

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

Washington, D.C. 20202-5335



## **APPLICATION FOR GRANTS UNDER THE**

**STATEWIDE LONGITUDINAL DATA SYSTEMS**

**CFDA # 84.372A**

**PR/Award # R372A090049**

**Grants.gov Tracking#: GRANT10076306**

OMB No. 1890-0004, Expiration Date:

Closing Date: SEP 25, 2008

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This application was generated using the PDF functionality. The PDF functionality automatically numbers the pages in this application. Some pages/sections of this application may contain 2 sets of page numbers, one set created by the applicant and the other set created by e-Application's PDF functionality. Page numbers created by the e-Application PDF functionality will be preceded by the letter c (for example, c1, c2, c3, etc.).

## Application for Federal Assistance SF-424

Version 02

* 1. Type of Submission:		* 2. Type of Application:		* If Revision, select appropriate letter(s):	
<input type="checkbox"/> Preapplication		<input checked="" type="checkbox"/> New		<input type="text"/>	
<input checked="" type="checkbox"/> Application		<input type="checkbox"/> Continuation		* Other (Specify)	
<input type="checkbox"/> Changed/Corrected Application		<input type="checkbox"/> Revision		<input type="text"/>	
* 3. Date Received:		4. Applicant Identifier:			
<input type="text" value="09/25/2008"/>		<input type="text"/>			
5a. Federal Entity Identifier:			* 5b. Federal Award Identifier:		
<input type="text"/>			<input type="text"/>		
<b>State Use Only:</b>					
6. Date Received by State:		7. State Application Identifier:			
<input type="text"/>		<input type="text"/>			
<b>8. APPLICANT INFORMATION:</b>					
* a. Legal Name: <input type="text" value="Louisiana Department of Education"/>					
* b. Employer/Taxpayer Identification Number (EIN/TIN):			* c. Organizational DUNS:		
<input type="text" value="726000745"/>			<input type="text" value="805920998"/>		
<b>d. Address:</b>					
* Street1:	<input type="text" value="1201 North Third Street"/>				
Street2:	<input type="text"/>				
* City:	<input type="text" value="Baton Rouge"/>				
County:	<input type="text" value="East Baton Rouge"/>				
* State:	<input type="text" value="LA: Louisiana"/>				
Province:	<input type="text"/>				
* Country:	<input type="text" value="USA: UNITED STATES"/>				
* Zip / Postal Code:	<input type="text" value="70802"/>				
<b>e. Organizational Unit:</b>					
Department Name:			Division Name:		
<input type="text" value="Management and Finance"/>			<input type="text" value="PAIR"/>		
<b>f. Name and contact information of person to be contacted on matters involving this application:</b>					
Prefix:	<input type="text" value="Mr."/>	* First Name:	<input type="text" value="Allen"/>		
Middle Name:	<input type="text"/>				
* Last Name:	<input type="text" value="Schulenberg"/>				
Suffix:	<input type="text"/>				
Title:	<input type="text" value="Education Program Consultant 4"/>				
Organizational Affiliation:					
<input type="text"/>					
* Telephone Number:	<input type="text" value="225-342-2292"/>	Fax Number:	<input type="text" value="225-342-7185"/>		
* Email:	<input type="text" value="allen.schulenberg@la.gov"/>				

**Application for Federal Assistance SF-424**

Version 02

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

A: State Government

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

\* Other (specify):

**\* 10. Name of Federal Agency:**

U.S. Department of Education

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

84.372

CFDA Title:

Statewide Data Systems

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

ED-CRANTS-062608-001

\* Title:

Statewide Longitudinal Data Systems Grant Program CFDA 84.372

**13. Competition Identification Number:**

84-372A2009-1

Title:

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

State and school districts

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

Louisiana Education Data Repository System (LEDRS)

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

## Application for Federal Assistance SF-424

Version 02

## 16. Congressional Districts Of:

\* a. Applicant \* b. Program/Project 

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

## 17. Proposed Project:

\* a. Start Date: \* b. End Date: 

## 18. Estimated Funding (\$):

* a. Federal	<input type="text" value="4,056,510.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="4,056,510.00"/>

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

- a. This application was made available to the State under the Executive Order 12372 Process for review on
- b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- c. Program is not covered by E.O. 12372.

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

Yes  No

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

 \*\* I AGREE

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

## Authorized Representative:

Prefix:  \* First Name:

Middle Name:

\* Last Name:

Suffix:

\* Title: \* Telephone Number:  Fax Number: \* Email: \* 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: 1890-0004

Expiration Date: 06/30/2005

Name of Institution/Organization:  
 Louisiana Department of Education

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

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

Budget Categories	Project Year 1(a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	Project Year 5 (e)	Total (f)
1. Personnel	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
2. Fringe Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
3. Travel	\$ 10,000	\$ 10,000	\$ 10,000	\$ 0	\$ 0	\$ 30,000
4. Equipment	\$ 70,000	\$ 25,000	\$ 25,000	\$ 0	\$ 0	\$ 120,000
5. Supplies	\$ 15,000	\$ 15,000	\$ 15,000	\$ 0	\$ 0	\$ 45,000
6. Contractual	\$ 1,500,000	\$ 880,000	\$ 980,000	\$ 0	\$ 0	\$ 3,360,000
7. Construction	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
8. Other	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
9. Total Direct Costs (lines 1-8)	\$ 1,595,000	\$ 930,000	\$ 1,030,000	\$ 0	\$ 0	\$ 3,555,000
10. Indirect Costs*	\$ 222,650	\$ 132,130	\$ 146,730	\$ 0	\$ 0	\$ 501,510
11. Training Stipends	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
12. Total Costs (lines 9-11)	\$ 1,817,650	\$ 1,062,130	\$ 1,176,730	\$ 0	\$ 0	\$ 4,056,510

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

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

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

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

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

Approving Federal agency:  ED  Other (please specify): \_\_\_\_\_

(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(e)(2)?



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

OMB Control Number: 1890-0004

Expiration Date: 06/30/2005

Name of Institution/Organization:  
 Louisiana Department of Education

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

**SECTION B - BUDGET SUMMARY**  
**NON-FEDERAL FUNDS**

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

## ASSURANCES - NON-CONSTRUCTION PROGRAMS

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 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 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.

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 subagreements.
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 (Clean Air) Implementation Plans under Section 176(c) of the Clean 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. §§1271 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 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.

<p>* SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL</p> <p>Allen Schulenberg</p>	<p>* TITLE</p> <p>State Superintendent of Education</p>
<p>* APPLICANT ORGANIZATION</p> <p>Louisiana Department of Education</p>	<p>* DATE SUBMITTED</p> <p>09/25/2008</p>

Standard Form 424B (Rev. 7-97) Back

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## 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 an 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 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 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.

<b>* APPLICANT'S ORGANIZATION</b> Louisiana Department of Education	
<b>* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE</b>	
Prefix: Mr.	* First Name: Paul
Middle Name:	
* Last Name: Pastorek	Suffix:
* Title: State Superintendent of Education	
<b>* SIGNATURE:</b> Allen Schulerberg	<b>* DATE:</b> 09/25/2008

Close Form

SUPPLEMENTAL INFORMATION  
REQUIRED FOR  
DEPARTMENT OF EDUCATION GRANTS

**1. Project Director:**

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

Address:

* Street1:	1201 North Third Street
Street2:	
* City:	Baton Rouge
County:	East Baton Rouge
* State:	LA: Louisiana
* Zip Code:	70802
* Country:	USA: UNITED STATES

\* Phone Number (give area code) Fax Number (give area code)

225-342-0092	225-342-7185
--------------	--------------

Email Address:

james.mcmahon@la.gov
----------------------

**2. Applicant Experience:**

Novice Applicant  Yes  No  Not applicable to this program

**3. Human Subjects Research**

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

Yes  No

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

Yes Provide Exemption(s) #:

--

No Provide Assurance #, if available:

--

**Please attach an explanation Narrative:**

	Add Attachment	Delete Attachment	View Attachment
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# **Project Narrative**

## **Abstract Narrative**

Attachment 1:

Title: Pages: Uploaded File: 1234-LA's Abstract - FINAL.doc

Louisiana Department of Education – Louisiana Education Data Repository System  
(LEDRS)

**Abstract**

The Louisiana Department of Education (LDOE) proposes to use the US Department of Education longitudinal data systems grant to build the Louisiana Education Data Repository System (LEDRS). The LEDRS will allow the LDOE to organize and link all of its data into a centralized repository. The LEDRS project will consist of three main tasks:

- The creation of a data repository that will centralize and link the data that currently reside in isolated silos.
- The creation of a data reporting system that will enable the LDOE to automate its EdFacts reporting and provide tools for routine and rapid ad hoc reporting.
- The creation of three new systems that will track homeless students, Section 504 students, and critical student performance measures.

The ultimate goal of the LEDRS is to provide a data driven decision making environment that will help improve student performance by the ability to readily make available more accurate, reportable, and researchable data on a more frequent basis.

The LDOE has been nationally recognized as having an abundance of high quality data and Louisiana is one of only a few states with the ability of linking students and teachers at the classroom level. However, the LDOE does not have an automated reporting system for ad hoc or even routine reporting. Reports currently require extensive manual effort by analysts that are experienced in the various data systems. Data users also only have access to outdated production reports with no ability to query the data. Linking our multiple data stores will allow for improved data analysis and more accurate and timely reporting. Centralizing and data warehousing will make the data more readily available to our external stakeholders. The LDOE will provide the ability to query the LEDRS system and request outputs in multiple formats.

The LDOE also has a need to develop systems to track homeless and Section 504 students. Homeless students are currently identified by codes in the Student Information System but due to the highly mobile nature of these students accurate reporting is difficult and additional information is desired. A stand-alone system that will track these students across district lines needs to be built to accurately identify and report these students. A stand-alone system to track Section 504 students is also desired. Section 504 students are currently reported individually by paper forms, making analysis labor intensive and monitoring virtually impossible.

Another benefit of a centralized repository will be the ability to run data diagnostics across all of the connected data areas in a more controlled environment and will allow the LDOE to send automated notifications to LEAs to review questionable data. The repository will contain both finalized and preliminary data; this structure will lend itself to allow for more frequent collections of critical student performance measures.

# **Project Narrative**

## **Project Narrative**

Attachment 1:

**Title: Pages: Uploaded File: 1238-LA's Project Narrative - FINAL.doc**

## 1. NEED FOR THE PROJECT

The Louisiana Department of Education (LDOE) already has well-established student and staff information systems, with defined data elements, submission processes, and validation procedures and has been nationally recognized with having an abundance of high quality data. Louisiana is one of only a few states with the ability of linking students and teachers at the classroom level. However, the LDOE acknowledges the need for centralizing and linking data to improve its ability to utilize the most accurate data in a timely and efficient fashion. The LDOE also does not have a data warehouse or other mechanism that provides the ability of electronic reporting. Ad hoc and even routine reports require manual work by analysts with extensive knowledge of the data elements within those systems. Federal reporting for the EdFacts initiative via EDEN requires a full-time analyst just for the task of formatting and submitting files.

The LDOE also has a need to develop systems to track homeless and Section 504 students. Homeless students are currently identified by codes in the Student Information System but due to the highly mobile nature of these students accurate reporting is difficult. A stand-alone system that will track these students across district lines is needed to accurately identify and report these students. A stand-alone system to track 504 students is also desired. Section 504 students are currently reported individually by paper forms making analysis labor intensive and monitoring virtually impossible.

In 2001 the LDOE started with the development of the Louisiana Educational Accountability Data System (LEADS) with the goal of integrating, enhancing, and expanding the existing State mainframe data systems. The goals of implementing a curriculum database to connect teachers to students at the class level and the migration of all LDOE mainframe systems to the Web environment have been accomplished. However, many of the internal systems that LDOE uses are still in isolated silos and there is still no electronic reporting mechanism. All of the primary internal systems that are under direct control of Planning, Analysis, and Information Resources (PAIR), the data management division of the LDOE, are listed below in alphabetical order, with an overview of what the system is for, what is collected and when.

### **Annual Financial Report (AFR)**

The Annual Financial Report (AFR) System enables the LDOE to collect, consolidate, and review computerized fiscal data from the parish/city public school districts to support LDOE management decisions, and to respond to various requests for educational financial data. The system also supports the mandated fiscal accountability program requiring the computerization, audit, and evaluation of financial information from local schools systems for use with development of the Minimum Foundation Program (MFP) and fund distribution.

- Type of information captured:  
Federal, State, and Local Revenues, Expenditures, and Other Sources or Uses of Funds; Fund Balances; Balance Sheet; Ad Valorem Tax Rates and

Revenues; Sales and Use Taxes and Revenues; Fixed Asset and Long Term Debt Funds; Proprietary and Fiduciary Funds

- Data is collected between beginning of September and end of January

### **Curriculum (CUR)**

The Curriculum Database contains records for each class that a student is attending. The Curriculum Database will also provide the link between those students and their teachers.

- Type of information captured:  
Site Code, Class Code, Course Code, Class Begin Date, Class End Date  
Total Class Time, Local Course Code
- Data are collected mid August through mid January, and is as of November 1<sup>st</sup>

### **Profile of Education Personnel (PEP)**

The Profile of Educational Personnel (PEP) is an information system by which public school staff data are collected via electronic batch files. The collection of personnel data by individual records through the Profile of Educational Personnel (PEP) has made public school personnel data much more accessible to the Legislature, the Board of Elementary and Secondary Education (BESE), the department, and district administrators. The PEP database contains staff data on public school personnel, including Charter and State Schools.

- Type of information captured:  
Demographic, Professional qualifications, Job assignment and compensation, Employment status, Professional Improvement Program (PIP) Salary Information, Non-attendance data relative to time away from an employee's daily activity
- Data are collected twice a year and is as of October 1<sup>st</sup> and end-of-year as of July, Teacher class schedule information is collected as of November 1<sup>st</sup> between mid August and end of January

### **School Calendar System (SPC)**

The School Calendar (SPC) System provides for reporting, of both planned and actual school calendars to LDE by each public school district or agency. These calendars identify the time made available to instruct students.

- Type of information captured:  
By LEA and if different school level, Events and dates, First Day of Class for Students Instructional Time, Last Day of Class for Students, Number

of Minutes Per Day, Number of Periods Per Number of Semesters,  
Applicable Grade Levels, School Session Beginning Year

- Data are collected during the school year as follows:
  - Planned School Calendars mid August- October 31; final corrections are due by the end of February.
  - Actual School Calendars mid March - May 31; final corrections are due by the end of July.

### **Special Education Reporting System (SER)**

Special Education Reporting System (SER) provides for the establishment of a statewide special education student database from which specified reports from the student record can be generated. The specified reports generated enable special education personnel to follow the provision of services to individuals; to monitor the timeliness and appropriateness of these services when judged against the sections of the Regulations for Implementation of the Children with Exceptionalities Act, R. S. 17:1941 et seq., implementing ACT 754 and the Individuals with Disabilities Education Act (IDEA, Part B and Part C), which pertain to the individual student; and to ascertain through analysis local technical assistance needs.

Special education personnel have the ability to collect, report, and process information on individual students through automated means. Data are captured on an individual from the point of referral to pupil appraisal personnel and from the provision of services until the time of exit from special education. SER was implemented September 1, 2005.

- Type of information captured:  
Student Profile (demographic), Jurisdiction, Parent/Guardian, Pre-Referral, Screening, Evaluation, IEP, Services Plan, Service, ESYP, Post School Transition, IFSP, and AEPS.
- Data are reported continuously to facilitate compliance reporting.
- Data snapshots are taken as of October 1st for IDEA and as of February 1st for MFP.

### **Student Information System (SIS)**

The SIS database consists of records about individual students who enrolled in Louisiana public schools. These records contain information about students' demographics, enrollments, discipline, attendance, and class schedules.

- Type of information captured:  
Enrollment information, including site, entry date, grade placement, demographic details (Sex, Ethnicity, Date of Birth, unique student

identifier), Free and reduced lunch information, discipline status, homeless status, English proficiency, and attendance information

- Data are collected periodically around the following approximate times each year:  
October 1<sup>st</sup> MFP  
By December for LEADS/Class Schedules (as of October 1<sup>st</sup>)  
February 1<sup>st</sup> MFP  
By April for Dropout and Graduate updates  
By July for End of Year

### **Sponsor Site system (SPS)**

The Sponsor Site (SPS) database is a primary database within the LDOE. It contains basic information on the public and nonpublic elementary and secondary educational facilities, post-secondary educational institutions, and other non educational facilities.

- Type of information captured:  
Superintendent name, Sponsor address, State sponsor code, NCES (Federal) agency code, Contact info, Principal name, Site address, State site code, NCES (Federal) site code, Institution type, Programs covered, Accountability status
- Data are updated regularly, and a rollover from one school year to the next takes place on May 31

### **Student Transcript Information (STS)**

The Student Transcript System (STS) collects detailed transcript data on Louisiana High School students in public and nonpublic high schools. Each student's entire high school transcript is submitted, including course code, letter grade, credit earned, etc.

- Type of information captured:  
Name, grade, site, Demographic information (Sex, Ethnicity, Date of Birth, unique student identifier, courses taken and credits earned
- Data are collected three times a year and is as of February 15<sup>th</sup>, June 15<sup>th</sup> and September 15<sup>th</sup>

### **Teacher Certification Management System (TCMS)**

The Teacher Certification Management System (TCMS) collects detailed certification information on teachers. Teachers submit applications for certification and update records year round.

- Type of information captured:  
Teacher Name, name of institution, degree and date received,

certificate type, and areas of certification.

- Data are collected on a daily bases.

There are other LDOE systems outside of the control of PAIR that also need to be included in the project such as Accountability School Performance, Career and Technical, Child Nutrition, Migrant, Nonpublic, Teacher Assessment, and Transportation.

## **2. OBJECTIVES OF THE PROPOSED SYSTEM**

The funds from this grant will be used to build on what the LEADS project started with a vision to create a centralized data repository that future reports will use. The LDOE will organize and link all of its data into a centralized repository and will incorporate a tool set to enable compilation and transmittal of reporting federally required data to meet EDFacts specifications. LDOEs goals also include the incorporation of the Schools Interoperability Framework (SIF) standards, data mart deployment, and readily researchable data for external stakeholders.

The creation of a data repository and reporting system will allow for improved data analysis capabilities and more accurate and timely reporting of the data we collect. The reporting system will also make the data widely available to our external stakeholders in the form of standard reports, as well as give the stakeholders the ability to filter these reports for their specific needs.

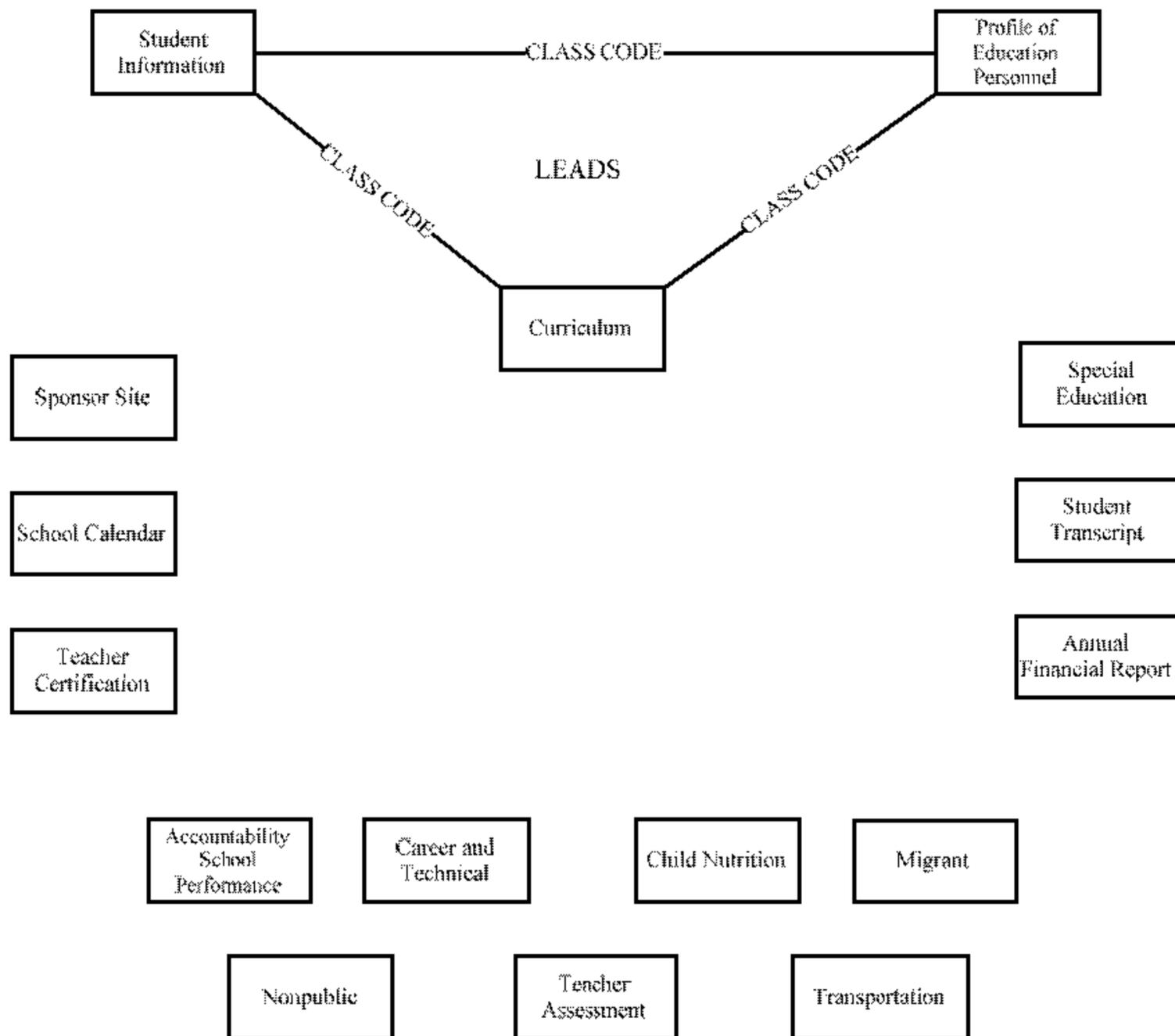
New systems to track homeless and Section 504 students will also be built. Homeless students are currently identified by codes in the student information system but due to the highly mobile nature of these students accurate reporting is difficult. A stand-alone system that will track these students across district lines will be built to accurately identify and report these students. A stand-alone system to track Section504 students will also be built. Section 504 students are currently reported individually by paper forms, making analysis labor intensive and monitoring virtually impossible.

A principal benefit of a centralized repository will be the ability to run data diagnostics across all of the connected data areas in a more controlled environment and will allow the LDOE to send automated notifications to LEAs to review questionable data. The repository will contain both finalized and preliminary data; and this structure will lend itself to allow more frequent collections of critical student performance measures. The collection of key student performance indicators on a more frequent basis will allow LDOE to proactively identify and address students at risk of not meeting adequate academic progress.

### 3. PROJECT DESIGN

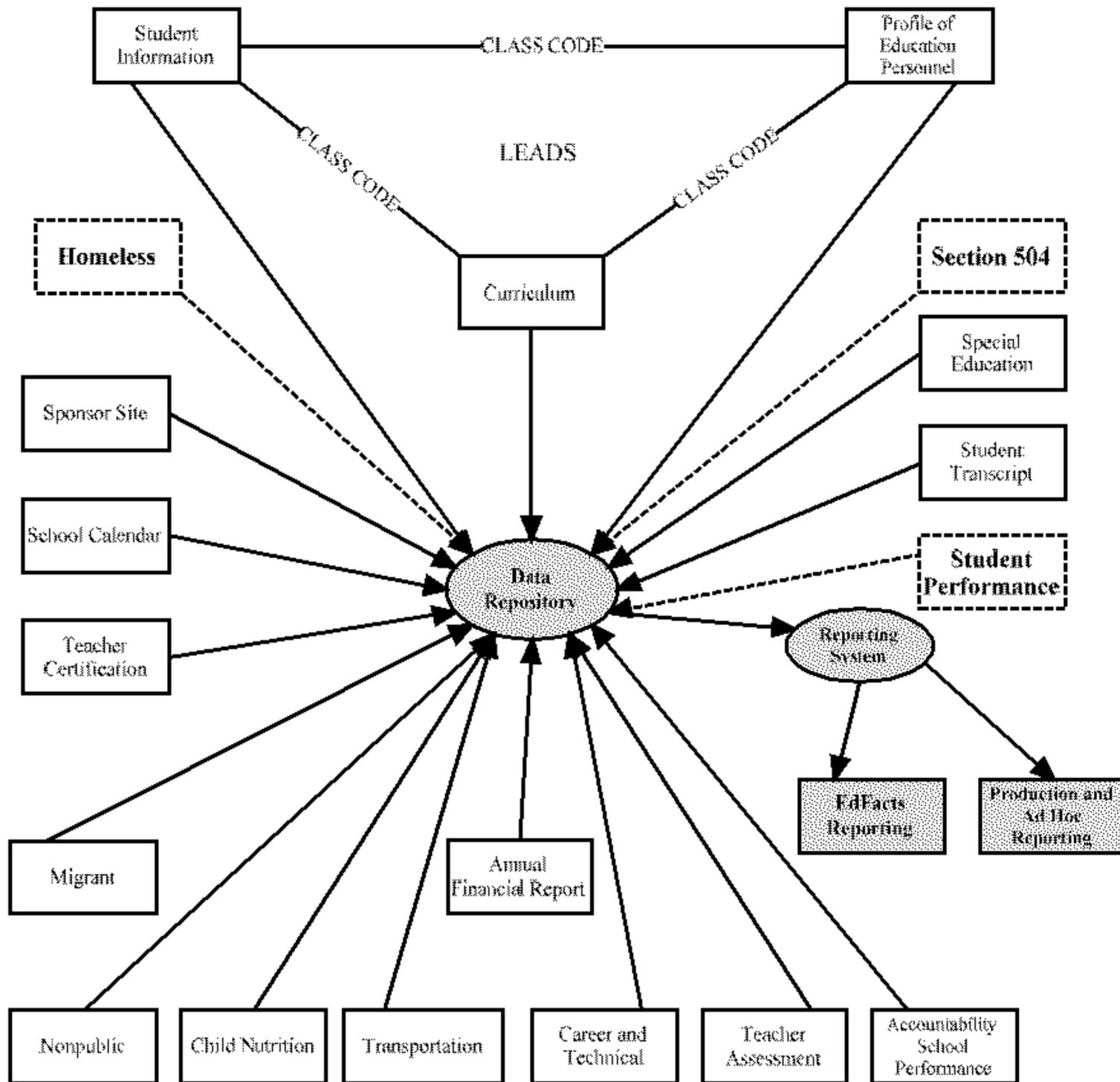
The LDOE already has well established student and staff information systems, with defined data elements, submission processes, and validation procedures. The LDOE also began the process of integrating data with the LEADS project and has converted nearly all of its systems to web based applications. Now there is a need to centralize and cross reference all of our data and produce a proper reporting system that will decrease the response time in fulfilling data requests. This system design will expand LDOE's data analysis capabilities. Figure 1 depicts the relationships, and lack thereof, between existing databases.

Figure 1:  
CURRENT DATA SYSTEM STRUCTURE



The project will consist of three main tasks: 1. the creation of a data repository that will centralize and link the data that currently reside in isolated silos; 2. the creation of a data reporting system that will enable the LDOE to automate its EdFacts reporting and provide tools for routine and rapid ad hoc reporting, and; 3. the creation of three new systems that will track homeless students, Section 504 students, and critical student performance measures. Figure 2 depicts the design of the proposed system.

Figure 2:  
**PROPOSED STATEWIDE LONGITUDINAL DATA SYSTEM**



As soon as the grant is awarded, the Project Steering Committee will begin formal meetings to produce the Request for Proposals (RFP) and general system specifications. An overall project plan has been developed by LDE and can be found in Appendix A.

An RFP process will be used to select a primary vendor that will be responsible for designing, developing, and implementing the LEDRS with guidance from LDOE. The vendor will need to provide a project manager, software and database architects, and a software development staff.

Software will also be provided by the vendor and will be customized or created based upon the project specifications and PAIR standards. Hardware purchased will meet the minimum requirements and will be consistent with PAIR standards. System testing will be performed in coordination with our vendor and relevant stakeholders at appropriate points throughout the course of the project.

Reporting Output tools will be selected upon consultation with our vendor. These tools will be deployed to internal stakeholders. External users may be given limited toolsets to filter data and the ability to download data in a variety of output types.

Schools Interoperability Framework (SIF) standards will be used to make the flow of data efficient as well as the latest stable version of Microsoft Structured Query Language (SQL) as the database technology. Unique anonymous identifiers, such as Globally Unique Identifiers (GUIDs), will be incorporated into the repository design to link student information from disparate data systems together. Anonymous identifiers will also be used for masking other sensitive data containing SSN's, such as student and teacher data.

Training of LDOE technical staff will be a crucial component of making this project sustainable. We will expect our vendor to take on a majority of the initial setup and configuration of the data repository and reporting modules, however all future enhancements must be internally managed and maintained and so proper training is essential. Training in the new applications (Section 504, Homeless, Student Performance, and reporting tools) will be handled by LDOE staff.

Piloting will be performed by select users prior to full deployment of our systems. Their feedback will allow us to customize and refine the system in a controlled manner.

#### **4. INSTITUTIONAL SUPPORT**

To support the project, the LDOE will provide appropriately furnished and equipped office space used by contracted personnel. Contractors will use their own equipment and supplies to produce project deliverables. The LDOE will provide conference rooms and equipment necessary to conduct project status and monitoring meetings.

Salaries and fringe benefits for the LDOE personnel assigned to this project will total \$337,500 in year one, \$351,000 in year 2, and \$365,040 in year 3. This amounts to \$1,053,540 for the duration of the project. This estimate is based on nine PAIR staff members working on an average of 50% of the time based on an average salary of \$60,000, 25% for fringe benefits, and 4% annual merit increases.

PAIR is responsible for system development, maintenance and coordination. PAIR will assume responsibility of these roles for LEDRS after the completion of the project.

## **5. PROJECT MANGEMENT PLAN**

The Louisiana Department of Education will be the agency responsible for the management of the LEDRS project. The project manager will be the IT Deputy Director within the Division of Planning, Analysis, and Information Resources (PAIR). The project manager will be responsible for monitoring the project on a daily basis and assign duties to subordinates and contractors.

A project steering committee has been created from PAIR staff members to monitor progress of the project for the duration in the event the grant is awarded. This committee will meet on a weekly basis to ensure that adequate progress is being made and to make sure that the project stays on budget. The steering committee will be responsible for solving problems as they arise and make recommendations necessary to maximize system efficiency and effectiveness.

Stakeholders will be involved via the LDOE's existing department-wide IT Planning Committee. Every division within the LDOE has an IT Planning Committee representative. This committee is made up of deputy superintendents, division directors, and staff members with expert knowledge of data systems within their divisions. The IT Planning Committee meets on a quarterly basis, but subcommittees will be created as project work begins on systems outside of the control of PAIR, and will meet on a more frequent basis as needed.

## **6. PROJECT PERSONNEL AND RESOURCES**

The project team has the requisite expertise and skills in data analysis, database development, project management, and training. Staff are in place with the skills needed for this project in the areas of project management, systems engineering, database design and administration, software and hardware testing and support, security and training. To enhance its staff, the LDOE will engage a vendor partner to provide software created based upon the project specifications. The selected vendor will also provide professional services to include project management, system architects, and programmers along with software maintenance, and training for the three-year project period.

Jim McMahon will serve as the Project Manager. Mr. McMahon has nearly 20 years of experience in the IT field and has been involved in management of numerous large scale projects. PAIR staff will make up the Project Steering Committee and will include:

Sandra Allen - IT Management Consultant 1

Mary Borne – IT Technical Support Supervisor  
John Fielding - IT Management Consultant 1  
Jason France - IT Management Consultant 1  
Steve Marangos – Education Information Consultant Manager  
Jim McMahon – IT Deputy Director 1 – Project Manager  
Allen Schulenberg – Education Program Coordinator 4 – Grant Coordinator  
William Tindall – Education Program Consultant 5B  
Elvis Willie – IT Applications Manager 2

The resumes of the Project Manager and the Steering Committee can be found in Attachment B.

# **Project Narrative**

## **Other Narrative**

### Attachment 1:

**Title: Pages: Uploaded File: 1236-Appendix A - Timeline.xls**

### Attachment 2:

**Title: Pages: Uploaded File: 1237-Appendix B - Resumes.doc**

## APPENDIX A

### Overall LEDRS Project Timeline

Task	Description	Duration	Begin	End
Project Status Meetings	Weekly meetings	Ongoing	January, 2009	June, 2012
Project monitoring	Daily	Ongoing	January, 2009	June, 2012
Identify and recruit stakeholders	Outside of PAIR	Ongoing	January, 2009	June, 2012
Select vendor	RFP process	6 months	January, 2009	July, 2009
Produce specifications for data repository	Business rules, GUIDS , relationships, produce documentation, and etc.	6 months	January, 2009	July, 2009
Produce specifications for new systems (504, Homeless, and Student Performance)	Business rules, GUIDS , relationships, produce documentation, and etc.	6 months	January, 2009	July, 2009

### Development of Integrated Data Repository Timeline

Identify data sources internal and external	SIS, PEP, migrant, and etc	6 months	January, 2009	July, 2009
Analysis and design structure of repository	SIF Compliant, determine update frequencies, identify EdFacts needed data, design, longitudinal data access mechanism, identify calculated/derived elements, identify finalized and critical preliminary data, define access/security and conversion of existing data.	12 months	January, 2009	January, 2010
Develop rules/specifications to link non-PAIR LDOE data		6 months- Intermittent	January, 2009	January, 2010
Hardware needs	servers, storage space, bandwidth, multiple environments, and etc..	2 months	July, 2009	September, 2009
Develop common identifiers (GUID) mech.		1 month	July, 2009	August, 2009
Design and develop automated data diagnostic and notification	validation of preliminary data and automatic email notification of discrepancies.	12 months	July, 2009	July, 2010
System testing		Ongoing	January, 2010	June, 2012
System piloting		3 months	March, 2012	June, 2012

### Development of Reporting System Timeline

EdFacts output files, production and ad hoc reports, define data access rules, develop export functionality for multiple output formats, develop multiple web front end designs, and develop reporting tools for different user roles,	12 months	July, 2009	July, 2010
Analysis and design structure of reporting system			
System testing	Ongoing	January, 2010	June, 2012
Develop training plan	2 months	January, 2011	March, 2011
User training	Ongoing	July, 2011	NA
System piloting	3 months- Intermittent	January, 2012	June, 2012

### Development of New Data Systems Timeline

Identify system requirements, specifications and determine how system will be populated.	1 month	July, 2009	August, 2009
Analysis and design structure for Section 504, Homeless, and Student Performance systems			
Section 504, Homeless, and Student Performance system programming	6 months	August, 2009	January, 2010
Produce Section 504, Homeless, and Student Performance documentation	2 months- Intermittent	January, 2010	July, 2010
Section 504, Homeless, and Student Performance system user training	Ongoing	January, 2010	NA
Section 504, Homeless, and Student Performance system piloting	5 months	February, 2010	July, 2010

## APPENDIX B

### Resumes of Key Personnel

## Sandra W. Allen

(b)(6)

~ Work

Phone 342-3500

### QUALIFICATIONS

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

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

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

### WORK HISTORY

***IT Management Consultant*** **2002 – Present**  
***Dept. of Education, State of Louisiana***

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

***IT Application Programmer Analyst I - II*** **1995 - 2002**  
***Dept. of Social Services, State of Louisiana***

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

***IS Production Control Technician III*** **1994 - 1995**  
***Dept. of Social Services, State of Louisiana***

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

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

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

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

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

## **EDUCATION**

Bachelor of Science, Management Information Systems, LSU, December 2001  
Bachelor of Science, Computer Science, USM, December 1985  
Associate Degree Business, Financial Management, CCAF, November 1988

## **COMPUTER SKILLS**

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

## **AWARDS RECEIVED**

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

## Mary Borne

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### **Professional Experience**

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

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

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

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

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

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

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

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

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

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

## **Education**

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

## John R. Fielding Jr.

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

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### Education

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

### Professional Experience

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

Project Leader, Planning, Analysis, and Information Resources

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

1994 – 2003 Fiserv/MortgageServ  
Baton Rouge, LA

Senior Systems Software Engineer, Application Development

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



**Jason France**

(b)(6)

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**SKILLS SUMMARY**

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

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**EXPERIENCE**

**Louisiana Department of Education, Baton Rouge** 12/07-present

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

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

*Education Information Consultant III* 9/03-11/07

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

**Amedisys Inc., Baton Rouge** 1/00-9/03

*Programmer/Analyst*

- \* Wrote and maintained applications such as: education and training databases, data importers and exporters, security modules, a general ledger revenue

mapping program, a project logger and prioritization program and an inventory system in Visual FoxPro and Clipper

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

*Information Systems Manager, Accounting Department*

11/97-12/99

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

**Plain Jane Inc., Baton Rouge**

*Statistician/Cost Accountant*

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

**Louisiana State University, Baton Rouge**

8/95-5/97

*Computer Labs Manager, Industrial Engineering Department*

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

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## SYSTEMS PROFICIENCY

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### **Hardware**

IBM AS/400

### **Programming Languages**

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

### **PC Software**

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

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

**Accounting Software**

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

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**EDUCATION**

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**B.S., Business Administration/Accounting**

1997

*Louisiana State University, E. J. Ourso College of Business, Baton Rouge*

## **Steve Marangos - Career Profile**

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

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

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

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

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

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

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

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

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

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

## **Steve Marangos - Career Profile**

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

*Primary software tools used:*

*Mainframe SAS, Access, Excel, Word*

### **Intech Solutions (UK)**

#### **Project Manager**

**9/1/99 - 6/30/2000**

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

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

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

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

*Primary software tools used:*

*MS Project, Excel, Word*

### **Elan and Co. (UK)**

#### **Senior Technical Consultant 1/2/99-7/31/99**

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

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

## **Steve Marangos - Career Profile**

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

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

*Primary software tools used:*

*Cognos Impromptu, Cognos Powerplay, Access, Word*

### **Keane Ltd. (UK)**

#### **Project Manager**

**7/1/98-12/15/98**

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

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

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

*Primary software tools used:*

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

### **LIMNET (UK)**

#### **Project Manager**

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

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

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

I produced the agendas for the meetings, then chaired and minuted them. Tasks were agreed and allocated via the meetings, and monitored and tracked by phone, email, and site visit as necessary. My planning encompassed software build delivery dates for London Market software builders, and

## **Steve Marangos - Career Profile**

test plans for major system changes. My test plans would comprise of test scripts, test schedules and status reports.

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

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

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

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

**Aon (UK)  
Project Manager 9/1/94 - 4/1/95**

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

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

*Primary software tools used:  
MS Project, Word*

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

At this time I was responsible for managing a small team of in-house technicians during the implementation of a third party software solution in compliance with a London insurance market

## **Steve Marangos - Career Profile**

mandate that all broker placement slips be submitted to underwriters electronically. The team was also responsible for integrating this software with an in-house legacy broking system.

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

*Primary software tools used:  
MS Project, Word*

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

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

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

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

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

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

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

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

**JIM MCMAHON**  
Louisiana State Department of Education  
Planning, Analysis, and Information Resources Division  
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Baton Rouge, Louisiana 70802  
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## PROFESSIONAL EXPERIENCE

*Louisiana Department of Education, Baton Rouge, LA* 2007 to Present

IT Deputy Director

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

*Louisiana Department of Revenue, Baton Rouge, LA* 2006 to 2007

IT Applications Manager

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

*Louisiana Department of Revenue, Baton Rouge, LA* 1997 to 2006

IT Applications Project Leader

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

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

*Louisiana Department of Revenue, Baton Rouge, LA*

1990 to 1997

IT Applications Programmer Analyst 1/Programmer Analyst 2

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

*Louisiana Department of Revenue, Baton Rouge, LA*

1988 to 1990

IT Applications Programmer 1/Programmer 2

- Tax system maintenance and enhancements.

## **EDUCATION**

Tulane University, New Orleans, LA

- B.S. Management, 1986.

## **COMPUTER SKILLS**

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

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## Allen Schulenberg

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

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

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

**Experience** **Louisiana Department of Education - Baton Rouge, LA** (2007-Present)  
Education Program Consultant 4

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

**Louisiana Department of Education - Baton Rouge, LA** (1999-2007)  
Education Research Analyst 3

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

## **Allen Schulenberg**

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

### **Computer Skills**

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

PROFESSIONAL PROFILE

WILLIAM R. (BILL) TINDALL, JR.

PERSONAL DATA:

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(b)(6)

Telephone:

(225) 342-5046 (Office)

E-mail:

[bill.tindall@la.gov](mailto:bill.tindall@la.gov)

(b)(6)

EDUCATION:

August 1969

B.S., Business Administration  
Louisiana State University  
Baton Rouge, Louisiana

Principle Undergraduate Subjects:

Accounting - 39 semester hours  
Economics - 27 semester hours  
Finance - 12 semester hours

December 1972

MBA, Louisiana State University  
Baton Rouge, Louisiana

Principle Graduate Subjects:

Management - 12 semester hours  
Finance - 6 semester hours  
Accounting - 3 semester hours

WORK EXPERIENCE:

January 1997-  
Present

Louisiana State Department of Education

Education Program Consultant 5-B  
Office of the Deputy Superintendent for Management  
and Finance  
(Title change due to reorganization; pay levels remained the  
same)

DUTIES: Serves as the principal assistant to the Deputy  
Superintendent for Management and Finance primarily in the  
areas of the Department's financial, budgetary and personnel  
management; being available for assignment to specific long  
or short-term projects specifically audit resolution and contract  
management and approval.

Reviews and approves, when applicable, incoming documents requiring the Deputy  
Superintendent's signature and prepares any needed reports or responses on new or  
unexpected issues.

Responsible for the preparation of the Department's Strategic Plan (Act 1465) and the  
annual Operational Plan, including the required quarterly reporting.

Directs and coordinates the preparation of the required Legislative Fiscal Notes and  
State Board of Elementary and Secondary Education Position Forms for all legislation  
which affects the Department during legislative sessions.

Serves as the Department's security administrator for the  
Integrated Statewide Information Systems (ISIS).

For fiscal year 2004-2005, the Office of Management and  
Finance has a total of 175 positions and a total budget from all  
sources of \$20,400,776.

The Divisions included within this Office are Appropriation  
Control; Education Finance; and Planning, Analysis and  
Information Resources.

September 1978-  
January 1997

Louisiana State Department of Education

Education Executive Administrator

Office of the Assistant Superintendent for Research and Development

DUTIES: Serve as the executive administrator for the unclassified Assistant Superintendent for Research and Development; provide administrative and executive direction to the Office in the absence of the Assistant Superintendent; coordinate all office personnel matters; administer financial affairs of the Office of Research and Development, including budgeting, accounting, and contracting; represent the Office before committees of the Legislature, the Board of Elementary and Secondary Education, and the State Superintendent's Cabinet with respect to financial and other administrative matters; direct the collection of financial and other administrative matters; direct the collection of financial data from each of the state's 66 local school districts and the reporting of these data for the Annual Report, to the Legislature, the Division of Administration, the Board of Elementary and Secondary Education, and agencies of the federal government; direct the negotiation and administration of professional service and other contracts; advise Office administrators on the implementation of state and federal financial regulation.

The Office of Research and Development, with 131 employees, operates on an annual budget of \$15.7 million for fiscal year 1995-96; comprised of six operating bureaus and the administrative office of the Assistant Superintendent which houses the eight Regional Service Centers, one in each congressional district. The bureaus include the Management Information System Computer Center which serves the entire state agency and certain local education agency functions; Pupil Accountability which is responsible for state-level testing of public school students; Professional Accountability which is the administrator of the local school system Personnel Evaluation Program and the statewide Teacher Assessment Program; Evaluation which determines the effectiveness of state education programs in meeting education objectives; School Accountability which produces the statutorily-required Annual Report, and the Progress School Profiles for every public school in Louisiana, and Effective Schools which administers the federally mandated Effective School Program.

November 1975-  
September 1978

Office of Legislative Auditor

Governmental Auditor III

DUTIES: Auditing of state and local agencies. In this capacity, I completed several audits entirely, such as the Louisiana Teachers' Retirement System. Other audit

assignments included state agencies, such as the Department of Education and Louisiana State University, and some parish work including police juries and school boards. I also completed writing of audit programs for utilization by other auditors.

May 1973-  
November 1975

Office of the Governor, Division of Administration,  
Accounting Section

Accountant III

DUTIES: General governmental accounting. After maintaining financial records for six state agencies, I was promoted and transferred to the fiscal section. The primary functions assigned to me and my unit (four accountants) were to aid state agencies with accounting problems and to update the FACS system for all non-FACS activity.

September 1971-  
May 1973

Teachers' Retirement System of Louisiana

Accountant I

DUTIES: General accounting as related to the Retirement System. Specifically, my duties ranged from computing retirement benefits, preparing journal entries for errors, correcting and handling of the parish billings. This service time includes a period of one semester, fall of 1972, in which I returned to L.S.U. to complete my graduate courses.

February 1970  
September 1971

Louisiana State Department of Employment Security

Temporary Claims Aide (part-time) and Temporary Claims Examiner (full-time).

DUTIES: Monetary determinations in connection with unemployment compensation.

## Elvis Willie

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Office of Management and Finance  
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### Education

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

### Professional Experience

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

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

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

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

1983-1989 Louisiana Department of Education Baton Rouge, La.  
Computer Project Leader

- Provided team leadership in the design, development, and implementation of the Annual School Report (ASR) system, a statewide, IBM mainframe-based data system with online and batch users
- Was responsible for maintenance and enhancement of several other CICS and batch systems
- Developed and led my team in developing structured, modular report generation processes for several applications
- Participated in the development of structured programming standards; mentored and assisted team members in structured and modular design and programming techniques

1981-1983 Louisiana Division of Administration Baton Rouge, La.  
Programmer/Analyst 5

- Maintained the state's Uniform Payroll System, which issued bi-weekly paychecks to 65,000 state employees
- Developed system and program specifications for team members to follow
- Supervised up to four team members; performed project management duties; reported project status to users and management

1980-1981 Louisiana Division of Administration Baton Rouge, La.  
Programmer/Analyst 4

- Designed and implemented the Vendor Terms portion of the Purchasing Contracts system
- Gathered and analyzed data requirements; designed system changes and enhancements
- Developed and tested programs; created system documentation; trained users; supervised team members
- Participated in the development of an online, relational database, personnel action system for the Louisiana Department of Civil Service

1979-1980 Louisiana Division of Administration Baton Rouge, La.  
Programmer/Analyst 3

- Developed and tested COBOL application programs
- Determined users' needs and requirements
- Supervised, trained, and assisted other programming staff
- Worked with and was mentored by Arthur Andersen Consulting (Alan Fiorenza) on the Purchasing Contracts system development project

1977-1979 Louisiana Division of Administration Baton Rouge, La.  
Computer Programmer/Analyst 2

- Coded COBOL programs for the Division's Honeywell mainframe
- Tested and documented programs
- Received training

# Budget Narrative

## Budget Narrative

Attachment 1:

Title: Pages: Uploaded File: 1235-Budget Narrative.doc

## BUDGET JUSTIFICATION

The LDOE is requesting a total of \$4,056,510 to be expended over a three-year period. Estimated expenditures by year are:

Year 1	\$1,817,650
Year 2	\$1,062,130
Year 3	\$1,176,730

Contractors hired to work specifically for this project will be highly skilled specialists selected through a Request for Proposal (RFP) process, in accordance with all State regulations and guidelines. The Project Steering Committee has met with two contractors with experience in this area to assist with the extent and scope of this project. The Contractual category of the budget reflects the estimated cost of the proposed contract (see Table 1).

**Table 1: BUDGET SUMMARY - CONTRACTUAL**

Job	Cost	Duties
Professional Services - Contractor	\$2,250,000	Will cover contractual personal such as project manager, developers, and software architects over the 3-year span of the project.
Training - Contractor	\$180,000	Will cover approximately 30 days of training at approximately \$6,000 per day over the 3-year span of the project.
Software	\$570,000	Software developed by contractor -data modeling software, data management software, project management software, application testing software, and security systems
Maintenance	\$360,000	Will cover software maintenance over the 3-year span of the project.
<b>Total</b>	<b>\$3,360,000</b>	

Professional services are a major expense of the Contractual category and include the professional staffing required to fulfill the needs of the project. A project manager will

be provided to oversee the day-to-day operational needs and will serve as the primary contact with the LDOE. The contractor will also provide the necessary system architects, programmers, and developers as needed for the successful completion of the project. The contractor will also provide technical training to LDOE development staff throughout the three-year period of the project. At the conclusion of the project period, existing LDOE training staff will conduct training of LEA staff through current training cycles along with special training workshops during the roll-out phase of the project. Software and software maintenance will also be provided by the contractor. The software will be customized to fit the specific needs of this project.

Equipment will be a major expense in the first year. See Table 2 for a list of the equipment that is expected to be needed to fulfill the project.

**Table 2: BUDGET SUMMARY - EQUIPMENT**

<b>Equipment</b>	<b>Cost</b>	<b>Justification</b>
Development Application Server	\$6,000	For development of interfaces, applications, and data capture
Production Application Server	\$6,000	For production interfaces, applications, and data capture
Development Database Server	\$6,000	For development of the data repository and reporting system.
Production Database Server	\$6,000	Will be the host of the data repository and reporting system.
Web Server	\$6,000	Web interface server
Storage	\$90,000	\$40,000 for a one Terabyte SAN first year and \$25,000 for growth in years 2 and 3.
<b>Total</b>	<b>\$120,000</b>	

Travel costs will cover the expenses for two members of the Project Steering Committee to attend the mandatory annual meetings in Washington, D.C. as required by the terms of the grant and other necessary staff travel.

An expenditure of \$15,000 per year is anticipated for operational supplies needed by all parties in the daily execution of their job duties.