyy)

Approving Federal agency: [X] ED [ ] Other (please specify): _____ The Indirect Cost Rate is 16%

(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%

ED Form No. 524

U.S. DEPARTMENT OF EDUCATION

BUDGET INFORMATION

NON-CONSTRUCTION PROGRAMS

OMB Control Number: 1894-0008

Expiration Date: 02/28/2011

Name of Institution/Organization:
Texas Education Agency

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	$ 284,700	$ 213,700	$ 247,500	$ 0	$ 0	$ 745,900
2. Fringe Benefits	$ 51,164	$ 37,846	$ 49,987	$ 0	$ 0	$ 138,997
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)	$ 335,864	$ 251,546	$ 297,487	$ 0	$ 0	$ 884,897
10. Indirect Costs	$ 44,512	$ 37,767	$ 48,878	$ 0	$ 0	$ 131,157
11. Training Stipends	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
12. Total Costs (lines 9-11)	$ 380,376	$ 289,313	$ 346,365	$ 0	$ 0	$ 1,016,054

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: Reginold Pegues
Title: Acting Chief Financial Officer
Date Submitted: 11/30/2009

Approved by OMB 0348-0046 Exp.

Disclosure of Lobbying Activities

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

1. Type of Federal Action:	**2. Status of Federal Action:**	**3. Report Type:**
[ ] Contract **[ ]** Grant **[ ]** Cooperative Agreement **[ ]** Loan **[ ]** Loan Guarantee **[ ]** Loan Insurance	**[ ]** Bid/Offer/Application **[ ]** Initial Award **[ ]** Post-Award	**[ ]** Initial Filing **[ ]** Material Change **For Material Change only:** Year: 0Quarter: 0 Date of Last Report:

4. Name and Address of Reporting Entity:	**5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime:**
[X] Prime **[ ]** Subawardee Tier, if known: 0 Name: Address: City: State: Zip Code + 4: - **Congressional District, if known:**	Name: Address: City: State: Zip Code + 4: - **Congressional District,** if known:
6. Federal Department/Agency:	**7. Federal Program Name/Description:** CFDA Number, if applicable:
8. Federal Action Number, if known:	**9. Award Amount,** if known: $0
10. a. Name of Lobbying Registrant (if individual, last name, first name, MI): Address: City: State: Zip Code + 4: -	**b. Individuals Performing Services** (including address if different from No. 10a) (last name, first name, MI): Address: City: State: Zip Code + 4: -
11. 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: Title: Applicant: Texas Education Agency Date: 11/30/2009

Federal Use Only:	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	
Texas Education Agency	
PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE	
Prefix:	First Name: Reginold Middle Name: D
Last Name: Pegues	Suffix:
Title: Acting Chief Financial Officer	
Signature: _____	Date: 11/30/2009

ED 80-0013 03/04

SUPPLEMENTAL INFORMATION REQUIRED FOR DEPARTMENT OF EDUCATION GRANTS

1. Project Director:

Prefix:	* First Name:	Middle Name:	* Last Name:	Suffix:
Mr.	Reginold	D	Pegues	

Address:

* Street1: 1701 N. Congress

Street2:

* City: Austin

County: Travis

* State: TX* Zip / Postal Code: 78701 * Country: **USA**

* Phone Number (give area code)	Fax Number (give area code)
(512)463-4330	(512)475-1706

Email Address:

REGINOLD.PEGUES@TEA.STATE.TX.US

2. Applicant Experience

Novice Applicant [X] 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 [X] No

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

[ ] Yes Provide Exemption(s) #:

[ ] No Provide Assurance #, if available:

Please attach an explanation Narrative:

Attachment:
Title :
File :

Project Narrative

Project Narrative - Project Abstract

Attachment 1:
Title: **Project Narrative Project Abstract** Pages: **1** Uploaded File: **H:\SLDS\Texas ARRA SLDS Abstract.pdf**

5. PROJECT ABSTRACT – TEXAS STATEWIDE LDS

For over 20 years, Texas has demonstrated a strong commitment to thorough data collection and the use of data to support policy decisions. As a result, many of the required Data Elements for a statewide longitudinal data system are currently in place. However, the current systems do not effectively support increasing demands for timely, transparent, accessible, and actionable data across the P-20 continuum. In fact, despite the depth of student data collected, Texas only provides a limited amount of actionable data back to stakeholders. This application proposes improvements and extensions to the existing LDS that will bring the system capabilities for data collection, analysis, and reporting—at both the state and district level—in line with the attributes of a comprehensive longitudinal data system. The three goals and the associated ten outcomes of the proposed grant include the following:

Integrate key data into the P-20 Data Warehouse to better understand students' preparedness to contribute to the twenty-first century workforce

1. Load existing college readiness test score collections into the LDS
2. Expand the LDS to include pre-K, kindergarten and workforce data

Alleviate Data Collection Burden on Districts and Improve Data Quality

3. Realign statewide data collection standards and protocols for districts
4. Expand the architecture to support new standards and collection platform
5. Automate data collection through development of a state-sponsored SIS
6. Develop data services and loading the District Connections Database
7. Create District Connections Database extract certification and validation tools
8. Deploy statewide data collection and management platform pilot

Build Performance Management Culture that Uses Data to Continuously Improve Performance

9. Develop timely, relevant reports and user-friendly tools for stakeholders
10. Ensure compliance with Federal reporting and SFSF requirements

The proposed project will allow Texas to complete Systems Capabilities that address the need to provide quality, timely data to improve educational outcomes so that:

- Stakeholders can quickly learn about and respond to trends at the student, campus, and district level *(System Capability 5: Timely Reporting for Continuous Improvement)*
- Data quality can be improved through the implementation of new data standards and a statewide student information system *(System Capability 6: Data Quality)*
- Little known successes, residing in small districts or a few schools, can be discovered and shared to help others *(System Capability 2: Data Standards)*
- Legislation and education policy can become more proactive, yielding more timely results and addressing the broader education and employment continuum *(System Capability 5: Timely Reporting for Continuous Improvement)*
- The state and districts can flexibly respond to current and future federal reporting requirements *(System Capability 7: Federal Reporting Requirements)*

The end result of TEA's efforts will be a practical and powerful statewide data solution that will increase the availability of data to support the state's educational improvement efforts.

Project Narrative

Project Narrative - Project Narrative

Attachment 1:
Title: **Project Narrative - Project Narrative** Pages: **30** Uploaded File: **H:\SLDS\Texas ARRA SLDS ProjectNarrative.pdf**

Texas Education Agency

Grant Application

The Texas Statewide LDS

CFDA Number 84.384A

Submitted to

The U.S. Department of Education

Institute for Educational Sciences

December 1, 2009

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6. PROJECT NARRATIVE

a. Need for the Project

➨ *Introduction*

In response to the invitation for proposals for the Statewide Longitudinal Data Systems (SLDS) grant under the American Recovery and Reinvestment Act (ARRA), the Texas Education Agency (TEA) proposes a three-year project that will allow the state to create a comprehensive longitudinal data system (LDS) that complies with the America COMPETES Act, enhances the capacity of the state and districts to use data for educational improvement, and addresses the information needs of all districts in the complex Texas education landscape.

Texas has been a leader in collecting critical education data, despite significant challenges posed by the state's size, geographic dispersion, and high economically disadvantaged population. Texas has historically emphasized the collection and reporting of data largely for state and federal compliance purposes, and as a result, many of the necessary Data Elements are already in place. However, the current process and tools for data collection, which require districts to submit data in line with TEA requirements, place a financial burden on districts, particularly small districts. A recent survey estimated that Texas districts collectively spend approximately $323 million every year in order to submit their data to TEA. The existing LDS lacks critical capabilities to ease this data collection and submission process as well as to provide timely, actionable data to districts. These gaps limit the potential to use data effectively for early warning systems or to make ongoing decisions that support improved student achievement. The proposed LDS incorporates both enhanced data collection tools and student-level reporting and analysis tools to facilitate the use of timely, actionable data by all education stakeholders. By helping to shift emphasis more toward data *usage* and away from just data collection, the projects proposed under the grant will support TEA's goal of creating a culture of performance management based on data.

➨ *Overview of the Texas Landscape and Current Data System*

The two principal agencies in Texas charged with gathering and publishing education data, TEA and the Texas Higher Education Coordinating Board (THECB), must accommodate a varied and geographically-scattered population of students and educational bodies. TEA works with over 1,200 independent K-12 school districts and charter districts across 8,000 campuses and charter schools, educating more than 4.6 million public school students. More than 80 percent of the 1,200 districts in Texas each have fewer than 5,000 students; over 60 percent have fewer than 1,000 students. Over half of the student population is economically disadvantaged, and over 60 percent is minority. In addition, there is a large and rapidly-growing English language learner population and a high frequency of student mobility. THECB is responsible for a total population of more than 1.2 million students and works with 35 public universities, 50 community college districts, 3 state colleges, 1 technical college system, 9 health-related institutions, and 43 independent colleges, universities, and junior colleges.

Although significant improvements are still necessary to meet the information needs of the fragmented Texas education environment, TEA and THECB already have some of the building blocks in place for an LDS. As described below, Texas' current LDS provides data to the public school districts, teachers, and policy makers through multiple reports on the agency's website. (For a visual depiction of the current system, please see Appendix A – Current TEA LDS Landscape.) Current elements of the LDS include the following:

PEIMS. TEA was an early developer of a student-record-level reporting system, called the Public Education Information Management System (PEIMS), designed to collect student- and school-level data from school districts to support program analysis. The student-record-level data collection and the accountability program it supports became a model for elements of the No Child Left Behind (NCLB) program, which has driven other states to move toward a more granular level of accountability through data.

TEA developed PEIMS to facilitate accountability, funding allocations, and monitoring of Texas public schools. The PEIMS data collection includes four categories of information: education organizations, district finances, staff, and students. Organizations include schools, districts, shared service arrangements, and education service centers (ESCs). District financial data include budgets and expenditures. Staff information includes identifying and demographic information, as well as employment, salary, teaching experience, highest degree earned, and courses taught. Student information includes identifying and demographic information, enrollment, special program participation, attendance, course completion, graduates, non-returning students, and disciplinary actions. Students and staff are assigned a unique identifier that can be used to track their information across systems and across multiple years.

TPEIR. TEA has linked its K-12 data to the higher education data from THECB to examine how successfully Texas students are making the transition into a postsecondary environment. The P-20 data warehouse, the Texas Public Education Information Resource (TPEIR), is managed by TEA in partnership (through a memorandum of understanding [MOU]) with THECB. The warehouse currently contains eighteen years of P-12 data and seventeen years of higher education data from Texas colleges and universities, and information about teacher certification and teacher preparation programs. The warehouse enables users to link individual students from pre-K through enrollment and graduation from Texas colleges (P-20). Although standardized aggregate reports are available through the TPEIR website, the scope of reports is limited and there is at least a nine month lag before data are published.

ERCs. THECB oversees a network of state Education Research Centers (ERCs) established at the University of Texas at Austin, the University of Texas at Dallas, and Texas A&M University at College Station. Researchers gain access to confidential student data at an ERC once the project is approved by a Joint Advisory Board. The Joint Advisory Board is chaired by the Commissioner of Education and the Commissioner of Higher Education, and the board reviews and must approve all research using data protected by the Family Educational Rights and Privacy Act (FERPA). The ERC Data Warehouse includes historical data across a number of agencies and systems, including: PEIMS P-12 student data, teacher and administrator employment data, and campus and district financial data; teacher certification data; teacher preparation program data; standardized student assessment results; assessment data from the College Board and ACT; postsecondary student data; and Texas Juvenile Probation data. TEA and THECB match and then de-identify all individual-level data to ensure that researchers can follow a student from pre-K through postsecondary and into the workforce.

➨ *Identification of System Needs and Roadmap Vision*

The PEIMS system was designed in 1986 as a state-of-the-art state-level reporting system. Though undeniably strong and cutting edge at that point, the data structures and collection mechanisms within PEIMS have been in place for more than 20 years and are now badly in need of upgrading. Recognizing not only the need to improve its underlying architecture to collect and report data, but also improve the timeliness, relevance, and quality of information

available to all stakeholders, TEA has been actively engaged in a number of major projects, both privately and federally funded, to diagnose and address gaps in the existing LDS.

In late 2008, TEA secured funding from the Michael & Susan Dell Foundation (MSDF) to initiate a study called the Texas Data Collection, Analysis, and Reporting Systems Investigation (TDCARSI). The study formed the basis of a new roadmap for developing an enhanced statewide longitudinal data capability to improve the capacity for data-driven decision making among key education stakeholders within the state: educators, parents, administrators, and policymakers.

The vision outlined in TDCARSI was developed with detailed background research and extensive consultation with stakeholders through various channels, including **(1)** focus groups and interviews with over 250 districts and charters; 18 regional ESCs serving districts; **(2)** best practice surveys of five other states' education systems and processes (California, Florida, Illinois, North Carolina, and Ohio); **(3)** a student information system (SIS) vendor forum with participants who have experience working with districts in Texas; and **(4)** a voluntary district survey to document their data collection burden and associated costs. In addition, among the 1,200 districts and charter schools surveyed in a follow-up study, an impressive 73 percent (876) responded, signaling the importance of the state's LDS to districts.

The key findings from the research regarding the system needs suggested that although Texas made progress on Data Elements, its systems did not completely satisfy the System Capabilities outlined in the SLDS ARRA proposal. The most critical gaps in System Capabilities include the following:

1. Districts spend too much time and money on collecting and submitting data rather than using reported student-level information to drive better outcomes. The survey that was conducted as part of the TDCARSI study estimated that Texas districts collectively spend $323 million every year in order to submit their PEIMS data (System Capability 2: Data Standards and 6: Data Quality). Factors contributing to the data collection burden in districts include:
    - The need to modify district source system data to conform to PEIMS data collection structures and keep pace with changes to state and federal reporting requirements (over 40 percent of districts reported this need – on a statewide basis, this equates to nearly 500 districts)
    - Additional time to address ad hoc data requests that are not replicable and typically redundant
    - The current necessity of each of the 1,200 districts and charter schools in Texas, including numerous small districts, to negotiate and structure their own SIS contracts to submit accountability data
2. Because districts must perform significant data manipulation and transformations to provide the data in the format defined in the PEIMS data collections, there is significant risk of erroneous or non-standard data in PEIMS even if district source systems are accurate (System Capability 6: Data Quality).
3. There is broad demand among districts for a statewide data management system to ease the data collection process and, in doing so, address both the dissatisfaction and undue cost for districts to maintain existing SISs as well as meet the imminent need for upgraded systems (System Capability 2: Data Standards).

- Less than one third of districts surveyed reported being very satisfied with their current SIS functionality across several key attributes, including student database, student progress, attendance, and discipline.
- Approximately 50 percent of those surveyed are considering the purchase of a new system or upgrading their existing system within the next 3 years

4. Key stakeholders lack timely, actionable data required to modify classroom instruction and inform school-, district-, and state-level programmatic decisions to drive improved student outcomes. Data collections have been infrequent (many elements collected once per year), and until recently, collections have been focused almost exclusively on meeting statutory requirements rather than making data available for local access, analysis, and action. Due to the time it takes to analyze and report the data, by the time reports are released, there is typically no longer an opportunity to improve outcomes for the specific students to whom the report pertains (System Capability 5: Timely Reporting for Continuous Improvement).
5. Critical workforce and pre-K data are missing from the TPEIR data warehouse (System Capability 1: P-20 Individual Student Data, Data Elements 10: College Readiness and 12: Postsecondary Success).

These findings have been the primary drivers behind TEA's system roadmap, which has guided recent and ongoing LDS projects and helped define the system capabilities to be addressed by the proposed grant. The end result of TEA's efforts will be a practical and powerful statewide data solution that will increase the availability of data to support the state's educational improvement efforts, while at the same time decreasing the burden of data collection on districts and the state. Ensuring districts have timely data to make better decisions will ultimately make districts more accountable for performance and align with federal and state accountability systems.

Texas' LDS roadmap consists of the following key components that address the required SLDS system capabilities: (For a visual depiction of the current system, please see *Appendix A – Proposed TEA SLDS Landscape*.)

District Connections Database (DCD). The proposed system will include a District Connections Database (DCD) that allows student-level data generated by source systems (e.g., student data and financial data) to be uploaded on a regular basis from independent school district (ISD) source applications or from a state-sponsored SIS, as described below in a manner that is consistent with FERPA. The DCD is a new component of the LDS that facilitates the use of operational data by districts for their own reporting, analysis, and local actions. Districts will have the option of uploading data as often as they choose, thus addressing the need for timely, actionable student-level data to inform decision-making at the classroom, campus, and district levels. Coupled with the proposed realignment of statewide data standards and enhanced data collection tools, use of the DCD will also help ensure an improved level of data standardization across the state. Many districts, particularly smaller ones, currently lack the systems capability or resources to deploy solutions to access data in this manner. By centralizing the data platform at the state level and defining standard early-warning reports, the DCD provides the ability to access individual student data to drive continuous improvement in the classroom. The prototype for the DCD is currently under development in connection with the MSDF Texas Student Data System grant (for a visual depiction of the grant objectives and outcomes, please see *Appendix A – Proposed TEA SLDS Landscape*, *Texas Student Data System Grant*).

Certified PEIMS Data Store. The proposed LDS includes a certified PEIMS data store that will serve as a repository for certified data used for state and federal compliance reporting, funding, program evaluation, and educational research. TEA will populate the certified PEIMS data store through automated periodic extracts or "snapshots" of data from the DCD for specific compliance, funding, and accountability purposes, and school districts and TEA would validate these snapshots through a workflow and validation process. The extraction process involves taking the data in the DCD and performing transformations (including the application of business rules, calculations and aggregations), and loading into the certified PEIMS data store. The rules and processes for these extractions will be published. The resulting data will be in the form of counts, derivations, and aggregations of data based on the DCD data, including identified and de-identified data as appropriate. The DCD snapshots and certified PEIMS data store reconciliation reports will be made available to the districts to compare the snapshots of their DCD data with the resulting derived certified PEIMS data store contents. The proposed processes will greatly improve how extractions and validations of data are performed today, alleviating the burden on districts to perform unduly complex actions and allowing for the more accurate, cost-effective creation of the state data required by TEA.

TPEIR. The LDS loads data from the certified PEIMS data store to the state's P-20 data warehouse, TPEIR. In addition to eighteen years of P-12 data and seventeen years of higher education data from Texas colleges and universities, and information on teacher certification and teacher preparation programs, the warehouse will be expanded to link critical missing pre-K, college readiness, and workforce (wage, industry, and employment) data. When complete, TPEIR will enable P-20 monitoring of an individual student, from enrollment into the public education system through matriculation and graduation from Texas colleges and into the labor market. As such, Texas will have the ability to evaluate the effectiveness of pre-K to 12 programs based on how well they prepare students to contribute to the twenty-first century workforce. In addition to expanded data on P-20, the TPEIR reports will be more timely and user-friendly than they are today.

Business Intelligence Tools. The proposed LDS will improve dissemination of data in FERPA-compliant ways by providing new, secure business intelligence and reporting tools in the DCD, the certified PEIMS data store, and TPEIR to more effectively support end-user analysis and reporting across the LDS. Each of the three databases will have a set of business rules and authorized, role-based and secure access associated with the reporting tools. In the DCD, district personnel will use these technologies for authorized, role-based access to the data. The system will provide user-friendly, self-service report functionality that complies with FERPA, as well as robust analysis and reporting capabilities. These tools will also include early warning standard reports that provide insight for common analysis needs (e.g. dropout prevention). At the PEIMS data store, TEA will have access to reporting and analysis technology that is role-based and FERPA compliant. The TPEIR data warehouse will provide legislators, researchers, and the public with a set of user-defined reports and tools. TEA, legislators, researchers, and the public will have access to views of FERPA-compliant data and reports that will support sophisticated and robust users, as well as those with little or no programming skills.

Enhanced Data Collection and Submission Tools. The proposed LDS would incorporate upgrades to the existing data collection and exchange infrastructure to ease the transformation of student-level data and thus facilitate interoperable data collection for state and federal accountability and district performance management purposes. To maximize interoperability, Texas will realign data standards with National Center for Education Statistics (NCES) handbook standards and the National Education Data Model, and Data Elements will cross-walk to Schools

Interoperability Framework (SIF) data model elements where applicable. Once completed, this will enable seamless integration of district systems with the state LDS and enable more efficient submission of federally required EdFacts data. In addition, the development and implementation of a state-hosted, shared SIS (discussed below), compliant with and adaptable to changing PEIMS requirements, will provide a more accurate, cost-effective solution for student data management than the individual systems that exist in numerous districts today.

State-sponsored Student Information System (SIS). The proposed state-sponsored SIS is critical to creating an LDS that addresses the needs of the state's complex and fragmented operating environment, over 80 percent of districts in Texas have fewer than 5,000 students; over 60 percent have fewer than 1,000. The vast majority of these districts do not have the budget or available staff to support sophisticated information technology departments. However, each must purchase its own SIS and other systems to support daily student accounting, staffing, and financial operations needs, and many report having to pay vendors for expensive modifications to those systems to support the specific state and federal reporting needs that are not part of their daily operations. These modifications typically cannot keep pace with reporting requirements and are often delayed or non-compliant, despite the significant resources invested.

In a national survey of school districts, the average annual fee for a subscription service SIS was $ 6.20 per student; however, small districts indicated paying around $9.00 per student. Similarly in Texas, small districts (over 900 of them with less than 5000 students) have difficulties securing SIS functionality at an affordable price point. In addition, given the amount of data manipulations and calculations that must be performed to submit PEIMS information, many smaller districts struggle to maintain data quality and integrity.

The proposed state-sponsored standard SIS, which any district could use, will ensure that the majority of districts in Texas can link to the District Connections Database without expensive modifications to their current SIS. Additionally, a state-sponsored SIS will facilitate the interoperability of data structures and formats. The vision is that the state would develop and host an enterprise student information solution through a vendor or set of vendors. It would provide a minimum level of operational and maintenance support, be safe and secure, and include built-in extractions to support state data submission and reporting. Moreover, it would provide a more flexible platform to support future changes to data standards and assure PEIMS compliance by all participating districts. This approach would create economies of scale to drive down per-student costs for districts, improve standardization of data across districts, and ensure the efficient use of tax dollars in the state. This recommendation does not include direct support for local financial or human resources systems, as those systems tend to be more customized to the local district operations. The state-sponsored SIS would support teacher information (either through direct support or by data import) to assure linkage between teacher and classroom information and student information.

Although participation in the state-sponsored SIS would be voluntary and without penalty for districts choosing not to participate, given the large number of small, resource-constrained districts and the high degree of dissatisfaction with many existing SIS vendors, the anticipated demand for such a system is high. Moreover, as larger districts contemplate additional investment in new or existing systems over the next three years, TEA expects many may migrate to the proposed state solution as a tool to ease the state data collection and submission process. The letters of support from districts in Appendix D are an indication of the demand for the solution. The total investment of approximately $11M for the SIS solution is

appropriate given Texas' large student population of 4.6M students. The average investment of $2.38 per student is reasonable given the level of functionality which would be enabled by the proposed solution.

Supporting implementation of the proposed statewide LDS and included in the proposed grant is extensive end-user training focused on three objectives:

- Creating awareness and driving usage of the new system offerings
- Ensuring users are prepared to use the new system features and facilitating the transition to the new system, including addressing any required changes in business processes
- Building capacity for using the system's reports to affect practice and drive continuous improvement

➨ *Status of Projects Currently in Development*

TEA has three projects underway that partially address identified needs in the existing LDS functionality and provide the necessary foundation for achieving the outcomes outlined for each proposed focus area under this grant.

The following table provides a summary of these projects. (For more detailed outcomes related to each project, see Appendix C – Current Status of Texas LDS.)

PROJECT DESCRIPTION	LDS REQUIREMENT	START - COMPLETION
PEIMS Redesign Project Phases 1 and 2: The Texas Legislature provided $7.7 million in 2007 and 2009 to fund a comprehensive rewrite of the PEIMS system, which includes migrating PEIMS off the mainframe and improving reporting capabilities. Upgrading the PEIMS architecture was necessary to provide the infrastructure for the proposed revision of the entire data collection system, which includes new XML interfaces to more efficiently report data to TEA, flexible reports for districts to analyze their data, and streamlined business rules management.	System Capability 2: Data Standards (Partial)	Sept 2007 – Fall 2011
2009 IES Statewide LDS Grant. The 2009 SLDS grant is a five-year $7.9 million project that establishes a student-teacher link for analysis, reporting, and research on student performance by attributes of a teacher or class, as well as the evaluation of programs designed to impact students or teachers.	System Capability. 3: Teacher Student Link; Data Elements 8, 9, 12	Jul 2009 – Jun 2014

The Michael & Susan Dell Foundation Texas Student Data System Grant. In September of 2009, MSDF made a $10 million commitment to establish a Texas Student Data System (TSDS). The investment will support the development of the prototype for the statewide DCD to be integrated in the proposed LDS. The DCD provides the necessary infrastructure for improved data collection from districts as well as the subsequent creation and population of reporting and analysis tools with timely, actionable student data. TSDS will generate dashboards and snapshots of achievement data at the district, campus, and student level for use by educators and parents in decision-making that supports improved educational outcomes.	System Capability 5: Timely Reporting for Continuous Improvement (Partial)	Sept 2009 – Jun 2012

- ***Summary of Need and Proposed Project Focus Areas***

With existing and planned LDS efforts, Texas meets most of the America COMPETES Act Data Element Requirements. However, the system only partially satisfies many of the required system capabilities. Currently, Texas' system only fully complies with the following requirements: Data Element 1, 2, 3, 4, 5, 6, 7, 10 (partial), and 11:

- Data Element 1 (Statewide Student Identifier) is satisfied through the existence of a unique state assigned identifier that does not permit a student to be individually identified by users of the statewide longitudinal system.
- Data Element 2 (Student-Level Enrollment Data) is satisfied through P-12 student-level enrollment, demographic, and program participation data and postsecondary student-level enrollment and demographic data which reside in TPEIR.
- Data Element 3 (Student-Level Graduation and Dropout Data) is satisfied through student-level enrollment, leavers, dropouts, and graduation data that resides in TPEIR.
- Data Element 4 (Ability to Match P-12 and Higher Education Data) is satisfied through the THECB and TEA student data that resides in TPEIR.
- Data Element 5 (State Data Audit System) is satisfied through the existing Performance Based Monitoring System data auditing procedures, random data validation audits, and analyses to ensure data integrity across multiple indicators.
- Data Element 6 (Student-Level Test Data) is satisfied through yearly individual student assessment data that resides in the TPEIR data warehouse.
- Data Element 7 (Information on Untested Students) is satisfied through the data on students not tested by grade and subject that resides in the TPEIR data warehouse.
- Data Element 8 (Statewide Teacher Identifier with a Teacher-Student Match) is partially satisfied in that Texas assigns a unique ID to teachers at the state level. Data linking students to teachers will be collected for the first time in the summer of 2011 as part of the SLDS 2009 grant.
- Data Element 9 (Student Level Transcript Data Including Course Completion and Grades Earned), Texas already collects course completion data for grade levels 9-12. In 2010-11 TEA will collect course grades for courses taken for high school credit. In addition, with funding from the SLDS 2009 grant, Texas will collect course completion data and grades earned for students in postsecondary education in 2010-11.
- Data Element 10 (Student-Level College Readiness Data) is partially satisfied through the existing collection of SAT, ACT and AP score data that is used for annual accountability reporting and specific research reports on the TEA website. The data are not currently loaded to the TPEIR data warehouse.

- Data Element 11 (Postsecondary Transition) is satisfied through data that currently resides in TPEIR on high school graduates who enroll in Texas colleges and students enrolled in remedial coursework. Through the 2009 SLDS grant, additional student data on postsecondary courses taken and grades earned will be collected in 2011 and will be added to TPEIR in 2012. TEA plans to participate in a Gates Foundation grant with the National Student Clearinghouse (NSC) to pilot the collection of out-of-state student data.
- Data Element 12 (Postsecondary Success) is addressed in that Texas has SAT, ACT, and AP test scores for students, but the data are not currently loaded in the data warehouse. Through the 2009 SLDS grant, additional K-12 and postsecondary course completion alignment data will be collected in 2011 and loaded in the LDS by March 2012.

Projects currently under development target the following requirements: System Capabilities 2 (partial), 3 and 5 (partial), and Data Elements 8, 9, and 12. (For more details on completed and in-progress items, please refer to Appendix C – Current Status of Texas LDS.) Texas' system currently fully complies with System Capability 4. The remaining are in various stages of completion:

- System Capability 1 (P-20 Individual Student Data) is partially satisfied in that Texas has student-level data from P-20 and is able to examine student progress over time. Reports are currently available to show the number of students who graduate from high school and go on to Texas colleges. The 2009 grant will enable Texas to analyze the aggregate performance of high school graduates in specific courses in Texas colleges. The 2009 ARRA SLDS grant would enable Texas to add private pre-K data, kindergarten reading assessments results for children in kindergarten, and workforce data to the data warehouse and link the data for reporting. The 2009 ARRA SLDS grant would improve Texas' ability to exchange aggregated data within the state.
- System Capability 2 (Data Standards) is partially satisfied in that TEA exchanges data with THECB and shares de-identified data with the state's Education Research Centers. However, the collection and exchange of data would be improved through the establishment of an XML based, granular data standard. The PEIMS Redesign represents the first step in this process.
- System Capability 3 (Teacher-Student Link) is in the process of being addressed through the 2009 SLDS grant. Information that links students to their teachers in a classroom will be collected for the first time in 2011.
- System Capability 4 (Teacher Certification Program Data) is satisfied through information in TPEIR on teacher certification, teacher preparation programs, and the institution at which teachers received their training.
- System Capability 5 (Timely Reporting for Continuous Improvement) is partially satisfied by a number of static reports published on the agency web site and TPEIR portal. However, there is limited content available through the static reports, and flexibility in accessing and viewing the data is restricted. MSDF is funding statewide performance management scorecards and dashboards for parents, teachers, districts, and campus personnel. There are no planned reports to aid other key education stakeholders, including policymakers, researchers, and the public. The 2009 ARRA SLDS grant would enable Texas to develop next generation reporting and analysis capabilities for these stakeholders, using a common set of tools and data structures.
- System Capability 6 (Data Quality) is partially addressed through a number of district validation reports and through state-level auditing. However, districts struggle to ensure

the accuracy of their data extraction and submission process as more and more data are requested. The 2009 ARRA SLDS grant would enable Texas to improve the collection process, reducing the potential for errors and mitigating the burden on district staff.

- System Capability 7 (Federal Reporting Requirements) is satisfied to an extent through Texas' current system. Currently Texas does not collect or report on the system utilized to appraise teachers. The system used by the majority of Texas schools, the Professional Development Appraisal System (PDAS) is in place as the State's recommended instrument for appraising its teachers and identifying areas that would benefit from staff development. School districts are allowed to locally adopt other instruments that include student performance as a measure. Texas will develop a data collection system in 2010 – 2011 to collect, analyze, and publish reports that will include all teacher performance ratings and be made publicly available, aggregated for each school in the LEA (outcome 10). These reports will be available on the agency website by September 30, 2011. There is no current statewide system in Texas for evaluation of the performance of principals. The Texas Education Agency will be contracting with an independent entity to develop a survey tool to collect data on principals. This data will then be utilized to generate aggregate-level reports that will be made publicly available on the agency website. It should be noted that some Texas school districts have only one campus, and as such the data on these schools may have to be merged to protect the confidentiality of the principals involved. The data collections and reports will be developed with funding from the SLDS 2009 ARRA grant as part of Outcome 10.

  Texas does not currently collect data on students attending out-of-state colleges, due to FERPA issues. However, TEA plans to participate in a Gates Foundation grant with the NSC to pilot the collection of data on high school graduates attending out-of-state colleges in 2010-2011.

  Texas does not currently provide teachers of reading/language arts and mathematics in grades in which the state administers assessments with reports of individual teacher impact on student achievement on those assessments. However, the state-mandated Student Assessment Data Portal project will provide this information for all teachers by the first day of school in September of 2011.

  THECB will develop a report on the number of students who graduate from high school who enroll in an IHE in the State within 16 months of receiving a regular high school diploma, the number and percentage who complete at least one year's worth of college credit applicable to a degree within two years of enrollment in the IHE, by September 30th, 2001. THECB is a partner with TEA in the SLDS 2009 grant award to collect classroom level student performance data in the summer of 2011. THECB will publish the report on their website, and TEA will have a link to the report from the agency web site.

  Currently Texas only partially meets the EdFacts reporting requirement for a student level indicator for all homeless students. The current indicator identifies homeless students receiving Title I services only. Texas will modify the data collection to collect this indicator for all students in 2010 – 2011.

To provide the functionality of a robust P-20 and workforce LDS, Texas must fulfill the Systems Requirements that it does not meet today. Texas must be able to efficiently and effectively collect data and report timely, meaningful student achievement information to stakeholders

(e.g. educators, policymakers, and parents) across its 1,200 districts and over 8,000 schools. This will allow stakeholders to allocate fewer resources toward data collection efforts and to focus more resources on using data to drive better decision-making and continuous improvement at all levels. By expediting and enhancing the data collection and reporting processes, and providing the requisite training to leverage these tools, Texas can build a pervasive performance management culture among all stakeholders and make unprecedented progress toward meeting the state's most pressing educational improvement goals.

Based on the above, and as illustrated in the extensive needs assessment undertaken by TEA, the key remaining improvements and extensions needed to achieve the roadmap vision and transform Texas' system into an optimal P-20 and workforce LDS include **(1)** integrating key data into the LDS, specifically broader pre-K and kindergarten data, college readiness data, and workforce data (Systems Capability 1, Data Elements 10 and 12); **(2)** reducing the burden of data collection on districts and improving data quality (Systems Capabilities 2 and 6); and **(3)** developing timely, relevant stakeholder reports and building a culture of using data to inform instructional and policy decisions (Systems Capability 5).

The proposed project focuses on these three key areas and, in doing so, will ensure the state's LDS system provides the functionality to comply with the required America COMPETES elements and capabilities as well as to meet the unique needs of the complex and fragmented education environment in Texas. The following section describes the specific System Requirements to be addressed through the proposed project focus areas and envisioned outcomes.

- ***Required Capabilities and Elements to be Addressed through the Proposed Project Focus Areas and Outcomes***

FOCUS AREA 1 – INTEGRATE KEY DATA INTO THE P-20 DATA WAREHOUSE

PROPOSED OUTCOME 1 – LOAD EXISTING SAT, ACT, & AP TEST SCORE COLLECTIONS INTO TPEIR		
Systems Requirement Addressed:	Current Functionality:	Functionality at Completion of proposed Outcomes 1 & 2:
Data Elements 10: College Readiness; 12: Postsecondary Success	50%, 90% (respectively)	100%

Identified Need: College readiness data. Texas currently receives college readiness data (SAT, ACT, and AP test data) through existing agreements with the College Board and ACT, Inc., and reports this data annually as part the annual accountability report and specific research reports available on the TEA website. This data are not linked or loaded in TPEIR, which prevents TEA from providing robust reporting to districts, legislators, and the public on critical areas such as curriculum effectiveness or correlation to postsecondary success.

Proposed Outcome for ARRA SLDS: Expand the P-20 data warehouse to include college readiness test data (Outcome 1 – Load Existing SAT, ACT, & AP Test Score Collections into TPEIR).

PROPOSED OUTCOME 2 – EXPAND LDS TO INCLUDE WORKFORCE, PRE-K, AND K DATA		
Systems Requirement Addressed:	Current Functionality:	Functionality at Completion:

SC1: P-20 Individual Student Data	70%	95%

Identified Needs: Workforce data. The LDS includes data at the individual student level from kindergarten through postsecondary education. The LDS does not currently collect or link workforce data to education data, but TEA is in the process of establishing an MOU with the Texas Workforce Commission (TWC) to allow for the linking and loading of workforce data, including employment, wages, and earnings data, in the LDS. This expansion and linkage is critical so that stakeholders (educators, legislators, and parents) understand how education outcomes affect economic outcomes and how well K-12 and higher education systems are preparing students to contribute significantly to the state's 21st century workforce.

Pre-K enrollment data. Texas has data on private pre-K enrollment and kindergarten reading assessments scores, but these data exist in separate databases. Incorporating the linkages to these data will allow the state to assess pre-K program effectiveness based on measures of student progression and school readiness.

Proposed Outcome for ARRA SLDS: Expand the P-20 data warehouse to include and link workforce, private pre-K, and K data (Outcome 2 – Augment TPEIR Data Collections).

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Focus Area 2 – Reduce the Data Collection Burden on Districts and Improve Data Quality

The mandate for districts to generate and modify the required data from their source systems creates an expensive and time-consuming effort both for districts (particularly smaller districts) and for TEA, who must monitor each district's submissions for quality and completeness. For this reason, Outcomes 3 through 8 of this grant application focus on improving data collection and quality through the development and implementation of enhanced data collection standards and a state-sponsored SIS.

Proposed Outcomes 3– 8 – Upgrade Existing Data Collection And Exchange Infrastructure		
Systems Requirement Addressed:	Current Functionality:	At completion of proposed Outcome 3–8:
SC2: Data Standards	The initial phase of redesigning the existing PEIMS data collection was completed in 2009; the remaining work will be completed by the summer of 2011. Functionality at Completion of Initial Phase = 30%	100%
SC6: Data Quality	50%	100%

Identified Needs: Data Collection and Submission. The ongoing redesign of PEIMS primarily addresses replacing the mainframe architecture and providing enhanced report submission tools to aid districts in reviewing data prior to certification and validation. It does not address the fragmentation of systems and the complexity of data collection and submission at the district level that, if not addressed, will continue to impact time, quality, and costs each time there are new collections or changes to the existing collections that are required. In the spring of 2009, Texas investigated the feasibility of the School Interoperability Framework (SIF) as a

possible solution, but found that the SIF data transport methodology was too complex and costly to implement in an environment as fragmented as Texas.

Data Integrity. The EDIT+ reporting system and the current validation processes are in place to ensure the integrity of the data; however, given the large number of districts with limited technology capabilities, there are persistent issues in data quality associated with extraction and reformatting of data at the district level.

Limited Financial and Technical Resources, Particularly in Small Districts. The fragmented education environment in Texas leads to numerous small, resource-constrained districts having to bear the cost of implementing and operating their own SIS to support the accountability and data collection requirements set by TEA. Unfortunately, many of these districts lack the necessary financial resources or staff expertise to readily comply with these requirements.

Proposed Outcomes for ARRA SLDS: This grant will allow Texas to upgrade its existing data collection and exchange infrastructure so that resource-constrained districts can utilize statewide data standards that ease the transformation of student-level data. This will facilitate interoperable data collection for state and federal accountability and for district performance management purposes. To maximize interoperability, Texas will develop data collection standards that draw upon NCES handbook standards and the National Education Data Model, and Data Elements will cross-walk to SIF data model elements where applicable. Once completed, this will enable seamless integration of district systems with the LDS system and enable more efficient submission of EdFacts data. In addition, the development and implementation of a state-hosted shared SIS, already compliant with and adaptable to changing PEIMS requirements, will provide a more accurate, cost-effective solution for student data management than exists in numerous districts today. Specific outcomes are as follows:

- Realign statewide data collection standards and protocol for districts (Outcome 3)
- Expand architecture to support new standards and collection platform (Outcome 4)
- Automate data collection through development of a state-sponsored SIS (Outcome 5)
- Develop and load DCD (Outcome 6)
- Create DCD extract certification and validation tools (Outcome 7)
- Deploy statewide data collection and management platform (Outcome 8)

In addition, to address data integrity concerns, part of improving the data collection infrastructure will include upgrading existing systems to enhance the quality of data contained in the system. Once TEA adopts more granular statewide data collection standards, implements enhanced data collection tools, and offers a state-sponsored SIS, districts will have fewer points of error and fewer redundant data collections, and overall data quality will improve.

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Focus area 3 – Develop Timely, Relevant Stakeholder Reports and Build a Culture of Using Data to Inform Instructional and Policy Decisions

The Texas data system has long been characterized as being "data rich and information poor." Given the collection mechanism that has been in place for over twenty years, TEA has a wealth of student-level data. What Texas currently lacks is the ability to turn data into meaningful information that can be used by stakeholders (e.g., educators, policymakers, and parents) to

intervene earlier and more precisely before students or programs are off-track. Several factors contribute to this challenge:

Focus on accountability over program evaluation or performance improvement. Until recently, TEA focused on data collections mostly to address its statutory fiscal and accountability compliance requirements. As such, the reports that are currently defined and made available to stakeholders focus on compliance data that are difficult to manipulate and analyze for continuous improvement purposes. Reports that analyze performance for program and policy purposes can be generated, but often only through special requests. Moreover, the underlying data are not available to stakeholders in a manner that can be easily accessed and manipulated for their specific purposes.

Untimely reporting of and limited access to data. Many data elements are collected only once a year, and due to the time it takes to analyze and report the data, new reports often represent data that are at least nine months old. Without timely, actionable data to modify instruction in the classroom, educators are hampered in their ability to support Texas' education improvement goals.

Data collections redundancies. Due to the inefficiencies of PEIMS, many other informal data collection systems have evolved at TEA, some of which overlap with PEIMS. The data from these additional collections reside in siloed systems that are not linked to longitudinal reporting. These additional collections must be linked into the longitudinal database and redundancies must be eliminated in order to generate accurate, insightful reports.

Limited capability among stakeholders to use data effectively. As TEA strives to improve the availability of timely, relevant information for stakeholders, it must ensure that stakeholders are adequately prepared to use the reports and tools to improve decision-making and drive better student outcomes.

PROPOSED OUTCOME 9 – DEVELOP TIMELY, RELEVANT REPORTS AND USER-FRIENDLY TOOLS FOR STAKEHOLDERS		
Systems Requirement Addressed:	Current Functionality:	Functionality at Completion:
SC 5: Timely Reporting for Continuous Improvement	60%	100%

Identified Need: The MSDF TSDS grant will fund statewide performance management scorecards and dashboards for parents, teachers, districts, and campus personnel. However, there are no planned reports in the current system to aid other key education stakeholders, including policymakers, researchers, and the public, to ensure that the most important questions related to policy or practice are asked and answered.

Proposed Outcome for ARRA SLDS: This proposed grant will be used to develop timely, user-friendly, FERPA-compliant reports for these currently unaddressed stakeholders. The grant will fund significant stakeholder engagement with district staff, principals, teachers, and policy makers to define critical reports on the following:

- College readiness
- Postsecondary success
- Curriculum effectiveness
- Program effectiveness
- Teacher intervention / educator preparation effectiveness

Further, the grant will provide training, technology assistance, and communications to foster awareness about and understanding of how to use the performance reports. These efforts will enable more informed decision-making by all stakeholders (educators, administrators, parents, policymakers, researchers) in support of continuous educational improvement (Outcome 9).

PROPOSED OUTCOME 10 – COMPLY WITH SFSF REPORTING REQUIREMENTS		
Systems Requirement Addressed:	Current Functionality:	Functionality at Completion:
SC 7: Federal Reporting Requirements	70%	90%

Identified Need: Texas currently complies with the majority of proposed State Fiscal Stabilization Fund (SFSF) reporting requirements, (see Summary of Need and Proposed Focus Areas). However, teacher and principal performance data are not currently collected from districts. TEA proposes to collect this information as part of Outcome 10.

Proposed Outcome for ARRA SLDS: TEA will develop a data collection and reporting system to collect aggregate, district level information on teacher and principal evaluations. Aggregate reports will be published on the agency website by September 30, 2011.

➨ *Summary of Proposed Grant Needs*

Texas has a practical and powerful vision for an LDS and has begun work on some critical components. However, the focus areas proposed under the grant proposal are essential to expediting the data collection process, improving data quality, and increasing the reporting capabilities at the state level, all at a lower cost to districts.

TEA is confident in its ability to successfully execute the proposed activities and achieve the project outcomes based on its demonstrated track record on past LDS projects. In addition to highly experienced internal project leadership, TEA has established exemplary governance structures and processes to ensure that the project is well-managed and supported.

b. Outcomes Related to System Requirements and Implementation

Texas' proposed outcomes for each of the system requirements that will be produced by the end of the grant period are listed below.

	REQUIRED SYSTEM CAPABILITIES	PROJECT OUTCOMES
1	Individual student data from pre-K – postsecondary and workforce	Outcome 2 – Load workforce data, private pre-K, and kindergarten reading assessments results to TPEIR
2	Facilitate the exchange of data among agencies and institutions within the state and between states so that data may be used to inform policy and practice.	Outcome 3 – Realign State Data Standards Outcome 4 – Expand system architecture to support the new data collection platform Outcome 5 – Implement a state sponsored Student Information System Outcome 6 – Develop Data Services to load the District Collection Database Outcome 7 – Develop district extraction, validation and certification tools Outcome 8 – Deploy the data collection and

		management platform state wide
5	Must enable data to be easily generated for continuous improvement and decision making.	Outcome 9 – Develop timely, relevant, user friendly reports and tools for stakeholders
6	Must ensure the quality and integrity of data	Outcomes 3-8 above
7	Must provide the ability to meet Department reporting requirements, including SFSF and EdFacts	Outcome 10 – Collect and report aggregate information on Teacher and Principal evaluations
	REQUIRED DATA ELEMENTS	PROJECT OUTCOMES
10	Student Level College Readiness test scores	Outcome 1 – Load existing SAT, ACT, and AP test scores into TPEIR

c. Timeline for Project Outcomes

Key: BA = Business Analyst; COTS = commercial-off-the-shelf; DE = America COMPETES Data Element; Dev. = Developer; DM = Data Modeler; EDM = Enterprise Data Management; F&A = Finance and Administration Department; FTE = Full Time Equivalent (employee); PM = Project Manager; SA = System Analyst; SC = America COMPETES System Capability; STA = System Test Administrator; TW = Technical Writer

	TASK NAME	START	END
	ARRA SLDS GRANT	**9/1/10**	**8/30/13**
SUMMARY	Project Oversight	9/1/10	8/30/13
	Outcome 1 (DE-10) Load existing SAT, ACT, & AP test score collections into TPEIR (LDS).	9/1/10	11/1/12
	Outcome 2 (SC-1) Expand LDS to include workforce, pre-K, & K data.	9/1/10	7/8/13
	Outcome 3 (SC-2/6) Realign statewide data collection standards & protocol for districts.	9/1/10	8/5/11
	Outcome 4 (SC-2/6) Expand architecture to support new standards & collection platform.	9/1/10	8/16/11
	Outcome 5 Implement state-sponsored SIS.	11/17/10	11/26/12
	Outcome 6 (SC-2/6) Develop data services & load DCD.	9/1/10	8/5/13
	Outcome 7 (SC-2/6) DCD extract certification & validation tools (ILOG, Edit+).	7/20/11	8/5/13
	Outcome 8 (SC-2/6) Deploy statewide data collection & management platform (pilot vs. full deployment).	11/16/12	8/5/13
	Outcome 9 (SC-5) Develop timely, relevant reports & user-friendly tools for stakeholders.	9/1/10	7/15/13
	Outcome 10 (SC-7) Comply with SFSF reporting requirements.	12/7/09	9/30/11

TASK NAME	ASSIGNED TO	START	END
ARRA SLDS GRANT		**9/1/09**	**8/30/13**
Project Oversight	PM 2	**9/1/10**	**8/30/13**

Task Name	Assigned To	Start	End
Outcome 1 (DE-10) Load existing SAT, ACT, & AP test score collections into TPEIR (LDS).		9/1/10	11/1/12
Texas currently has an agreement with the College Board to receive the SAT and ACT test scores. Currently this data is in a flat file structure and is not in the data warehouse. TEA will load the data to TPEIR where it can be linked to other student data and develop aggregate reports on college readiness.			
Outcome 1.1 Initiation & Planning.		9/1/10	3/18/11
Task 1.1.1 Determine current or planned availability of data based on existing MOUs.	TPEIR FTE	9/1/10	10/13/10
Task 1.1.2 Explore any new initiatives related to collecting these types of data.	TPEIR FTE	9/1/10	9/22/10
Task 1.1.3 Work with Legal Services on exploring negotiations with test companies, as needed.	TPEIR FTE	10/14/10	2/10/11
Task 1.1.4 Develop project plan.	TPEIR FTE	2/11/11	3/18/11
Outcome 1.2 Requirements Gathering & Analysis.		3/21/11	9/21/11
Task 1.2.1 Gather requirements.	TPEIR SA 2A, TPEIR SA 2D	3/21/11	6/13/11
Task 1.2.2 Analysis for data model design.	TPEIR SA 2A, TPEIR SA 2D	6/14/11	7/19/11
Task 1.2.3 Analysis for design of warehouse views.	TPEIR SA 2A, TPEIR SA 2D	7/20/11	8/23/11
Task 1.2.4 Develop new report requirements for use in TPEIR.	TPEIR SA 2A, TPEIR SA 2D	8/24/11	9/21/11
Outcome 1.3 Detailed Design.		7/20/11	11/16/11
Task 1.3.1 Create data model.	SA 2B	7/20/11	8/16/11
Task 1.3.2 Design warehouse views.	SA 2B	8/24/11	9/21/11
Task 1.3.3 Develop reports design.	TPEIR SA 2A, TPEIR SA 2D	9/22/11	10/19/11
Task 1.3.4 Create source-to-target mappings.	TPEIR SA 2A, TPEIR SA 2D	9/22/11	11/16/11
Outcome 1.4 Construction & Testing.		11/17/11	7/24/12
Task 1.4.1 Create code for loading data.	SA 2C	11/17/11	2/2/12
Task 1.4.2 Create data tables.	SA 2B	2/3/12	3/2/12
Task 1.4.3 Load data to development/staging.	SA 2C	3/5/12	3/30/12
Task 1.4.4 Perform QA.	TPEIR Dev. 2A	4/2/12	5/11/12
Task 1.4.5 Move data to production.	SA 2C	5/14/12	5/25/12
Task 1.4.6 Test.	TPEIR Dev. 2A	5/29/12	6/25/12
Task 1.4.7 Create reports.	TPEIR Dev. 2A	6/26/12	7/24/12
Outcome 1.5 Implementation.		7/25/12	11/1/12
Task 1.5.1 Create user documentation.	TPEIR FTE	7/25/12	8/21/12
Task 1.5.2 Develop training materials.	TPEIR FTE	8/22/12	9/20/12
Task 1.5.3 Incorporate into training program.	TPEIR FTE	9/21/12	10/18/12
Task 1.5.4 Release data products.	TPEIR FTE	10/19/12	11/1/12
Outcome 2 (SC-1) Expand LDS to include workforce, pre-K, & K data.		9/1/10	7/8/13

Task Name	Assigned To	Start	End
TEA will receive employment, wage, and earnings information from TWC, load the data into the data warehouse, and link to other information on dropouts and graduates to produce reports. Information on students in private pre-K programs will also be loaded to the data warehouse as well reading assessments results for students in kindergarten.			
Outcome 2.1 Expand TWC Data Link in TPEIR to Include Dropouts & High School Graduates not Attending College.		9/1/10	11/9/11
Task 2.1.0 Determine availability of data & any associated restrictions in use.	TPEIR SA 2D, TPEIR SA 2A	9/1/10	9/29/10
Task 2.1.1 Analyze TWC data & requirements for matching to K-12 student data.	TPEIR SA 2D, TPEIR SA 2A	9/30/10	1/27/11
Task 2.1.2 Design data model for TWC data in TPEIR.	SA 2B	10/28/10	11/24/10
Task 2.1.3 Design extract, transform, & load programs to load TWC data into TPEIR.	SA 2C	11/29/10	2/25/11
Task 2.1.4 Develop extract, transform, & load programs to load TWC data into TPEIR.	SA 2C	2/28/11	4/22/11
Task 2.1.5 Test extract, transform, & load programs to load TWC data.	SA 2C	4/25/11	5/20/11
Task 2.1.6 Load TWC Data into TPEIR.	SA 2C	5/24/11	8/16/11
Task 2.1.7 Validate TWC data in TPEIR.	TPEIR SA 2A	8/17/11	11/9/11
Task 2.1.8 Analyze requirements for workforce reports on dropouts & graduates not attending college.	TPEIR SA 2D, TPEIR SA 2A	11/29/10	1/27/11
Task 2.1.9 Develop TPEIR reports based on aggregate workforce data for dropouts & graduates not attending college.	TPEIR Dev. 2B	1/13/11	2/10/11
Task 2.1.10 Develop documentation for workforce reports.	TPEIR SA 2D, TPEIR SA 2A	1/13/11	4/8/11
Task 2.1.11 Test workforce reports for dropouts & graduates not attending college.	TPEIR Dev. 2B	4/11/11	5/6/11
Task 2.1.12 Deploy workforce reports for dropouts & graduates not attending college to the TPEIR website.	SA 2B	5/9/11	5/13/11
Outcome 2.2 Establish Link between External Pre-K Databases & K-12 To Include Pre-K Enrollment (E.G., Private Pre-School) & Kindergarten Reading Assessments Results.		3/21/11	7/8/13
Task 2.2.1 Initiation & planning.		3/21/11	9/21/11
2.2.1.1 Determine existing databases of Pre-K data & kindergarten reading assessments results.	TPEIR FTE	3/21/11	4/8/11
2.2.1.2 Determine if barriers exist that may prohibit loading these data into the LDS.	TPEIR FTE	4/11/11	4/29/11
2.2.1.3 Explore options for overcoming barriers, as needed.	TPEIR FTE	5/2/11	8/23/11
2.2.1.4 Develop project plan.	TPEIR FTE	8/24/11	9/21/11
Task 2.2.2 Requirements gathering & analysis.		9/22/11	4/6/12

Task Name	Assigned To	Start	End
2.2.2.1 Gather requirements.	TPEIR SA 2D, TPEIR SA 2A	9/22/11	12/16/11
2.2.2.2 Analysis for data model design.	TPEIR SA 2D, TPEIR SA 2A	12/19/11	1/26/12
2.2.2.3 Analysis for design of warehouse views.	TPEIR SA 2D, TPEIR SA 2A	1/27/12	3/2/12
2.2.2.4 Develop new report requirements for use in TPEIR.	TPEIR SA 2D, TPEIR SA 2A	3/5/12	4/6/12
Task 2.2.3 Detailed design.		1/27/12	7/10/12
2.2.3.1 Create data model.	SA 2B	1/27/12	2/24/12
2.2.3.2 Design warehouse views.	SA 2B	3/5/12	3/30/12
2.2.3.3 Develop reports design.	TPEIR SA 2D, TPEIR SA 2A	4/9/12	5/11/12
2.2.3.4 Create source-to-target mappings.	TPEIR SA 2D, TPEIR SA 2A	5/14/12	7/10/12
Task 2.2.4 Construction & testing.		7/25/12	4/8/13
2.2.4.1 Create code for loading data.	SA 2C	7/25/12	9/20/12
2.2.4.2 Create data tables.	SA 2C	9/21/12	10/18/12
2.2.4.3 Load data to development/staging.	SA 2C	10/19/12	11/26/12
2.2.4.4 Perform QA.	TPEIR Dev. 2A	11/27/12	1/28/13
2.2.4.5 Move data to production.	SA 2C	1/29/13	2/11/13
2.2.4.6 Test.	TPEIR Dev. 2A	2/12/13	3/11/13
2.2.4.7 Create reports.	TPEIR Dev. 2A	3/12/13	4/8/13
Task 2.2.5 Implementation.		4/9/13	7/8/13
2.2.5.1 Create user documentation.	TPEIR FTE	4/9/13	5/6/13
2.2.5.2 Develop training materials.	TPEIR FTE	5/7/13	6/3/13
2.2.5.3 Incorporate into training program.	TPEIR FTE	6/4/13	6/24/13
2.2.5.4 Release data products.	TPEIR FTE	6/25/13	7/8/13
Outcome 3 (SC-2/6) Realign statewide data collection standards & protocol for districts.		9/1/10	8/5/11
Prior to the start of the grant project, TEA will review the technical requirements from the MSDF prototype of the DCD and develop an initial draft of DCD data standards for the PEIMS Collection. The work for Outcome 3 will include analysis of district data requirements, review and validation of the draft data standards, and publication of the final DCD data standards.			
Outcome 3.1 Create TEA DCD Data Standards to MEET DATA & Reporting Requirements.		9/1/10	3/29/11
Task 3.1.1 Analyze district requirements for data in the TEA DCD.	PEIMS Analyst	9/1/10	10/15/10
Task 3.1.2 Update draft of the TEA DCD data standards.	PEIMS Analyst	10/18/10	12/3/10
Task 3.1.3 Distribute updated draft DCD data standards to agency staff, district stakeholders, & ESC's for review & comment.	PEIMS Analyst	12/6/10	1/14/11
Task 3.1.4 Incorporate changes into the TEA draft DCD data standards.	PEIMS Analyst	1/17/11	1/31/11

Task Name	Assigned To	Start	End
Task 3.1.5 Re-distribute draft DCD data standards for review & comment.	PEIMS Analyst	2/1/11	3/1/11
Task 3.1.6 Finalize the DCD data standards for 2011 - 2012.	PEIMS Analyst	3/2/11	3/29/11
Task 3.1.7 Develop training for the DCD data standards for the 2011-2012 PEIMS collection.	PEIMS Analyst	3/2/11	3/29/11
Outcome 4 (SC-2/6) Expand architecture to support new standards & collection platform.		9/1/10	8/16/11
TEA will acquire additional hardware and software licenses to establish separate development and test environments for Cognos reporting, and expand the resources currently available in the production Cognos environment. In addition TEA will implement Tivoli Access Manager and Tivoli Identity Manager for enabling secure access to confidential data for external users.			
Outcome 4.1 Cognos & Database Licenses/Platform.		9/1/10	8/16/11
Task 4.1.1 architecture/infrastructure analysis.	Cognos SA 2	9/1/10	9/29/10
Task 4.1.2 Bring up Development & Test environments.	Cognos SA 2	9/30/10	4/22/11
Task 4.1.3 Implementation (set-up users, roles, groups, & rules).	Cognos SA 2	4/25/11	8/16/11
Outcome 4.2 IAM MIGRATION.		9/1/10	7/5/11
Task 4.2.1 IAM - Develop high-level business requirements.	BA 2A	9/1/10	11/24/10
Task 4.2.2 IAM - Architecture/infrastructure analysis.	SA 3G	11/29/10	12/28/10
Task 4.2.3 IAM - Acquire/identify & bring up Development & Test environments.	FTE	12/29/10	2/25/11
Task 4.2.4 IAM - Implementation (set-up users, roles, groups, & rules).	FTE	12/29/10	3/25/11
Task 4.2.5 IAM - Integrate with portal.	SA 3G	3/28/11	6/6/11
Task 4.2.6 IAM - Integration testing.	STA 2A , SA 3G	6/7/11	7/5/11
Outcome 5 Implement state-sponsored SIS.		11/17/10	11/26/12
TEA will issue an RFO prior to the start date for the proposed grant, and TEA will select a vendor to provide a voluntary, state-sponsored SIS for districts. A contract will be developed for hosting the system and providing training and support to users.			
Outcome 5.1 Implement SIS.		11/17/10	4/20/12
SIS vendor selected.	SIS Vendor	11/17/10	11/17/10
Task 5.1.1 Finalize deployment costs.		11/18/10	12/3/10
5.1.1.1 Estimate development cost.	PM 1	11/18/10	12/3/10
5.1.1.2 Estimate implementation cost.	PM 1	11/18/10	12/3/10
5.1.1.3 Estimate licensing costs.	PM 1	11/18/10	12/3/10
Task 5.1.2 SIS application configuration & conversion.		11/18/10	8/23/11
5.1.2.1 Review & approve design specification.	SA 3E, PM 1	11/18/10	2/18/11
5.1.2.2 Approve test plan.	PM 1, STA 2	11/18/10	1/5/11
5.1.2.3 Approve training plan.	PM 1, BA 2	11/18/10	1/5/11

Task Name	Assigned To	Start	End
5.1.2.4 Approve database design.	PM 1, SIS SA 2	11/18/10	2/18/11
5.1.2.5 Approve documentation plan.	PM 1, BA 2	11/18/10	12/10/10
5.1.2.6 Modify COTS SIS solution to comply with all mandatory state requirements.		2/21/11	8/23/11
Task 5.1.3 Testing.		8/24/11	4/20/12
5.1.3.1 Approve integration test summary report.	STA 2A , PM 1	8/24/11	10/5/11
5.1.3.2 Approve system test summary report.	STA 2A , PM 1	10/6/11	11/16/11
5.1.3.3 TEA acceptance test phase.		11/17/11	1/18/12
5.1.3.3.1 Conduct acceptance test.	PM 1	11/17/11	1/18/12
5.1.3.3.2 Sign customer acceptance form.		1/18/12	1/18/12
5.1.3.4 Deploy to districts for limited release.	PM 1	2/20/12	4/20/12
Outcome 5.2 Infrastructure & Services.		4/23/12	11/26/12
Task 5.2.1 Warranty & maintenance.		4/23/12	11/26/12
5.2.1.1 Expand rollout & ongoing application support.	STA 2A , PM 1, BA 2, SIS SA 2	4/23/12	11/26/12
Outcome 6 (SC-2/6) Develop data services & load DCD.		9/1/10	8/5/13
TEA will develop a set of web based data services for use with the state supported student information system and integration with other vendor systems to submit the district data to the statewide District Collection Database.			
6.1 DCD Data Services Requirements.		9/1/10	3/25/11
Task 6.1.1 Review result of DCD pilot.	PM 1, BA 2C	9/1/10	9/14/10
Task 6.1.2 Develop high-level functional requirements for data services.	BA 2C, SA 3E, PM 1	9/1/10	9/15/10
Task 6.1.3 Infrastructure analysis.	ITS FTE, PM 1	9/16/10	1/12/11
6.2 DCD Data Services Development.		5/9/11	11/23/11
Task 6.2.1 DCD data services - initial architecture & design.	SA 3E, PM 1	5/9/11	6/6/11
Task 6.2.2 DCD data services - initial implementation (prototype).	SA 3E, SA 3G	6/7/11	8/2/11
Task 6.2.3 DCD data services – complete architecture & design.	SA 3E, SA 3G	8/3/11	9/28/11
Task 6.2.4 DCD data services – implementation.	SA 3E, STA 2A, BA 2B, Dev. 2C	9/29/11	11/23/11
Task 6.2.5 DCD data conversion tools.	SA 3E, STA 2A, BA 2B, Dev. 2C	9/29/11	11/23/11
6.3 DCD Data Services Test – Integration.		1/20/12	2/17/12
Task 6.3.1 SIS - DCD - data services.	SA 3E, STA 2A , Dev. 2C	1/20/12	2/17/12
6.4 DCD Data Services User Acceptance Testing Committee.		9/29/11	12/9/11
6.5 Deploy for Limited Release.		2/20/12	6/25/12
Task 6.5.1 Develop data services deployment plan.	PM 1	2/20/12	3/2/12

Task Name	Assigned To	Start	End
Task 6.5.2 Deploy student data service.	SA 3E, PM 1	4/23/12	6/25/12
Task 6.5.3 Deploy staff data service.	SA 3E, PM 1	4/23/12	6/25/12
Task 6.5.4 Deploy financial data service.	SA 3E, PM 1	4/23/12	6/25/12
Task 6.5.5 Deploy reporting webservice.	SA 3E, PM 1, Dev. 2C	4/23/12	6/25/12
6.6 Expanded Rollout.	SA 3E, PM 1, Dev. 2C	6/26/12	8/5/13
Outcome 7 (SC-2/6) DCD Extract certification & validation tools (ILOG, Edit+).		6/23/11	8/5/13
TEA will develop software to periodically extract data from the District Collection Database to a staging environment, generate validation reports for district review and certification. Once certified, TEA will develop the software to transform the raw data into information required for state and federal reporting.			
7.1 Data Collection (Edit+ replacement).		6/23/11	8/5/13
Task 7.1.1 Requirements.		6/23/11	9/16/11
7.1.2 Develop high-level functional requirements.	BA 2A, PM 1	6/23/11	9/16/11
7.1.3 Architecture.	SA 3E, PM 1	8/5/11	8/25/11
7.1.4 Infrastructure analysis.	SA 3E, PM 1	8/19/11	9/16/11
7.2 Develop Data Collection Extracts & Tests.		9/19/11	3/13/12
Task 7.2.1 Student.	SA 3E, Dev. 2C, PM 1	9/19/11	1/13/12
Task 7.2.2 Staff.	SA 3E, Dev. 2C, PM 1	9/19/11	1/13/12
Task 7.2.3 Financial.	SA 3E, Dev. 2C, PM 1	9/19/11	1/13/12
Task 7.2.4 Reports.	SA 3E, Dev. 2C, PM 1	1/16/12	3/13/12
7.3 Test – Integration.		1/16/12	4/10/12
Task 7.3.1 Student.	SA 3E, STA 2A , PM 1	1/16/12	2/28/12
Task 7.3.2 Staff.	SA 3E, STA 2A , PM 1	1/16/12	2/28/12
Task 7.3.3 Financial.	SA 3E, STA 2A , PM 1	1/16/12	2/28/12
Task 7.3.4 Reports.	SA 3E, STA 2A , PM 1	3/14/12	4/10/12
7.4 User Acceptance test.	PM 1	1/16/12	3/13/12
7.5 Deploy for Limited Release.		1/16/12	11/15/12
Task 7.5.1 Develop deployment plan.	SA 3E, PM 1	1/16/12	3/20/12
Task 7.5.2 Deploy student extract tools.	SA 3E, PM 1, Dev. 2C	6/26/12	11/15/12
Task 7.5.3 Deploy staff extract tools.	SA 3E, PM 1, Dev. 2C	2/29/12	7/5/12
Task 7.5.4 Deploy financial extract tools.	SA 3E, PM 1,	2/29/12	5/22/12

Task Name	Assigned To	Start	End
	Dev. 2C		
Task 7.5.5 Deploy reporting extract tools.	SA 3E, PM 1, Dev. 2C	4/11/12	5/22/12
7.6 Expanded Rollout.	SA 3E, PM 1, Dev. 2C	11/16/12	8/5/13
Outcome 8 (SC-2/6) Deploy statewide data collection & management platform.		11/16/12	8/5/13
TEA will initiate the phased deployment of the new data collection system for all 1,200 districts in the state.			
8.1 Production Implementation.		11/16/12	8/5/13
Task 8.1.1 Deploy to districts.	PM 2	11/16/12	8/5/13
Outcome 9 (SC-5) Develop timely, relevant reports & user-friendly tools for stakeholders.		9/1/10	7/15/13
TEA will convene focus groups of internal and external stakeholders to develop reporting metrics for the program and policy areas of college readiness, high school graduation, teacher effectiveness, educator preparation programs, and post secondary success. User friendly reports will be developed and made available to stakeholders via the TPEIR web portal.			
Outcome 9.1 Conduct Stakeholder Groups with TEA Program, Legislative & Research Community to Gather Feedback on Definition of Measures & Proposed Key Policy/Program Areas Including: College Readiness, High School Graduation, Teacher effectiveness, educator preparation, & postsecondary success.		9/1/10	2/2/12
Task 9.1.1 Convene workgroup of agency staff to identify potential reports & define measures for assessing college readiness, teacher effectiveness, & post secondary success.	TPEIR SA 2E	9/1/10	12/3/10
Task 9.1.2 Convene stakeholder groups of legislative & research community representative to collect requirements for reports & identify desired measures.	TPEIR SA 2E	12/6/10	2/25/11
Task 9.1.3 Analyze stakeholder requirements & prioritize reports.	TPEIR SA 2E	2/28/11	5/30/11
Task 9.1.4 Develop report prototypes & validate requirements with stakeholders.	TPEIR SA 2E	5/31/11	8/2/11
Task 9.1.5 Develop system requirements specifications for reports including access requirements & need for additional data collections.	TPEIR SA 2E	8/3/11	12/2/11
Task 9.1.6 Analyze data requirements for reports.	TPEIR SA 2E	8/3/11	12/2/11
Task 9.1.7 Develop data models for reporting aggregates.	SA 2C	12/5/11	2/2/12
Outcome 9.2 Develop & code required/requested reports.		2/3/12	2/18/13
Task 9.2.1 Design reports.	TPEIR SA 2E	2/3/12	6/25/12

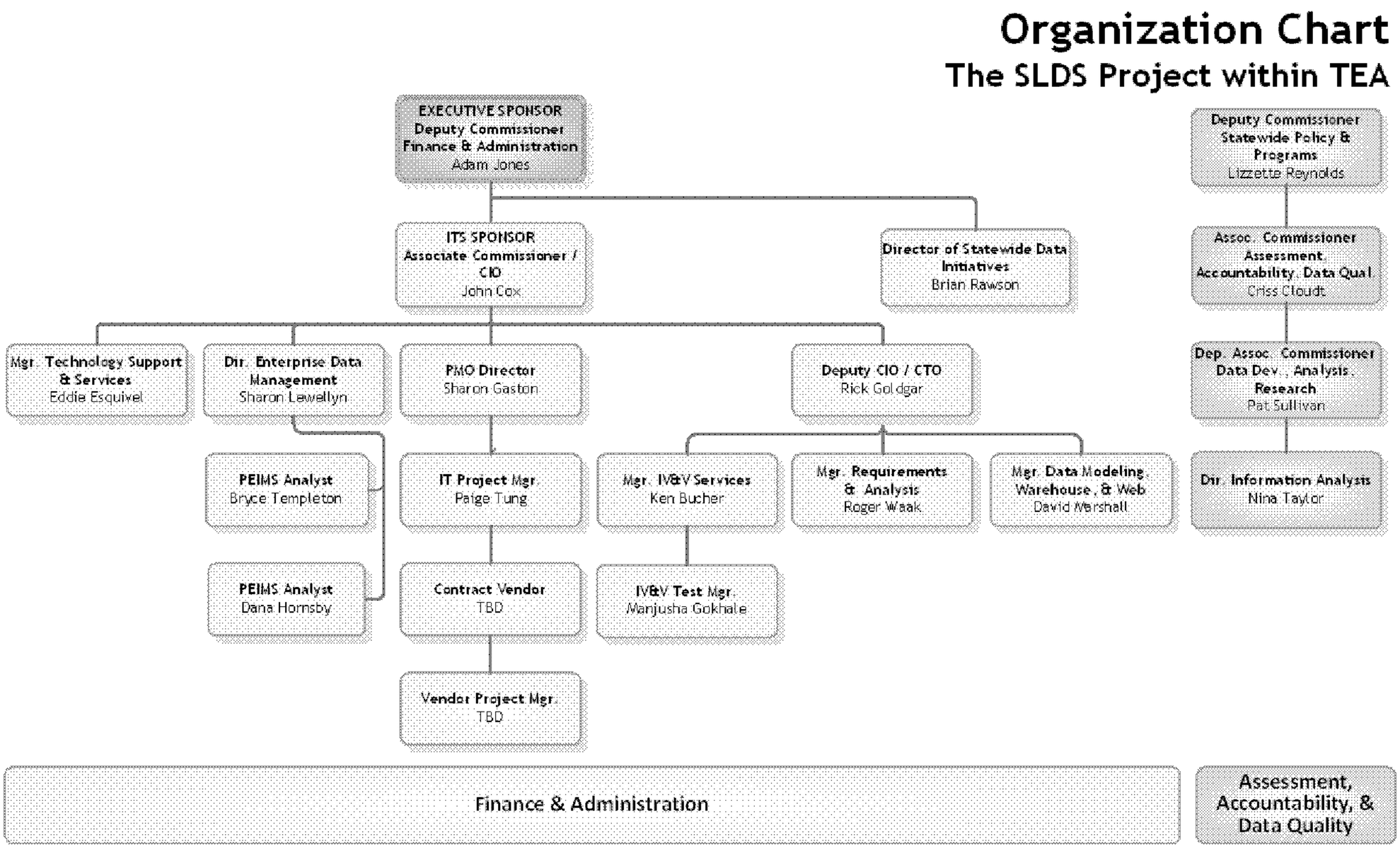
Task Name	Assigned To	Start	End
Task 9.2.2 Create aggregate tables in TPEIR for reporting.	SA 2C	2/3/12	3/30/12
Task 9.2.3 Code reports.	TPEIR Dev. 2B	6/26/12	11/15/12
Task 9.2.4 Test reports.	TPEIR Dev. 2B, TPEIR SA 2E	9/21/12	1/21/13
Task 9.2.5 Test secure reporting access.	STA 2A	9/21/12	1/21/13
Task 9.2.6 Develop report documentation.	TPEIR SA 2E	11/16/12	2/18/13
Task 9.2.7 Develop training materials.	TPEIR SA 2E	11/16/12	2/18/13
Outcome 9.3 Load & Make Reports Available for Each Stakeholder Group.		1/22/13	3/25/13
Task 9.3.1 Deploy reports & documentation on the TPEIR web site.	FTE	1/22/13	2/11/13
Task 9.3.2 Grant access to secured reports	FTE	2/12/13	3/25/13
Outcome 9.4 Conduct Data Training to be Distributed to Stakeholders.	Technical Writer 2A	2/19/13	3/4/13
Outcome 9.5 Communications to Make Users Aware of Reports		3/26/13	3/26/13
Task 9.5.1 Notify stakeholder participants, superintendents, & school administrators of the availability of reports.	FTE	3/26/13	3/26/13
Outcome 9.6 Measure usage of Reports to Establish a Best Practice Clearinghouse on Proven Programs. See SC2 Re: Timely Reporting Outcomes.		3/26/13	7/15/13
Task 9.6.1 Monitor web access to reports.	FTE	3/26/13	7/15/13
Task 9.6.2 Develop surveys to solicit feedback from school districts & stakeholders.	Technical Writer 2A	3/26/13	5/6/13
Task 9.6.3 Implement web survey of report users.	FTE	5/7/13	5/20/13
Task 9.6.4 Analyze survey results for possible enhancements.	SA 2B	5/21/13	6/17/13
Outcome 10 (SC-7) Comply with SFSF reporting requirements.		9/1/10	9/30/11
TEA will develop a data collection and web reports to meet the requirements related to teacher and principal evaluations for the State Fiscal Stabilization Fund Phase II.			
Outcome 10.1 Develop a Data Collection to Include Aggregate Performance Evaluation Data on Teachers & Principals.		9/1/10	9/30/11
Task 10.1.1 Analyze the requirements for collecting aggregate information on teacher evaluations by district.	FTE	9/1/10	9/30/10
Task 10.1.2 Design a data collection format.	SA 3G	9/1/10	9/30/10
Task 10.1.3 Develop the requirements specification for data collection & reporting.	FTE	10/1/10	10/29/10
Task 10.1.4 Design the data models for data collection & reporting.	SA 2C	11/1/10	12/31/10
Task 10.1.5 Design the data collection programs, edits, & reports.	SA 3G	11/1/10	12/31/10
Task 10.1.6 Code the data collection programs & reports.	SA 3G	1/3/11	3/31/11
Task 10.1.7 Test the data collection programs & reports.	SA 3G, STA 2A	4/1/11	4/29/11

Task Name	Assigned To	Start	End
Task 10.1.8 Collect the aggregate information on teacher evaluations by district.	SA 3G	5/2/11	8/30/11
Task 10.1.9 Generate aggregate reports on teacher evaluation data by district.	SA 3G	9/1/11	9/30/11

d. Project Management and Governance Plan

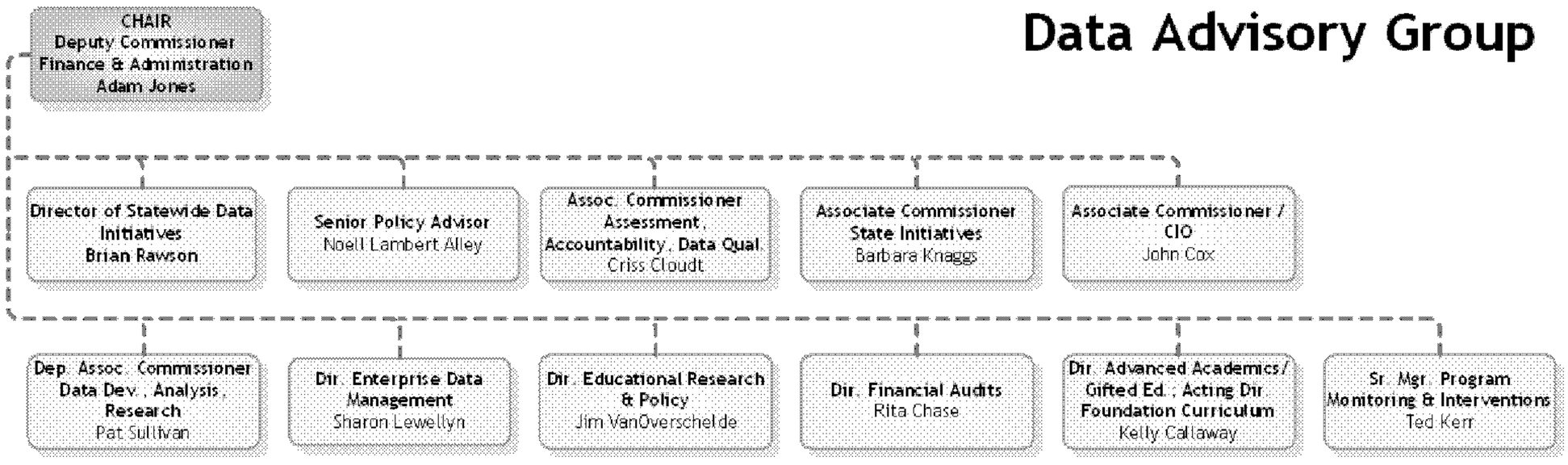
➨ *The Project within TEA's Organizational Structure*

The project will reside in the Finance and Administration (F&A) Division of TEA, with participation from the Department of Assessment, Accountability, and Data Quality (AADQ), where responsibility for TPEIR resides. The organizational chart below depicts the reporting relationships and identifies the groups within F&A and AADQ that will be responsible for major portions of the project:



➨ *Oversight Entities*

The Data Advisory Group will be responsible for approval and oversight of project activities. This group of internal stakeholders is comprised of senior level agency staff and is chaired by the project's Executive Sponsor. The committee will determine policy, approve projects and expenditures, review deliverables, and resolve differences.



Building and deploying a robust LDS requires significant coordination among stakeholders across the education system as well as established processes that address data ownership, accountability, quality, access, and security. For these reasons, TEA has established a strong Data Advisory Group and guidelines that represent critical components of the state's current and proposed LDS.

In addition to the internal management team and oversight committee, TEA has in place several governance structures to ensure that the proposed solution is well supported and managed. In addition to the TEA data governance organization, project efforts will be supported by the Texas P-16 State Council, which is comprised of statutory members representing four state agencies: TEA, THECB, TWC, and the Texas Department of Assistive and Rehabilitative Services (DARS). The council also includes non-statutory representatives from higher education institutions, local education agencies, and businesses. The P-20 data warehouse (TPEIR) is already under the aegis of the P-16 Council and demonstrates the effectiveness of this group to build and support cross-agency systems. The P-16 Council will continue to oversee the P-20 data warehouse during the expansion of the data collection and reporting proposed in this project.

e. Staffing

➨ *Roles and Responsibilities*

All outcomes will be managed by agency staff and, where possible, staffed with agency FTE's. Grant-funded FTEs and individual contractors will be used for staff augmentation as needed. Outcome 5, the state-sponsored SIS, will be hosted and supported by a contracted third party. The agency Data Center Services are provided by IBM Global Services under a contract with the State Department of Information Resources.

TEA: Internal Staff			
ROLE	RESPONSIBILITY	NAME	FTE
Executive Sponsor	Has ultimate authority for the overall project, ensuring requirements are identified & fulfilled. (CTO, Deputy Commissioner Finance & Administration)	Adam Jones	5%
Executive Project Director	Oversees the entire project & coordination with existing initiatives, is the USDE contact on the project, & will attend annual IES Grantee Conference.	Brian Rawson	50%

Program Manager	Oversees overall grant execution & reporting.	to be hired	100%
Project Manager (Outcm.5, 6 & 7)	Manages the project schedule, staff, & deliverables for outcomes 5, 6, & 7.	to be hired	100%
PEIMS Project Mgr. (Outcm. 6 & 7)	Coordinates with the PEIMS project.	Paige Tung	10%
TPEIR Systems Analyst (Outcm. 1 & 2)	Provides subject matter expertise to perform initiation & planning tasks.	Pat Sullivan	20%
TPEIR Systems Analyst (Outcm.1 & 2)	Creates documentation & training materials & releases data products.	to be hired	100%
TPEIR Systems Analyst (Outcm.1 & 2)	Performs initiation & planning tasks. Creates documentation & training materials & releases data products.	to be hired	100%
Enterprise Data Planning Mgr. (Outcm. 3)	Review & approve data standards requirements & business rules.	Sharon Lewellyn	10%
PEIMS Analyst (Outcm. 3)	Analyzes data requirements & business rules for data collection. Develops data standards documentation. Develops training materials on data standards. Trains ESCs & software vendors on data standards.	Dana Hornsby	25%
Business Analyst 2 (Outcm. 4 & 6)	Requirements gathering & analysis for the expanded data collection platform & security tools.	to be hired	100%
Manager 4 (Outcm. 1, 2, 9)	Management oversight.	Susann Wiener	5-10%
Mgr., Requirements & Analysis (Outcm. 5)	Oversee SIS implementation.	Roger Waak	10%
System Test Administrator 2A (Outcm. 4, 5, 6, 7)	Testing of tool integration & expanded collection platform.	to be hired	100%
Business Analyst 2B (Outcm. 5)	Participates in SIS requirements gathering & analysis. Reviews vendor requirements, documentation, & training plan.	to be hired	100%
SIS Systems Analyst 2 (Outcm. 5 & 6)	Reviews & approves vendor specifications. Acceptance testing.	to be hired	100%
Dev. 2 (Outcm. 6 & 7)	Developer for data services.	to be hired	100%
TPEIR Systems Analyst 2E (Outcm. 9)	Design data models & views.	to be hired	100%

PEIMS Analyst (Outcm. 10)	Analyzes data requirements & business rules collection of aggregate teacher evaluation information. Designs data collection structures.	Bryce Templeton	20%
Manager of Educator Performance Student Services (Outcm. 10)	Analyzes requirements for teacher and principal evaluation data. Coordinates with districts and vendors. Reviews and approves data collection format and reports.	Priscilla Aquino-Garza	25%
TEA: Contract Staff			
ROLE	RESPONSIBILITY	NAME/TITLE	FTE
Systems Analyst 2B (Outcm. 1, 2)	Creates data model & views.	to be hired	100%
Systems Analyst 2C (Outcm. 1, 2)	Creates data model & views.	to be hired	100%
TPEIR Developer 2A (Outcm. 1, 2)	Creates, tests, & deploys reports.	to be hired	100%
TPEIR Developer 2B (Outcm. 2, 9)	Creates, tests, & deploys reports.	to be hired	100%
Systems Analyst 3G (Outcm. 4, 10)	Security infrastructure, architecture, & integration.	Geoff McElhanon	10-50%
Cognos Systems Analyst 2 (Outcm. 4)		to be hired	100%
Systems Analyst 3E (Outcm. 5, 6, 7)	Reviews & approves vendor design specifications; security infrastructure, architecture, and integration.	Silvia Brunet-Jones	10-40%
System Test Analyst 2 (Outcm. 5, 6, 9)	Tests SIS & data services.	to be hired	100%
Business Analyst 2C (Outcm. 6 ,7)	Gathers & analyzes data services requirements.	to be hired	100%
System Test Analyst 3 (Outcm. 7, 10)	Tests data validation & extraction tools.	to be hired	50-100%
Technical Writer 2 (Outcm. 9)	Creates user documentation.	Melanie Ulrich	25%
Systems Analyst 2D (Outcm. 9, 10)	Creates data model & views.	to be hired	100%

- ***Qualifications of Key Personnel***

Brian Rawson, Director of Statewide Data Initiatives, will act as Project Director for the grant and is a member of the Data Advisory Group. He will provide oversight, direction, guidance, innovation, and assistance in planning and quality assurance for agency data initiatives. Mr. Rawson previously served as the CIO of the Texas Education Agency. He has served Texas for more than two decades in all facets of information and technology management and leadership

in several public sector organizations. His tenure at the Texas Department of Information Resources, TEA, the Texas Telecommunications Infrastructure Fund Board, and the Texas Department of Transportation were all marked with notable achievements. Mr. Rawson's most recent assignment was serving as the Chief Technology Officer for the State of Texas and Executive Director for the Texas Department of Information Resources. At the helm of the state's enterprise technology function, Mr. Rawson led the massive Texas technology transformation to increase citizen access to government services, provide greater information security, leverage taxpayers' technology investment, and promote innovation. He is expected to devote 50 percent of his time to the grant project.

Sharon Lewellyn is the Acting Director of Enterprise Data Management (EDM) and a member of the Data Advisory Group. The division is responsible for planning, designing, and supporting the PEIMS data collection statewide for 1,200 school districts, and coordinating the review process for internal and external governance committees. Ms. Lewellyn has over twenty years of experience managing information systems services, including database administration and data warehouse development. She played a lead role in the design and development of the TPEIR data warehouse when it was first developed in 2001. As the Business Project Manager, Ms. Lewellyn will oversee the redesign of the Statewide Data Standards, and the training of Education Service Center staff and district software vendors on the changes to the Data Standards and the data collection system. She is expected to devote an average of 10 percent of her time to the project.

Sharon Gaston is the Director of the Project Management Office (PMO). This division is responsible for the development and maintenance of over 55 applications that allow the agency to fund, support, and monitor the Texas Education System. Ms. Gaston has over 20 years experience in the software development industry. She is currently the Technical Director for the Classroom Link project, the SLDS 2009 grant, and she was a key contributor to the grant proposal. Ms. Gaston spends an average of 10-15 percent of her time on the project overseeing the implementation and deployment of the SLDS 2009 grant deliverables and will spend 10-15 percent of her time overseeing SLDS ARRA 2009 technical grant deliverables as well.

Pat Sullivan, TEA Deputy Associate Commissioner for Data Development, Analysis, and Research is a member of the TEA Data Advisory Group. Dr. Sullivan manages the divisions of Accountability Research and Information Analysis, which includes the TPEIR data warehouse planning and reporting. She chairs the Data and Information Review Committee, and represents the agency at the NCES National Forum for Educational Statistics. Dr. Sullivan has over ten years of experience providing assessment and accountability data reports to Boards, administration, and the public. She will spend an average of ten percent of her time reviewing the planned projects, deliverables, and expenditures related to the TPEIR data warehouse.

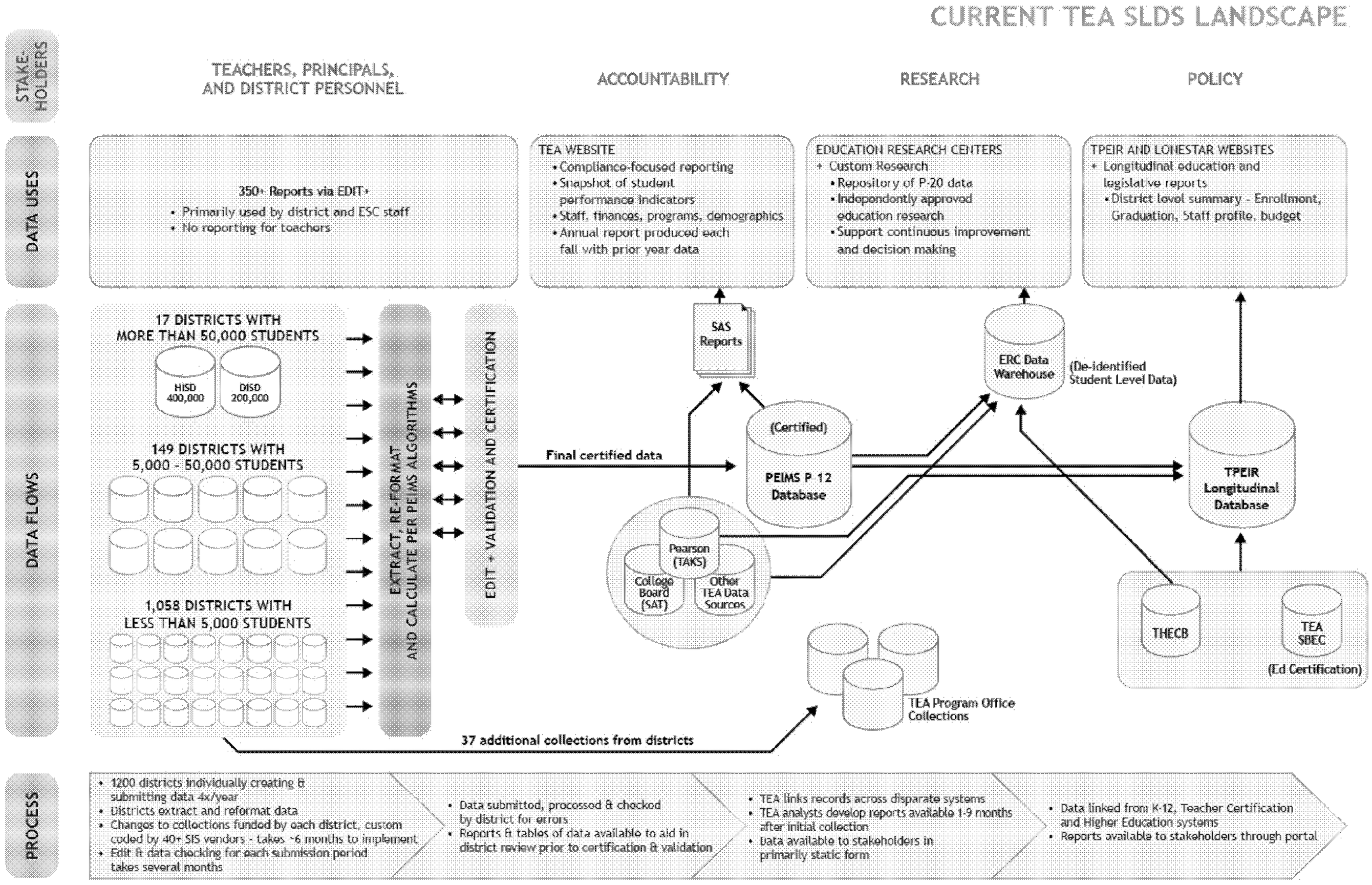
Roger Waak is Manager of Requirements & Analysis at the Texas Education Agency (TEA). He manages the team of Business Analysts and Technical Writers who support the Information Technology Services division. He ensures that requirements specifications are effectively delivered to customers and the software development team. Roger has 28 years of experience in information technology, spending the last 7 1/2 years prior to coming to the TEA managing service delivery for Internet-based application systems providers and management systems providers. Mr. Waak will provide project oversight and expect to spend 10 percent of his time on the project.

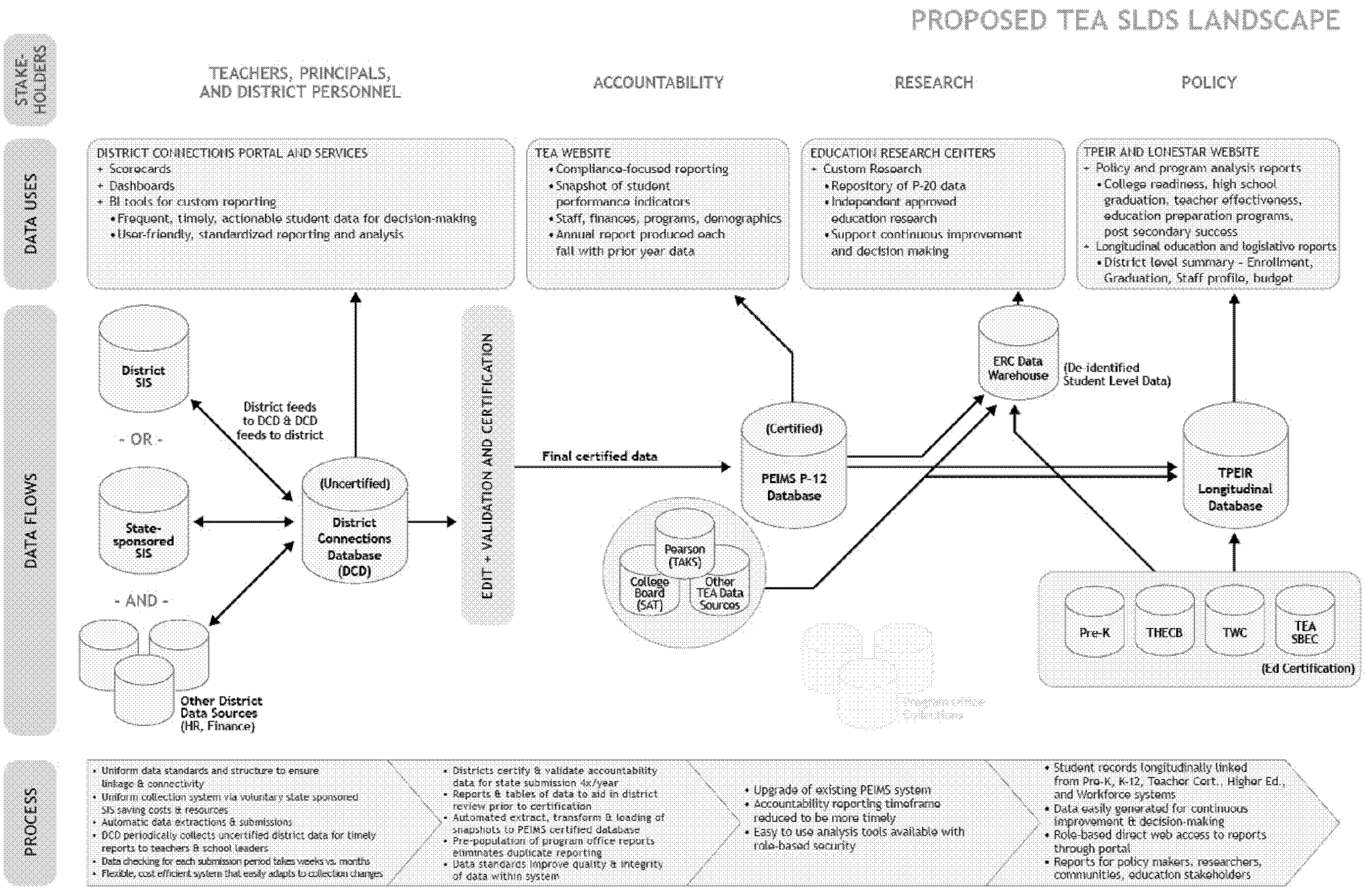
Project Narrative

Project Narrative - Appendix A, Optional Attachments

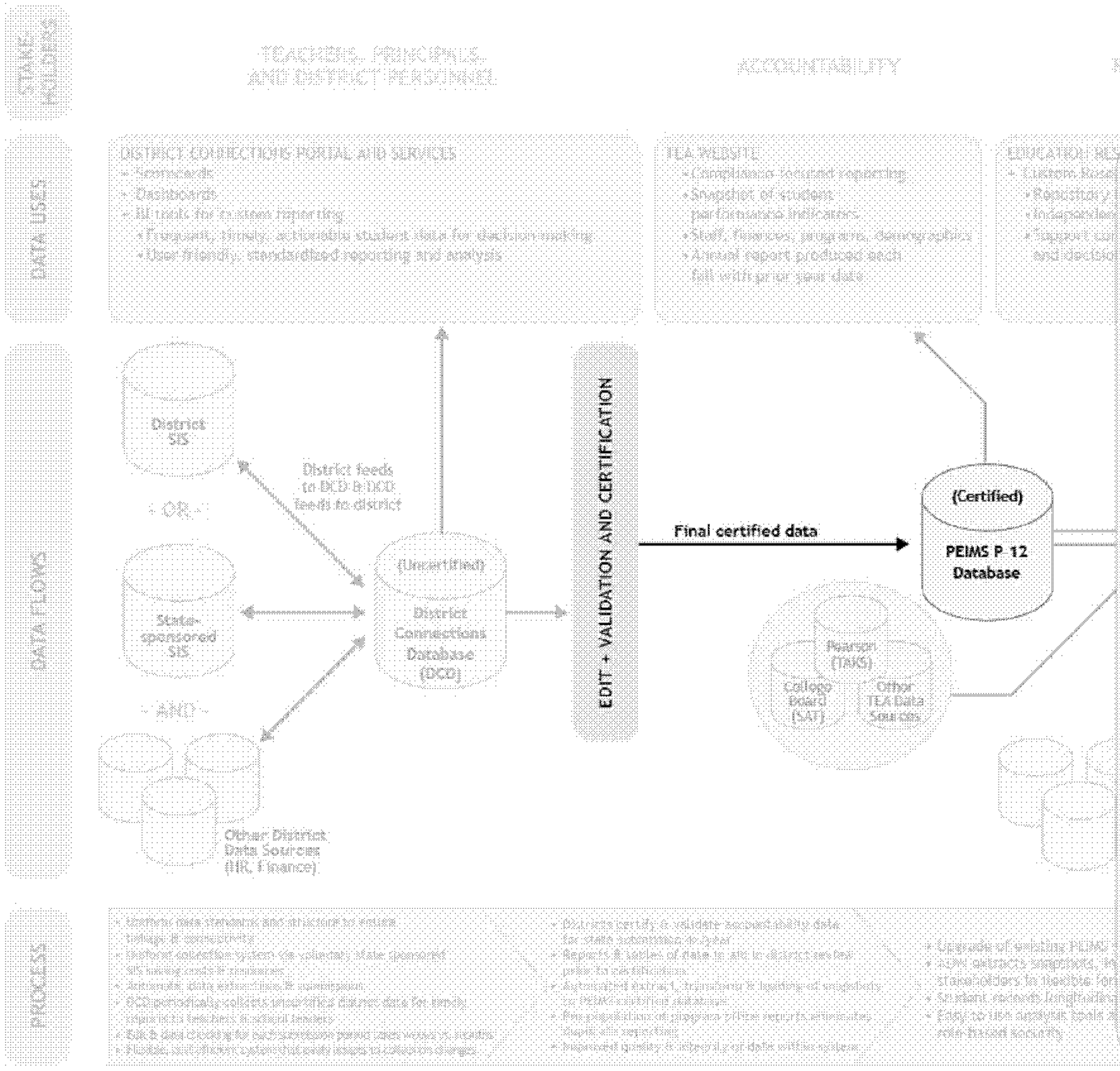
Attachment 1:
Title: **Project Narrative Appendix A** Pages: **6** Uploaded File: **H:\SLDS\Texas ARRA SLDS AppendixA.pdf**

APPENDIX A – OPTIONAL ATTACHMENTS – TEA SLDS DIAGRAMS




PROPOSED TEA SLDS LANDSCAPE
STAKE-HOLDERS
TEACHERS, PRINCIPALS, AND DISTRICT PERSONNEL
ACCOUNTABILITY
RESEARCH
POLICY
DATA USES
DISTRICT CONNECTIONS PORTAL AND SERVICES
+ Scorecards
+ Dashboards
+ BI tools for custom reporting
• Frequent, timely, actionable student data for decision-making
• User-friendly, standardized reporting and analysis
TEA WEBSITE
• Compliance-focused reporting
• Snapshot of student performance indicators
• Staff, finances, programs, demographics
• Annual report produced each fall with prior year data
EDUCATION RESEARCH CENTERS
+ Custom Research
• Repository of P-20 data
• Independent approved education research
• Support continuous improvement and decision making
TPEIR AND LONESTAR WEBSITE
+ Policy and program analysis reports
• College readiness, high school graduation, teacher effectiveness, education preparation programs, post secondary success
+ Longitudinal education and legislative reports
• District level summary - Enrollment, Graduation, Staff profile, budget
DATA FLOWS
District SIS
- OR -
State-sponsored SIS
- AND -
Other District Data Sources (HR, Finance)
District feeds to DCD & DCD feeds to district
(Uncertified)
District Connections Database (DCD)
EDIT + VALIDATION AND CERTIFICATION
Final certified data
(Certified)
PEIMS P-12 Database
Pearson (TAKS)
College Board (SAT)
Other TEA Data Sources
ERC Data Warehouse
(De-identified Student Level Data)
TPEIR Longitudinal Database
Pre-K
THECB
TWC
TEA SBEC
(Ed Certification)
PROCESS
• Uniform data standards and structure to ensure linkage & connectivity
• Uniform collection system via voluntary state sponsored SIS saving costs & resources
• Automatic data extractions & submissions
• DCD periodically collects uncertified district data for timely reports to teachers & school leaders
• Data checking for each submission period takes weeks vs. months
• Flexible, cost efficient system that easily adapts to collection changes
• Districts certify & validate accountability data for state submission 4x/year
• Reports & tables of data to aid in district review prior to certification
• Automated extract, transform & loading of snapshots to PEIMS certified database
• Pre-population of program office reports eliminates duplicate reporting
• Data standards improve quality & integrity of data within system
• Upgrade of existing PEIMS system
• Accountability reporting timeframe reduced to be more timely
• Easy to use analysis tools available with role-based security
• Student records longitudinally linked from Pre-K, K-12, Teacher Cert., Higher Ed., and Workforce systems
• Data easily generated for continuous improvement & decision-making
• Role-based direct web access to reports through portal
• Reports for policy makers, researchers, communities, education stakeholders

PROPOSED TEA SLDS LANDSCAPE
Texas Education Agency
PEIMS Redesign



OVERVIEW: The 80th and 81st Legislature funded projects for a $7.7 million comprehensive rewrite of the PEIMS system, which encompasses all data requested and received by TEA about public education, including student demographic and academic performance, personnel, financial, and organizational information. This functional rewrite of the system includes migrating of PEIMS from the mainframe (with remediation of the 80-column punch-card format on the mainframe) and improving reporting capabilities. It is an important first step in fulfilling the greater need to revise the entire data collection system and its business processes.

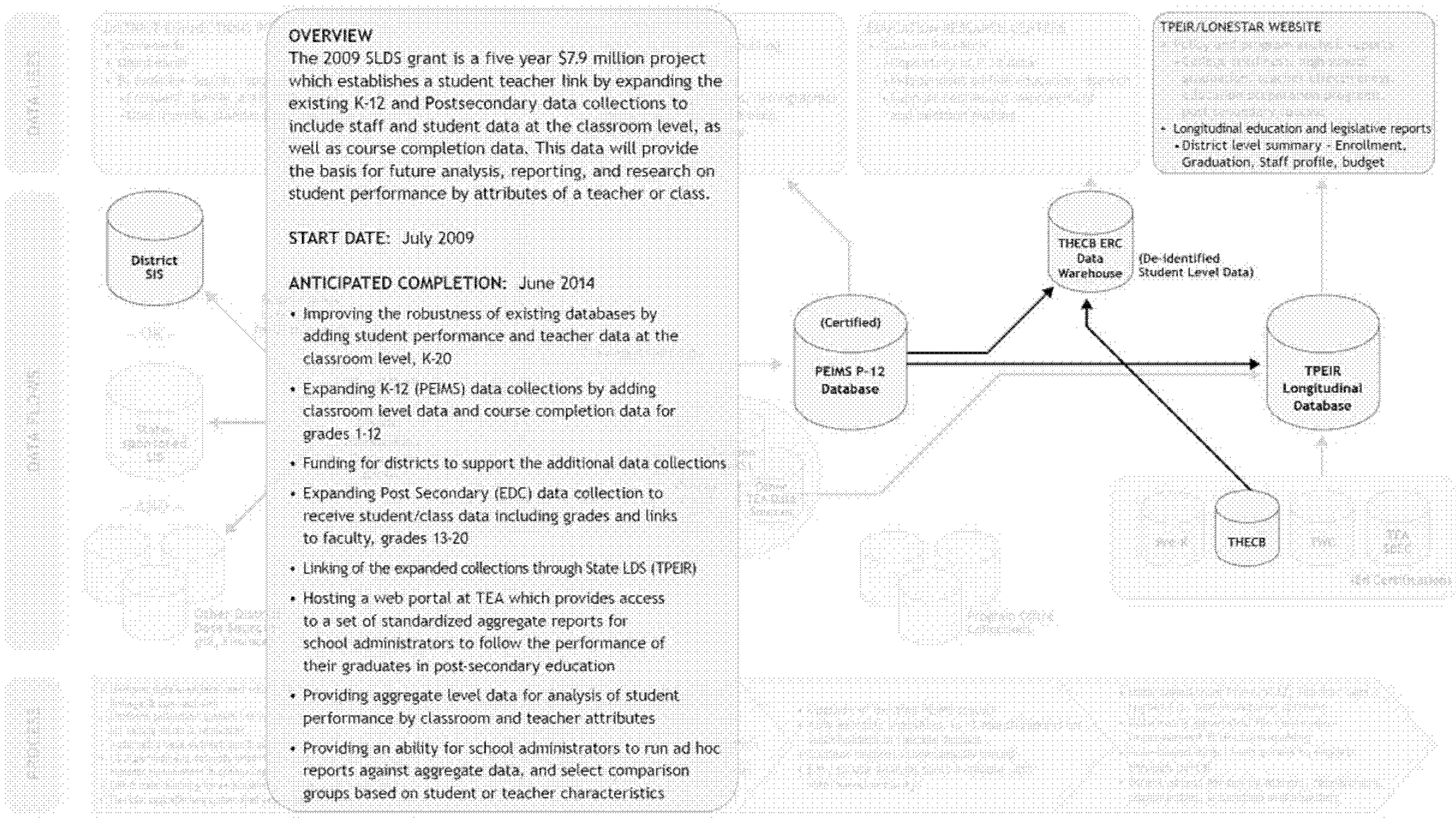
START DATE: September 2007

ANTICIPATED COMPLETION: Summer 2011

- Updating the architecture of the system by replacing the remaining mainframe programs to run on a UNIX platform
- Redesigning the database to remove the 80-character limitation on data once collected
- Providing additional hardware capacity for faster processing
- Providing additional tools for enhanced reporting and data downloads to aid districts during the data submission process

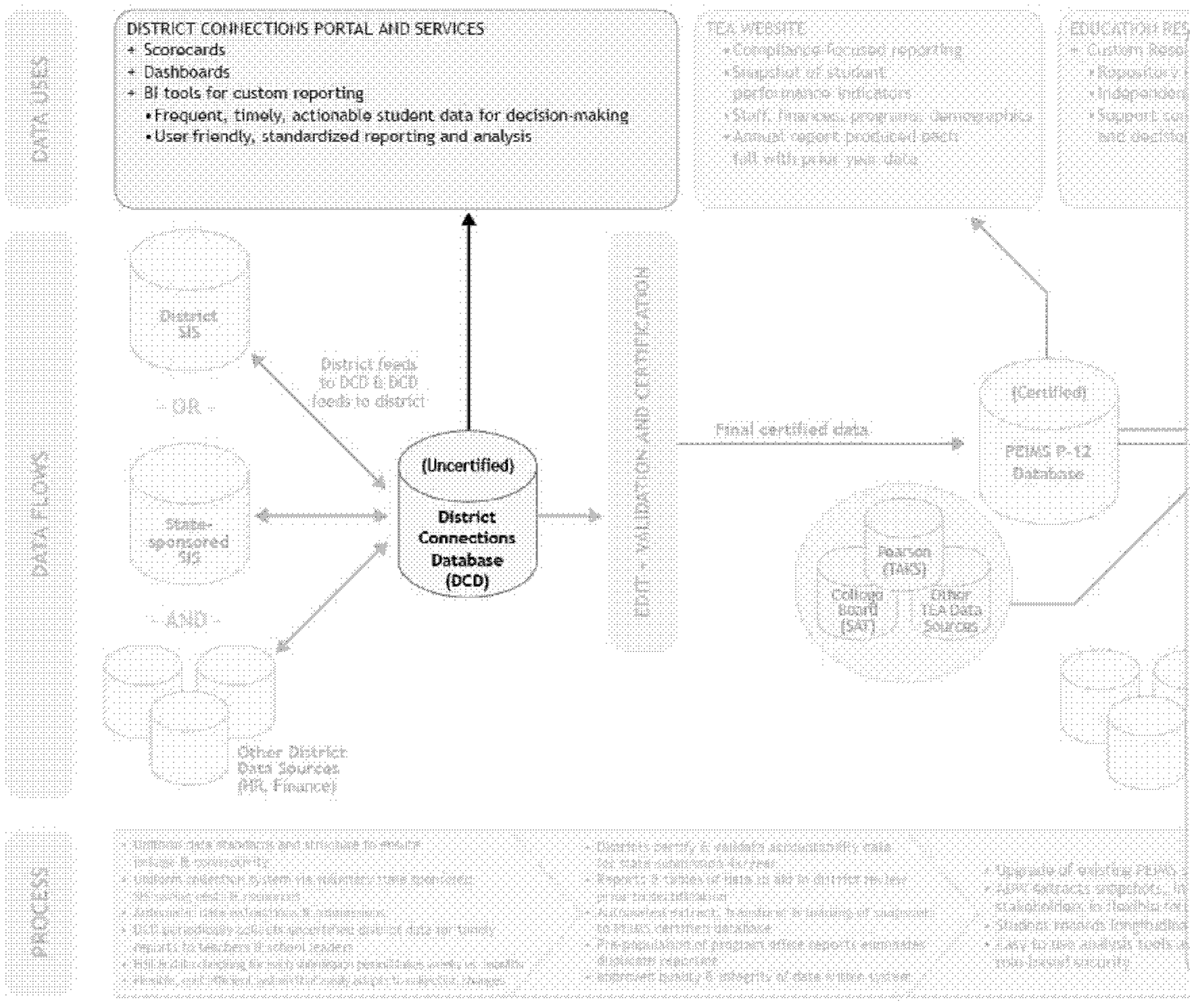
PROPOSED TEA SLDS LANDSCAPE

U.S. Department of Education
2009 IES Statewide Longitudinal Data System Grant



PROPOSED TEA SLDS LANDSCAPE

The Michael & Susan Dell Foundation Texas Student Data System Grant



OVERVIEW: In September of 2009, the Michael & Susan Dell Foundation made a $10 million commitment to establish a Texas Student Data System (TSDS). The investment will support the development of the prototype for the statewide DCD to be integrated in the proposed LDS. The DCD provides the necessary infrastructure for improved data collection from districts as well as the subsequent creation and population of reporting and analysis tools with timely, actionable student data. TSDS will generate dashboards and snapshots of achievement data at the district, campus, and student level for use by educators and parents in decision-making that supports improved educational outcomes.

START DATE: September 2009

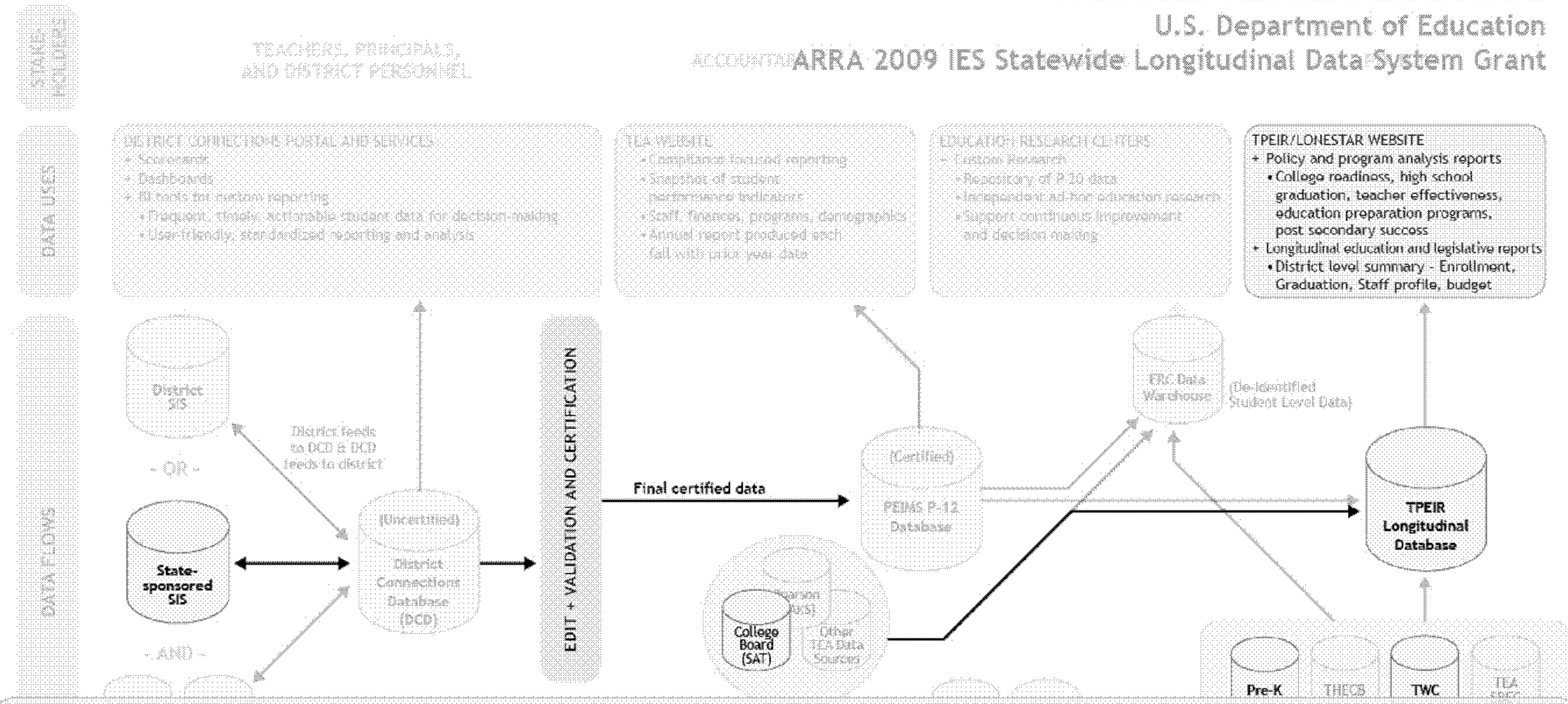
ANTICIPATED COMPLETION: June 2012

- Designing and implementing an operational data store prototype, based on state wide data standard, to improve the K-12 district data collection process
- Providing reporting and analysis tools to power robust district, campus and student dashboards for educators and parents
- Developing automatic, secure XML-based data extracts and submissions to populate reporting and analysis tools
- Developing and providing access to standardized, easy reporting and analysis
- Providing role-based and direct web access to information and reports to district and campus personnel
- *Full deployment of District Connections Database expected in 2013*

PROPOSED TEA SLDS LANDSCAPE

U.S. Department of Education

ARRA 2009 IES Statewide Longitudinal Data System Grant



OVERVIEW: The proposed ARRA 2009 SLDS Grant focuses on upgrading the existing data collection and exchange infrastructure to ease the district collection burden and materially reduce costs associated with future collections which will improve quality, timeliness and integrity of data throughout the system. With the enhanced infrastructure in place, the grant will enable dramatic improvements to state-wide reporting associated with this grant and other funded projects by allowing data to be easily generated for continuous improvement and timely decision making for all stakeholders in the system.

START DATE: September 2010

ANTICIPATED COMPLETION: August 2013

Integrate Key Data into the P-20 Data Warehouse

- Load existing college readiness test score collections into the LDS
- Expanding the LDS to include pre-K, kindergarten and workforce data

Alleviate Data Collection Burden on Districts and Improve Data Quality

- Realigning statewide data collection standards and protocols for districts
- Expanding the architecture to support new standards and collection platform
- Automating data collection through development of a state-sponsored SIS
- Developing data services and loading the District Connections Database
- Creating District Connections Database extract certification and validation tools
- Deploying statewide data collection and management platform pilot

Develop Timely, Relevant Stakeholder Reports and Build a Culture of Using Data

- Developing timely, relevant reports and user-friendly tools for stakeholders

Project Narrative

Project Narrative - Appendix B Resumes of Key Personnel

Attachment 1:
Title: **Project Narrative Appendix B** Pages: **29** Uploaded File: **H:\SLDS\Texas ARRA SLDS AppendixB.pdf**

APPENDIX B – RÉSUMÉS OF KEY PERSONNEL

ADAM JONES
EXECUTIVE SPONSOR

PROFESSIONAL EXPERIENCE

2003 – present
Texas Education Agency

Deputy Commissioner for Finance and Administration/Chief Operating Officer, 2007 – present

- Deputy chief executive and COO of the state department of education, a 950-employee agency with an annual administrative budget of over $125 million and fiduciary responsibility for over $25 billion in state and federal funds for public education.
- Responsible for all financial and administrative functions of the agency including finance, information technology, contracting, human resources, the administration of the state school finance system, grant administration and evaluation, organizational development, and the regulation of private driver training providers.
- Oversee the agency strategic communications function, including public information, state and federal governmental relations and the liaison office to the State Board of Education.

Associate Commissioner for Finance and Operations/Chief Operating Officer, 2003 – 2007

- Served as chief operating officer for the state department of education, responsible for all financial and operational functions of the agency including accounting, budget, contracting, school finance, organization development, human resources, and information technology.

2003
Texas Senate Education Committee

Committee Director

- Managed the Texas Senate committee responsible for legislation and policy concerning K-12 and higher education in Texas.
- Served as education policy advisor to Chairwoman Florence Shapiro and the members of the Texas Senate.

1994 – 2003
Texas Education Agency

Assistant Commissioner for Governmental Relations, 2000 – 2003

- Served as senior advisor to the Commissioner of Education on all issues pertaining to the agency's interaction with the Texas Legislature, Office of the Governor and the United States Congress.

Senior Director for Budget and Planning, 1999 – 2000

- Served as chief budgetary officer for an 844-employee agency with an operating budget in excess of $100 million and a program budget of over $14 billion in state and federal funds for K-12 public education.

Associate Senior Director, Office of Finance and Accountability, 1995 – 1999

- Served as executive assistant and project manager to the Deputy Commissioner for Finance and Accountability.

EDUCATION

- M.A., Public Policy – Duke University
- B.A., Economics – University of Texas

PR/Award # R384A100013

BRIAN S. RAWSON
DIRECTOR OF STATEWIDE DATA INITIATIVES

PROFESSIONAL EXPERIENCE

2009 – present
TEA
Director of Statewide Data Initiatives

- Provides oversight, direction, guidance, innovation, and assistance in planning and quality assurance for agency data initiatives.
- Leads a cross-agency team of senior-level staff and collaborates with multiple external stakeholders to find practical, scalable solutions to improve data-driven decision making across the Texas public education system.

2005-2009
Texas Department of Information Resources, Austin, TX.
Executive Director – Texas Chief Technology Officer (CTO)

- Served as the Executive Director for the Texas Department of Information Resources (DIR) and as the Chief Technology Officer for the State of Texas.
- Responsible for leading the transformation and delivery of technology and information to better serve the state's citizens.
- Led the massive Texas technology transformation initiatives to increase citizen access to government services, provide greater information security, leverage taxpayers' technology investment, and promote innovation.
- Directed the day-to-day operation of the agency in accordance with board policies, state and federal laws and internal rules, regulations and procedures.
- Worked with the Texas Legislature on matters of information and communications technology within state government.
- Proposed legislation and statewide policies for cost-effective procurement and use of technology and information.
- Promoted cooperative partnerships between public and private entities to strengthen strategic policy initiatives and provide the most cost efficient government services.
- Oversaw large operations and approved major contracts.
- Led and oversaw five major statewide programs: Information and Communications Technology contracting and procurement, Data Center Services, Communications Technology Services, eGovernment and IT Policy, IT Security.
- Also served as the Director of the Service Delivery Division of DIR from June 2005-December 2006 while transitioning to agency executive director role.

2000-2005
Texas Education Agency, Austin, TX.
Chief Information Officer

- Provided executive leadership to and management of TEA's Information Systems Department and related technology divisions.
- Oversaw statewide access to education information, supported business to business software systems, and implemented a shared technology infrastructure within the agency and for the broad public education system through a large-scale, highly complex, agency-managed data center.
- Planned TEA's information resources investments, managing all financial, sourcing (insourcing and outsourcing), strategic and tactical aspects of IT in the agency.

- Provided oversight for information technology projects for efficient and effective services delivery, and reported on information resource investments, benefits, and progress.

1999-2000
Texas Telecommunications Infrastructure Fund Board, Austin, TX.
Director, Finance & Administration

- As the Chief Financial and Administrative Officer of the TIF Board, oversaw all aspects of managing the $1.5 billion telecommunications fund, the largest of its kind in the nation.
- Directed all financial, administrative, and quality assurance functions of the agency and I was intimately involved in the agency's: Infrastructure Master Plan, Legislative Appropriations Request, Strategic Plan, Annual Operating Budget, Biennial Operating Plan, Performance Measurement, Financial Statements, Human Resources Management, Support Services, Purchasing, Contract Management, Quality Assurance & Control, Internal/External Audits (IT, Performance, Financial).

1997-1999
KPMG Peat Marwick LLP, Austin, TX.
Senior Manager, State & Local Government Consulting

- Oversaw all consulting and practice management activities for a variety of state and local government clients in the Southwest Region.
- Served as Engagement Manager on consulting projects focusing on quality assurance services, business process reengineering, performance reviews, technology reviews, organizational reviews, information technology initiatives, and other similar projects.
- Representative clients included: Texas Telecommunications Infrastructure Fund Board, Texas Education Agency, Texas Comptroller of Public Accounts, Texas General Land Office, Harris County, Travis County, Texas County and District Retirement System, Clear Creek ISD, Colorado Department of Revenue, Colorado Department of Personnel.

1986-1997
Texas Department of Transportation, Austin, TX.
Director, Retooling TxDOT – Business Process Reengineering

- Oversaw all aspects of the agency's comprehensive business processing reengineering (BPR) program, Retooling TxDOT, a nationally recognized, innovative initiative which had the objective of improving business operations, streamlining department policies and procedures, and making technological improvements to support the business.

Deputy Director, Information Resource Management Office

- Oversaw a group of highly professional and technical employees engaged in planning, developing, implementing, maintaining and supporting the information needs of agency executives.
- Responsible for business analysis, application development, technical support, and special project activities for high-level executives and for the public.

Project Development Leader – Executive Information System, Information Systems Division

- Guided the procurement, requirements analysis, technical development and prototype implementation of the agency's Executive Information System, an executive-level data warehouse which was being developed to enhance management of key department resources, enhance executive-level decision-making, respond to legislative inquiry, and support the agency's performance management process.

Information Resource Administrator, Maintenance, & Operations Division

- Directed all information resource activities in a highly-automated engineering environment.
- Oversaw and directed information resources design, development, and support activities for over three hundred PC users utilizing multiple operating environments.

EDUCATION

- BBA, Data Processing and Analysis – The University of Texas at Austin
- MBA, Business Management – St. Edwards University

JOHN COX
INFORMATION TECHNOLOGY SERVICES SPONSOR

PROFESSIONAL EXPERIENCE

2005 – present
Texas Education Agency

Associate Commissioner – Information Technology Services, Agency Infrastructure and Enterprise Data Management / Chief Information Officer

- Provides executive leadership to and management of the Information Systems, Agency Infrastructure, and Enterprise Data Management Divisions.
- Responsible for agency information technology resources investments, information technology contracts management, and managing the financial aspects of the division.
- Develops and manages strategic operating plans and biennial budgets of over $30 million.
- Develops Information Resource Strategic Plans and Biennial Operating Plans.
- Develops policies and procedures to implement and support an integrated, responsive, and secure information technology environment. Well versed in the state legislative process, including bill analysis and fiscal note preparation.
- Maintains collaborative relationships with other state agencies and information technology organizations.
- Serves on numerous IT planning workgroups tasked with developing State of Texas strategic and operating plans.
- Responsible for 151 full-time employees and 57 contractors and temporary staff.
- Designated agency Information Resources Manager.

2000 – 2005
Texas Higher Education Coordinating Board

Director of Information Resources

- Served as the Texas Higher Education Coordinating Board's representative on the Interagency Steering Committee, along with the TEA and SBEC representatives, tasked with project oversight of the inter-agency project which delivered the Texas Public Education Information Resource (TPEIR), a nationally recognized web-based system for longitudinal analysis of Texas public P-16 educational information.
- Created State of Texas information resource strategic and operating plans. Devised policies to support a responsive, integrated, and secure information technology environment.
- Oversaw development of agency Information Resource Strategic Plans and Biennial Operating Plans.
- Developed and managed strategic operating plans and biennial budgets of over $6 million. Served on numerous state-level IT planning workgroups tasked with developing State of Texas strategic and operating plans.
- Effected use of structured development methodologies; software and database development tools; project management practices; and software, including Microsoft Project and other estimating and planning tools and methods.
- Managed a team that utilized multi-vendor computing environments and Bull, Sun hardware and Wintel hardware; GCOS, UNIX, and Wintel operating systems, and networks linking remote locations. Determined architectural strategy and implemented technology platforms to meet agency and agency's IT goals.

- Oversaw multiple projects for custom developed software applications and implementation of purchased software applications.
- Designated agency Information Resources Manager.

1998 – 2000
Applied Information Sciences
Senior Consultant for the Austin Division, Project Manager

- Directed planning, development and implementation for $3 million client-server, enterprise database systems integration project for the Texas Department of Criminal Justice.
- Directed planning, development and implementation for $1.2 million web-enabled, client-server, enterprise database systems integration project for the Texas Commission on Alcohol and Drug Abuse. The application won a Best Practices award at a Government Technology Conference.

1992 – 1998
Midwestern State University
Director of Information Systems

- Managed implementation of a fiber-optic based Campus Wide Area Network (CWAN) for the university including video-conferencing capabilities for distance education.
- Developed Information Resource Strategic Plans and Biennial Operating Plans.
- Developed procedures to implement an integrated, responsive, and secure information technology environment.
- Instituted use of structured development methodologies; software and database development tools; project management practices; and software, including Microsoft Project and other estimating and planning tools and methods.
- Managed the implementation and operation of a regional internet service provider node connected to the Texas Higher Education Network (THENet).
- Directed numerous projects for custom developed software applications and implementation of purchased software applications in the agency and higher education arena.
- Chaired the Information Technology Steering Committee for the university.
- Designated Information Resources Manager for the university.

1974 – 1992
Stephen F. Austin State University
Assistant Director for Administrative Services, 1991 – 1992
Manager of Administrative Systems, 1978 – 1991
Programmer Analyst, 1976 – 1978
Programmer, 1976 – 1976
Student Programmer/Teaching Assistant, 1974 – 1976

- Managed Systems Development, Communications, and Operations Divisions.
- Managed all phases of client/server analysis, development, and implementation in both the local and wide area network environments.
- Effected use of structured development methodologies; software and database development tools; project management practices; and software including Microsoft Project and other estimating and planning tools and methods.
- Supervised numerous projects for custom developed software applications and implementation of purchased software applications in the agency and higher education arena.

EDUCATION

- B.S., Computer Science and Accounting – Stephen F. Austin State University

SHARON LEWELLYN
BUSINESS PROJECT DIRECTOR

PROFESSIONAL EXPERIENCE

1995 – present
Texas Education Agency

Acting Director, Enterprise Data Management, 2008 – present

- Direct the Public Education Information Management System (PEIMS) data collection planning and design. Oversee the development of the statewide data standards and reporting policies for all public school districts.
- Coordinate the review and approval of internal and external governance committees, including representation from school districts, state education service centers, software vendors, and state agencies.
- Oversee training and support for state education service centers and software vendors on the PEIMS and TREx applications.

Manager of Application Support, 2006 – 2008

- Managed five sections within the Information Systems Division, including Database Administration, Data Warehouse Implementation, Internet Services, FileNet Support, Crystal Reports, SAS, and Cognos Support.
- Developed automation plans, proposals, and business cases. Reviewed legislation for automated system requirements. Conducted technical reviews and audits. Participated in the development and evaluation of RFO's. Managed budget.
- Planned and scheduled infrastructure projects. Consulted with project teams on requirements for new development. Analyzed hardware and software requirements. Performed capacity planning.
- Managed the mainframe outsourcing contract. Represented the agency on committees and projects for the planning and conversion of the State Data Center Consolidation project.

Manager of Database Administration, 1996 – 2006

- Managed the Database Administration, Online Systems Support, and Mainframe Computer Access sections of the Information Systems Division.
- Participated in the design and implementation of the Texas Public Education Information Resource (TPEIR) data warehouse.
- Developed automation plans and budgets. Participated in technical reviews and audits.
- Reviewed proposed legislation for automated system requirements. Analyzed requirements for new development.
- Determined technical, operational, and support requirements for database implementation. Performed capacity planning.
- Developed implementation policies and standards.

Database Administrator, 1995 – 1996

- Analyzed requirements for new development; developed and maintained logical and physical data models.
- Created and maintained DB2, Model 204, and Sybase database objects, roles, and permissions.
- Conducted ongoing performance monitoring and tuning.
- Maintained database backup and maintenance procedures; performed recovery as needed.
- Provided technical support to application development staff.
- Maintained custom security application.

1984 – 1995
Texas Department of Mental Health and Mental Retardation

Manager of Database Administration, 1987 – 1995

- Managed the Database Administration section of Information Systems.
- Developed automation plans and cost estimates; assisted in the development and evaluation of RFO's.
- Designed and managed the development and maintenance of a statewide, geographically distributed database for 30 state hospitals and state schools.
- Developed procedures for remote maintenance of distributed databases.
- Evaluated and recommended software for acquisition.
- Developed implementation policies and standards.

Database Administrator, 1985 – 1987

- Analyzed requirements for new development.
- Designed and maintained database objects in Model 2004.
- Conducted ongoing performance monitoring and tuning.
- Maintained database backup and maintenance procedures; performed recovery as needed.
- Maintained custom application security system.
- Consulted with developers on application and database design, system performance, implementation standards, and software errors.

Programmer, 1984 – 1985

- Conducted requirements gathering sessions with subject matter experts.
- Analyzed Requirements; Developed functional and system requirements.
- Designed and developed statewide case management and claims billing applications in Model 204.
- Developed and executed test plans.
- Developed system documentation.

1974 – 1984
The University of Texas at Austin

Programmer, 1981 – 1984

- Developed and maintained applications for Credit by Exam test scoring, validity testing, and student information systems in COBOL, SAS, and Natural under MVS.
- Converted third generation COBOL applications to Adabase.
- Designed and developed programs for NCS 7008 optical scanner.

Statistician, 1974 – 1981

- Managed the course evaluation data collection, and reporting system.
- Developed project plan, schedules, and budget.
- Developed statistical reports using SAS and FORTRAN.
- Developed project documentation, correspondence, and procedures.

EDUCATION

- BA – University of Texas at Austin

DR. PATRICIA SULLIVAN
DEPUTY ASSOCIATE COMMISSIONER DATA DEVELOPMENT, ANALYSIS, AND RESEARCH

PROFESSIONAL EXPERIENCE

2007 – present
Texas Education Agency

Deputy Associate Commissioner of Data Development, Analysis, and Research

- Manages the divisions of Accountability Research and Information Analysis.
- Coordinated the implementation of the Education Research Centers, including contracts, policy, and committee meetings.
- Managed the development and appointment of the Education Research Center Joint Advisory Board.
- Designed, developed an Education Research Center data warehouse.
- Manages agency TPEIR, and dual-agency K-16 data warehouse.
- Coordinates ad hoc requests for information from the Public Education Information Management System.
- Coordinates ORG database rewrite project, budget, and actions.
- Analyzes legislation and proposes new legislation for each legislative session.
- Maintains agency forms, bulletin 742, web pages.
- Chairs and manages the Data Information Review Committee (DIRC), charged with reviewing all data collections made of the schools and districts as well as the review of all data implications from proposed State Board of Education and commissioner rules.
- Develops program documentation standards and procedures.
- Managed the development and implementation of the Texas Records Exchange System (TREx), allowing the electronic exchange of student transcripts and records between public school districts and between public schools and institutions of higher education.
- Manages the development of data management procedures to improve data quality control.
- Facilitates agency-wide planning and project implementation.
- Develops and writes division operating procedures, standards, and policies.
- Provides technical and customer assistance for special projects related to crisis event data exchanges.
- Serves as the Texas state agency representative (SEA) to the United States Department of Education National Forum and participates in biannual meetings.
- Participates in senior management initiatives as needed.

Manager of Data Development and Research Projects Unit

- Coordinated development of catalog of agency data collections, measures, indicators, and report elements.
- Coordinated development and maintenance of data development request processes.
- Developed and documented system requirements and business rules.
- Designed, developed, and maintained agency enterprise data management system.
- Coordinated agency data committees.
- Managed implementation of committee action items.
- Coordinated ORG database rewrite project, budget, and actions.
- Coordinated documentation of complex datasets and programs, including requirements, change requests, and problem reports.
- Analyzed legislation and commissioner and board rules to identify data and information requirements.
- Maintained agency forms, bulletin 742, web pages.

- Developed program documentation standards and procedures.
- Coordinated documentation of complex computer block diagrams and machine logic flowcharts.
- Managed the development of data management procedures to improve data quality control.
- Facilitated division-wide planning and project implementation.
- Developed and wrote division operating procedures, standards, and policies.
- Provided technical and customer assistance for special projects related to TEA hurricane data activities, including the Louisiana Student Records database and Katrina Rita Indicator.
- Coordinated the evaluation committee for the RFO.
- Managed 3 division budgets, in consulation with directors.

1998 – 2004
San Marcos CISD
Director/Assistant Supt. of Research, Evaluation, and Technology

- Provided analysis of all student data in order to provide research based strategies to improve instruction at all levels and schools.
- Coordinated all district PEIMS submissions.
- Provided leadership to improve student attendance, reduce truancies and dropouts, and improve the district high school completion rate.
- Managed the technology district wide, including student and finance system computers and software, telecommunications contracts and service, curriculum management systems, and all instructional software acquisition and maintenance.
- Oversaw technology staff development for technical staff, teachers, administration, and support staff.
- Coordinated and recommended Board policy changes in coordination with the Texas Association of School Boards.
- Provided a complete analysis of the District AEIS report, by district and campus, allowing Planning Committees direction for improvement.
- Provided a longitudinal analysis of College Admissions test scores, allowing additional insight into needed strategies to improve outcomes.
- Testified for the legislative education committee for HB 457 of the 77th legislature, which was eventually enacted into law, limiting the LEA's accountability for students enrolled in Juvenile Detention Centers within their boundaries.
- Implemented a district-wide system for teachers to electronically enter all attendance, grades, and progress reports, as well as obtain access to student demographic information, grades, schedules, and discipline records.
- Provided regular upgrades to district systems through strategic partnerships with telecommunication companies, Cisco systems, and others for support and maintenance.
- Managed a large budget for data processing, Title II money, Erate submissions and rebates, local budgets, and obtained grant money from State, Federal, and private grants and gifts.
- Supervised 10 district-level staff and as well coordinated technology leaders from each campus.
- Implemented a graphical system for counselors that easily allowed access to all facets of the students' educational record.
- Implemented and trained administrators to access and use the triand system, which provides access and reports on student and group TAKS data.

2003 – present
Hays CISD
Grant External Evaluator

- Provides formative and summative evaluation services for the Federal Teaching American History Grant.
- Prepares all documents for evaluation, including surveys, pre and post tests, small group focus groups, teacher evaluations, etc.

1997 – 1998
El Paso ISD
Executive Director of Technology

- Provided Free Internet service to four high schools through a partnership with Time Warner Cable.
- Prepared Erate application.
- Developed a strategic plan for technology with a large group of teachers, parents, community leaders, and administration.
- Introduced video conferencing across the district.
- Supervised a department of 52 people.

1992 – 1997
Socorro ISD
Director of Technology

- Implemented the first broadband network for the Socorro District.
- Worked with SBC and Cisco to provide services to each of 30 schools and admin offices.
- Conducted an annual technology fair for all teachers.
- Presented at TCEA with staff development activities.
- Implemented Pentamation across the district for student and finance systems.
- Coordinated all data services in the district.
- Supervised PEIMS submissions.

1990 – 1992
Las Cruces Public Schools
District Evaluator

- Provided assessment and evaluation services for the district.
- Using SAS, prepared reports by downloading files from an AS400.
- Prepared Word documents and PowerPoint presentations.
- Conducted an annual survey of all parents using NCS software and scanning.
- Prepared the annual report card for all campuses and district to include an analysis of all Data Elements obtained from the student system.
- Responded to all requests for information from the student system.

SHARON R. GASTON
PROJECT MANAGEMENT OFFICE DIRECTOR

PROFESSIONAL EXPERIENCE

2005 – present
Texas Education Agency (TEA)
Director, Project Management Office

- Provide advanced senior-level direction and guidance in strategic operations and planning for the Agency's software development organization. A 100-person organization that develops and maintains 50+ applications that fund, support and monitor the Texas Education System.
- Drive and oversee daily technology goals, objectives, and processes in a very diverse development environment that includes: .NET, C#, Java, DB2, Sybase, SQL Server, Oracle, AIX, Websphere, and current Microsoft web based architecture.
- Lead project managers to continuously drive improvements in process and best practices.
- Collaborate with CIO, Deputy-CIO, senior staff, and customers to develop policies, procedures, priorities, standards, performance measures, business cases, and budgets.
- Ensure compliance with all applicable local, state, and federal laws and regulations pertaining to technology.
- Align organization to best leverage the skills and abilities of project managers resulting in increased productivity and quality.

1997 – 2002
Thomson Corporation, Sheshunoff Information Services
Vice-President, TFM Technology

- Responsible for all aspects of technology organization; executed key technology projects and acted as driver for the development of a common architecture across a multi-site organization.
- Built a team of highly motivated and talented individuals that developed and delivered quality products on time and within budget.
- Effectively planned and delivered the first-ever online product line (BankSource), which provided financial institutions with the ability to perform online financial, peer and demographic analysis; acted as project/program manager, from conception to release.
- Partnered extensively with Product Management and other stakeholders to gather and verify customer requirements.
- Ensured key technology initiatives were managed to achieve their objectives within their schedule, budget constraints and quality goals.
- Managed and executed a budget of approximately $7M; directed 40 – 55 staff, including directors, managers, architects, software developers, technical writers and quality analysts.
- Selected to participate in Thomson's Technical Leadership Program, which focused on mentoring and training of potential CTOs.
- Acted as evangelist for the application of appropriate technology in TFM. Development environment included: Sun Solaris, Windows, C++, Perl, VB, Java, Java Script, Oracle, iPlanet Web Server, eMeta eRights and Segue SilkTest and SilkPerformer.

Director, Development Services

- Established industry-standard technology, software development lifecycle, and methodologies across development organization.

- Promoted intra and inter-departmental communication, collaboration and cooperation to facilitate cross-departmental planning and problem solving; effectively realigned development services to leverage best talent.
- Introduced and implemented appropriate software development lifecycle across development services teams.
- Developed and implemented plan to streamline release processes while increasing reliability, repeatability, and quality.
- Introduced automated test tools (Segue SilkTest and SilkPerformer) and training, as well as test development methodologies and automated testing drastically reduced manual test effort by >60 percent.

1996 – 1997
Tivoli/IBM Corporation
Manager, SW Production and Tools

- Interviewed, hired, and managed an 8-person team of employees, co-ops and contractors responsible for providing and supporting production-level builds of software product releases, including new, maintenance and patches.
- Developed tool to support a multi-platform development environment; implemented for build and tools helpdesk.
- Planned and managed conversion of Tivoli's SW configuration management and bug tracking systems from CVS and Scopus to CMVC.
- Developed custom tools, evaluated and deployed commercial tools, and investigated and recommended productivity enhancement tools and technologies.

1992 – 1996
Tandem Computers
Manager, SW Engineering Tools and Services

- Recruited and managed a 10-person team of employees, co-ops and contractors
- Provided and supported software development tools, including software. Configuration management, test management and document management as well as, build tools and services.
- Developed custom tools, evaluated and deployed commercial tools, and investigated and recommended productivity enhancement tools and technologies.

Program Manager

- As Software Program Manager for major UNIX software releases on Tandem's UNIX-based Integrity line, led team of cross-functional organizations, including operating system, communications software, 3rd-party software, publications, manufacturing and system quality assurance, software builds and release, etc. In a 100-person development team effort for major software releases.
- Developed, tracked, and coordinated program/project schedules; assigned and tracked program/project action items and issues.
- Planned and ran project and program reviews; produced SW program documentation, and coordinated and tracked SW program resources.
- Presented quarterly status of software program/projects to executive staff.
- Developed and managed software project plan for next generation product line, supporting local and remote site development efforts, and project plan for continuing releases of an existing UNIX product line that received a quality award for least defects found in a deployed product

2003 – 2005

Stone Valley Group, LLC

Co-Owner – Curves Franchise

- Negotiated and executed all aspects of start-up operations, including locating and purchasing commercial real estate, negotiating construction contracts, and setting infrastructure and procedures in place.
- Oversaw incorporation, obtained permits and licensing.
- Interviewed, hired, and managed independent contractors.
- Opened club and administered and executed all aspects of business, including sales and marketing, accounting, personnel administration, training, procurement, customer service and club operational policies and procedures.

EDUCATION

- M.S., Computer Systems Management – University of Maryland
- B.S., Electrical Engineering – Illinois Institute of Technology

EDUARDO ESQUIVEL
MANAGER, TECHNICAL SUPPORT AND CUSTOMER SERVICE

PROFESSIONAL EXPERIENCE

2007 – present
Texas Education Agency
Manager for the Technical Support and Customer Service, Information Technology Services Division.

- Responsible for managing the outsourced Data Center Services Contract (DCS Contract) with IBM. The DCS Contract supports all mainframe and server services and applications for TEA. The total contract amount is about $7.5 million for FY09.
- Responsible for managing the Seat Management contract With Northrop Grumman, supporting over 1,300 workstations and laptops and valued at $1.2 million annually.
- Oversees the TEA network.
- Manages the Statewide Emergency Notification System (SENS) staff.

1995 – 2007
Department of Information Resources
Director of the Telecommunications Services Division

- Managed approximately 90 staff and $90 million in telecommunication contracts.

Director of Enterprise Operations Division

- Managed 26 professional staff.
- Oversaw the 2000 SSPIRM, the DIR Security Section, and creation of the electronic government portal now referred to as TexasOnline.
- Participated in the Telecommunications Planning Group.
- Oversaw various agencies IT reporting functions.

Manager of the Statewide Standards Section

- Supervised 12 staff in setting statewide IT standards and completing the Statewide Strategic Plan for Information Resources Management (SSPIRM, 1998).

Supervisor of the Network Information Centers

- Managed 5 staff and oversaw the video network and network help desk.

1993 – 1995
Spectrum Consulting Group.
Senior Project Manager

- Worked on a data center consolidation project for the state of Michigan and a private hospital chain.

1990 – 1993
Department of Information Resources
Telecommunications analyst

- Assisted in setting state standards and overseeing agency projects.

1984 – 1990
Comptroller of Public Accounts (Texas)

- Various IT roles.

EDUCATION

- B.S., Computer Science – Baylor University

- Certificate in Telecommunications from the University of Texas at Austin
- Board member of the National Smart Card Forum

NINA TAYLOR
TPEIR PROJECT MANAGER

PROFESSIONAL EXPERIENCE

1990-2009
Texas Education Agency

Division Director, Information Analysis Division, 2003 – present

- Responsible for leadership and overall management of the division, including developing strategic plans and implementing division projects, budgetary oversight, and maintaining appropriate staffing levels.
- Oversees two project groups: PEIMS Ad Hoc Reporting and Texas PK-16 Public Education Information Resource (TPEIR).
- Promotes the dissemination of relevant education data reports and files on the TEA website and through information requests.
- Represents the agency on TPEIR policy committees, including the State P-16 Council subcommittee on TPEIR. Chairs internal agency committees including the Analytic Unit Manager, Public Information Request, and the Data and Information Request Initiative working groups.

Division Director, Customer Support, Consulting, and Training Division, 1999 – 2003

- Responsible for leadership and overall management of the division, including tactical and strategic planning, personnel management, and budgetary oversight.
- Directed three work units in the areas of business requirements, mainframe client support and information requests, and technical training.
- Oversaw the development of comprehensive web reports using PEIMS data.
- Chaired internal data policy work groups.
- Facilitated Information Planning Committee meetings.

Manager, Mainframe Client Support Unit, 1995 – 1999

- Managed a unit of SAS programmers who were responsible for filling information requests and providing technical and data support to agency employees and clients.
- Provided quality assurance services to the PEIMS division.
- Generated the Agency Core Products Registry, which provided comprehensive PEIMS data reports for agency stakeholders.
- Oversaw training efforts for TEA staff requiring SAS or PEIMS training.

SAS Programmer, Mainframe Client Support Unit, 1990 – 1995

- Used the SAS programming language to fill information requests and build reporting systems for agency staff and external clients using PEIMS data.
- Worked with university researchers on designing and developing datasets for specific projects.
- Assisted agency staff with SAS Programming and PEIMS data questions.

Education

- BA, Mathematics – University of Texas at Austin

DAVID H. MARSHALL
MANAGER, DATA WAREHOUSING, DATA MODELING, DATABASE, BUSINESS INTELLIGENCE, AND WEB

PROFESSIONAL EXPERIENCE

2009 – present
Texas Education Agency

Manager, Data Warehousing, Data Modeling, Database, Business Intelligence and Web, 2009 – present

- Responsible for the Data Warehousing, Database Development and Administration and Business Intelligence and Web for the Texas Education Agency. These teams provide specialize skills in support of the Data Collection, Analysis and Reporting initiatives of the Agency.

Independent Technology Consultant, 2008 – 2009

- Performed a technology evaluation for a venture capital firm looking to invest in a software company
- Performed an IT assessment for a startup
- Created a demo platform and a software strategy for a startup creating a commodity server.

1997 – 2008
ETI

CTO and Sr. VP, Development

- Envisioned, implemented, and participated in the major company business and technical initiatives.
- Formalized the product development and delivery process and modernized the product architecture to provide a robust data integration platform.
- Steadily increased my role as product champion with customers and partners.
- Spent the majority of my time with customer facing activities around sales, pre-sales, consulting, data warehouse implementations, and customer support.
- On the partner and customer side of ETI, I was involved in selling and closing key deals and partnerships, including an OEM sale to Microsoft, the reselling of ETI products through IBM and the direct sale of ETI products in the United States and Europe.
- I worked as part of the team to successfully sell ETI to Versata in May 2008.

1980 – 1997
IBM

Server Technologies Market Development Executive, IBM Server Group, 1996 – 1997

- Responsible for market development of server technologies.
- Tasks involved working with IBM enterprise customers on enterprise server issues, implementing specific enterprise solutions.
- Software Development Director, Object Technology, Software Solutions Div., 1995 – 1996
- Responsible for the development of Object Infrastructure for IBM. Technology is SOM (System Object Model), DSOM (Distributed System Object Model) and OpenDoc. Organization consisted of 200 programmers, 140 based in Austin Texas with a group of 60 in Rochester Minnesota. Technology was delivered to development alliance partners outside and development teams inside of IBM.

Technical Advisor to VP of Austin Development, Personal Software Products Division, 1994 – 1995

- Advised VP on technical issues regarding the development and support of OS/2, Object Technology, and LAN Systems.

Development Manager, Open Systems Development, Personal Software Products Division, 1993 – 1994

- Responsible for the development and support of AIX (Intel based UNIX) and OSF/1 Unix.

Business Strategy Advisor to VP of Development, Industrial Sector Division, 1992 – 1993

- Experience in the managing of a business, working at IBM corporate level. Participated in downsizing activities which included the sale of parts of development organization.

Manager of International CATIA Support Center (ICSC), Industrial Sector Division, 1990 – 1992

- The mission of the ICSC was to support of development and maintenance of the CATIA family of products. The CATIA families of products were developed by a French company, Dassault Systèmes. Dassault Systèmes had approximately 1000 employees, with about 650 in development activities. The products provided applications for Computer Aided Design, Manufacturing, and Engineering.

Development Manager, Engineering Graphics Products (Industrial Sector Division), 1987 – 1989

- Responsible for development and support of Graphical Display and Query Facility (CAD/CAM graphical support product), BrowseMaster (publishing systems text and graphics product) and Shop Assist (graphics support of manufacturing shop floor).

Product Developer, Engineering Graphics Products (Industrial Sector Division), 1980 – 1987

- Original design and development team of GDQF and BrowseMaster (Graphics products to support Computer Aided Design and publishing), development of IGES processor (data interchange for Computer Aided Design products) and development and support of APT-AC numerical control product family.

1977 – 1980
Boeing

- Operating Systems Development and Support; Development of Application Software for Numerical Control Production Systems

PAIGE TUNG
PROJECT MANAGER

PROFESSIONAL EXPERIENCE

2008 – present
Texas Education Agency
Project Manager

- SLDS 1 Project
  - Managing team of 4 IT team members to enhance the Statewide Longitudinal Data System to improve the robustness of existing databases by adding student performance and teacher data at the classroom level, 1-20
  - Other objectives include improving the accessibility of new and existing data and functionality for basic level research and reporting, leading to improved student performance and facilitating the use of data for decision-making and research to improve student performance by working with key stakeholders to demonstrate the data's value.
- PEIMS Redesign Projects
  - Managed team of 12 IT team members to start the rewrite of the PEIMS system, which includes migrating PEIMS off the mainframe and improving reporting capabilities
  - Prepared the new PEIMS infrastructure to accept submission of XML files for reporting requirements, managing business rules through ILOG, and providing additional analytical capabilities through advanced Cognos reports
- PEIMS Maintenance Project
  - Managed outsourced contract to provide ongoing support, maintenance, and enhancements of system to collect reporting requirements from over 1200 school districts in Texas.
  - Transitioning team to incorporate TEA software development guidelines and standards

2004 to 2008
Texas Comptroller of Public Accounts
Project Manager, 2006 – 2008

- Timekeeping Project
  - Managed team of 12 IT, 4 trainers, 4 HR, and over 200 business team members to bring in an existing timekeeping system, retrofit it to the local environment, and make modifications for scalability.
  - Managed software development of modified system with hands-on in creation of architectural design, system design, report designs, test design, test cases and test execution cycles.
  - Created training strategy and offered various training methods including manuals, CBT, and webinars to 200 trainers and 3000 employees.
  - Standardized agency activities and directed the defining of division-specific activities.
  - Managed the changes in agency policies to accommodate the use of an agency-wide timekeeping system.
  - Created the implementation plan for rolling out the new system and retiring existing systems.
- Legislation Projects

- Implemented legislation for Local Revenue changes across all affected divisions through software, policy, and procedural changes
- Implemented legislation for Amnesty period to waive interest and fees for qualified taxpayers that brought in $120 million in revenue
- Implemented legislation for cigarette and tobacco wholesalers and distributors changes to report electronically the revenue and distribution of their products for audit purposes

- Employee Information on the Web
  - Managed team of 13 software engineers, customers, and technical support to develop and implement a web (Java) application to display earnings statements, leave summaries, and personal profile information in browsers
  - Planned, managed, and tracked tasks, milestones, risks, issues, and documentation
  - Conducted regular project meeting to communicate status, mitigate risks, and work issues
  - Created software requirements specifications
  - Created the test plan, test specification templates, test cases, and test results reports and managed regression and load testing
  - Executed pre-acceptance tests prior to customer acceptance testing
- Enterprise Project Management (EPM) Implementation
  - Managed team of project managers and consultants to implement enterprise project management tool
  - Designed the architecture for the EPM solution
  - Tested the installation and configuration of MS Enterprise Project Management
  - Created training materials for EPM Project Management and Project Web Access classes and trained project managers, business analysts, and team members

Business Continuity Planner, 2005 – 2006

- Developed and secured adoption by agency head for high-level, agency-wide business continuity and recovery policies and detailed standards and guidelines
- Designed and conducted business impact analysis
- Developed appropriate recovery strategies for various key processes
- Designed, planned, and conducted table top exercises for divisions and sections of the agency
- Planned and conducted semi-annual hot site testing
- Planned and conducted command center drills for agency executives
- Created executive reports on status and findings for business continuity and recovery preparedness

Service Desk Team Lead, 2004 – 2005

- Workstation Deployment Project
  - Developed process/workflow for deploying new workstations to users and returning old workstations to the vendor
  - Improved process for tracking leased equipment by analyzing current data, gathering user requirements, analyzing new system capabilities
  - Coordinated with SME Task force to resolve issues during a deployment so users get improved computer working environment with minimal downtime
- Customer Service Quality Assurance Program
  - Administered Computer Associates ServicePlus Service Desk system
  - Created project definition, implementation proposals, quality assurance plan, test plan, detailed task plan (MS Project) documents

- Developed web-based issue and task tracking application
- Created process and procedures approval process, Help Desk ticket process, problem management process, software installation process
- Created process and procedures templates for standardization of documentation
- Documented procedures including password resets, Help Desk operational procedures, Help Desk administrative procedures, asset management procedures
- Created guidelines for call handling, assessing priority and impact, and categorizing incident calls

2002 – 2004
Texas Treasury Safekeeping Trust Company
Senior Systems Analyst

- Developed financial information systems
- Performed requirements gathering with business users by conducting and facilitating meetings to produce an SRS
- Performed project planning and feasibility studies to establish high-level view of project and to determine goals and objectives
- Led team of software engineers through implementation, integration, and formal testing (functional, interoperability, load/stress, performance, acceptance)
- Conducted acceptance testing with business users
- Installed, deployed, and maintained application systems
- Provided advanced programming and systems analysis in support of investment (QED IMS-2000) and banking/financial applications of a treasury management system
- Developed web interface to investment and banking applications for customers to view accounts
- Wrote test plans and coordinate testing and verification of program performance
- Implemented backup systems for securities trading, securities and funds custody and settlement, and accounting check disbursements and bond issuance
- Established information security policies and procedures in accordance with GAISP for company as Information Security Officer

1999 – 2001
Motorola, Inc.
Quality Assurance and Test Manager

- Lead team of 7 system and test engineers in test case/instruction development, execution, and test automation
- Coordinated with Project Management, Development, Support, and Documentation groups to deliver products on time and within quality goals
- Developed QA procedures, including inspections, reviews, test reporting, results analysis, and integrated quality assurance methods into software development process
- Lead testing of PXP2101 intelligent edge networking platform
- Wrote system test plan and system test report for the PXP2101 platform
- Partnered with multiple third-party vendors (hardware, software, OS, and subcontractors) to ensure they developed and supported their portions of the product
- Managed the defect tracking system to ensure that problems were addressed properly
- Wrote programs and scripts to monitor testing progress for reporting purposes and wrote scripts to automate test setup and test execution
- Developed, implemented, and maintained vendor acceptance test plan

BRYCE F. TEMPLETON
PEIMS BUSINESS ANALYST

PROFESSIONAL EXPERIENCE

1989 to present
Texas Education Agency

Systems Analyst – Enterprise Data Management – PEIMS unit, 2008 – present

- Oversees the PEIMS Information Task Force (ITF) and Policy Committee on Public Education Information advisory committees (PCPEI).
- Develops data collection system changes in collaboration with the sponsoring program areas for presentation to the ITF and PCPEI committees.
- Provides school district, ESC, and TEA information support for the PEIMS data standards and the PEIMS reporting requirements.
- Updates PEIMS data code tables on the mainframe and TEA public locations.
- Provides assistance with a variety of tasks related to the daily operations of the PEIMS division.
- Researches problems identified by end users to determine the cause and recommend a solution for correction.

Systems Analyst – Information Analysis, Accountability, and Data Quality – PEIMS Division, 2005 – 2008

- Provided school district, ESC, TEA, and division information support for the Student Attendance Accounting Handbook and the PEIMS data standards.
- Updated PEIMS data documentation sources on the mainframe and TEA public locations.
- Provided assistance with a variety of tasks related to the daily operations of the PEIMS division.

Systems Analyst – Information Analysis, Accountability, and Data Quality, 2003 – 2005

- Served as a member of the PEIMS Ad Hoc Programming unit as a SAS Programmer responding to open records requests for PEIMS data and other educational data managed by the Texas Education Agency.
- Continued to provide support to the Safe Schools unit for the implementation of the web based Annual DAEP Evaluation System.
- Provided school district support through the Louisiana Student Records Helpdesk for the Louisiana Student Records system established after Hurricane Katrina. This function developed into providing school district support after Hurricane Rita also.

Systems Analyst – Safe Schools, 2000 – 2003

- Responsible for all data activities related to the Safe Schools program.
- Maintained the relevant portions of the PEIMS data standards and the Student Attendance Accounting Handbook.
- Provided telephone and general support answering all manner of student discipline questions related to the PEIMS 425 record and “student attendance” from school districts, education service centers, and the general public.
- Served as the SAS programmer for the Safe Schools program responding to all manner of student discipline data requests from other state agencies, the legislature, TEA departments, and the general public.
- Provided assistance, guidance, and monitoring of contractors building the current web-based versions of the Annual DAEP Evaluation, the Discipline Data Errors Analysis System, and the Risk Based Analysis System for the Safe Schools program. The PEIMS 425 Data Error Analysis System, and the Risk Based Analysis System are two-way

information delivery systems that communicate with school districts and allow school districts and TEA Safe Schools unit to communicate student data related information via the web in a secure environment.
- Provided on-site training related to Texas Education Code Chapter 37 and PEIMS 425 record data reporting for school districts and education service centers.
- Analyzed the Safe Schools program PEIMS data for problems related to data quality and data content and implemented adjustments to the collection standards to remedy problems.
- Represented the Safe Schools program before the Information Task Force and the Policy Committee for Public Education Information when petitioning the committees for changes to the PEIMS data collection standards for the PEIMS 425 record.

Systems Analyst – PEIMS Data Planning, Information Systems, 1994 – 2000
- Responsible for the contents and annual publishing of the Student Attendance Accounting Handbook and conducted student attendance accounting training for school districts and education service centers.
- Assisted with the annual update of the PEIMS data standards and provided PEIMS data reporting training for school districts and education service centers.
- Provided telephone and general support answering all manner of questions related to PEIMS data and "student attendance" from school districts, education service centers, and the general public.
- Analyzed PEIMS data for data quality problems and recommended adjustments to the collection standards to remedy data quality problems.

Auditor – School Financial Audits, 1989 – 1994
- Conducted onsite attendance/financial audits of school districts, performance audits of education service centers, and attendance/financial desk audits of school districts.
- Participated as a team member on school district and education service center audits and school district complaint investigations.
- Served as a team leader on school district audits and complaint investigations.

1987 – 1989
Wimberley Ace Hardware
Store Manager
- Responsible for daily operations of a retail establishment with approximately 18 employees.
- Responsibilities included opening/closing of store, purchasing/ordering merchandise, merchandising products, sales of products, customer/community relations, supervising/scheduling employee work, banking activities, and various other activities associated with a retail operation.

EDUCATION
- B.B.A., Accounting – Southwest Texas State University

DANA M. HORNSBY
PEIMS BUSINESS ANALYST

PROFESSIONAL EXPERIENCE

2001 – 2009
Education Service Center, Region 20, San Antonio, Texas
Educational Specialist – School Support, 2007 – 2009

- Regional Testing Coordination: Provide staff development and technical assistance on the proper policies and procedures regarding the administration of state-mandated assessments. Administer Out-of-School TAKS and TAAS testing.
- Accountability Systems / Federal Programs / Grant Writing and Evaluation: Serve as program evaluator and technical assistance provider. Responsibilities include: conduct professional development, provide evaluation services, and provide technical assistance regarding State and Federal Accountability, State Compensatory Education, Performance Based Monitoring Analysis System, NCLB Federal Programs, and discretionary grants including Texas Reading First.
- Product Development: Develop data analysis tools, data reports, surveys, evaluations, checklists, manuals, and other tools to assist with district needs.
- Benchmarking and Survey Processing: Design climate, program, and other school surveys. Conduct analysis of survey data and develop results reports and presentations. Scan, score, and report for district benchmarks.
- Dropout Initiatives: Provide staff development, technical assistance, and develop data tools to support dropout trend analysis and prevention.
- School Support Team / School Turnaround Team / Working Systemically: Provide staff development, technical assistance, and data analysis for school improvement initiatives.
- Data Analysis/ Evaluation: Provide staff development and technical assistance on the effective collection and use of data as a catalyst for program planning and implementation, as well as improvement in student performance. Responsibilities include appropriate data interpretation and methodology for usage at all levels: program, administration, teacher, and student.
- Technology Tools: Provide technical support, create user manuals and marketing publications, and provide training for evaluation and planning tools to include AEIS-IT, Scan-IT, Slug-IT, and WebCCAT.

PEIMS Coordinator, 2006 – 2007

- Submission Processing: Design and implement management system to ensure the accurate and timely submission of all Region 20 district PEIMS files. Develop data analysis system to include longitudinal history and custom-designed reports to ensure data reasonableness and quality. Establish timelines and tracking systems to ensure district data submissions align with TEA deadlines.
- Publishing and Product Development: Write and design processing manuals, program verification and submission procedures checklists, and additional tools to provide guidance on PEIMS compliance and integrity.
- Staff Development: Develop and deliver staff development opportunities for district and campus level staff, board members, and regional staff to actively engage in meaningful professional growth opportunities.
- Data Analysis: Implement data request management system to ensure all federal, state, and local agency data requests are fulfilled accurately and within timeline requirements. Analyze PEIMS data to produce statistical support for research studies, program compliance, project planning, and future planning.

- EDIT+ / PET / PID/TREx: Provide staff development and technical assistance on the effective use of the EDIT+, PET, PID, and TREx systems.
- iTCCS and RSCCC: Provide staff development and technical assistance in the use of the iTCCS and RSCCC systems to successfully submit accurate data to PEIMS.
- Program Requirements / Accountability / State and Federal Law: Provide technical support and staff development on special program requirements, PEIMS, attendance accounting, chapter 37 discipline, and other legal issues that impact district operations and student success.

Consultant – Student Services, 2005 – 2006

- iTCCS: Provide staff development and technical assistance on the effective use and maintenance of the iTCCS student software system. Design user documentation and additional support materials to assist in building strong client capacity.
- RSCCC: Provide staff development and technical assistance on the effective use and maintenance of the iTCCS student software system. Design user documentation and additional support materials to assist in building strong client capacity.
- Data Analysis / Evaluation: Provide technical support and staff development in the use of data query, ODBC, and MS Access to complete federal, state, and local grant evaluations and compliance reports.
- Student Attendance Accounting / Special Programs / Texas Education and Administrative Code: Provide staff development and technical assistance on proper program guidelines and legal requirements. Responsibilities include ensuring accurate program maintenance and procedures for all special programs, enrollment, attendance, and discipline.
- PEIMS / PID / PET: Assist districts in the verification and submission of PEIMS data for each student PEIMS collection. Provided technical assistance with PID corrections and submissions of weekly PET files.
- Accountability Systems / Federal Programs: Provide staff development and technical assistance on effective district processes for data evaluation and integrity. Assist districts with meeting program guidelines and implementing district procedures to ensure compliance with Office of Civil Rights evaluations, Attendance audits, Performance Based Monitoring System, and NCLB Federal Programs.

Instructional Data Specialist – School Support, 2003 – 2005

- Regional Testing Coordination: Provide staff development and technical assistance on the proper policies and procedures regarding the administration of state-mandated assessments. Administer Out-of-School TAKS and TAAS testing.
- Accountability Systems / Federal Programs / Grant Writing and Evaluation: Serve as program evaluator and technical assistance provider. Responsibilities include: to conduct, evaluate and provide technical assistance regarding program evaluations for State Compensatory Education, Performance Based Monitoring Analysis System, NCLB Federal Programs, and discretionary grants including Texas Reading First and Comprehensive School Reform.
- Data Analysis/ Evaluation: Provide staff development and technical assistance on the effective collection and use of data as a catalyst for program planning and implementation, as well as improvement in student performance. Responsibilities include appropriate data interpretation and methodology for usage at all levels: program, administration, teacher, and student.
- Technology Tools: Provide technical support, create user manuals and marketing publications, and provide training for evaluation and planning tools to include AEIS-IT, Scan-IT, Slug-IT, WebCCAT, iTEKStar, and Informed Instruction.

Assistant to PEIMS Coordinator, 2001 – 2003

- Responsible to Coordinator in charge of the Public Information Management System (PEIMS)
- Customer Service: Providing telephone and walk-in support for clients to ensure the timely and accurate submission of PEIMS data
- Assist districts in navigating the EDIT+ and PID applications.
- Assist districts with the review and extract processes within RSCCC and iTCCS
- Review and process district PID corrections
- Process data requests for internal and external clients
- Create and maintain PEIMS database, longitudinal spreadsheets, and other verification source documents
- Assist in writing and editing of PEIMS publications
- Administrative responsibilities including database maintenance, accounts payable, receivable, and calendar maintenance

EDUCATION

- B.A., Interdisciplinary Studies, Reading Specialty – University of the Incarnate Word
- M.A., Education – University of Texas at San Antonio (to be completed 12/09)

Project Narrative

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

Attachment 1:
Title: **Project Narrative Appendix C** Pages: **4** Uploaded File: **H:\SLDS\Texas ARRA SLDS AppendixC.pdf**

APPENDIX C – CURRENT STATUS OF TEXAS LDS

REQUIREMENTS	STATUS	RELEVANT OUTCOMES FROM PROPOSED PROJECT
System Capability 1: The system must enable States to examine student progress and outcomes over time, including students' preparation to meet the demands of postsecondary education, the 21st Century workforce, and the Armed Forces. Such a system must include data at the individual student level from preschool through postsecondary education and into the workforce (e.g. employment, wage, and earnings information).	**Planned, Not Begun – IES SLDS ARRA 2009 Grant.** TEA has student-level information from public pre-K – 20 in the LDS (TPEIR), but does not include some pre-K, K and workforce information. Current Functionality: 70%	**Outcome 2:** Expand TPEIR data collection to include P-workforce data. **2.1:** Expand workforce data link in TPEIR to include drop outs and high school graduates not attending college. **2.2:** Establish link between external pre-K databases and K-12 to include pre-K enrollment (e.g., private pre-school) and kindergarten reading assessments results. At completion: 95%
System Capability 2: The system must facilitate and enable the exchange of data among agencies and institutions within the state and between states so that data may be used to inform policy and practice. Such a system would support interoperability by using standards data structures, data formats, and data definitions to ensure linkage and connectivity among the various levels and types of data.	**In Progress – 80th Legislative session funding.** Requirement is partially satisfied in that TEA exchanges data with THECB and shares de-identified data with the state's Education Research Centers. However, the collection and exchange of data would be improved through the establishment of an XML based, granular data standard. The PEIMS Redesign represents the first step in this process. At completion: 30%	**Outcomes 3-8:** Upgrade existing data collection and exchange infrastructure. **3:** Realign statewide data collection standards and protocols for districts. **4:** Expand architecture to support new standards and collection platform. **5:** Automate data collection through development of state-sponsored SIS. **6:** Develop data services and load DCD. **7:** Create DCD extract certification and validation tools (ILOG, Edit+). **8:** Pilot statewide data collection and management platform. At completion: 100%
System Capability 3: The system must link student data with teacher, i.e., it must enable the matching of teachers and students so that a given student may be matched with the particular teachers primarily responsible for providing instruction in various subjects.	**In Progress – IES SLDS 2009 Grant.** This data will be collected in 2011 and loaded into the data warehouse by the spring of 2012. At completion: 100%	

REQUIREMENTS	STATUS	RELEVANT OUTCOMES FROM PROPOSED PROJECT
System Capability 4: The system must be able to match teachers with information about their certification and teacher preparations programs, including the training institutions.	**Complete**	
System Capability 5: The system must enable data to be easily generated for continuous improvement and decision making, including timely reports to parents, teachers, and school leaders on the achievement of their students.	**In Progress – MSDF TSDS Grant.** Partially satisfied by a number of static reports published on the agency web site and TPEIR portal. However, there is limited content available through the static reports, and flexibility in accessing and viewing the data are restricted. MSDF is funding statewide performance management scorecards and dashboards for parents, teachers, districts, and campus personnel. There are no planned reports to aid other key education stakeholders, including policymakers, researchers, and the public. At completion: 60%	**Outcome 9:** Develop timely, relevant reports and user-friendly tools for stakeholders. **9.1:** Conduct stakeholder groups on definition of measures and key policy areas including: college readiness, high school graduation, teacher effectiveness, educator preparation program effectiveness, and postsecondary success. **9.2:** Develop and code reports. **9.3:** Load and make reports available for each stakeholder group. **9.4:** Data training for Stakeholders. **9.5:** Communications to users. **9.6:** Measure usage of reports. At completion: 100%
System Capability 6: The system must ensure the quality and integrity of data contained within the system.	**In Progress.** This is partially addressed through a number of district validation reports and through state-level auditing. However, districts struggle to ensure the accuracy of their data extraction and submission process as more and more data are requested. Current Functionality: 50%	**Outcomes 3-8:** *See System Capability 2.* The upgraded data collection and exchange infrastructure will further simplify and improve data quality and integrity. At completion: 100%
System Capability 7: Provide the state with the ability to meet reporting requirements of the	I**n Progress.** Texas currently complies with all but 1 of the	**Outcome 10:** Expand existing collections to support SFSF requirements. **10.1:**

REQUIREMENTS	STATUS	RELEVANT OUTCOMES FROM PROPOSED PROJECT
department, especially reporting progress on the metrics established for the SFSF and the reporting requirements included in the EdFacts data collection and reporting system.	reporting requirements for EdFacts and with the majority of proposed SFSF reporting requirements. Current Functionality: 70%	Develop a data collection mechanism to collect aggregate district level information on teacher and principal evaluations, and develop web based reports. . At completion: 100%
Data Element 1: A unique statewide student identifier that prevents identification of individual students by users of the system	**Complete**	
Data Element 2: Student-level enrollment, demographic, and program participation information	**Complete**	
Data Element 3: Student-level data about student exits, transfers in and out, dropout, and completion of P-16 education programs.	**Complete**	
Data Element 4: The capacity to communicate with higher education data systems	**Complete**	
Data Element 5: A state data audit system to assess data quality, validity, and reliability	**Complete**	
Data Element 6: Yearly test records of individual students re: assessments under section 1111(b) of the Elementary and Secondary Education Act of 1965 (20 U.S.C. 6311(b));	**Complete**	
Data Element 7: Information on students not tested by grade and subject	**Complete**	
Data Element 8: A teacher identifier system with the ability to match teachers to students	**In Progress – IES SLDS 2009 Grant.** Data that enables a teacher to be matched to their students will be collected in 2011 and loaded in LDS by the spring of 2012. At	

REQUIREMENTS	STATUS	RELEVANT OUTCOMES FROM PROPOSED PROJECT
	completion: 100%	
Data Element 9: Student-level transcript information, including information on courses completed and grades earned	**In Progress – IES SLDS 2009 Grant.** Texas already collects course completion data for grade levels 9-12. In 2010-11 TEA will collect course grades for courses taken for high school credit. In addition, with funding from the SLDS 2009 grant, Texas will collect course completion data and grades earned for students in postsecondary education in 2010-11.At completion: 100%	
Data Element 10: Student-level college readiness test scores	**Planned, Not Begun – IES SLDS ARRA 2009 Grant.** SAT, ACT, and AP scores are collected, not loaded in the LDS. Current Functionality: 50%	**Outcome 1:** Load existing SAT, ACT, and AP test score collections into TPEIR data warehouse. At completion: 100%
Data Element 11: (A) Information regarding the extent to which students transition successfully from secondary school to postsecondary education in Texas colleges, including whether students enroll in remedial coursework. **(B)** Information for students enrolling in out-of-state colleges.	**(A) Complete. (B) In Progress –** TEA plans to participate in a Gates Foundation grant with the NSC to pilot the collection of out-of-state student data in 2010-2011. At completion: 100%	
Data Element 12: Other information determined necessary to address alignment and adequate preparation for success in postsecondary education.	**In Progress – IES SLDS 2009 Grant.** The additional K-12 and postsecondary course completion alignment data will be collected and loaded in the LDS by Mar 2012. At completion: 90%	**Outcome 1:** Load existing SAT, ACT, and AP test score collections into TPEIR data warehouse. At completion: 100%

Project Narrative

Project Narrative - Appendix D Letters of Support

Attachment 1:
Title: **Project Narrative Appendix D** Pages: **9** Uploaded File: **H:\SLDS\Texas ARRA SLDS AppendixD.pdf**

APPENDIX D – LETTERS OF SUPPORT

Texas Workforce Commission
A Member of Texas Workforce Solutions

Tom Pauken, Chairman

Ronald G. Congleton
Commissioner Representing Labor

Andres Alcantar
Commissioner Representing the Public

Larry E. Temple
Executive Director

November 10, 2009

Statewide Longitudinal Data Systems Grant Committee
Institute for Educational Services
National Center for Educational Statistics
1900 K Street NW
Washington DC 20006

Dear Committee Member:

I am writing this letter to express my full support and commitment to assisting with the development and implementation of a world class Statewide Longitudinal Data System by the Texas Education Agency.

As the state government agency charged with overseeing and providing workforce development services to employers and job seekers of Texas, the Texas Workforce Commission (TWC) has a vested interest in helping to build a P-20 longitudinal data system. Creating linkages between employment and earning data and this educational data system will enable us to measure the effectiveness of K-12 systems, institutions of higher education, and non-traditional education programs will greatly advance the State's efforts to meet the current and evolving demands of the labor market. In addition, the development and availability of relevant metrics on program effectiveness will assist policy makers and practitioners in their decision-making regarding education programs.

TWC currently works with the Texas Higher Education Coordinating Board to match higher education data to workforce outcomes, and we welcome the opportunity to extend that collaboration to P-12. The State's proposal will provide all public education stakeholders with unprecedented levels of information to support decision-making and policy development that will help ensure all students receive a high quality education. We respectfully ask that this proposal be recommended for full funding and implementation.

Sincerely,

Larry E. Temple
Executive Director

cc: Tom Pauken, Chairman
Ronald G. Congleton, Commissioner Representing Labor
Andres Alcantar, Commissioner Representing the Public
Doug Ridge, Director, Office of Employer Initiatives
Jesse Lewis, Director, External Relations

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TEXAS HIGHER EDUCATION
COORDINATING BOARD

P.O. Box 12788 Austin, Texas 78711

November 19, 2009

Statewide Longitudinal Data Systems Grant Committee
Institute for Educational Services
National Center for Educational Statistics
1900 K Street NW
Washington DC 20006

Dear Committee Member:

I would like to express my strong support for the Texas Education Agency in their efforts to develop and implement a Statewide Longitudinal Data System that will greatly benefit the people of Texas.

The Texas Higher Education Coordinating Board works with the governing boards, higher education institutions, and other entities to help Texas meet the goals of the state's higher education plan, *Closing the Gaps by 2015*. In short, we are committed to ensuring the greatest possible access to the highest quality education for *all* students in Texas.

As a result, we are deeply interested in the enhancement and implementation of a P-20 longitudinal data system. We collaborate with the Texas Education Agency to maintain the Texas Public Education Information Resource (TPEIR) which has 17 years of P-12 and higher education data. The activities proposed in this application will enhance TPEIR and allow us to more specifically follow a student's progress from entry into the educational system through postsecondary completion and into adulthood. By creating a rich longitudinal profile for each student, both K-12 and higher education institutions will be better able to assess how effectively they are preparing students for postsecondary success and beyond.

This system will help us provide better information to institutions for programs that will move us forward in closing the gaps among racial and ethnic groups in postsecondary enrollment and success and thus represents a critical step to ensuring an educated workforce for the future. An educated workforce is the most critical element for the State's, and the nation's, continued prosperity. On behalf of the Texas Higher Education Coordinating Board, we ask that you give this proposal the highest consideration for funding and implementation.

Sincerely,

Raymund A. Paredes

PA/mlh

AN EQUAL OPPORTUNITY EMPLOYER

BISD

Beaumont Independent School District

Statewide Longitudinal Data Systems Grant Committee
Institute for Educational Services
National Center for Educational Statistics
1900 K Street NW
Washington DC 20006

Dear Committee Member:

I am pleased to offer my support for the Texas Education Agency's application to develop and implement a Statewide Longitudinal Data System that will expand and connect collected data elements to create a strong longitudinal profile for each student. This profile will provide invaluable assistance to my district, and more than 1,200 other independent districts in the state, in meeting the individual education needs of each child in Texas.

As a district, we are deeply committed to using data to inform instruction in every classroom, including in untested grades and subjects. However, like all districts, we have been hampered in our efforts by limited access to timely, relevant and actionable data on our students. The availability of insightful reports to drive continuous improvement in education outcomes and ease the data collection burden on districts is of paramount importance to us.

As such, we are strongly interested in the implementation of the PK-20 longitudinal data system being proposed by the State. To further demonstrate our support of the State's efforts, we are actively seeking opportunities to enhance our strategies and practices to improve the collection and use data by our educators as well as other stakeholders within and outside of our district.

On behalf of Beaumont Independent School District and our 19, 563 students, we urge you to fund the State's proposal at the highest level.

Sincerely,

Carol Thomas

Superintendent
Beaumont Independent School District

Administration Building • 3395 Harrison Avenue • Beaumont, Texas 77706 • (409) 617-5000
Superintendent of Schools — Carrol A. Thomas, Ed.D.

Canadian Independent School District

Phone (806) 323-5393 800 Hillside FAX (806) 323-8143
Canadian, Texas 79014

Statewide Longitudinal Data Systems Grant Committee
Institute for Educational Services
National Center for Educational Statistics
1900 K Street NW
Washington DC 20006

Dear Committee Member:

Please accept this letter as my support for the Texas Education Agency's application to the National Center for Educational Statistics for the continued development and enhancement of the state's Longitudinal Data System that will expand and connect collected data elements to create a strong longitudinal profile for each student.

We are deeply committed to empowering our teachers and principals with data to improve student outcomes. However, as a small district, we have limited resources and staff to develop the necessary tools to provide such data. As such, we are strongly interested in the implementation of the PK-20 longitudinal data system being proposed by the State. The proposed statewide SIS will help small districts by providing a cost effective and PEIMS-compliant alternative to what is available today. This is critical to reduce reporting costs and to improve data integrity and compliance. Also, the availability of a statewide SIS will give small districts (of which there are over 900 in Texas) the ability to purchase features and functionality that only large districts can afford today.

In addition, the creation of a District Connections portal and the provision of state-level early warning systems will allow all districts in Texas to have access to critical student level data in the form of insightful and timely reports. And finally, if the proposed data solution can facilitate best practice sharing among small districts, it would be invaluable to district personnel who are limited in travel and professional development due to time and budget restrictions.

On behalf of Canadian Independent School District and our 794 students, we urge you to fund the State's proposal at the highest levels.

Sincerely,

Frank Belcher, Superintendent
Canadian ISD

CONROE
INDEPENDENT SCHOOL DISTRICT

Donald J. Stockton, Ed.D
Superintendent of Schools

November 4, 2009

Statewide Longitudinal Data Systems Grant Committee
Institute for Educational Services
National Center for Educational Statistics
1900 K Street NW
Washington DC 20006

Dear Committee Member:

I am pleased to offer my support for the Texas Education Agency's application to develop and implement a Statewide Longitudinal Data System that will expand and connect collected data elements to create a strong longitudinal profile for each student. This profile will provide invaluable assistance to my district, and more than 1,200 other independent districts in the state, in meeting the individual education needs of each child in Texas.

As a district, we are deeply committed to using data to inform instruction in every classroom, including in untested grades and subjects. However, like all districts, we have been hampered in our efforts by limited access to timely, relevant and actionable data on our students. The availability of insightful reports to drive continuous improvement in education outcomes and ease the data collection burden on districts is of paramount importance to us.

As such, we are strongly interested in the implementation of the PK-20 longitudinal data system being proposed by the State. To further demonstrate our support of the State's efforts, we are actively seeking opportunities to enhance our strategies and practices to improve the collection and use data by our educators as well as other stakeholders within and outside of our district.

On behalf of Conroe Independent School District and our 50,000 students, we urge you to fund the State's proposal at the highest level.

Sincerely,

Dr. Don Stockton
Superintendent of Schools

3205 West Davis • Conroe, TX 77304-2098• 936-760-7701 *(Conroe)* • 936-441-9297 ext. 7701 *(Metro)*• 936-760-7704 *(Fax)*

Michael Hinojosa, Ed.D.
Superintendent of Schools

Dallas Independent School District

November 23, 2009

Statewide Longitudinal Data Systems Grant Committee
Institute for Educational Services
National Center for Educational Statistics
1900 K Street NW
Washington, DC 20006

Dear Committee Member:

I would like to offer my strong support for the Texas Education Agency's application to develop and implement a Statewide Longitudinal Data System.

At the Dallas Independent School District, we are committed to creating a performance management culture which provides teachers and principals with critical data to improve student performance. In 2007, we received a grant from the Michael & Susan Dell Foundation to create a system of scorecards and dashboards, powered by a data warehouse, which would provide timely, relevant, student-level data to principals to drive instruction. The system has been in place for two years, and we have had uniformly positive feedback on the value it is adding to improving instruction.

While our system is already up and running, we know the level of investment that Dallas ISD has made into such systems is not possible for many districts in Texas. The development and implementation of a strong statewide longitudinal data system will allow districts across the state to access data in the same way that Dallas ISD teachers and principals do today.

We urge the committee to fund the proposal in full, and we offer our experience and input to the TEA in the definition of a strong SLDS.

Sincerely,

Arnold Viramontes
Chief of Staff

ls

3700 Ross Avenue
Dallas, TX 75204
972-925-3700
www.dallasisd.org

GALENA PARK INDEPENDENT SCHOOL DISTRICT
14705 Woodforest Blvd. Houston, TX 77015 832.386.1201

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KATHLEEN BUNOY

November 11, 2009

Statewide Longitudinal Data Systems Grant Committee
Institute for Educational Services
National Center for Educational Statistics
1900 K Street NW
Washington DC 20006

Dear Committee Member:

I am pleased to offer my support for the Texas Education Agency's application to develop and implement a Statewide Longitudinal Data System that will expand and connect collected data elements to create a strong longitudinal profile for each student. This profile will provide invaluable assistance to my district, and more than 1,200 other independent districts in the state, in meeting the individual education needs of each child in Texas.

As a district, we are deeply committed to using data to inform instruction in every classroom, including in untested grades and subjects. However, like all districts, we have been hampered in our efforts by limited access to timely, relevant and actionable data on our students. The availability of insightful reports to drive continuous improvement in education outcomes and ease the data collection burden on districts is of paramount importance to us.

As such, we are strongly interested in the implementation of the PK-20 longitudinal data system being proposed by the State. To further demonstrate our support of the State's efforts, we are actively seeking opportunities to enhance our strategies and practices to improve the collection and use data by our educators as well as other stakeholders within and outside of our district.

On behalf of Galena Park ISD, I urge you to fund the State's proposal at the highest level.

Sincerely,

Mark Henry, Ed.D.
Superintendent

TEA RECOGNIZED DISTRICT

Lubbock Independent School District, 1628 19th Street, Lubbock, TX 79401-4895, 806-766-1000
Where the future takes flight

Karen Garza, Ph.D.
Superintendent
Phone: 806.766.1066
Fax: 806.766.1210
kgarza1@lubbockisd.org

November 10, 2009

Barbara Knaggs, Associate Commissioner-State Initiatives
Texas Education Agency
1701 N. Congress Avenue
Austin, Texas 78701

Dear Associate Commissioner Knaggs:

I am pleased to offer my support for the Texas Education Agency's application to develop and implement a Statewide Longitudinal Data System that will expand and connect collected data elements to create a strong longitudinal profile for each student. This profile will provide invaluable assistance to my district and more than 1,200 other independent districts in the state in meeting the individual education needs of each child in Texas.

As a district, we are deeply committed to using data to inform instruction in every classroom, including in untested grades and subjects. However, like all districts, we have been hampered in our efforts by limited access to timely, relevant, and actionable data on our students. The availability of insightful reports to drive continuous improvement in education outcomes and ease the data collection burden on districts is of paramount importance to us.

As such, we are strongly interested in the implementation of the PK-20 longitudinal data system being proposed by the State. To further demonstrate our support of the State's efforts, we are actively seeking opportunities to enhance our strategies and practices to improve the collection and use data by our educators as well as other stakeholders within and outside of our district. We are participants in the Statewide Tools for Teaching Excellence Project and continue to research this issue with support from the Texas Education Agency, the Michael and Susan Dell Foundation, and Edvance Research.

On behalf of the Lubbock Independent School District and our 28,699 students, we urge you to fund the State's proposal at the highest level.

Sincerely,

Karen K. Garza, Ph.D.

KG/bh

Northside Independent School District

John M. Folks, Ed.D.
Superintendent

November 16, 2009

Statewide Longitudinal Data Systems Grant Committee
Institute for Educational Services
National Center for Educational Statistics
1900 K Street NW
Washington DC 20006

Dear Committee Member:

As a district that uses data effectively, we are pleased to offer Northside Independent School District's support for the Texas Education Agency's application to develop and implement a Statewide Longitudinal Data System. Such a system will expand and connect collected data elements to create a strong longitudinal profile for each student. This profile will provide invaluable assistance to my district, and more than 1,200 other independent districts in the state, in meeting the individual education needs of each child in Texas.

Northside ISD is deeply committed to using data to inform instruction in every classroom, including in untested grades and subjects. The availability of insightful reports to drive continuous improvement in education outcomes and ease the data collection burden on districts is of paramount importance to us.

As such, we are strongly interested in the implementation of the PK-20 longitudinal data system being proposed by the State. To further demonstrate our support of the State's efforts, we are actively seeking opportunities to enhance our strategies and practices to improve the collection and use data by our educators as well as other stakeholders within and outside of our district.

On behalf of Northside Independent School District and our 92,000 students, we urge you to fund the Texas proposal at the highest level.

Sincerely,

John M. Folks, Ed.D.
Superintendent

5900 Evers Road
San Antonio, Texas
78238-1699
Tel: 210.397.8770
Fax: 210.706.8772
www.nisd.net

TEXAS EDUCATION AGENCY RECOGNIZED

Budget Narrative

Budget Narrative - Budget Justification

Attachment 1:
Title: **Budget Narrative Budget Justification** Pages: **52** Uploaded File: **H:\SLDS\Texas ARRA SLDS BudgetNarrative.pdf**

7. BUDGET NARRATIVE

The budget justification includes a commitment from TEA for **$1,016,054** for current personnel toward the project and a request of federal support of **$18,726,177** in direct costs and **$919,205** in indirect costs for a requested budget total of **$19,645,382.** The indirect cost rate is 16% for the Texas Education Agency. The requested budget total includes **$10,000,000** for the outsourced development of the state-sponsored SIS.

This budget proposal relies heavily on the addition of contractor and full-time resources because we must use our current resources to continue to maintain the current data collection systems and platform while developing the new system and then integrating it with the current backend system. In addition, the agency has existing resources committed to the SLDS 2009 grant project and PEIMS Redesign initiatives that will provide the foundation for this proposed effort. Both systems will be required to run in parallel until we can fully transition the districts and vendors to the new system.

The proposal calculates fringe benefits on FTE salaries only and uses the following criteria: Federal FICA @ 7.65 percent of base salary, retirement @ 6.45 percent of base salary, and insurance (current average per employee) @ $5,500 × percent of time dedicated to the project.

The hourly rates below are an average of the not-to-exceed prices, which are the maximum hourly rate prices a vendor may charge under the Texas Department of Information Resources IT Staffing Services program. We will negotiate rates based on worker qualifications, job scope, and other pertinent information in order to obtain the best value.

Texas State Contractor Rates	
Role	**Hourly**
Developer 2	$78.64
Technical Writer 2	$61.03
Business Analyst 2	$82.29
Systems Analyst 2	$82.18
Systems Analyst 3	$95.95
Systems Test Analyst 2	$71.07
Systems Test Analyst 3	$81.99

a. Summary

Outcomes	Total	In-Kind
1	2,192,956	81,870
2	1,062,385	70,831
3	5,800	41,940
4	1,053,262	71,330
5	10,962,819	41,621
6	1,620,953	87,212
7	855,135	83,852
8	69,368	67,773
9	903,915	18,825

10	918,789	450,801
	19,645,382	1,016,054

b. Outcome 1

(DE-10) Load existing SAT, ACT, and AP test scores.

- ***Outcome 1 – Personnel (FTE) Budget – In Kind***

Outcome 1 provides for the loading of SAT, ACT, and AP test data into the longitudinal data warehouse. This will require that the agency use available FTEs and hire additional staff to load the new data and create reports.

	Budget Item	Description	Cost
2010-2011	In-kind Personnel (FTE)		
	TPEIR Systems Analyst (20%)	Performs initiation and planning tasks	$12,000
	Manager IV (5%)	Management oversight	$4,500
	Total In-kind FY 2010-2011		**$16,500**
	New Personnel (FTE)		
	TPEIR Systems Analyst 2A (N) 50%	Design data models and views (SAV)	$37,211
	TPEIR Systems Analyst 2D (N) 50%	Design data models and views (SAV)	$37,211
	Total for 2010-2011		**$74,421**
2011-2012	In-kind Personnel (FTE)		
	TPEIR Systems Analyst (20%)	Creates documentation and training materials and releases data products	$10,000
	Manager IV (10%)	Management oversight	$9,000
	Total In-kind FY 2011-2012		**$19,000**
	New Personnel (FTE)		
	TPEIR Systems Analyst 2A (N) 50%	Design and develop reports	$37,211
	TPEIR Systems Analyst 2D (N) 50%	Design and develop reports	$37,211
	Total 2011-2012		**$74,421**
2012-2013	In-kind Personnel (FTE)		
	TPEIR Systems Analyst (20%)	Creates documentation and training materials and releases data products	$18,000
	Manager IV (5%)	Management oversight	$4,500
	Total In-kind FY 2012-2013		**$22,500**
	New Personnel (FTE)		$0
	Total 2012-2013		$0
		Outcome 1 In-kind Personnel (FTE) Total	**$58,000**
		Outcome 1 Personnel (FTE) Total	**$148,842**

- ***Outcome 1 – Fringe Benefits Budget***

	Budget Item	Description	Cost
2010-2011	In-kind Personnel (FTE)		
	TPEIR Systems Analyst (20%)	Fringe benefits	$2,792
	Manager IV	Management oversight of data warehouse	$910
	Total In-kind FY 2010-2011		**$3,702**
	New Personnel (FTE)		
	TPEIR Systems Analyst 2A (N)	Fringe benefits	$7,997
	TPEIR Systems Analyst 2D (N)	Fringe benefits	$7,997
	Total FY 2010-2011		**$15,993**
2011-2012	In-kind Personnel (FTE)		
	TPEIR Systems Analyst (20%)	Fringe benefits	$2,510
	Manager IV	Management oversight of data warehouse	$1,819
	Total In-kind FY 2011-2012		**$4,329**
	New Personnel (FTE)		
	TPEIR Systems Analyst 2A (N)	Fringe benefits	$7,997
	TPEIR Systems Analyst 2D (N)	Fringe benefits	$7,997
	Total FY 2011-2012		**$15,993**
2012-2013	In-kind Personnel (FTE)		
	TPEIR Systems Analyst (20%)	Fringe benefits	$3,638
	Manager IV	Management oversight of data warehouse	$910
	Total In-kind FY 2012-2013		**$4,548**
	New Personnel (FTE)		
	n/a		$0
	Total FY 2012-2013		**$0**
		Outcome 1 In-kind Fringe Benefits Budget Total	**$12,578**
		Outcome 1 Fringe Benefits Budget Total	**$31,987**

- ***Outcome 1 – Travel Budget - Not applicable***

- ***Outcome 1 – Equipment Budget***

Implementation of outcome 1 will require desktops for the added staff as well as the purchase and annual support costs of hardware and software to load data into the Longitudinal Data Warehouse.

	Budget Item	Description	Cost
2010-2011	Extract, transform, & load Severs (for DataStage)	8 core Unix (development/test), 8 Core Unix (production)	$700,000

	Extract, transform, & load Server support (for DataStage)	Data Center Support costs + Hardware maintenance	$45,000
	DataStage Software	Development/Test/Production (including 1st year support)	$300,000
	Desktops for new staff	Lease	$2,876
	Total 2010-2011		**$1,047,876**
2011-2012	Extract, transform, & load Server Support	Data Center Support costs + Hardware maintenance	$45,000
	DataStage Software	Yearly maintenance	$60,000
	Desktops for new staff	Lease	$3,595
	Total 2011-2012		**$108,595**
2012-2013	Extract, transform, & load Server Support	Data Center Support costs + Hardware maintenance	$45,000
	DataStage Software	Yearly maintenance	$60,000
	Desktops for new staff	Lease	$3,595
	Total 2012-2013		**$108,595**
		Outcome 1 Equipment Budget Total	**$1,265,066**

- ***Outcome 1 – Supplies Budget – Not applicable***

- ***Outcome 1 – Contractual Budget***

Outcome 1 will add contractors to supplement the data modeling and extract, transform, & load developer skills required to load additional data required in the Longitudinal Data Warehouse.

	Budget Item	**Description**	**Cost**
2010-2011	Systems Analyst 2B (N) 50%	Create data model	$83,823
	Systems Analyst 2C (N) 50%	Create data model	$83,823
	Total 2010-2011		**$167,646**
2011-2012	TPEIR Developer 2A (c) 100%	Test, create reports and deploy to production	$160,426
	Systems Analyst 2B (N) 50%	Create data model	$83,823
	Systems Analyst 2C (N) 50%	Create data model	$83,823
	Total 2011-2012		**$328,072**
2012-2013	n/a		**$0**
		Outcome 1 Contractual Total	**$495,718**

- ***Outcome 1 – Total Direct Costs***

	Budget Item	**Description**	**Cost**

2010-2011	FTE In-kind		$16,500
	Fringe In-kind		$3,702
	Total In-kind 2010-2011		**$20,202**
	FTE		$74,421
	Contractual		$167,646
	Fringe		$15,993
	Equipment		$1,047,876
	Total Direct Cost FY 2010-2011		**$1,305,936**
2011-2012	FTE In-kind		$19,000
	Fringe In-kind		$4,329
	Total In-kind 2011-2012		**$23,329**
	FTE		$74,421
	Contractual		$328,072
	Fringe		$15,993
	Equipment		$108,595
	Total Direct Cost FY 2011-2012		**$527,081**
2012-2013	FTE In-kind		$22,500
	Fringe In-kind		$4,548
	Total In-kind 2012-2013		**$27,048**
	FTE		$0
	Contractual		$0
	Fringe		$0
	Equipment		$108,595
	Total Direct Cost FY 2012-2013		**$108,595**
		Outcome 1 In-kind Direct Costs Total	**$70,578**
		Outcome 1 Direct Costs Total	**$1,941,613**

- ***Outcome 1 – Total Indirect Costs***

	Budget Item	Description	Cost
2010-2011	**Total In-kind FY 2010-2011**	16% of FTE and Fringe	**$3,232**
	FTE	16% of FTE Salary	$11,907
	Contractual	16% of 25K per contractor (2)	$8,000
	Fringe	16% of Fringe	$2,559
	Equipment	16% of Equipment Lease	$167,660
	Total FY 2010-2011		**$190,126**
2011-	**Total In-kind FY 2011-2012**	16% of FTE and Fringe	**$3,732**

2012	FTE	16% of FTE Salary	$11,907
	Contractual	16% of 25K per contractor (3)	$12,000
	Fringe	16% of Fringe	$2,559
	Equipment	16% of Equipment Lease	$17,375
	Total FY 2011-2012		**$43,841**
2012-2013	**Total In-kind FY 2012-2013**	16% of FTE and Fringe	**$4,328**
	FTE	16% of FTE Salary	$0
	Contractual	16% of 25K per contractor (3)	$0
	Fringe	16% of Fringe	$0
	Equipment	16% of Equipment Lease	$17,375
	Total FY 2012-2013		**$17,375**
		Outcome 1 In-kind Indirect Costs Total	**$11,292**
		Outcome 1 Indirect Costs Total	**$251,343**

- ***Outcome 1 – TOTAL BUDGET***

	Budget Item	Description	Cost
2010-2011	In-kind Direct Costs		$20,202
	In-kind Indirect Costs		$3,232
	Total In-kind FY 2010-2011		**$23,434**
	Direct Costs		$1,305,936
	Indirect Costs		$190,126
	Total FY 2010-2011		**$1,496,063**
2011-2012	In-kind Direct Costs		$23,329
	In-kind Indirect Costs		$3,733
	Total In-kind FY 2011-2012		**$27,062**
	Direct Costs		$527,081
	Indirect Costs		$43,841
	Total FY 2011-2012		**$570,923**
2012-2013	In-kind Direct Costs		$27,048
	In-kind Indirect Costs		$4,328
	Total In-kind FY 2012-2013		**$31,375**
	Direct Costs		$108,595
	Indirect Costs		$17,375
	Total FY 2012-2013		**$125,970**
		Outcome 1 In-kind TOTAL BUDGET	**$81,870**

		Outcome 1 TOTAL BUDGET	**$2,192,956**

c. Outcome 2
(SC-1) Expand LDS to include workforce, pre-K, and K data.

- ***Outcome 2 – Personnel (FTE) Budget – In-kind***

Outcome 2 provides for the loading of workforce, pre-K, and kindergarten data into the longitudinal data warehouse. This will require that the agency use available FTEs and hire additional staff to load the new data and create reports.

	Budget Item	Description	Cost
2010-2011	In-kind Personnel (FTE)		
	TPEIR Systems Analyst (20%)	Performs initiation & planning tasks	$9,200
	Manager IV (5%)	Management oversight	$4,500
	Total In-kind FY 2010-2011		**$13,700**
	New Personnel (FTE)		
	TPEIR Systems Analyst 2A (N) 50%	Design data models and views	$37,211
	TPEIR Systems Analyst 2D (N) 50%	Design data models and views	$37,211
	Total FY 2010-2011		**$74,421**
2011-2012	In-kind Personnel (FTE)		
	TPEIR Systems Analyst (20%)	Creates documentation and training materials and releases data products	$1,200
	Manager IV (5%)	Management oversight	$4,500
	Total In-kind FY 2011-2012		**$5,700**
	New Personnel (FTE)		
	TPEIR Systems Analyst 2A (N) 50%	Design and develop reports	$37,211
	TPEIR Systems Analyst 2D (N) 50%	Design and develop reports	$37,211
	Total FY 2011-2012		**$74,421**
2012-2013	In-kind Personnel (FTE)		
	TPEIR Systems Analyst (20%)	Creates documentation and training materials and releases data products	$26,000
	Manager IV (5%)	Management oversight	$4,500
	Total In-kind FY 2012-2013		**$30,500**
	New Personnel (FTE)		
	Total FY 2012-2013		**$0**
		Outcome 2 In-kind Personnel (FTE) Total	**$49,900**
		Outcome 2 Personnel (FTE) Total	**$148,842**

➨ *Outcome 2 – Fringe Benefits Budget*

	Budget Item	Description	Cost
2010-2011	In-kind Personnel (FTE)		
	TPEIR Systems Analyst (20%)	Fringe benefits	$2,397
	Manager IV	Management oversight of data warehouse	$910
	Total In-kind FY 2010-2011		**$3,307**
	New Personnel (FTE)		
	TPEIR Systems Analyst 2A (N)	Fringe benefits	$7,997
	TPEIR Systems Analyst 2D (N)	Fringe benefits	$7,997
	Total FY 2010-2011		**$15,993**
2011-2012	In-kind Personnel (FTE)		
	TPEIR Systems Analyst (20%)	Fringe benefits	$1,269
	Manager IV	Management oversight of data warehouse	$910
	Total In-kind FY 2011-2012		**$2,179**
	New Personnel (FTE)		
	TPEIR Systems Analyst 2A (N)	Fringe benefits	$7,997
	TPEIR Systems Analyst 2D (N)	Fringe benefits	$7,997
	Total FY 2011-2012		**$15,993**
2012-2013	In-kind Personnel (FTE)		
	TPEIR Systems Analyst (20%)	Fringe benefits	$4,766
	Manager IV	Management oversight of data warehouse	$910
	Total In-kind FY 2012-2013		**$5,676**
	Total FY 2012-2013		**$0**
		Outcome 2 In-kind Fringe Benefits Budget Total	**$11,161**
		Outcome 2 Fringe Benefits Budget Total	**$31,987**

➨ *Outcome 2 – Travel Budget – Not applicable*

➨ *Outcome 2 – Equipment Budget*

Implementation of Outcome 2 will require desktops for the added staff.

	Budget Item	Description	Cost
2010-2011	Desktop for TPEIR Developer 2B (c)	Lease	$719
	Total for 2010-11		**$719**
2011-2012	n/a		$0

2012-2013	n/a		$0
		Outcome 2 Equipment Budget Total	**$719**

- ***Outcome 2 – Supplies Budget – Not applicable***

- ***Outcome 2 – Contractual Budget***

Outcome 2 will add contractors to supplement the data modeling and extract, transform, & load developer skills required to load additional data required in the Longitudinal Data Warehouse.

	Budget Item	Description	Cost
2010-2011	Systems Analyst 2B (N) 50%	Create data model	$83,823
	Systems Analyst 2C (N) 50%	Create data model	$83,823
	TPEIR Developer 2B (c) 100%	Workforce data - development and testing	$160,426
	Total FY 2010-2011		**$328,072**
2011-2012	Systems Analyst 2B (N) 50%	Create data model	$83,823
	Systems Analyst 2C (N) 50%	Create data model	$83,823
	Total FY 2011-2012		**$167,646**
2012-2013	TPEIR Developer 2A (c) 100%	Test, create reports and deploy to production	$160,426
	Systems Analyst 2C (N) 100%	Create data tables and load data	$167,646
	Total FY 2012-2013		$328,072
		Outcome 2 Contractual Total	**$823,790**

- ***Outcome 2 – Total Direct Costs***

	Budget Item	Description	Cost
2010-2011	FTE In-kind		$13,700
	Fringe In-kind		$3,307
	Total In-kind 2010-2011		**$17,007**
	FTE		$74,421
	Contractor		$328,072
	Fringe		$15,993
	Equipment		$719
	Total Direct Cost FY 2010-2011		**$419,205**
2011-2012	FTE In-kind		$5,700
	Fringe In-kind		$2,179
	Total In-kind 2011-2012		**$7,879**

	FTE		**$74,421**
	Contractor		$167,646
	Fringe		$15,993
	Equipment		$0
	Total Direct Cost FY 2011-2012		**$258,060**
2012-2013	FTE In-kind		$30,500
	Fringe In-kind		$5,676
	Total In-kind 2012-2013		**$36,176**
	FTE		**$0**
	Contractor		$328,072
	Fringe		$0
	Equipment		$0
	Total Direct Cost FY 2012-2013		**$328,072**
		Outcome 2 Direct Costs Total	**$1,005,338**

- ***Outcome 2 – Total Indirect Costs***

	Budget Item	**Description**	**Cost**
2010-2011	**Total In-kind Indirect Costs FY 2010-2011**	16% of FTE and Fringe	**$2,721**
	FTE	16% of FTE Salary	$11,907
	Contractual	16% of 1st 25K of contractor salary (3)	$12,000
	Fringe	16% of Fringe	$2,559
	Equipment	16% of Equipment Lease	$115
	Total Indirect Cost FY 2010-2011		**$26,581**
2011-2012	**Total In-kind Indirect Costs FY 2011-2012**	16% of FTE and Fringe	**$1,261**
	FTE	16% of FTE Salary	$11,907
	Contractual	16% of 1st 25K of contractor salary (2)	$8,000
	Fringe	16% of Fringe	$2,559
	Equipment	16% of Equipment Lease	$0
	Total Indirect Cost FY 2011-2012		**$22,466**
2012-2013	**Total In-kind Indirect Costs FY 2012-2013**	16% of FTE and Fringe	**$5,788**
	FTE	16% of FTE Salary	$0
	Contractual	16% of 1st 25K of contractor salary (2)	$8,000
	Fringe	16% of Fringe	$0

	Equipment	16% of Equipment Lease	$0
	Total Indirect Cost FY 2012-2013		**$8,000**
		Outcome 2 In-kind Indirect Costs Total	**$9,770**
		Outcome 2 Indirect Costs Total	**$57,048**

- ***Outcome 2 – TOTAL BUDGET***

	Budget Item	Description	Cost
2010-2011	In-kind Direct Costs		$17,007
	In-kind Indirect Costs		$2,721
	Total In-kind FY 2010-2011		**$19,728**
	Direct Costs		$419,205
	Indirect Costs		$26,581
	TOTAL BUDGET FY 2010-2011		**$445,787**
2011-2012	In-kind Direct Costs		$7,879
	In-kind Indirect Costs		$1,261
	Total In-kind FY 2011-2012		**$9,139**
	Direct Costs		$258,060
	Indirect Costs		$22,466
	TOTAL BUDGET FY 2011-2012		**$280,527**
2012-2013	In-kind Direct Costs		$36,176
	In-kind Indirect Costs		$5,788
	Total In-kind FY 2012-2013		**$41,964**
	Direct Costs		$328,072
	Indirect Costs		$8,000
	TOTAL BUDGET FY 2012-2013		**$336,072**
		Outcome 2 In-kind TOTAL BUDGET	**$70,831**
		Outcome 2 TOTAL BUDGET	**$1,062,385**

d. Outcome 3

(SC-2/6) Realign statewide data collection standards and protocol for districts.

Outcome 3 will enable TEA to redesign the state wide data standards for the school district data collection to more closely conform to the way data is collected at the local level. This will reduce the amount of data transformation districts currently perform in order to report the data to TEA. It will also provide the basis for a common set of more detailed data structures that can be used for district performance management.

- ***Outcome 3 – Personnel (FTE) Budget***

	Budget Item	Description	Cost
2010-2011	In-kind Personnel (FTE)		
	Enterprise Data Planning Manager (10%)	Review and approve Data Standards requirements and business rules.	$10,000
	PEIMS Analyst (25%)	Analyze data requirements and business rules for data collection; develop data standards documentation; develop training materials on data standards; train ESCs and software vendors on data standards.	$20,000
	Total In-kind FY 2010-2011		**$30,000**
	New Personnel (FTE)		
	n/a		$0
	Total for 2010-2011		**$0**
2011-2012	In-kind Personnel (FTE)		
	n/a		$0
	Total In-kind FY 2011-2012		**$0**
	New Personnel (FTE)		
	n/a		$0
	Total for 2011-2012		**$0**
2012-2013	In-kind Personnel (FTE)		
	n/a		$0
	Total In-kind FY 2012-2013		**$0**
	New Personnel (FTE)		
	n/a		$0
	Total 2012-2013		**$0**
		Outcome 3 In-kind Personnel (FTE) Total	**$30,000**
		Outcome 3 Personnel (FTE) Total	**$0**

- ***Outcome 3 – Fringe Benefits Budget***

	Budget Item	Description	Cost
2010-2011	In-kind Personnel (FTE)		
	Enterprise Data Planning Manager (10%)		$1,960
	PEIMS Analyst (25%)		$4,195
	Total In-kind FY 2010-2011		**$6,155**
	New Personnel (FTE)		
	n/a		$0

	Total FY 2010-2011		**$0**
2011-2012	In-kind Personnel (FTE)		
	n/a		$0
	Total In-kind FY 2011-2012		**$0**
	New Personnel (FTE)		
	n/a		$0
	Total FY 2011-2012		**$0**
2012-2013	In-kind Personnel (FTE)		$0
	n/a		$0
	Total In-kind FY 2012-2013		**$0**
	New Personnel (FTE)		
	n/a		$0
	Total FY 2012-2013		**$0**
		Outcome 3 In-kind Fringe Benefits Budget Total	**$6,155**
		Outcome 3 Fringe Benefits Budget Total	**$0**

- ***Outcome 3 – Travel Budget – Not applicable***

	Budget Item	**Description**	**Cost**
2010-2011	Travel for one FTE	Hotel, airfare, or mileage, per diem for focus group meetings across the state	$5,000
	Total		**$5,000**
2011-2012	n/a		$0
	Total		**$0**
2012-2013	n/a		$0
	Total		**$0**
		Outcome 3 Travel Budget Total	**$5,000**

- ***Outcome 3 – Equipment Budget – Not applicable***

- ***Outcome 3 – Supplies Budget – Not applicable***

- ***Outcome 3 – Contractual Budget – Not applicable***

- ***Outcome 3 – Total Direct Costs***

	Budget Item	**Description**	**Cost**

2010-2011	FTE In-kind		$30,000
	Fringe In-kind		$6,155
	Total In-kind 2010-2011		**$36,155**
	FTE		$0
	Contractor		$0
	Fringe		$0
	Travel		$5,000
	Total Direct Costs FY 2010-2011		**$5,000**
2011-2012	FTE In-kind		$0
	Fringe In-kind		$0
	Total In-kind 2011-2012		**$0**
	FTE		$0
	Contractor		$0
	Fringe		$0
	Travel		$0
	Total Direct Costs FY 2011-2012		$0
2012-2013	FTE In-kind		$0
	Fringe In-kind		$0
	Total In-kind 2012-2013		**$0**
	FTE		$0
	Contractor		$0
	Fringe		$0
	Travel		$0
	Total Direct Costs FY 2011-2012		**$0**
		Outcome 3 In-kind Direct Costs Total	**$36,155**
		Outcome 3 Direct Costs Total	**$5,000**

- ***Outcome 3 – Total Indirect Costs***

	Budget Item	Description	Cost
2010-2011	**Total In-kind FY 2010-2011**	16% of FTE and Fringe	**$5,785**
	FTE	16% of FTE Salary	$0
	Contractor	16% of 1st 25K of contractor salary	$0
	Fringe	16% of Fringe	$0
	Travel	16% of Travel	$800
	Total FY 2010-2011		**$800**
2011-	**Total In-kind FY 2011-2012**	16% of FTE and Fringe	**$0**

2012	FTE	16% of FTE Salary	$0
	Contractor	16% of 1st 25K of contractor salary	$0
	Fringe	16% of Fringe	$0
	Travel	16% of Travel	$0
	Total FY 2011-2012		**$0**
2012-2013	**Total In-kind FY 2012-2013**	16% of FTE and Fringe	**$0**
	FTE	16% of FTE Salary	$0
	Contractor	16% of 1st 25K of contractor salary	$0
	Fringe	16% of Fringe	$0
	Travel	16% of Travel	$0
	Total FY 2012-2013		**$0**
		Outcome 1 In-kind Indirect Costs Total	**$5,785**
		Outcome 3 Direct Costs Total	**$800**

- ***Outcome 3 – TOTAL BUDGET***

Direct costs include FTE, Contractor, Fringe, Equipment, Travel, Supplies, Contractual costs.

	Budget Item	**Description**	**Cost**
2010-2011	In-kind Direct Costs		$36,155
	In-kind Indirect Costs		$5,785
	Total In-kind FY 2010-2011		**$41,940**
	Direct		$5,000
	Indirect		$800
	Total FY 2010-2011		**$5,800**
2011-2012	In-kind Direct Costs		$0
	In-kind Indirect Costs		$0
	Total In-kind FY 2011-2012		**$0**
	Direct		$0
	Indirect		$0
	Total FY 2011-2012		**$0**
2012-2013	In-kind Direct Costs		$0
	In-kind Indirect Costs		$0
	Total In-kind FY 2012-2013		**$0**
	Direct		$0
	Indirect		$0
	Total FY 2012-2013		$0
		Outcome 3 In-kind TOTAL BUDGET	**$41,940**

		Outcome 3 TOTAL BUDGET	**$5,800**

e. Outcome 4
Expand architecture to support new standards and collection platform

- ***Outcome 4 – Personnel (FTE) Budget***

Outcome 4 expands the data collection architecture to implement new technologies for analysis and reporting using Cognos and secure access using Tivoli Access Manager and Tivoli Identity Manager, which replaces the current custom access tool used by the Agency. The Agency will hire several new FTEs to work on the new data collection architecture and platform. These resources will be shared across several outcomes as they are all interdependent.

	Budget Item	Description	Cost
2010-2011	In-kind Personnel (FTE)		
	Systems Analyst V (10%)	TIM/TAM integration	$8,000
	Manager of Business Intelligence and Data Warehousing (10%)	Oversee Cognos report development	$9,000
	Total In-kind 2010-2011		**$17,000**
	New Personnel (FTE)		
	Software Test Analyst 2A (25%)	Testing	$18,605
	Business Analyst 2 (FTE) (50%)		$37,210
	Total FY 2010-2011		**$55,815**
2011-2012	In-kind Personnel (FTE)		
	Systems Analyst V (10%)	TIM/TAM integration	$8,000
	Manager of Business Intelligence and Data Warehousing (10%)	Oversee Cognos report development	$9,000
	Total In-kind FY 2011-2012		**$17,000**
	New Personnel (FTE)		
	Software Test Analyst 2A (25%)	Testing	$18,605
	Business Analyst 2 (FTE) (50%)		$37,210
	Total FY 2011-2012		**$55,815**
2012-2013	In-kind Personnel (FTE)		
	Systems Analyst V (10%)	TIM/TAM integration	$8,000
	Manager of Business Intelligence and Data Warehousing (10%)	Oversee Cognos report development	$9,000
	Total In-kind FY 2012-2013		**$17,000**
	New Personnel (FTE)		
	Software Test Analyst 2A (25%)	Testing	$18,605
	Business Analyst 2 (FTE) (50%)		$37,210
	Total FY 2012-2013		**$55,815**

➨ *Outcome 4 – Equipment Budget*

Implementation of outcome 4 will require desktops for the added staff as well as annual support costs for the hardware and software acquired to support the District Connections Database implementation and deployment.

	Budget Item	Description	Cost
2010-2011	Cognos SA 2		$719
	Total FY 2010-2011		**$719**
2011-2012	Cognos Server Support	Data center support costs + hardware maintenance	$45,000
	Data Center Support DCD	Data center support costs + hardware maintenance	$82,000
	Cognos Software	Yearly maintenance	$70,000
	Database Software for DCD	Yearly maintenance	$76,000
	Total FY 2011-2012		**$273,000**
2012-2013	Cognos Server Support	Data center support costs + hardware maintenance	$45,000
	Data Center Support DCD	Data center support costs + hardware maintenance	$82,000
	Cognos Software	Yearly maintenance	$70,000
	Database Software for DCD	Yearly maintenance	$76,000
	Total FY 2012-2013		**$273,000**
		Outcome 4 Equipment Budget Total	**$546,719**

➨ *Outcome 4 – Supplies Budget – Not applicable*

➨ *Outcome 4 – Contractual Budget*

The data collection platform will require an additional Cognos resource and will utilize the current contractor from the 2009 SLDS Grant effort.

	Budget Item	Description	Cost
2010-2011	Systems Analyst 3G (10%)	Security infrastructure, architecture and integration	$7,442
	Cognos SA 2 (100%)		$167,647
	Total FY 2010-2011		**$175,089**
2011-2012	n/a		$0
2012-2013	n/a		$0
		Outcome 4 Contractual Total	**$175,089**

➨ *Outcome 4 – Total Direct Costs*

	Budget Item	Description	Cost
2010-2011	FTE In-kind		$17,000
	Fringe In-kind		$3,497
	Total In-kind 2010-2011		**$20,497**
	FTE		$55,815
	Contractor		$175,089
	Fringe		$11,995
	Equipment		$719
	Total FY 2010-2011		**$243,618**
2011-2012	FTE In-kind		$17,000
	Fringe In-kind		$3,497
	Total In-kind 2011-2012		**$20,497**
	FTE		$55,815
	Fringe		$11,995
	Equipment		$273,000
	Total FY 2011-2012		**$340,810**
2012-2013	FTE In-kind		$17,000
	Fringe In-kind		$3,497
	Total In-kind 2012-2013		**$20,497**
	FTE		$55,815
	Fringe		$11,995
	Equipment		$273,000
	Total FY 2012-2013		**$340,810**
		Outcome 4 In-kind Direct Costs Total	**$61,491**
		Outcome 4 Direct Costs Total	**$925,238**

➨ *Outcome 4 – Total Indirect Costs*

	Budget Item	Description	Cost
2010-2011	FTE	16% of FTE Salary	$8,930
	Contractual	16% of 25K per contractor (2)	$8,000
	Fringe	16% of Fringe	$1,919
	Travel	n/a	$0
	Equipment	16% of Equipment Leasing	$115

	Total In-kind Indirect Costs FY 2010-2011	16% of FTE and Fringe	**$3,280**
	Total Indirect Costs FY 2010-2011		**$18,965**
2011-2012	FTE	16% of FTE Salary	$8,930
	Contractual	16% of 25K per contractor (0)	
	Fringe	16% of Fringe	$1,919
	Travel	n/a	$0
	Equipment	16% of Equipment Leasing	$43,680
	Total In-kind Indirect Costs FY 2011-2012	16% of FTE and Fringe	**$3,280**
	Total Indirect Costs FY 2011-2012		**$54,530**
2012-2013	FTE	16% of FTE Salary	$8,930
	Contractual	16% of 25K per contractor (0)	
	Fringe	16% of Fringe	$1,919
	Travel	n/a	$0
	Equipment	16% of Equipment Leasing	$43,680
	Total In-kind Indirect Costs FY 2012-2013	16% of FTE and Fringe	**$3,280**
	Total Indirect Costs FY 2012-2013		**$54,530**
		Outcome 4 Indirect Costs Total	**$128,024**

- ***Outcome 4 – TOTAL BUDGET***

	Budget Item	**Description**	**Cost**
2010-2011	In-kind Direct Costs		$20,497
	In-kind Indirect Costs		$3,280
	Total In-kind FY 2010-2011		**$23,777**
	Direct Costs		$243,618
	Indirect Costs		$18,965
	Total FY 2010-2011		**$262,583**
2011-2012	In-kind Direct Costs		$20,497
	In-kind Indirect Costs		$3,280
	Total In-kind FY 2011-2012		**$23,777**
	Direct Costs		$340,810
	Indirect Costs		$54,530
	Total FY 2011-2012		**$395,340**
2012-2013	In-kind Direct Costs		$20,497
	In-kind Indirect Costs		$3,280

	Total In-kind FY 2012-2013		**$23,777**
	Direct Costs		$340,810
	Indirect Costs		$54,530
	Total FY 2012-2013		**$395,340**
		Outcome 4 In-kind TOTAL BUDGET	**$71,330**
		Outcome 4 TOTAL BUDGET	**$1,053,262**

f. Outcome 5
Implement a State-sponsored Student Information System (SIS)

Option 5 will implement a bid awarded to a third-party vendor to provide ISDs and charter schools (on a voluntary basis) with a single "state of the art" SIS solution that will satisfy district needs and support TEA data extraction needs with no additional effort by the districts. Once implemented, this solution would greatly reduce the burden to as many as 80 percent of the school districts (those having less than 5,000 students) by providing a consistent method for their SIS activities and providing a transparent mechanism for TEA to satisfy data extraction and warehousing needs. The system will be provided to the districts at an attractive cost, with guaranteed support for state and local needs and assured vendor (or state) support since the volume of district users would justify the shared services. This will be accomplished by sponsoring a SIS solution at the state level providing access using a SaaS (software as a service) model to participating districts. In cooperation with school districts and charter schools, the TEA will define the operational and reporting requirements for a state-sponsored Student Information System to be made available on a voluntary basis for the purpose of meeting local student administration and state reporting responsibilities.

- ***Outcome 5 – Personnel (FTE) Budget***

	Budget Item	Description	Cost
2010-2011	In-kind Personnel (FTE)		
	Manager, Requirements & Analysis (10%)	Oversee the SIS implementation	$10,000
	Total In-kind FY 2010-2011		**$10,000**
	New Personnel (FTE)		
	Software Test Analyst 2A (25%)	Review and approve vendor test plan	$18,605
	Business Analyst 2B (FTE) (100%)	Review and approve vendor requirements, training, and documentation plans	$74,420
	Project Manager 1 (FTE) (50%) shared with Outcome 6	Manage the vendor contract, integration, and schedule	$44,639
	SIS Systems Analyst 2 (FTE) (50%)	Review and approve vendor data model specification	$39,812
	Total FY 2010-2011		**$177,476**
2011-2012	In-kind Personnel (FTE)		
	Manager, Requirements &	Oversee the SIS implementation	$10,000

	Analysis (10%)		
	Total In-kind FY 2011-2012		**$10,000**
	New Personnel (FTE)		
	Software Test Analyst 2A (25%)	Testing	$18,605
	Business Analyst 2B (FTE) (100%)	Review and approve vendor requirements, training, and documentation plans	$74,420
	Project Manager 1 (FTE) (50%) shared with Outcome 6	Manage the vendor contract, integration, and schedule	$44,639
	SIS Systems Analyst 2 (FTE) (50%)	Review and approve vendor data model specification	$39,812
	Total FY 2011-2012		**$177,476**
2012-2013	In-kind Personnel (FTE)		
	Manager, Requirements & Analysis (10%)	Oversee the SIS implementation	$10,000
	Total In-kind FY 2012-2013		**$10,000**
	New Personnel (FTE)		
	Software Test Analyst 2A (25%)	Testing	$18,605
	Business Analyst 2B (FTE) (100%)	Review and approve vendor requirements, training, and documentation plans	$74,420
	Project Manager 1 (FTE) (50%) shared with Outcome 6	Manage the vendor contract, integration, and schedule	$44,639
	SIS Systems Analyst 2 (FTE) (50%)	Review and approve vendor data model specification	$39,812
	Total FY 2012-2013		**$177,476**
		Outcome 5 In-kind Personnel (FTE) Total	**$30,000**
		Outcome 5 Personnel (FTE) Total	**$532,428**

- ***Outcome 5 – Fringe Benefits Budget***

	Budget Item	Description	Cost
	In-kind Personnel (FTE)		
	Manager, Requirements & Analysis (10%)	Oversee the SIS implementation	$1,960
	Total In-kind 2010-2011		**$1,960**
	New Personnel (FTE)		
2010-2011	Software Test Analyst 2A (25%)	Testing	$3,998
	Business Analyst 2B (FTE) (100%)	Review and Approve Vendor Requirements, Training, and Documentation Plans	$15,993
	Project Manager 1 (FTE) (50%) shared with Outcome 6	Manage the vendor contract, integration, and schedule	$9,044

	SIS Systems Analyst 2 (FTE) (50%)	Review and approve vendor data model specification	$8,363
	Total FY 2010-2011		**$37,399**
2011-2012	In-kind Personnel (FTE)		
	Manager, Requirements & Analysis (10%)	Oversee the SIS implementation	$1,960
	Total In-kind FY 2011-2012		**$1,960**
	Software Test Analyst 2A (25%)	Testing	$3,998
	Business Analyst 2B (FTE) (100%)	Review and approve vendor requirements, training, and documentation plans	$15,993
	Project Manager 1 (FTE) (50%) shared with Outcome 6	Manage the vendor contract, integration, and schedule	$9,044
	SIS Systems Analyst 2 (FTE) (50%)	Review and approve vendor data model specification	$8,363
	Total FY 2011-2012		**$37,399**
2012-2013	In-kind Personnel (FTE)		
	Manager, Requirements & Analysis (10%)	Oversee the SIS implementation	$1,960
	Total In-kind FY 2012-2013		**$1,960**
	New Personnel (FTE)		
	Software Test Analyst 2A (25%)	Testing	$3,998
	Business Analyst 2B (FTE) (100%)	Review and approve vendor requirements, training, and documentation plans	$15,993
	Project Manager 1 (FTE) (50%) shared with Outcome 6	Manage the vendor contract, integration, and schedule	$9,044
	SIS Systems Analyst 2 (FTE) (50%)	Review and approve vendor data model specification	$8,363
	Total FY 2012-2013		**$37,399**
		Outcome 5 In-kind Fringe Benefits Budget Total	**$5,880**
		Outcome 5 Fringe Benefits Budget Total	**$112,197**

- ***Outcome 5 – Travel Budget – Not applicable***

- ***Outcome 5 – Equipment Budget – Not applicable***

- ***Outcome 5 – Supplies Budget – Not applicable***

- ***Outcome 5 – Contractual Budget***

These funds are intended to initially fund a vendor to implement a voluntary, state-sponsored SIS. The TEA will negotiate a contract as the result of a competitive Request for Offer (RFO). The goal will be that, over time, the vendor will be able to fund their operations and application enhancements through subscription revenues paid by participating school districts and charter schools.

Assumptions:

- The SIS would be outsourced to the vendor to manage and maintain the system as software as a service (SaaS).
- The project costs support the initial hardware and software acquisition and labor costs to initially implement the SIS.
- The project costs were estimated based on a methodology of licensing a commercial-off-the-shelf (COTS) application; purchasing hardware and databases for development, test, and production; and customizing the application for an initial implementation.
- After initial implementation, the SIS vendor would be expected to handle hardware, software, and infrastructure maintenance costs as part of the subscription service charged to participating school districts.

These contractors will review and approve the vendor design specifications and perform user acceptance testing during the grant period.

	Budget Item	Description	Cost
2010-2011	Systems Analyst 3E - 10%	Review and approve vendor design specification	$46,070
	Statewide SIS vendor	Outsourced SIS implementation	$4,530,492
	Total 2010-2011		**$4,576,562**
2011-2012	Software Test Analyst 2 - 50%	Perform UAT	$72,492
	Statewide SIS vendor	Outsourced SIS implementation	3,452,608
	Total 2011-2012		**$3,525,100**
2012-2013	Software Test Analyst 2 - 50%	Perform UAT	$72,492
	Statewide SIS vendor	Outsourced SIS implementation	2,016,900
	Total 2012-2013		**$2,089,392**
		Outcome 5 TEA Contractual Budget Total	**$10,191,054**

CONTRACTOR SPREADSHEET: SIS VENDOR CONTRACT COSTS

Budget Item	Year 1	Year 2	Year 3	Total
Contractor Personnel				
Project Management (P.M.s)	1.0	1.0	1.0	
Requirements (B.A.s)	2.0	2.0	1.0	
Development (Developers)	5.0	4.0	2.0	
System Test (Testers)	2.0	2.0	1.0	
Training (Trainers)	0.5	2.0	1.0	
Conversion (Q.A. / Config.	1.0	1.0	1.0	

Mgr)				
Documentation	1.0	1.0	1.0	
Systems Support Specialist	0.0	2.0	2.0	
Deployment Manager	1.0	2.0	2.0	
Total Contractor Headcount/Year	13.5	17.0	12.0	
Total Contract Personnel Costs	**2,341,470**	**2,835,160**	**2,016,900**	**7,193,530**
Hardware/Systems Costs				
Procurement - Hardware	513,856	617,448	0	**1,131,305**
Maintenance - Hardware	0	0	0	
Procurement - Software	1,675,165	0	0	**1,675,165**
Maintenance - Software	0	0	0	
Total Hardware/Systems/Other	**2,189,021**	**617,448**	**0**	**2,806,470**
Subtotal Project Costs	**4,530,491**	**3,452,608**	**2,016,900**	**10,000,000**
TOTAL CONTRACT COSTS	**4,530,491**	**3,452,608**	**2,016,900**	**10,000,000**

- ***Outcome 5 – Total Direct Costs***

	Budget Item	**Description**	**Cost**
2010-2011	FTE In-kind		$10,000
	Fringe In-kind		$1,960
	Total In-kind 2010-2011		**$11,960**
	FTE		$177,476
	Fringe		$37,399
	Equipment		$0
	Contractual		$4,576,562
	Total FY 2010-2011		**$4,791,437**
2011-2012	FTE In-kind		$10,000
	Fringe In-kind		$1,960
	Total In-kind 2011-2012		**$11,960**
	FTE		$177,476
	Fringe		$37,399
	Equipment		$0
	Contractual		$3,525,100
	Total FY 2011-2012		**$3,739,975**
2012-2013	FTE In-kind		$10,000
	Fringe In-kind		$1,960
	Total In-kind 2012-2013		**$11,960**
	FTE		$177,476
	Fringe		$37,399
	Equipment		$0

	Contractual		$2,089.392
	Total FY 2012-2013		**$2,304,267**
		Outcome 5 In-kind Direct Costs Total	**$35,880**
		Outcome 5 Direct Costs Total	**$10,835,679**

- ***Outcome 5 – Total Indirect Costs***

	Budget Item	Description	Cost
2010-2011	**Total In-kind FY 2010-2011**	16% of FTE and Fringe	**$1,914**
	FTE	16% of FTE Salary	$28,396
	Contractor	16% of 25K per contractor	**$4,000**
	Fringe	16% of Fringe	$5,984
	Travel	n/a	$0
	Equipment	16% of Equipment Leasing	$0
	Contractual	16% of 1st 25K of contract services	$4,000
	Total FY 2010-2011		**$42,380**
2011-2012	**Total In-kind FY 2011-2012**	16% of FTE and Fringe	**$1,914**
	FTE	16% of FTE Salary	$28,396
	Contractor	16% of 25K per contractor	**$4,000**
	Fringe	16% of Fringe	$5,984
	Travel	n/a	$0
	Equipment	16% of Equipment Leasing	$0
	Contractual	16% of 1st 25K of contract services	$4,000
	Total FY 2011-2012		**$42,380**
2012-2013	**Total In-kind FY 2012-2013**	16% of FTE and Fringe	**$1,914**
	FTE	16% of FTE Salary	$28,396
	Contractor	16% of 25K per contractor	**$4,000**
	Fringe	16% of Fringe	$5,984
	Travel	n/a	$0
	Equipment	16% of Equipment Leasing	$0
	Contractual	16% of 1st 25K of contract services	$4,000
	Total FY 2012-2013		**$42,380**
		Outcome 5 In-kind Indirect Costs Total	**$5,741**
		Outcome 5 Indirect Costs Total	**$127,140**

- ***Outcome 5 – TOTAL BUDGET***

Direct and Indirect Costs

	Budget Item	Description	Cost
2010-2011	In-kind Direct Costs		$11,960
	In-kind Indirect Costs		$1,914

	Total In-kind FY 2010-2011		**$13,874**
	Direct Costs		$4,791,437
	Indirect Costs		$42,380
	Total FY 2010-2011		**$4,833,817**
2011-2012	In-kind Direct Costs		$11,960
	In-kind Indirect Costs		$1,914
	Total In-kind FY 2011-2012		**$13,874**
	Direct Costs		$3,739,975
	Indirect Costs		$42,380
	Total FY 2011-2012		**$3,782,355**
2012-2013	In-kind Direct Costs		$11,960
	In-kind Indirect Costs		$1,914
	Total In-kind FY 2012-2013		**$13,874**
	Direct Costs		$2,304,267
	Indirect Costs		$42,380
	Total FY 2012-2013		**$2,346,647**
		Outcome 5 In-kind TOTAL BUDGET	**$41,621**
		Outcome 5 TOTAL BUDGET	**$10,962,819**

g. Outcome 6
(SC-2/6) Develop Data Services and Load DCD

Outcome 6 supports the implementation of the District Connections Database (DCD) by developing data services that facilitate the transmission of data from the SIS and other data sources and loads the data into the DCD. This will require that the Agency hire additional staff to architect, design, develop and test these services. Outcome 6 will share new FTE resources with Outcomes 5 and 7.

- ***Outcome 6 – Personnel (FTE) Budget***

	Budget Item	Description	Cost
2010-2011	In-kind Personnel (FTE)		
	PEIMS Redesign & 2009 SLDS Grant PM (10%)	Collaborate and coordinate with DCD/SIS Contract PM to integrate ARRA SLDS grant into existing platform	$8,500
	Technical Project Director (5%)	Oversee all project management and technical aspects of the project	$5,000
	Agency CTO (5%)	Review and approve architecture	$7,500
	Total In-kind FY 2010-2011		**$21,000**
	New Personnel (FTE)		
	Software Test Analyst 2A (25%)	Review and approve vendor test plan	$18,605
	Business Analyst 2 (FTE) (50%)	Review and approve vendor training and documentation plan	$37,210

	Project Manager 1 (FTE) (25%) shared with Outcome 5,6 ,7	Manage the vendor contract, integration, and schedule	$22,319
	SIS Systems Analyst 2 (FTE) (50%)	Review and approve vendor data model specification	$39,812
	Total FY 2010-2011		**$117,946**
	In-kind Personnel (FTE)		
	PEIMS Redesign & 2009 SLDS Grant PM	Collaborate and coordinate with DCD/SIS Contract PM to integrate ARRA SLDS grant into existing platform	$8,500
	Technical Project Director (5%)	Oversee all project management and technical aspects of the project	$5,000
	Agency CTO (5%)	Review and approve architecture	$7,500
2011-2012	**Total In-kind FY 2011-2012**		**$21,000**
	New Personnel (FTE)		
	Software Test Analyst 2A (25%)	Testing	$18,605
	Business Analyst 2 (FTE) (50%)	Review and approve vendor training and documentation plan	$37,210
	Project Manager 1 (FTE) (25%) shared with Outcome 5,6 ,7		$22,319
	SIS Systems Analyst 2 (FTE) (50%)		$39,812
	Developer 2 (FTE) (50%)	Developer for data services	$39,816
	Total FY 2011-2012		**$157,762**
	In-kind Personnel (FTE)		
	PEIMS Redesign & 2009 SLDS Grant PM	Collaborate and coordinate with DCD/SIS Contract PM to integrate ARRA SLDS grant into existing platform	$8,500
	Technical Project Director (5%)	Oversee all project management and technical aspects of the project	$5,000
	Agency CTO (5%)	Review and approve architecture	$7,500
2012-2013	**Total In-kind FY 2012-2013**		**$21,000**
	New Personnel (FTE)		
	Software Test Analyst 2A (25%)	Testing	$18,605
	Business Analyst 2 (FTE) (50%)	Review and approve vendor training and documentation plan	$37,210
	Project Manager 1 (FTE) (25%) shared with Outcome 5,6 ,7		$22,319
	SIS Systems Analyst 2 (FTE) (50%)		$39,812
	Developer 2 (FTE) (50%)	Developer for data services	$39,816
	Total FY 2012-2013		**$157,762**
		Outcome 6 In-kind Personnel (FTE) Total	**$63,000**

	Outcome 6 Personnel (FTE) Total	**$433,470**

➨ *Outcome 6 – Fringe Benefits Budget*

	Budget Item	Description	Cost
2010-2011	In-kind Personnel (FTE)		
	PEIMS Redesign & 2009 SLDS Grant PM (10%)	Collaborate and coordinate with DCD/SIS Contract PM to integrate ARRA SLDS grant into existing platform	$1,749
	Technical Project Director (5%)	Oversee all project management and technical aspects of the project	$980
	Agency CTO (5%)	Review and approve architecture	$1,333
	Total In-kind FY 2010-2011		**$4,061**
	New Personnel (FTE)		
	Software Test Analyst 2A (25%)	Review and approve vendor test plan	$3,998
	Business Analyst 2 (FTE) (50%)	Review and approve vendor training and documentation plan	$7,997
	Project Manager 1 (FTE) (50%) shared with Outcome 5	Manage the vendor contract, integration, and schedule	$5,897
	SIS Systems Analyst 2 (FTE) (50%)	Review and approve vendor data model specification	$8,363
	Total FY 2010-2011		**$26,255**
2011-2012	In-kind Personnel (FTE)		
	PEIMS Redesign & 2009 SLDS Grant PM	Collaborate and coordinate with DCD/SIS Contract PM to integrate ARRA SLDS grant into existing platform	$1,749
	Technical Project Director (5%)	Oversee all project management and technical aspects of the project	$980
	Agency CTO (5%)	Review and approve architecture	$1,333
	Total In-kind FY 2011-2012		**$4,061**
	New Personnel (FTE)		
	Software Test Analyst 2A (25%)	Review and approve vendor test plan	$3,998
	Business Analyst 2 (FTE) (50%)	Review and approve vendor training and documentation plan	$7,997
	Project Manager 1 (FTE) (50%) shared with Outcome 5	Manage the vendor contract, integration, and schedule	$5,897
	SIS Systems Analyst 2 (FTE) (50%)	Review and approve vendor data model specification	$8,363
	Developer 2 (FTE) (50%)	Developer for data services	$8,364

	Total FY 2011-2012		**$34,619**
2012-2013	In-kind Personnel (FTE)		
	PEIMS Redesign & 2009 SLDS Grant PM	Collaborate and coordinate with DCD/SIS Contract PM to integrate ARRA SLDS grant into existing platform	$1,749
	Technical Project Director (5%)	Oversee all project management and technical aspects of the project	$980
	Agency CTO (5%)	Review and approve architecture	$1,333
	Total In-kind FY 2012-2013		**$4,061**
	New Personnel (FTE)		
	Software Test Analyst 2A (25%)	Review and approve vendor test plan	$3,998
	Business Analyst 2 (FTE) (50%)	Review and approve vendor training and documentation plan	$7,997
	Project Manager 1 (FTE) (50%) shared with Outcome 5	Manage the vendor contract, integration, and schedule	$5,897
	SIS Systems Analyst 2 (FTE) (50%)	Review and approve vendor data model specification	$8,363
	Developer 2 (FTE) (50%)	Developer for data services	$8,364
	Total FY 2012-2013		**$34,619**
		Outcome 6 In-kind Fringe Benefits Budget Total	**$12,183**
		Outcome 6 Fringe Benefits Budget Total	**$95,494**

- ***Outcome 6 – Travel Budget – Not applicable***

- ***Outcome 6 – Equipment Budget***

Implementation of outcome 6 will require additional web servers and desktops for the added staff.

	Budget Item	**Description**	**Cost**
2010-2011	Intel web servers for data services (DCS costs)	DCD to SIS interface	$35,353
	Desktops for new staff		$3,585
	Laptop for new PM		$1,501
	Total FY 2010-2011		**$40,439**
2011-2012	Intel web servers for data services (DCS costs)	DCD to SIS interface	$33,315
	Desktops for new staff		$4,314
	Laptop for new PM		$1,501
	Total FY 2011-2012		**$39,130**
2012-	Intel web servers for data	DCD to SIS interface	$31,695

2013	services (DCS costs)		
	Desktops for new staff		$4,314
	Laptop for new PM		$1,501
	Total FY 2012-2013		**$37,510**
		Outcome 6 Equipment Budget Total	**$117,079**

- ***Outcome 6 – Supplies Budget – Not applicable***

- ***Outcome 6 – Contractual Budget***

Outcome 6 will utilize the current PEIMS architect and senior developer for this effort to leverage their deep knowledge of the current architecture and data. In addition, this effort will require a Business Analyst for requirements gathering and a Tester.

	Budget Item	**Description**	**Cost**
2010-2011	Business Analyst 2C (50%)	Gather and analyze requirements for the DCD data services	$83,936
	Systems Analyst 3E (40%)	Architect	$78,295
	Systems Analyst 3G (90%)	Senior Developer	$176,164
	Software Test Analyst 2 (50%)	Testing of data services and integration with DCD and SIS	$72,492
	Total FY 2010-2011		**$410,887**
2011-2012	Business Analyst 2C (50%)	Gather and analyze requirements for the DCD data services	$83,936
	Systems Analyst 3E (50%)	Architect	$97,869
	Systems Analyst 3G (50%)	Senior Developer	$97,867
	Software Test Analyst 2 (50%)	Testing of data services and integration with DCD and SIS	$72,492
	Total FY 2011-2012		**$352,164**
2012-2013	Software Test Analyst 2 (50%)	Testing of data services and integration with DCD and SIS	$72,492
	Total FY 2012-2013		**$72,492**
		Outcome 6 Contractual Total	**$835,543**

- ***Outcome 6 – Total Direct Costs***

	Budget Item	**Description**	**Cost**
2010-2011	FTE In-kind		$21,000
	Fringe In-kind		$4,061
	Total In-kind 2010-2011		**$25,061**
	FTE		$117,946

	Contractor		$410,887
	Fringe		$26,255
	Equipment		$40,439
	Total		**$595,528**
2011-2012	FTE In-kind		$21,000
	Fringe In-kind		$4,061
	Total In-kind 2011-2012		**$25,061**
	FTE		$157,762
	Contractor		$352,164
	Fringe		$34,619
	Equipment		$39,130
	Total		**$583,675**
2012-2013	FTE In-kind		$21,000
	Fringe In-kind		$4,061
	Total In-kind 2012-2013		**$25,061**
	FTE		$157,762
	Contractor		$72,492
	Fringe		$34,619
	Equipment		$37,510
	Total		**$302,383**
		Outcome 6 In-kind Direct Costs Total	**$75,183**
		Outcome 6 Direct Costs Total	**$1,481,586**

- ***Outcome 6 – Total Indirect Costs***

	Budget Item	**Description**	**Cost**
2010-2011	**Total In-kind FY 2010-2011**	16% of FTE and Fringe	**$4,010**
	FTE	16% of FTE Salary	$18,871
	Contractual	16% of 25K	$16,000
	Fringe	16% of Fringe	$4,201
	Travel	n/a	$0
	Equipment	16% of Equipment Leasing	$6,470
	Total FY 2010-2011		**$45,542**
2011-2012	**Total In-kind FY 2011-2012**	16% of FTE and Fringe	**$4,010**
	FTE	16% of FTE Salary	$25,242
	Contractual	16% of 25K	$16,000
	Fringe	16% of Fringe	$5,539
	Travel	n/a	$0
	Equipment	16% of Equipment Leasing	$6,261
	Total FY 2011-2012		**$53,042**
2012-	**Total In-kind FY 2012-2013**	16% of FTE and Fringe	**$4,010**

2013	FTE		$25,242
	Contractual	16% of 25K	$4,000
	Fringe		$5,539
	Travel	n/a	$0
	Equipment		$6,002
	Total FY 2012-2013		**$40,783**
		Outcome 6 In-kind Indirect Costs Total	**$12,029**
		Outcome 6 Indirect Costs Total	**$139,367**

- ***Outcome 6 – TOTAL BUDGET***

	Budget Item	Description	Cost
2010-2011	In-kind Direct Costs		$25,061
	In-kind Indirect Costs		$4,010
	Total In-kind FY 2010-2011		**$29,071**
	Direct Costs		$595,528
	Indirect Costs		$45,542
	Total FY 2010-2011		**$641,070**
2011-2012	In-kind Direct Costs		$25,061
	In-kind Indirect Costs		$4,010
	Total In-kind FY 2011-2012		**$29,071**
	Direct Costs		$583,675
	Indirect Costs		$53,042
	Total FY 2011-2012		**$636,717**
2012-2013	In-kind Direct Costs		$25,061
	In-kind Indirect Costs		$4,010
	Total In-kind FY 2012-2013		**$29,071**
	Direct Costs		$302,383
	Indirect Costs		$40,783
	Total FY 2012-2013		**$343,166**
		Outcome 6 In-kind TOTAL BUDGET	**$87,212**
		Outcome 6 TOTAL BUDGET	**$1,620,953**

h. Outcome 7
DCD Extract certification and validation tools

Outcome 7 supports the implementation of the extraction and validation tools necessary to retrieve the data from the DCD into a staging environment to be certified for the Data Warehouse. This project will share resources with Outcomes 5 and 6.

- ***Outcome 7 – Personnel (FTE) Budget***

	Budget Item	Description	Cost
2010-2011	In-kind Personnel (FTE)		
	PEIMS Redesign & 2009 SLDS Grant PM (10%)	Collaborate and coordinate with DCD/SIS Contract PM to integrate ARRA SLDS grant into existing platform	$8,500
	Technical Project Director (5%)	Oversee all project management and technical aspects of the project	$5,000
	Agency CTO (5%)	Review and approve architecture	$7,500
	Total In-kind FY 2010-2011		**$21,000**
	New Personnel (FTE)		
	Project Manager 1 (FTE) (25%) shared with Outcome 5,6 ,7	Manage the vendor contract, integration, and schedule	$22,319
	Total FY 2010-2011		**$22,319**
2011-2012	In-kind Personnel (FTE)		
	PEIMS Redesign & 2009 SLDS Grant PM	Collaborate and coordinate with DCD/SIS Contract PM to integrate ARRA SLDS grant into existing platform	$8,500
	Technical Project Director (5%)	Oversee all project management and technical aspects of the project	$5,000
	Agency CTO (5%)	Review and approve architecture	$7,500
	Total In-kind FY 2011-2012		**$21,000**
	New Personnel (FTE)		
	Project Manager 1 (FTE) (25%) shared with Outcome 5,6 ,7	Manage the vendor contract, integration, and schedule	$22,319
	Software Test Analyst 2A (25%)	Testing of data services and integration with DCD and SIS	$18,605
	Developer 2 (FTE) (50%)	Developer for data services	$39,816
	Total FY 2011-2012		**$80,740**
2012-2013	In-kind Personnel (FTE)		
	PEIMS Redesign & 2009 SLDS Grant PM	Collaborate and coordinate with DCD/SIS Contract PM to integrate ARRA SLDS grant into existing platform	$8,500
	Technical Project Director (5%)	Oversee all project management and technical aspects of the project	$5,000
	Agency CTO (5%)	Review and approve architecture	$7,500
	Total In-kind FY 2012-2013		**$21,000**
	New Personnel (FTE)		

	Project Manager 1 (FTE) (25%) shared with Outcome 5,6 ,7	Manage the vendor contract, integration, and schedule	$22,319
	Software Test Analyst 2A (25%)	Testing of data services and integration with DCD and SIS	$18,605
	Developer 2 (FTE) (50%)	Developer for data services	$39,816
	Total FY 2012-2013		**$80,740**
		Outcome 7 In-kind Personnel (FTE) Total	**$63,000**
		Outcome 7 Personnel (FTE) Total	**$183,799**

- ***Outcome 7 – Fringe Benefits Budget***

	Budget Item	Description	Cost
2010 -2011	In-kind Personnel (FTE)		
	PEIMS Redesign & 2009 SLDS Grant PM (10%)	Collaborate and coordinate with DCD/SIS Contract PM to integrate ARRA SLDS grant into existing platform	$1,749
	Technical Project Director (5%)	Oversee all project management and technical aspects of the project	$980
	Agency CTO (5%)	Review and approve architecture	$1,333
	Total In-kind FY 2010-2011		**$4,061**
	New Personnel (FTE)		
	Project Manager 1 (FTE) (25%) shared with Outcome 5,6 ,7	Manage the vendor contract, integration, and schedule	$4,522
	Total FY 2010-2011		**$4,522**
2011-2012	In-kind Personnel (FTE)		
	PEIMS Redesign & 2009 SLDS Grant PM	Collaborate and coordinate with DCD/SIS Contract PM to integrate ARRA SLDS grant into existing platform	$1,749
	Technical Project Director (5%)	Oversee all project management and technical aspects of the project	$980
	Agency CTO (5%)	Review and approve architecture	$1,333
	Total In-kind FY 2011-2012		**$4,061**
	New Personnel (FTE)		
	Project Manager 1 (FTE) (25%) shared with Outcome 5,6 ,7	Manage the vendor contract, integration, and schedule	$4,522
	Software Test Analyst 2A (25%)	Testing of data services and integration with DCD and SIS	$3,998
	Developer 2 (FTE) (50%)	Developer for data services	$8,364
	Total FY 2011-2012		**$16,884**
2012-2013	In-kind Personnel (FTE)		
	PEIMS Redesign & 2009 SLDS Grant PM	Collaborate and coordinate with DCD/SIS Contract PM to integrate ARRA SLDS grant into existing platform	$1,749

	Technical Project Director (5%)	Oversee all project management and technical aspects of the project	$980
	Agency CTO (5%)	Review and approve architecture	$1,333
	Total In-kind FY 2012-2013		**$4,061**
	New Personnel (FTE)		
	Project Manager 1 (FTE) (25%) shared with Outcome 5,6 ,7	Manage the vendor contract, integration, and schedule	$4,522
	Software Test Analyst 2A (25%)	Testing of data services and integration with DCD and SIS	$3,998
	Developer 2 (FTE) (50%)	Developer for data services	$8,364
	Total FY 2012-2013		**$16,884**
		Outcome 7 In-kind Fringe Benefits Budget Total	**$12,183**
		Outcome 7 Fringe Benefits Budget Total	**$38,291**

- ***Outcome 7 – Travel Budget – Not applicable***

- ***Outcome 7 – Equipment Budget – Not applicable***

- ***Outcome 7 – Supplies Budget – Not applicable***

- ***Outcome 7 – Contractual Budget***

Outcome 7 will utilize the current PEIMS architect and senior developer for this effort to leverage their deep knowledge of the current architecture and data. In addition, this effort will require a Business Analyst for requirements gathering and a Tester.

	Budget Item	**Description**	**Cost**
2010-2011	Business Analyst 2C (50%)	Gather and analyze requirements for the DCD data services	$83,936
	Systems Analyst 3E (40%)	Architect	$78,295
	Software Test Analyst 3 (100%)		$144,983
	Total FY 2010-2011		**$307,214**
2011-2012	Business Analyst 2C (50%)	Gather and analyze requirements for the DCD data services	$83,936
	Systems Analyst 3E (50%)	Architect	$97,869
	Software Test Analyst 3 (50%)		$72,492
	Total FY 2011-2012		**$254,297**
2012-2013	n/a		$0
	Total FY 2012-2013		
		Outcome 7 Contractual Total	**$561,511**

➨ *Outcome 7 – Direct Costs*

Direct costs include FTE, Contractor, Fringe, Equipment, Travel, Supplies, Contractual costs.

	Budget Item	Description	Cost
2010 - 2011	FTE In-kind		$21,000
	Fringe In-kind		$4,061
	Total In-kind 2010-2011		**$25,061**
	FTE		$22,319
	Contractor		$307,214
	Fringe		$4,522
	Equipment	n/a	$0
	Total		**$334,055**
2011 - 2012	FTE In-kind		$21,000
	Fringe In-kind		$4,061
	Total In-kind 2011-2012		**$25,061**
	FTE		$80,740
	Contractor		$254,297
	Fringe		$16,884
	Equipment	n/a	$0
	Total		**$351,921**
2012 - 2013	FTE In-kind		$21,000
	Fringe In-kind		$4,061
	Total In-kind 2012-2013		**$25,061**
	FTE		$80,740
	Contractor		$0
	Fringe		$16,884
	Equipment	n/a	$0
	Total		**$97,624**
		Outcome 7 In-kind Costs Total	**$75,183**
		Outcome 7 Direct Costs Total	**$783,601**

➨ *Outcome 7 – Total Indirect Costs*

	Budget Item	Description	Cost
2010-2011	**Total In-kind Indirect Costs FY 2010-2011**	16% of FTE and Fringe	**$4,010**
	FTE	16% of FTE Salary	$3,571
	Contractual	16% of 25K per contractor (3)	$12,000
	Fringe	16% of Fringe	$724
	Equipment	16% of Equipment Leasing	$0

	Total Indirect Costs FY 2010-2011		**$16,295**
2011-2012	**Total In-kind Indirect Costs FY 2011-2012**	16% of FTE and Fringe	**$4,010**
	FTE	16% of FTE Salary	$12,918
	Contractual	16% of 25K per contractor (3)	$12,000
	Fringe	16% of Fringe	$2,701
	Equipment	16% of Equipment Leasing	$0
	Total Indirect Costs FY 2011-2012		**$27,620**
2012-2013	**Total In-kind Indirect Costs FY 2012-2013**	16% of FTE and Fringe	**$650**
	FTE		$12,918
	Contractual	16% of 1st 25K	$12,000
	Fringe		$2,701
	Equipment		$0
	Total Indirect Costs FY 2012-2013		**$27,620**
		Outcome 7 In-kind Indirect Costs Total	**$8,669**
		Outcome 7 Indirect Costs Total	**$71,534**

- ***Outcome 7 – Total Budget***

	Budget Item	Description	Cost
2010-2011	In-kind Direct Costs		$25,061
	In-kind Indirect Costs		$4,010
	Total In-kind FY 2010-2011		**$29,071**
	Direct Costs		$334,055
	Indirect Costs		$16,295
	Total FY 2010-2011		**$350,350**
2011-2012	In-kind Direct Costs		$25,061
	In-kind Indirect Costs		$4,010
	Total In-kind FY 2011-2012		**$29,071**
	Direct Costs		$351,921
	Indirect Costs		$27,620
	Total FY 2011-2012		**$379,541**
2012-2013	In-kind Direct Costs		$25,061
	In-kind Indirect Costs		$650
	Total In-kind FY 2012-2013		**$25,711**
	Direct Costs		$97,624
	Indirect Costs		$27,620

	Total FY 2012-2013		**$125,244**
		Outcome 7 In-kind TOTAL BUDGET	**$83,852**
		Outcome 7 TOTAL BUDGET	**$855,135**

i. Outcome 8

(SC-2/6) Initiate the phased deployment of the statewide data collection and management platform.

- ***Outcome 8 – Personnel (FTE) Budget***

	Budget Item	Description	Cost
2010-2011	**Total for 2010-2011**	n/a	**$0**
2011-2012	**Total 2011-2012**	n/a	**$0**
2012-2013	In-kind Personnel (FTE)		
	Executive Project Director (25%)		$50,000
	Total In-kind 2012-2013		**$50,000**
	New Personnel (FTE)		
	Grant Oversight Program Manager (50%)	Oversees and manages grant execution and reporting	$50,000
	Total 2012-2013		**$50,000**
		Outcome 8 In-kind FTE Total	**$50,000**
		Outcome 8 Personnel (FTE) Total	**$50,000**

- ***Outcome 8 – Fringe Benefits Budget***

	Budget Item	Description	Cost
2010-2011	**Total FY 2010-2011**		**$0**
2011-2012	**Total FY 2011-2012**		**$0**
2012-2013	Executive Sponsor (25%)		$8,425
	Total In-kind Fringe FY 2012-2013		**$8,425**
	Grant Oversight Program Manager		$9,800
	Total FY 2012-2013		**$9,800**

	Outcome 8 In-kind Fringe Benefits Budget Total	**$8,425**
	Outcome 8 Fringe Benefits Budget Total	**$9,800**

- ***Outcome 8 – Travel Budget – Not applicable***

- ***Outcome 8 – Equipment Budget – Not applicable***

- ***Outcome 8 – Supplies Budget – Not applicable***

- ***Outcome 8 – Contractual Budget – Not applicable***

- ***Outcome 8 – Total Direct Costs***

	Budget Item	Description	Cost
2010-2011	**Total FY 2010-2011**		**$0**
2011-2012	**Total FY 2011-2012**		**$0**
2012-2013	In-kind FTE		$50,000
	In-kind Fringe		$8,425
	Total In-kind FY 2012-2013		**$58,425**
	FTE		$50,000
	Contractor		$0
	Fringe		$9,800
	Travel		$0
	Equipment		$0
	Total FY 2012-2013		**$59,800**
		Outcome 8 In-kind Direct Costs Total	**$58,425**
		Outcome 8 Direct Costs Total	**$59,800**

- ***Outcome 8 – Total Indirect Costs***

	Budget Item	Description	Cost
2010-2011	**Total FY 2010-2011**		**$0**
2011-	**Total Indirect Cost FY 2011-2012**		**$0**

2012			
2012-2013	In-kind FTE		$8,000
	In-kind Fringe		$1,348
	Total In-kind FY 2012-2013		**$9,348**
	FTE	16% of FTE Salary	$8,000
	Contractor	16% of 1st 25K of contractor salary (2)	$0
	Fringe	16% of Fringe	$1,568
	Travel	16% of Travel budget	$0
	Equipment	16% of Equipment Lease	$0
	Total Indirect Cost FY 2012-2013		**$9,568**
		Outcome 8 In-kind Indirect Costs Total	**$9,348**
		Outcome 8 Indirect Costs Total	**$9,568**

- ***Outcome 8 – TOTAL BUDGET***

	Budget Item	Description	Cost
2010-2011	**TOTAL BUDGET FY 2010-2011**		**$0**
2011-2012	**Total FY 2011-2012**		**$0**
2012-2013	In-kind Direct Costs		$58,425
	In-kind Indirect Costs		$9,348
	Total In-kind FY 2012-2013		**$67,773**
	Direct Costs		$59,800
	Indirect Costs		$9,568
	Total FY 2012-2013		**$69,368**
		Outcome 8 In-kind TOTAL BUDGET	**$67,773**
		Outcome 8 TOTAL BUDGET	**$69,368**

j. Outcome 9

(SC-5) Develop timely, relevant reports and user-friendly tools for stakeholders.

Outcome 9 involves the development of new, user friendly reports for stakeholders in the following program and policy areas: college readiness, high school graduation, teacher

effectiveness, educator preparation programs, and post secondary success. This will require that the agency hire additional staff to design and develop the reports.

- ***Outcome 9 – Personnel (FTE) Budget***

	Budget Item	Description	Cost
2010-2011	Manager IV (5%)	Management oversight	$4,500
	In-kind Total for 2010-2011		**$4,500**
	New Personnel (FTE)		
	TPEIR Systems Analyst 2E (N) (100%)	Design data models and views	$74,421
	Total		**$74,421**
2011-2012	Manager IV (5%)	Management oversight	$4,500
	In-kind Total for 2011-2012		**$4,500**
	New Personnel (FTE)		
	TPEIR Systems Analyst 2E (N)	Design data models and views	$74,421
	Total		**$74,421**
2012-2013	Manager IV (5%)	Management oversight	$4,500
	In-kind Total 2012-2013		**$4,500**
	New Personnel (FTE)		
	TPEIR Systems Analyst 2E (N)	Design data models and views	$74,421
	Total		**$74,421**
		Outcome 9 In-kind Personnel (FTE) Total	**$13,500**
		Outcome 9 Personnel (FTE) Total	**$223,263**

- ***Outcome 9 – Fringe Benefits Budget***

	Budget Item	Description	Cost
2010-2011	In-kind Personnel (FTE)		
	Manager 5%	Management oversight of data warehouse	$910
	In-kind Total for 2010-2011		**$910**
	New Personnel (FTE)		
	TPEIR Systems Analyst 2E (N) (100%)	Design data models and views	$15,993
	Total		**$15,993**
2011-2012	In-kind Personnel (FTE)		
	Manager 5%	Management oversight of data warehouse	$910
	In-kind Total for 2011-2012		**$910**
	New Personnel (FTE)		
	TPEIR Systems Analyst 2E (N) (100%)	Design data models and views	$15,993
	Total		**$15,993**

2012-2013	In-kind Personnel (FTE)		
	Manager 5%	Management oversight of data warehouse	$910
	In-kind Total 2012-2013		**$910**
	New Personnel (FTE)		
	TPEIR Systems Analyst 2E (N) (100%)	Design data models and views	$15,993
	Total		**$15,993**
		Outcome 9 In-kind Fringe Benefits Budget Total	**$2,729**
		Outcome 9 Fringe Benefits Budget Total	**$47,980**

- ***Outcome 9 – Travel Budget***

Implementation for Outcome 9 will require an FTE to travel to 3 focus group meetings.

	Budget Item	**Description**	**Cost**
2010-2011	Travel for one FTE	Hotel, airfare or mileage, / diem for 3 focus group meetings across the state.	$3,600
2011-2012	n/a		$0
2012-2013	n/a		$0
		Outcome 9 Travel Budget TOTAL	**$3,600**

- ***Outcome 9 – Equipment Budget***

	Budget Item	**Description**	**Cost**
2010-2011	Desktop for TPEIR Systems Analyst 2E (N)	Lease	$719
	Total		**$719**
2011-2012	Desktop for TPEIR Systems Analyst 2E (N)	Lease	$719
	Desktop for Systems Analyst 2C		$719
	Desktop for Technical Writer		$719
	Total		$2,157
2012-2013	Desktop for TPEIR Systems Analyst 2E (N)	Lease	$719
	Desktop for Systems Analyst 2C		$719
	Desktop for Technical Writer		$719
	Total		$2,157

	Outcome 9 Equipment Budget Total	**$5,033**

- ***Outcome 9 – Supplies Budget – Not applicable***

- ***Outcome 9 – Contractual Budget***

Outcome 9 will add contractors to supplement the data modeling, testing and documentation efforts required for the development of new reports and tools.

	Budget Item	Description	Cost
2010-2011	**Total 2010-2011**		**$0**
2011-2012	TPEIR Developer 2B (c) (100%)	Code and test reports	$160,426
	Systems Analyst 2D (50%)	Create data models and aggregate tables	$83,823
	Total 2011-2012		$244,249
2012-2013	TPEIR Developer 2B (c) (100%)	Code and test reports	$160,426
	Systems Analyst 2D (50%)	Create data models and aggregate tables	$83,823
	Software Test Analyst 2 (25%)	Test reports and secure access	$36,246
	Technical Writer 2A (25%)	Create user documentation	$30,515
	Total 2012-2013		$311,010
		Outcome 9 Contractual Total	**$555,259**

- ***Outcome 9 – Total Direct Costs***

	Budget Item	Description	Cost
2010-2011	FTE In-kind		$4,500
	Fringe In-kind		$910
	Total In-kind 2010-2011		**$5,410**
	FTE		$74,421
	Contractor		$0
	Fringe		$15,993
	Travel		$3,600
	Equipment		$719
	Total		**$94,733**
2011-2012	FTE In-kind		$4,500
	Fringe In-kind		$910
	Total In-kind 2011-2012		**$5,410**
	FTE		$74,421

	Contractor		$244,249
	Fringe		$15,993
	Travel		$0
	Equipment		$2,157
	Total		**$336,820**
2012-2013	FTE In-kind		$4,500
	Fringe In-kind		$910
	Total In-kind 2012-2013		**$5,410**
	FTE		$74,421
	Contractor		$311,010
	Fringe		$15,993
	Travel		$0
	Equipment		$2,157
	Total		**$403,581**
		Outcome 9 In-kind Direct Costs Total	**$16,229**
		Outcome 9 Direct Costs Total	**$835,135**

- ***Outcome 9 – Total Indirect Costs***

	Budget Item	**Description**	**Cost**
2010-2011	**Total In-kind Indirect Costs FY 2010-2011**	16% of FTE and Fringe	**$865**
	FTE	16% of FTE Salary	$11,907
	Contractual	16% of 1st 25K	$0
	Fringe	16% of Fringe	$2,559
	Travel	16% of Travel	$576
	Equipment	16% of Equipment Leasing	$115
	Total		**$15,157**
2011-2012	**Total In-kind Indirect Costs FY 2011-2012**	16% of FTE and Fringe	**$865**
	FTE	16% of FTE Salary	$11,907
	Contractual	16% of 25K per contractor (2)	$8,000
	Fringe	16% of Fringe	$2,559
	Travel	16% of Travel	$0
	Equipment	16% of Equipment Leasing	$345
	Total		**$2,811**
2012-2013	**Total In-kind Indirect Costs FY 2012-2013**	16% of FTE and Fringe	**$865**
	FTE	16% of FTE Salary	$11,907
	Contractual	16% of 25K per contractor (4)	$16,000

	Fringe	16% of Fringe	$2,559
	Travel	16% of Travel	$0
	Equipment	16% of Equipment Leasing	$345
	Total		**$30,811**
		Outcome 9 In-kind Indirect Costs Total	**$2,597**
		Outcome 9 Indirect Costs Total	**$68,780**

- ***Outcome 9 – TOTAL BUDGET***

	Budget Item	Description	Cost
2010-2011	In-kind Direct Costs		$5,410
	Total In-kind FY 2010-2011		**$6,275**
	Direct		$94,733
	Indirect		$15,157
	Total FY 2010-2011		**$109,891**
2011-2012	In-kind Direct Costs		$5,410
	In-kind Indirect Costs		$866
	Total In-kind FY 2011-2012		**$6,275**
	Direct		$336,820
	Indirect		$22,811
	Total FY 2011-2012		**$359,632**
2012-2013	In-kind Direct Costs		$5,410
	In-kind Indirect Costs		$866
	Total In-kind FY 2012-2013		**$6,275**
	Direct		$403,581
	Indirect		$30,811
	Total FY 2012-2013		**$434,393**
		Outcome 9 In-kind TOTAL BUDGET	**$18,825**
		Outcome 9 TOTAL BUDGET	**$903,915**

k. Outcome 10
(SC-7) Comply with SFSF reporting requirements

Outcome 10 will enable the agency to collect and report district level, aggregate information on teacher and principal evaluations as required for the State Fiscal Stabilization Fund Phase II including descriptors (a)(1) and (a)(2), and indicators (a)(3), (a)(4), (a)(5), (a)(6), and (a)(7).

The administrative costs for all proposed outcomes are listed under Outcome 10, including the In-kind Cost for the Project Director, a grant funded Program Manager, the cost of leased office space for all contractors and grant funded FTE's, and travel costs for two staff to attend the Grantees Conference each year.

- ***Outcome 10 – Personnel (FTE) Budget***

	Budget Item	Description	Cost
2010-2011	In-kind Personnel (FTE)		
	Manager of Educator Performance and Student Services (25%)	Review and approve data collection design and business rules.	$22,500
	PEIMS Analyst (20%)	Analyze data requirements and business rules collection of aggregate teacher evaluation information; design data collection structures.	$15,000
	Executive Project Director (50%)		$100,000
	In-kind Total for 2010-2011		**$137,500**
	New Personnel (FTE)		
	Grant Oversight Program Manager (100%)	Oversees and manages grant execution and reporting	$100,000
	Total for 2010-2011		**$100,000**
2011-2012	In-kind Personnel (FTE)		
	Executive Project Director (50%)		$100,000
	In-kind Total for 2011-2012		**$100,000**
	New Personnel (FTE)		
	Grant Oversight Program Manager (100%)	Oversees and manages grant execution and reporting	$100,000
	Total for 2011-2012		**$100,000**
2012-2013	In-kind Personnel (FTE)		
	Executive Project Director (50%)		$100,000
	In-kind Total 2012-2013		**$100,000**
	New Personnel (FTE)		
	Grant Oversight Program Manager (50%)	Oversees and manages grant execution and reporting	$50,000
	Total 2012-2013		**$50,000**
		Outcome 10 In-kind FTE Total	**$337,500**
		Outcome 10 FTE TOTAL	**$250,000**

- ***Outcome 10 – Fringe Benefits Budget***

	Budget Item	Description	Cost
2010-2011	In-kind Personnel (FTE)		
	Enterprise Data Planning Manager (25%)	Review and approve data collection design and business rules.	$3,448
	PEIMS Analyst (20%)	Analyze data requirements and business rules collection of aggregate teacher evaluation information. Design data collection structures.	$3,215
	Executive Project Director (50%)		$16,850
	In-kind Total for 2010-2011		**$23,513**
	Grant Oversight Program Manager (100%)	Oversees and manages grant execution and reporting	$19,600
	Total for 2010-2011		**$19,600**
2011-2012	In-kind Personnel (FTE)		
	Executive Project Director (50%)		$16,850
	In-kind Fringe Total for 2011-2012		**$16,850**
	New Personnel (FTE)		
	Grant Oversight Program Manager (100%)	Oversees and manages grant execution and reporting	$19,600
	Total for 2011-2012		**$19,600**
2012-2013	In-kind Personnel (FTE)		
	Executive Project Director (50%)		$16,850
	In-kind Total 2012-2013		**$16,850**
	New Personnel (FTE)		
	Grant Oversight Program Manager (50%)	Oversees and manages grant execution and reporting	$9,800
	Total 2012-2013		**$9,800**
		Outcome 10 In-kind Fringe Benefits Budget TOTAL	**$57,213**
		Outcome 10 Fringe Benefits Budget TOTAL	**$49,000**

- ***Outcome 10 – Travel Budget***

This is for the Grant Program Manager and an additional senior staff to attend the required grant related meetings.

	Budget Item	Description	Cost
2010-2011	Travel for two senior staff to attend required meeting	Hotel, airfare, or mileage, per diem for 3 focus group meetings across the state	$8,000
2011-2012	Travel for two senior staff to attend required meeting	Hotel, airfare, or mileage, per diem for 3 focus group meetings across the state	$8,000

2012-2013	Travel for two senior staff to attend required meeting	Hotel, airfare, or mileage, per diem for 3 focus group meetings across the state	$8,000
		Outcome 10 Travel Budget Total	**$24,000**

- ***Outcome 10 – Equipment Budget***

Implementation of outcome 10 will require desktops for the added staff as well as the purchase and annual support costs of hardware and software for the Grant Program Manager.

	Budget Item	**Description**	**Cost**
2010-2011	Laptop for Grant Program Manager	Annual lease	$1,502
2011-2012	Laptop for Grant Program Manager	Annual lease	$1,502
2012-2013	Laptop for Grant Program Manager	Annual lease	$1,502
		Outcome 10 Equipment Budget Total	**$4,506**

- ***Outcome 10 – Supplies Budget***

	Budget Item	**Description**	**Cost**
2010-2011	Office supplies for entire grant staff		$2,500
2011-2012	Office supplies for entire grant staff		$2,500
2012-2013	Office supplies for entire grant staff		$2,500
		Oversight 1 Supplies Budget Total	**$7,500**

- ***Outcome 10 – Contractual Budget***

	Budget Item	**Description**	**Cost**
2010-2011	Systems Analyst 3G (50%)	Senior Developer	$97,867
	Software Test Analyst 3 (50%)	Test	$72,492
	Systems Analyst 2D (50%)	Create data models and aggregate tables	$83,823
	Total FY 2010-2011		**$254,182**
2011-2012	n/a		$0
2012-2013	n/a		$0
		Outcome 10 Contractual Total	**$254,182**

- ***Outcome 10 – Other Budget Items***

	Budget Item	Description	Cost
2010-2011	Rent	Rental space required for the additional staff	$88,000
		Total Other Budget Items	**$88,000**
	Budget Item	**Description**	**Cost**
2011-2012	Rent	Rental space required for the additional staff	$88,000
		Total Other Budget Items	**$88,000**
	Budget Item	**Description**	**Cost**
2012-2013	Rent	Rental space required for the additional staff	$88,000
		Total Other Budget Items	**$88,000**
		Outcome 1 Other Budget Items Total	**$264,000**

- ***Outcome 10 – Total Direct Costs***

	Budget Item	Description	Cost
2010-2011	FTE In-kind		$137,500
	Fringe In-kind		$23,513
	In-kind Total FY 2010-2011		**$161,013**
	FTE		$100,000
	Fringe		$19,600
	Travel		$8,000
	Equipment		$1,502
	Supplies		$2,500
	Contractual Budget	Contractors	$254,182
	Other	Rent	$88,000
	Total FY 2010-2011		**$473,784**
2011-2012	FTE In-kind		$100,000
	Fringe In-kind		$16,850
	In-kind Total FY 2011-2012		**$116,850**
	FTE		$100,000
	Fringe		$19,600
	Travel		$8,000
	Equipment		$1,502
	Supplies		$2,500
	Contractual Budget		$0

	Other	Rent	$88,000
	Total FY 2011-2012		**$219,602**
2012-2013	FTE In-kind		$100,000
	Fringe In-kind		$16,850
	In-kind Total FY 2011-2012		**$116,850**
	FTE		$50,000
	Fringe		$9,800
	Travel		$8,000
	Equipment		$1,502
	Supplies		$2,500
	Contractual Budget		$0
	Other	Rent	$88,000
	Total FY 2011-2012		**$159,802**
		Outcome 10 In-kind Direct Costs Total	**$394,712**
		Outcome 10 Direct Costs Total	**$853,188**

- ***Outcome 10 – Total Indirect Costs***

	Budget Item	**Description**	**Cost**
2010-2011	FTE	16% of FTE Salary	$16,000
	Fringe	16% of Fringe	$3,136
	Travel	16% of Travel budget	$1,280
	Equipment	16% of Equipment Lease	$240
	Supplies	16% of Supplies	$400
	Contractual Budget	16% of 1st 25K of contractor salary (3)	$12,000
	In-kind Indirect	**16% of FTE Salary and Fringe**	**$18,696**
	Indirect	**16% of FTE Salary and Fringe**	**$33,056**
2011-2012	FTE	16% of FTE Salary	$16,000
	Fringe	16% of Fringe	$3,136
	Travel	16% of Travel budget	$1,280
	Equipment	16% of Equipment Lease	$240
	Supplies	16% of Supplies	$400
	Contractual Budget	16% of 1st 25K of contract services	$0
	In-kind Indirect	**16% of FTE Salary and Fringe**	**$18,696**
	Indirect	**16% of FTE Salary and Fringe**	**$21,056**
2012-2013	FTE	16% of FTE Salary	$8,000
	Fringe	16% of Fringe	$1,568
	Travel	16% of Travel budget	$1,280
	Equipment	16% of Equipment Lease	$240

	Supplies	16% of Supplies	$400
	Contractual Budget	16% of 1st 25K of contract services	$0
	In-kind Indirect	**16% of FTE Salary and Fringe**	**$18,696**
	Indirect	**16% of FTE Salary and Fringe**	**$11,488**
		Outcome 10 In-kind Indirect Costs Total	**$56,088**
		Outcome 10 Indirect Costs Total	**$65,601**

- ***Outcome 10 – TOTAL BUDGET***

	Budget Item	Description	Cost
2010-2011	In-kind Direct		$161,013
	In-kind Indirect		$18,696
	Direct		$473,784
	Indirect		$37,056
2011-2012	In-kind Direct		$116,850
	In-kind Indirect		$18,696
	Direct		$219,602
	Indirect		$25,056
2012-2013	In-kind Direct		$116,850
	In-kind Indirect		$18,696
	Direct		$159,802
	Indirect		$15,488
		Outcome 10 In-kind TOTAL BUDGET	**$450,801**
		Outcome 10 TOTAL BUDGET	**$918,789**

Budget Narrative

Budget Narrative - ED 524 Section C Spreadsheet

Attachment 1:
Title: **Budget Narrative ED 524 C** Pages: **5** Uploaded File: **H:\SLDS\Texas ARRA SLDS 524c.pdf**

Budget Categories	PROJECT YEAR 1(a)	2 (b)	3 (c)	4 (d)	5 (e)	Totals
1. Personnel						
In-Kind						
TPEIR Systems Analyst – 20%-40%	$ 21,200	$ 13,200	$ 44,000			$ 78,400
Manager IV 5%-10%	$ 13,500	$ 18,000	$ 13,500			$ 45,000
Enterprise Data Planning Manager - 10%	$ 10,000	$ -	$ -			$ 10,000
PEIMS Analyst - 25%	$ 20,000	$ -	$ -			$ 20,000
Systems Analyst V - 10%	$ 8,000	$ 8,000	$ 8,000			$ 24,000
Manager, Business Intelligence & Data Warehousing - 10%	$ 9,000	$ 9,000	$ 9,000			$ 27,000
Manager, Requirements & Analysis - 10%	$ 10,000	$ 10,000	$ 10,000			$ 30,000
PEIMS PM - 10%	$ 25,500	$ 25,500	$ 25,500			$ 76,500
Technical Project Director - 5%	$ 15,000	$ 15,000	$ 15,000			$ 45,000
Agency CTO - 5%	$ 15,000	$ 15,000	$ 22,500			$ 52,500
Executive Project Director - 50%	$ 100,000	$ 100,000	$ 100,000			$ 300,000
Educator Performance Student Services Manager - 25%	$ 22,500	$ -	$ -			$ 22,500
PEIMS Analyst - 20%	$ 15,000	$ -	$ -			$ 15,000
Total In-Kind FTE Personnel	**$ 284,700**	**$ 213,700**	**$ 247,500**			**$ 745,900**
New FTE						
TPEIR Systems Analyst 2A 100%	$ 74,421	$ 74,421	$ -			$ 148,842
TPEIR Systems Analyst 2D - 100%	$ 74,421	$ 74,421	$ -			$ 148,842
Software Test Analyst 2A - 75%-100%	$ 55,814	$ 74,419	$ 74,419			$ 204,652
Business Analyst 2 (FTE) - 100%	$ 74,420	$ 74,420	$ 74,420			$ 223,260
Business Analyst 2B (FTE) - 100%	$ 74,420	$ 74,420	$ 74,420			$ 223,260
Project Manager 1 (FTE) - 100%	$ 89,278	$ 89,278	$ 89,278			$ 267,834
SIS Systems Analyst 2 (FTE) - 100%	$ 79,624	$ 79,624	$ 79,624			$ 238,872
TPEIR Systems Analyst 2E (N) - 100%	$ 74,421	$ 74,421	$ 74,421			$ 223,263
Grant Oversight Program Manager -100%	$ 100,000	$ 100,000	$ 100,000			$ 300,000
Developer 2 (FTE) - 100%	$ -	$ 79,632	$ 79,632			$ 159,264
Total New FTE Personnel	**$ 696,819**	**$ 795,056**	**$ 646,214**			**$ 2,138,089**
2. Fringe						

In-Kind

TPEIR Systems Analyst – 20%	$ 2,792	$ 2,510	$ 3,638		$ 8,940
Manager IV	$ 910	$ 1,819	$ 910		$ 3,638
TPEIR Systems Analyst – 20%	$ 2,397	$ 1,269	$ 4,766		$ 8,432
Manager IV 5%	$ 910	$ 910	$ 910		$ 2,729
Enterprise Data Planning Manager - 10%	$ 1,960	$ -	$ -		$ 1,960
PEIMS Analyst - 25%	$ 4,195	$ -	$ -		$ 4,195
Systems Analyst V - 10%	$ 1,678	$ 1,678	$ 1,678		$ 5,034
Manager of Business Intelligence and Data Warehousing - 10%	$ 1,819	$ 1,819	$ 1,819		$ 5,457
Manager, Requirements & Analysis - 10%	$ 1,960	$ 1,960	$ 1,960		$ 5,880
PEIMS Redesign & SLDS I PM - 10%	$ 1,749	$ 1,749	$ 1,749		$ 5,246
Technical Project Director - 5%	$ 980	$ 980	$ 980		$ 2,940
Agency CTO - 5%	$ 1,333	$ 1,333	$ 1,333		$ 3,998
PEIMS Redesign & SLDS I PM	$ 1,749	$ 1,749	$ 1,749		$ 5,246
Technical Project Director - 5%	$ 980	$ 980	$ 980		$ 2,940
Agency CTO - 5%	$ 1,333	$ 1,333	$ 1,333		$ 3,998
Executive Sponsor - 25%	$ -	$ -	$ 8,425		$ 8,425
Manager IV 5%	$ 910	$ 910	$ 910		$ 2,729
Enterprise Data Planning Manager - 5%	$ 3,448	$ -	$ -		$ 3,448
PEIMS Analyst - 20%	$ 3,215	$ -	$ -		$ 3,215
Executive Project Director - 50%	$ 16,850	$ 16,850	$ 16,850		$ 50,550
Total In-kind Fringe	**$ 51,164**	**$ 37,846**	**$ 49,987**		**$ 138,997**

New FTE Fringe

TPEIR Systems Analyst 2A (N)	$ 15,993	$ 15,993	$ -		$ 31,987
TPEIR Systems Analyst 2D (N)	$ 15,993	$ 15,993	$ -		$ 31,987
Software Test Analyst 2A - 25%	$ 11,995	$ 15,993	$ 15,993		$ 43,981
Business Analyst 2 (FTE) - 50%	$ 15,993	$ 15,993	$ 15,993		$ 47,980
Business Analyst 2B (FTE) - 100%	$ 15,993	$ 15,993	$ 15,993		$ 47,980
Project Manager 1 (FTE) - 100%	$ 19,463	$ 19,463	$ 19,463		$ 58,389
SIS Systems Analyst 2 (FTE) - 50%	$ 16,727	$ 16,727	$ 16,727		$ 50,181
Developer 2 (FTE) - 50%	$ -	$ 16,728	$ 16,728		$ 33,456
Grant Oversight Program Manager -100%	$ 19,600	$ 19,600	$ 19,600		$ 58,800
TPEIR Systems Analyst 2E (N) - 100%	$ 15,993	$ 15,993	$ 15,993		$ 47,980

Total New FTE Fringe	**$ 147,751**	**$ 168,478**	**$ 136,491**	**$ 452,721**
3. Travel				
Travel for one FTE	$ 5,000	$ -	$ -	$ 5,000
Travel for one FTE	$ 3,600	$ -	$ -	$ 3,600
Travel for two senior staff to attend required meeting	$ 8,000	$ 8,000	$ 8,000	$ 24,000
Total Travel	**$ 16,600**	**$ 8,000**	**$ 8,000**	**$ 32,600**
4. Equipment				
ETL Severs (for DataStage)	$ 700,000	$ -	$ -	$ 700,000
ETL Server support (for DataStage)	$ 45,000	$ 45,000	$ 45,000	$ 135,000
DataStage Software	$ 300,000	$ 60,000	$ 60,000	$ 420,000
Intel web servers for data services (DCS costs)	$ 35,353	$ 33,315	$ 31,695	$ 100,363
Laptop for new PM	$ 1,501	$ 1,501	$ 1,501	$ 4,503
Laptop for Grant Program Manager	$ 1,502	$ 1,502	$ 1,502	$ 4,506
Desktops for new staff	$ 8,618	$ 10,066	$ 10,066	$ 28,750
Data Center Support ODS	$ -	$ 82,000	$ 82,000	$ 164,000
Database Software for ODS	$ -	$ 76,000	$ 76,000	$ 152,000
Cognos Server Support	$ -	$ 45,000	$ 45,000	$ 90,000
Cognos Software	$ -	$ 70,000	$ 70,000	$ 140,000
Total Equipment	**$ 1,091,974**	**$ 424,384**	**$ 422,764**	**$ 1,939,122**
5. Supplies Total (General Office Supplies)	**$ 2,500**	**$ 2,500**	**$ 2,500**	**$ 7,500**
6. Contractual				
Contractors				
DM Systems Analyst 2B - 100%	$ 167,646	$ 167,646	$ -	$ 335,292
DM Systems Analyst 2C - 100%	$ 167,646	$ 167,646	$ 167,646	$ 502,938
TPEIR Developer 2B - 100%	$ 160,426	$ 160,426	$ 160,426	$ 481,278
Systems Analyst 3G - 50%-100%	$ 183,606	$ 97,862	$ -	$ 281,468
Systems Analyst 3 - 50%	$ 97,868	$ -	$ -	$ 97,868
Cognos SA 2 - 100%	$ 167,647	$ -	$ -	$ 167,647
Systems Analyst 3E - 100%	$ 202,653	$ 195,738	$ -	$ 398,391

Business Analyst 2C - 100%	$ 167,877	$ 167,877	$ -	$ 335,754
Software Test Analyst 2 - 50%-100%	$ 144,984	$ 72,492	$ 144,984	$ 362,460
Software Test Analyst 2 - 25%	$ -	$ -	$ 36,246	$ 36,246
Software Test Analyst 3 - 100%	$ 144,984	$ 144,984	$ -	$ 289,968
DM Systems Analyst 2D - 50%	$ 83,823	$ -	$ -	$ 83,823
TPEIR Developer 2A (c)- 100%	$ -	$ 160,426	$ 160,426	$ 320,852
DM Systems Analyst 2D - 100%	$ -	$ 83,823	$ 83,823	$ 167,646
Technical Writer 2A - 25%	$ -	$ -	$ 30,515	$ 30,515
Contract Services				
Statewide SIS vendor	$ 4,530,492	$ 3,452,608	$ 2,016,900	$ 10,000,000
Total Contractual	**$ 6,219,652**	**$ 4,871,528**	**$ 2,800,966**	**$ 13,892,146**
7. Construction	**$ -**	**$ -**	**$ -**	**$ -**
8. Other	**$ 88,000**	**$ 88,000**	**$ 88,000**	**$ 264,000**
9. Total Direct Costs	**$ 8,263,297**	**$ 6,357,945**	**$ 4,104,935**	**$ 18,726,177**
Total In-Kind Direct Costs	**$ 335,864**	**$ 251,546**	**$ 297,487**	**$ 884,897**
10. Indirect Costs				
FTE	$ 111,491	$ 127,209	$ 103,394	$ 342,094
Contractors	$ 72,000	$ 60,000	$ 44,000	$ 176,000
Fringe	$ 23,640	$ 26,956	$ 21,839	$ 72,435
Travel	$ 2,656	$ 1,280	$ 1,280	$ 5,216
Equipment	$ 174,716	$ 67,901	$ 67,642	$ 310,259
Supplies	$ 400	$ 400	$ 400	$ 1,200
Contractual	$ 4,000	$ 4,000	$ 4,000	$ 12,000
Total Indirect Costs	**$ 388,903**	**$ 287,747**	**$ 242,555**	**$ 919,205**
Total In-Kind Indirect Costs	**$ 44,512**	**$ 37,767**	**$ 48,878**	**$ 131,158**
Training Stipend	**$ -**	**$ -**	**$ -**	**$ -**
12. Total Costs	**$ 8,652,200**	**$ 6,645,692**	**$ 4,347,490**	**$ 19,645,382**

Total In-Kind Costs	**$ 380,376**	**$ 289,314**	**$ 346,364**	**$ 1,016,054**