U.S. Department of Education

Washington, D.C. 20202-5335

APPLICATION FOR GRANTS UNDER THE

STATEWIDE LONGITUDINAL DATA SYSTEM RECOVERY ACT GRANTS
CFDA # 84.384A
PR/Award # R384A100008

Closing Date: DEC 04, 2009

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Application for Federal Assistance SF-424 Version 02

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

* 3. Date Received:	4. Applicant Identifier:
12/2/2009	

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

State Use Only:

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

8. APPLICANT INFORMATION:

* a. Legal Name: North Carolina Department of Public Instruction

* b. Employer/Taxpayer Identification Number (EIN/TIN):	* c. Organizational DUNS:
561492826	809581762

d. Address:

* Street1:	301 North Wilmington Street
Street2:	
* City:	Raleigh
County:	Wake
State:	NC
Province:	
* Country:	USA
* Zip / Postal Code:	27601

e. Organizational Unit:

Department Name:	Division Name:
Office Of State Superintendent	Policy and Strategic Planning

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

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

* Last Name:	Levinson		
Suffix:			
Title:	Director, Policy and Strategic Planning		
Organizational Affiliation:			
* Telephone Number:	(919)807-3283	Fax Number:	(919)807-4000
* Email:	ALEVINSON@DPI.STATE.NC.US		

Application for Federal Assistance SF-424 Version 02

9. Type of Applicant 1: Select Applicant Type:

A: State Government

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

10. Name of Federal Agency:

U.S. Department of Education

11. Catalog of Federal Domestic Assistance Number:

84.384A

CFDA Title:

Statewide Longitudinal Data System Recovery Act Grants

*** 12. Funding Opportunity Number:**

NCES09-02

Title:

Grants for statewide Longitudinal Data Systems Under the American Recovery and Reinvestment Act of 2009

13. Competition Identification Number:

Title:

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

Statewide

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

NC P20+ Statewide Longitudinal Data System

Attach supporting documents as specified in agency instructions.

Attachment:
Title :
File :

Attachment:
Title :
File :

Attachment:
Title :
File :

Application for Federal Assistance SF-424 Version 02

16. Congressional Districts Of:
* a. Applicant: 13th * b. Program/Project: 13th

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

17. Proposed Project:
* a. Start Date: 7/1/2010 * b. End Date: 6/30/2013

18. Estimated Funding ($):

a. Federal	**$ 18063674**
b. Applicant	**$ 503741**
c. State	**$ 0**
d. Local	**$ 0**
e. Other	**$ 0**
f. Program Income	**$ 0**
g. TOTAL	**$ 18567415**

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

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

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

[ ] Yes [X] No

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

[X] ** I AGREE

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

Authorized Representative:

Prefix:	Mr.	* First Name:	Karl
Middle Name:	R		
* Last Name:	Pond		
Suffix:			

Title:	Enterprise Data Manager

* Telephone Number:	(919)807-3241	Fax Number:	(919)807-4000

* Email:	KPOND@DPI.STATE.NC.US

* Signature of Authorized Representative:	* Date Signed:

Application for Federal Assistance SF-424 Version 02

*** Applicant Federal Debt Delinquency Explanation**

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

U.S. DEPARTMENT OF EDUCATION

BUDGET INFORMATION

NON-CONSTRUCTION PROGRAMS

OMB Control Number: 1894-0008

Expiration Date: 02/28/2011

Name of Institution/Organization:
North Carolina Department of Pub...

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	$ 278,200	$ 286,646	$ 295,142	$ 0	$ 0	$ 859,988
2. Fringe Benefits	$ 55,640	$ 57,309	$ 59,028	$ 0	$ 0	$ 171,977
3. Travel	$ 4,800	$ 4,800	$ 4,800	$ 0	$ 0	$ 14,400
4. Equipment	$ 338,000	$ 40,000	$ 30,000	$ 0	$ 0	$ 408,000
5. Supplies	$ 9,000	$ 0	$ 0	$ 0	$ 0	$ 9,000
6. Contractual	$ 7,139,314	$ 5,808,758	$ 3,337,769	$ 0	$ 0	$ 16,285,841
7. Construction	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
8. Other	$ 15,000	$ 12,000	$ 15,000	$ 0	$ 0	$ 42,000
9. Total Direct Costs (lines 1-8)	$ 7,839,954	$ 6,209,513	$ 3,741,739	$ 0	$ 0	$ 17,791,206
10. Indirect Costs*	$ 131,451	$ 73,251	$ 67,866	$ 0	$ 0	$ 272,568
11. Training Stipends	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
12. Total Costs (lines 9-11)	$ 7,971,405	$ 6,282,764	$ 3,809,605	$ 0	$ 0	$ 18,063,774

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

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

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

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

Period Covered by the Indirect Cost Rate Agreement: From: 7/1/2009 To: 6/30/2010 (mm/dd/yyyy)

Approving Federal agency: [X] ED [ ] Other (please specify): _____ The Indirect Cost Rate is 15.1%

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

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

ED Form No. 524

U.S. DEPARTMENT OF EDUCATION

BUDGET INFORMATION

NON-CONSTRUCTION PROGRAMS

OMB Control Number: 1894-0008

Expiration Date: 02/28/2011

Name of Institution/Organization:
North Carolina Department of Pub...

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	$ 88,685	$ 91,346	$ 94,086	$ 0	$ 0	$ 274,117
2. Fringe Benefits	$ 17,737	$ 18,269	$ 18,817	$ 0	$ 0	$ 54,823
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	$ 51,429	$ 52,955	$ 54,526	$ 0	$ 0	$ 158,910
7. Construction	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
8. Other	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
9. Total Direct Costs (lines 1-8)	$ 157,851	$ 162,570	$ 167,429	$ 0	$ 0	$ 487,850
10. Indirect Costs	$ 5,297	$ 5,297	$ 5,297	$ 0	$ 0	$ 15,891
11. Training Stipends	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
12. Total Costs (lines 9-11)	$ 163,148	$ 167,867	$ 172,726	$ 0	$ 0	$ 503,741

ASSURANCES - NON-CONSTRUCTION PROGRAMS

Standard Form 424B (Rev.7-97)

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

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

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

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

1. Has the legal authority to apply for Federal assistance, and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management, and completion of the project described in this application.

2. Will give the awarding agency, the Comptroller General of the United States, and if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.

3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.

4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.

5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. "4728-4763) relating to prescribed standards for merit systems for programs funded under one of the 19 statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).

6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. "1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. '794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act

9. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. "276a to 276a-7), the Copeland Act (40 U.S.C. '276c and 18 U.S.C. "874) and the Contract Work Hours and Safety Standards Act (40 U.S.C. " 327-333), regarding labor standards for federally assisted construction sub-agreements.

10. Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is $10,000 or more.

11. Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. "1451 et seq.); (f) conformity of Federal actions to State (Clear Air) Implementation Plans under Section 176(c) of the Clear Air Act of 1955, as amended (42 U.S.C. "7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended, (P.L. 93-523); and (h) protection of endangered species under the Endangered Species Act of 1973, as amended, (P.L. 93-205).

12. Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. "1721 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.

13. Will assist the awarding agency in assuring compliance

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

7. Will comply, or has already complied, with the requirements of Titles II and III of the uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.

8. Will comply, as applicable, with the provisions of the Hatch Act (5 U.S.C. "1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.

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

14. Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.

15. Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. "2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.

16. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. "4801 et seq.) which prohibits the use of lead- based paint in construction or rehabilitation of residence structures.

17. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."

18. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations and policies governing this program.

Signature of Authorized Certifying Representative:
Name of Authorized Certifying Representative: Karl R. Pond
Title: Enterprise Data Manager
Date Submitted: 11/24/2009

Approved by OMB 0348-0046 Exp.

Disclosure of Lobbying Activities

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

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

4. Name and Address of Reporting Entity:	**5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime:**
[X] Prime **[ ]** Subawardee Tier, if known: 0 Name: Address: City: State: Zip Code + 4: - **Congressional District, if known:**	Name: Address: City: State: Zip Code + 4: - **Congressional District,** if known:
6. Federal Department/Agency:	**7. Federal Program Name/Description:** CFDA Number, if applicable:
8. Federal Action Number, if known:	**9. Award Amount,** if known: $0
10. a. Name of Lobbying Registrant (if individual, last name, first name, MI): Address: City: State: Zip Code + 4: -	**b. Individuals Performing Services** (including address if different from No. 10a) (last name, first name, MI): Address: City: State: Zip Code + 4: -
11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.	Name: Karl R. Pond Title: Enterprise Data Manager Applicant: North Carolina Department of Public Instruction Date: 11/24/2009

Federal Use Only:	Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)

CERTIFICATION REGARDING LOBBYING

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

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

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

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

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

Statement for Loan Guarantees and Loan Insurance.

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

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

APPLICANT'S ORGANIZATION	
North Carolina Department of Public Instruction	
PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE	
Prefix: Mr. First Name: Karl	Middle Name: R
Last Name: Pond	Suffix:
Title: Enterprise Data Manager	
Signature: _____	Date: 11/24/2009

ED 80-0013 03/04

SUPPLEMENTAL INFORMATION REQUIRED FOR DEPARTMENT OF EDUCATION GRANTS

1. Project Director:

Prefix:	* First Name:	Middle Name:	* Last Name:	Suffix:
Mr.	Adam	F	Levinson	

Address:

* Street1: 301 North Wilmington Street

Street2:

* City: Raleigh

County: Wake

* State: NC* Zip / Postal Code: 27603 * Country: **USA**

* Phone Number (give area code)	Fax Number (give area code)
(919)807-3283	(919)807-4000

Email Address:

ALEVINSON@DPI.STATE.NC.US

2. Applicant Experience

Novice Applicant [X] Yes [ ] No [ ] Not applicable

3. Human Subjects Research

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

[ ] Yes [X] No

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

[ ] Yes Provide Exemption(s) #:

[ ] No Provide Assurance #, if available:

Please attach an explanation Narrative:

Attachment:
Title :
File :

Project Narrative

Project Narrative - Project Abstract

Attachment 1:
Title: **NC P20 SLDS Abstract** Pages: **1** Uploaded File: **E:\P-20 Submission\NC P20 SLDS Proposal Abstract (11-24-09) - final.pdf**

I. Project Abstract

North Carolina (NC) must establish a robust P-20 statewide longitudinal data system (SLDS) to enable education leaders at the State and local levels to make outcome-based decisions regarding policies, programs, and practices aimed at increasing student success at every point along the State education-workforce continuum. With an official mandate from Governor Perdue, the NC Education Cabinet, and the NC General Assembly, a committee composed of representatives from the NC Department of Public Instruction (NCDPI), NC Community College System (NCCCS), University of North Carolina General Administration (UNC), NC Independent Colleges and Universities (NCICU), NC Early Childhood Data Group (NCECDG), and Employment Security Commission of NC (NCESC) has been working to craft a collective vision and high level implementation plan for an NC SLDS. This vision is "NC P20+," an SLDS that will include formal, Statewide, collaborative governance, and technology infrastructure that will enhance accessibility, quality, interoperability, and use of "shared" data needed both for sector-specific and Statewide, cross-sector analysis and reporting. Many elements of NC P20+ are either in place or in the process of being developed, while other components are yet to be designed or implemented. Perhaps the most critical elements that are already in place are the strong existing collaboration among the NC P20+ sectors to use data to promote continuous improvement of education services, and the Statewide P13 Unique Student Identifier (UID).

NC P20+ is designed to address NC's critical need for an SLDS by addressing five core goals around which the project's 16 measurable outcomes are organized. The five goals are as follows:

Goal 1: Institutionalizing Rigorous Governance

Goal 2: Implementing a Statewide P20+ Unique Student Identifier (UID)

Goal 3: Building a Comprehensive P20+ Data Exchange (NC Data Hub)

Goal 4: Ensuring High Data Quality in Each Sector and in the Exchange

Goal 5: Building Capacity for Stakeholders to Access and Use Data

Led by the NC P20+ Steering Committee, NC will accomplish these goals by employing a proven project management and governance structure based on the one used to implement the ongoing Common Education Data Analysis & Reporting System (CEDARS) project (a P13 SLDS funded through cohort 2 of the Institute of Education Sciences SLDS grant program). NC P20+ will leverage both specific CEDARS technology investments and various lessons learned from implementation.

Establishing NC P20+ is critical to enabling NC leaders at all points along the NC education-workforce continuum access to a broader view of the State's educational needs. As NC strives to find the right formula(s) for ensuring that our State's spectrum of education services can facilitate every student's achievement of college- and/or career-readiness, our leaders must have access to this holistic view. In the current and foreseeable State fiscal climate, however, NC faces extreme challenges in trying to achieve the NC P20+ vision. Without the IES SLDS grant funds requested in this proposal, efforts will be severely limited, and the State will be at risk of not being able to create the robust SLDS capability we need to move our education system forward.

Project Narrative

Project Narrative - Project Narrative

Attachment 1:
Title: **NC P20 SLDS Narrative** Pages: **28** Uploaded File: **E:\P-20 Submission\NC P20 SLDS Proposal Narrative (11-24-09) - final.pdf**

I. Substantial Need for Project

1.1 Overview of Need

North Carolina (NC) must establish a robust P-20 statewide longitudinal data system (SLDS) to enable NC education leaders at the State and local levels to make outcome-based decisions regarding policies, programs, and practices that will increase student success at every point along the State education-workforce continuum.

In NC, as in many other states, for too long, decisions regarding such key State education system elements as standards, assessments, graduation requirements, and resource allocation have been made based largely on intuition, anecdote, and political considerations. Efforts to be more evidence-based have often been frustrated by the inaccessibility or lack of the kind of complete, reliable data needed to evaluate relationships between specific "inputs" and the most critical educational outcome, student achievement.

NC has made great strides over the past twenty years in increasing the collection and use of data both within and across education sectors to measure outcomes, inform decisions, and increase system accountability, but much of the data has been used only for compliance reporting purposes or specific, "siloed" operational functions. Although we have forged strong collaborative partnerships between sectors that have produced some useful insight and improvement, we have struggled to produce the deep, coherent, comprehensive analyses and associated information products needed to help our leaders "optimize" the functioning of our State education system. A major impediment has been the absence of an aligned governance and technology infrastructure that would support cross-sector, longitudinal analysis.

Establishing a comprehensive, streamlined P-20 SLDS will enable leaders at all points along the NC education-workforce continuum to access a "big picture" view and the meaningful information it can provide. As we strive to find the right formula(s) for ensuring that our State's spectrum of education services can facilitate every student's achievement of college- and/or career-readiness, we must have access to this holistic view. In the current and foreseeable State fiscal climate, however, we face extreme challenges in trying to achieve this vision. Without the IES SLDS grant funds requested in this proposal, our efforts will be severely limited, and we will be at risk of not being able to create the robust SLDS capability we need to move our State forward.

1.2 Current Status of the P-20 SLDS in NC

NC's effort to address the needs referenced above predates the American Recovery & Reinvestment Act (ARRA) of 2009. Since mid-2008, a committee composed of representatives from the NC Department of Public Instruction (NCDPI), the NC Community College System (NCCCS), the University of North Carolina General Administration (UNC), the NC Independent Colleges and Universities (NCICU), and the NC Early Childhood Data Group (NCECDG) has been meeting to explore options for building a joint data system that connects all NC education sectors. The NC Employment Security Commission (NCESC) joined the group in early 2009 to represent the workforce end of the education-workforce continuum. Individually, each sector has been working on increasing the quality and accessibility of its data (see Appendix A.1 for brief descriptions of each sector, including the scope of each sector's data-related activities). Collectively, the group has been envisioning an aligned, robust data system that would include formal, Statewide, collaborative governance, and technology infrastructure that would enhance accessibility, quality, interoperability, and use of "shared" data needed both for sector-specific and Statewide, cross-sector analyses. The group has termed this vision the NC P20+ SLDS (NC P20+), with the "P" representing various early childhood programs that work with children prior

to their entry into kindergarten, the "20" reflecting the highest achievement levels in higher education, and the "+" accounting for the variety of workforce activities that form the upper "bound" of our longitudinal continuum.

As documented in detail in Appendix C of this proposal, many elements of both NC's individual sector visions and the collective vision are either in place or in the process of being developed. Other pieces are yet to be designed and implemented. The following two subsections describe at a high level what elements are in place and what elements are missing (and are targeted for establishment with the SLDS grant funds requested in this proposal).

1.2.1 Elements of NC P20+ Already in Place

As reflected in Appendix C, NC has much existing capability to use data systems to support continuous improvement of the NC education system. In most of the NC P20+ sectors, existing data systems are adequate for meeting reporting requirements (e.g., EdFacts, Consolidated School Performance Report, and Integrated Postsecondary Education Data Systems reports) and even support some cross-sector standard and ad hoc analyses. These capabilities and relationships provide a solid base upon which to build NC P20+.

Governance: NC P20+ Steering Committee. As noted in section 1.2, all of the NC education sectors represented in this proposal have been meeting together regularly since mid-2008 to explore options for establishing an SLDS that would enable analysis of data spanning the entire educational continuum, from early childhood programs through higher education and the workforce. This workgroup has focused on what enhancements and new structures or capabilities would be required to support secure, easy, automated exchange of high quality standard, individual record-level education data that could be assembled into longitudinal data sets for use in analysis and reporting. Consistent with the workgroup's efforts, in August 2009, the NC General Assembly (NCGA) enacted as part of the State budget (see Appendix A.2: S.L. 2009-451, section 7.19) a Governor-recommended directive that these same entities collaborate to "develop a PreK-20 data system" and submit their plans to the NC Education Cabinet (Education Cabinet) by January 2010. Since the committee was already forming early plans to submit a proposal for SLDS grant funds, this mandate did not pose any new challenges, but the legislation did inject a greater sense of urgency and focus into committee meetings. In September 2009, the Education Cabinet officially endorsed this committee as the "NC P20+ Steering Committee" and sanctioned the group's effort to prepare this SLDS grant proposal. The Education Cabinet also gave advance approval for the NC P20+ Steering Committee to both serve as the project steering committee (see section 4.2) and later, to transform into a standing governing body once NC P20+ reaches "steady state" operations. This strong State commitment to clear, formal governance of NC P20+ demonstrates that the State's senior leadership understands that NC P20+ is not a "technology initiative," but rather is a "governance and strategic planning initiative that happens to harness technology to achieve its aims." This clarity of leadership vision is the key to any SLDS ultimately being successful.

Sector Source Data Collection Systems. All of the participating sectors except NCECDG and NCICU have centralized source data systems that enable them to meet basic reporting requirements. These two sectors manage through other, distributed data systems to meet their reporting requirements. NCCCS and UNC have centralized State data repositories, and NCDPI is in the process of establishing a P13 SLDS (the Institute of Education Sciences SLDS cohort 2-funded CEDARS project). Appendix A.1 contains descriptions of each sector's data-related activities.

Common Infrastructure: Unique Identifier and Data Exchange. NC does not currently have a common Statewide student identifier, other than Social Security Number (SSN), that is used by each education sector to uniquely identify students as they cross sectors. NC P20+ recognizes that a unique, Statewide identifier to be used for education research and evaluation purposes only (ie, not an SSN) is essential for operating an SLDS. Since the CEDARS project has established a unique Statewide identifier (UID) system as part of the P13 SLDS, however, NC does have an existing capability to assign and maintain a common UID across the education-workforce continuum. The NC P20+ Steering Committee has committed to adopting the P13 UID as the common identifier to be used, at least collaterally (ie, not as a replacement for, but in addition to any existing sector-specific ID) by each NC P20+ sector. This approach is consistent with specific recommendations that NCECDG developed through a USED planning grant for providing unified student identification in NC's early childhood service environment. Thus, NC P20+ proposes to leverage several prior U.S. Department of Education (USED) and NC investments in order to establish a P20+ UID.

Similarly, while NC does not have an existing shared P20+ data exchange infrastructure, the CEDARS project has established a source data system exchange mechanism in the P13 SLDS that can serve as a model for the NC P20+ data exchange. NC P20+ intends to leverage knowledge gained through the CEDARS project in order to minimize effort required to establish a like service for NC P20+ (see section 2.3.2).

Information for Decision Makers/Stakeholders. All of the NC P20+ sectors are committed to improving student learning and to collecting the data needed to establish which policies and practices are effective; that is, to enable true evidence-based decision-making. Most of the sectors currently produce information products (e.g., School Report Cards) for their direct clients and the public that are built on sector-specific data.

The NC P20+ sectors also have a long history of cooperating to use cross-sector data to assess student achievement, evaluate policies and practices, and inform decision making. For example, close working relationships between the NCECDG entities and DPI help both entities refine programs to promote school readiness and smooth transition from early childhood programs to kindergarten; NCCCS and UNC provide extensive performance feedback to high schools regarding how their graduates have performed in college; UNC provides similar feedback to all NC community colleges regarding their students who later attend State universities; and UNC, NCCCS, and NCICU work with NCESC through the Common Follow-up System (CFS; see Appendix A.1) to relate educational experience to workforce participation and performance. One example of rigorous action-oriented research using cross-sector data is UNC and NCDPI's recent collaboration on a study of teacher quality that tracks the impact on student learning at the elementary, middle, and secondary school levels of teachers trained by the different UNC colleges of education. UNC is already using the results of this study to guide modifications to the teacher preparation programs operating on its various campuses.

1.2.2 Elements of NC P20+ Missing (Targeted for Completion with Grant Funds)

As reflected in Appendix C and in the explanations in section 1.2.1 of what is already in place, NC does have some significant gaps in its P20+ data system landscape. While existing sector data systems are in most cases adequate for meeting reporting requirements and supporting selected cross-sector standard and ad hoc analyses, the quality of the data contained in the source data systems is in some cases problematic and the inaccessibility and/or incompatibility of the data often inhibits richer, more efficient cross-sector analysis. NC P20+ must therefore elevate both data accessibility and quality across the sectors to make meaningful analysis more feasible and ensure that NC may draw reliable and valid conclusions from NC P20+ data.

Governance: NC P20+ Steering Committee. The NC P20+ Steering Committee has much work to do to formalize the governance function it was created to perform. As reflected in tables 2.2 and 3.1, there are a number of key start-up tasks that will be high priorities and will be essential for moving the overall project forward. These tasks include establishing formal inter-sector agreements, creating a committee process and sub-committee structure, and engaging all relevant stakeholders, including the Education Cabinet, to inform the detailed design plans for NC P20+. Institutionalizing such practices as master data management and transparent, coordinated decision-making regarding the NC P20+ data set and operational policies (e.g., regarding access and security) will be essential to ensure that NC P20+ is more than just hardware and software.

Sector Source Data Collection Systems. As noted in section 1.2.1, NCECDG and NCICU do not have centralized source data collection systems. These two entities must establish this capability while the other sectors must refine their existing data systems. NCDPI, which in a separate, but related project will complete the initial implementation of the CEDARS P13 SLDS by October 2009, must improve the quality of P13 data (and reduce local school district data entry burden) by adding point-of-entry data validation controls and integrating its numerous source data collection systems. NCCCS, UNC, and ESC must modernize their collection and storage technologies to facilitate data linkage, quality, and accessibility.

Common Infrastructure: Unique Identifier and Data Exchange. As noted in section 1.2.1, the NC P20+ Steering Committee has committed to adopting the P13 UID as the common identifier to be used, at least collaterally (ie, not as a replacement for, but in addition to any existing sector-specific ID) by each NC P20+ sector. To implement this approach, each sector must establish business practices for obtaining the UID for its students and must modify its source data systems, as needed, to store the UID in student records. In addition, the State UID system software may require some enhancements to facilitate its effective and efficient use by all sector partners.

Leveraging the knowledge gained in establishing the data exchange mechanism that is part of CEDARS, NC P20+ must develop an inter-sector data exchange infrastructure. In addition, NC P20+ must implement consensus data standards, such as the School Interoperability Framework Association (SIFA), National Education Data Model (NEDM), and Postsecondary Electronic Standards Council (PESC) data standards, for use in the cross-sector data exchange.

Information for Decision Makers/Stakeholders. To make meaningful analysis and production of rich, useful information products more feasible, reliable, and valid, NC P20+ must first improve both data accessibility and quality across the sectors. At the same time, the NC P20+ Steering Committee must engage stakeholders early and often to determine what information products are most valuable and ensure that NC P20+ is designed to support their creation and use. This means clarifying the questions that the system needs to be prepared to answer and ensuring that the required data is included in NC P20+. The Steering Committee must also assess various data consumers' capabilities to use different types of information products or artifacts, and coordinate with other State initiatives, such as Race to the Top (RTTT), that are working to increase education leaders' capability to conduct data-driven decision making that fosters continuous system improvement and, ultimately, increased student achievement.

Since NC does not have a central State research or analysis agency or function, current creation of useful information products is distributed, incomplete, and not necessarily coordinated. The NC P20+ Steering Committee must assume responsibility for ensuring that State leaders have access to the data and information products they need. One challenge will be figuring out the extent to which existing sector staff, including numerous world-class researchers, and other partners can be called upon to conduct the needed analyses, drawing on enhanced data created

through NC P20+ initiatives. A subsequent challenge will be determining the most efficient and effective way to coordinate this distributed activity through NC P20+ to ensure that collectively, the member sectors and/or other partners can produce the information products of highest value to the State. In many ways, addressing this challenge is the most daunting and most exciting aspect of the NC P20+ initiative. The NC P20+ partners understand very clearly that an SLDS is only as valuable as its governance is collaborative, and as its data is used by targeted stakeholders. Simply creating new, user-friendly views of or interfaces with data will not necessarily be a high value-add innovation. NC P20+ must take great pains to ensure that it supplies not only new capability, but capability that enables decision-makers to do things they could not do before to improve student outcomes.

1.3 Using NC P20+ to Support NC's Efforts to Improve Student Achievement

By increasing data accessibility and quality within each sector, NC P20+ will enhance each sector's capability to accurately assess and document the achievement of its students and the continuous improvement of the services it provides to them. NC P20+ will also enhance each sector's capability to answer programmatic, policy, and legislative questions about the efficacy and cost-effectiveness of various targeted sector-specific investments. Finally, by enabling better exploration of questions related to the movement of students between the State's education sectors, NC P20+ will provide more comprehensive information for assessment, evaluation, and continuous improvement purposes than the current stand-alone data systems operated in each individual sector are able to provide. This cross sector-analysis is perhaps the most promising NC P20+ innovation.

Opportunities for cross-sector analysis that will support NC's efforts to improve services to students at various points along the education-workforce continuum abound. Several examples already targeted for exploration include:

- Assessing the associations between various types of teacher preparation programs and student achievement, and using that information to improve those preparation programs
- Evaluating the relationships between P13 course-taking patterns and student performance in higher education, and using that information to adjust P13 standards, curricula, and graduation requirements
- Exploring the relationships between various early care and education services and student performance in kindergarten and beyond, and using that information to inform investments in early care and education services, and curricula and practice through grade three
- Relating P13 course taking patterns, degree or certification attainment, and workforce experience, and using that information to adjust and inform investments in various curricula, degree and certification programs.

The State's enhanced capability for cross-sector analysis will also create new opportunities to access funding for research and development initiatives. For example, data generated through NC P20+ will be used in the recently funded National Personnel Development Center grant and future Early Learning Challenge grant efforts.

II. Project Goals, Measurable Outcomes, and High-Level Implementation Plan

2.1 Project Goals

NC P20+ is designed to address the needs outlined in Section I by addressing five core goals, around which the project's 16 measurable outcomes are organized. The five goals are as follows:

Goal 1: Institutionalizing Rigorous Governance

Goal 2: Implementing a Statewide P20+ Unique Student Identifier (UID)

Goal 3: Building a Comprehensive P20+ Data Exchange

Goal 4: Ensuring High Data Quality in Each Sector and in the Exchange

Goal 5: Building Capacity for Stakeholders to Access and Use Data

The following paragraphs provide detail regarding each goal and explain briefly how each goal addresses the substantial needs identified in Section I of this proposal.

Goal 1: Institutionalizing Rigorous Governance

NC will establish a formal SLDS governance structure with agreements between the six sectors to ensure that P20+ data can be exchanged, analyzed, and used by each participating sector for the purposes of evaluation and continuous improvement.

How Goal 1 meets urgent NC needs. While representatives from each sector have been meeting since mid-2008 to discuss building a statewide P20+ SLDS, a formal partnership supported through memoranda of understanding is required to move this effort forward. NC P20+ will use SLDS grant funds to provide the support, focus, and momentum needed to craft agreements, obtain a formal implementation charge from the NC Education Cabinet, and institutionalize a governance structure for ongoing operation of NC P20+.

Goal 2: Implementing a Statewide P20+ Unique Student Identifier (UID)

All NC P20+ sectors will modify their data systems as needed to store NC's P20+UID in relevant data files to ensure that data moving across sectors can be reliably linked, analyzed, and used for the purpose of evaluation and continuous improvement.

How Goal 2 meets urgent NC needs. The NC P20+ Steering Committee has agreed to adopt the P13 UID as the Statewide P20+ UID. In order to implement this approach, each sector must enable their institutional data system(s) to accommodate the UID. Each sector (other than NCDPI) is at a different stage of readiness to make these accommodations, but all sectors (other than NCDPI) must complete this work. NC P20+ will use SLDS grant funds to provide the support, focus, and momentum required to leverage existing IES and State investments in the P13 UID to complete full Statewide adoption. This effort is a cornerstone to establishing a P20+ SLDS.

Goal 3: Building a Comprehensive P20+ Data Exchange

NC P20+ will develop the infrastructure necessary to enable the exchange of linkable, interoperable student, employee, and other related longitudinal education data electronically across P20+ sectors for the purpose of examining the relationships between inputs and educational outcomes, including student progress over time and student readiness to meet the demands of postsecondary education, the workforce, and the Armed Forces.

How Goal 3 meets urgent NC needs. NC education sectors are awash in data and are eager to share it with each other, but lack a streamlined mechanism for easily doing so. The NC P20+ data exchange infrastructure will not only supply this capability, it will ensure that the exchange is guided by standards that enforce consistency of definitions and thereby promote reliable, valid data use. NC P20+ will use SLDS grant funds to provide the support, focus, and momentum needed to facilitate the establishment of the data exchange infrastructure, including both shared technology and business practices and enhancements to each sector's technology and business practices that will make interoperable exchange possible. This infrastructure, in turn, will enable the cross-sector analysis that is the core justification for a P20+ SLDS.

Goal 4: Ensuring Data Quality in Each Sector and in the Exchange

NC P20+ will ensure the quality of data contained in the P20+ data exchange by enhancing each sector's data collection systems, requiring that each sector has data quality assurance policies and practices in place, and auditing the data files that each sector contributes to the data exchange to ensure compliance with standard definitions, accuracy, and validity.

How Goal 4 meets urgent NC needs. The usefulness of NC P20+ depends on the quality (and therefore, trustworthiness) of the data it contains. Since the exchange data is simply a product of data feeds from source data collection systems in each sector, NC P20+ must focus primarily on ensuring the quality of the data in each sector's source systems. In addition, NC P20+ must ensure that the exchange is governed by business practices that maintain the quality of data once contributed to the exchange. NC P20+ will use SLDS grant funds to implement a cross-sector data quality audit and to ensure that data quality policies and procedures are formally established both in each sector and for the exchange.

Goal 5: Building Capacity for Stakeholders to Access and Use Data

NC P20+ will ensure that the executive and legislative branches of government, as well as designated staff in each sector, have the capability to use the P20+ longitudinal data for effective and efficient federal and state reporting, for analysis that promotes effective decision-making and continuous improvement of policies and practices, and for reporting to school districts, parents, and the public regarding key education indicators.

How Goal 5 meets urgent NC needs. NC's senior leadership (Governor, Education Cabinet, General Assembly) and its educational sector leadership must have access to quality, longitudinal data upon which to base outcome-focused data-driven decisions. Establishing the infrastructure needed to make this data available is necessary, but not sufficient to enable leadership to use the data. NC P20+ must promote effective outcome-based analysis of policies and practices by ensuring that relevant stakeholders are engaged in the design of the new information products that can be produced through an SLDS. NC P20+ will use SLDS funds to engage these stakeholders and subsequently, ensure that NC P20+ will produce the types of information products that will enable the stakeholders to make better informed decisions and ultimately, work toward optimizing the performance of the NC education system.

2.2 Project Measurable Outcomes

Collectively, the NC P20+ project's 16 measurable outcomes address each of the seven required SLDS capabilities and twelve data elements, as outlined in the SLDS Program Announcement. The specific capabilities and elements met are broken down by outcome in Table 2.2.

Table 2.2 Relationship of Project Outcomes to Mandatory Capabilities and Elements (See Appendix C, Tables 1 and 2)	
Goal 1: Institutionalizing Rigorous Governance. NC will establish a formal SLDS governance structure with agreements between the six sectors to ensure that P20+ data can be exchanged, analyzed, and used by each participating sector for the purposes of evaluation and continuous improvement.	
Outcomes:	**Capabilities & Elements:**
1.1 A Steering Committee, to be charged with governing NC P20+, will meet on a monthly to quarterly basis during and after the grant award to oversee the successful implementation of NC's first comprehensive P20+ SLDS.	Data Capability: 1
1.2 Each sector will commit to a Memorandum of Understanding (MOU) reflecting the policy and procedures developed by the NC P20+ Steering Committee to include, at minimum, the determination of common privacy and security standards, the specification of data elements and files, the adoption and consumption of NC's Statewide Unique Student Identifier (UID), the development of a common schedule for making specified data elements available, and other governance issues arising during the establishment of the SLDS.	Data Capability: 1
1.3 An NC P20+ data set will be determined and maintained during and after the grant award.	Data Capability: 1 Data Element: 2, 3, 6, 7, 9, 10, 11
1.4 NC P20+ data standards (e.g., SIFA, NEDM, PESC) will be established and maintained during and after the grant award.	Data Capability: 1 Data Element: 2, 3
1.5 An NC P20+ enterprise data dictionary will be established and maintained during and after the grant award.	Data Capability: 1 Data Element: 2, 3
Goal 2: Implementing a Statewide P20+ Unique Student Identifier (UID). All NC P20+ sectors will modify their data systems as needed to store NC's P20+ UID in relevant data files to ensure that data moving across sectors can be reliably linked, analyzed, and used for the purpose of evaluation and continuous improvement.	
Outcomes:	**Capabilities & Elements:**
2.1 A policy requiring each sector to implement the NC P20+ UID will be enacted.	Data Capability: 3, 4 Data Element:1, 8
2.2 Enhancements necessary to the Statewide UID System to enable all sectors to implement the P20+ UID will be completed.	Data Capability: 2, 4 Data Element: 1
2.3 Sector data systems will be modified as needed to enable them to associate the P20+ UID with their student/employee record level data.	Data Capability: 2, 3, 4, Data Element: 2

Table 2.2 Relationship of Project Outcomes to Mandatory Capabilities and Elements (See Appendix C, Tables 1 and 2)	
Goal 3: Building a Comprehensive P20+ Data Exchange. NC P20+ will develop the infrastructure necessary to enable the exchange of linkable, interoperable student, employee, and other related longitudinal education data electronically across P20+ sectors for the purpose of examining the relationships between inputs and educational outcomes, including student progress over time and students' preparation to meet the demands of postsecondary education, the workforce, and the Armed Forces.	
Outcomes:	**Capabilities & Elements:**
3.1 A mechanism will be established through which data will be exchanged across NC P20+ sectors.	Data Capability: 2 Data Element: 4
3.2 Mechanisms will be established through which each sector will contribute specified data that conforms to consensus data standards (such as SIFA, NEDM, and PESC) to the NC P20+ data exchange.	Data Capability: 2 Data Element: 4
Goal 4: Ensuring High Quality Data in Each Sector and in the Exchange. NC P20+ will ensure the quality of data contained in the NC P20+ data exchange by enhancing each sector's data collections, requiring that each sector has data quality assurance policies and practices in place, and auditing the education sectors' data files included in the data exchange to ensure compliance with standard definitions, accuracy, and validity.	
Outcomes:	**Capabilities & Elements:**
4.1 Sector source data collection systems and infrastructure will be established and/or enhanced to ensure the quality of data collected.	Data Capability: 6 Data Element: 5
4.2 Data quality assurance policies and procedures for each sector and the NC P20+ data exchange will be established and/or enhanced.	Data Capability: 6 Data Element: 5
4.3 The initial data set contributed to the NC P20+ data exchange will be audited.	Data Capability: 6 Data Element: 5
Goal 5: Building Capacity for Range of Stakeholders to Access and Use Data. NC P20+ will ensure that the executive and legislative branches of government, as well as designated staff in each sector, have the capability to use high quality P20+ longitudinal data for effective and efficient federal and state reporting, for analysis that promotes effective decision-making and continuous improvement of policies and practices, and for reporting to schools, parents, and the public regarding key education indicators.	
Outcomes:	**Capabilities & Elements:**
5.1 Benchmark education indicators will be identified that address Education Cabinet priorities.	Data Capability: 7 Data Element: 12
5.2 A process will be established for collecting ongoing input from stakeholders regarding information needs that the NC P20+ data exchange should address.	Data Capability: 5, 7 Data Element: 12
5.3 A process will be established for producing and publishing information artifacts (e.g., reports) that respond to the identified stakeholder needs.	Data Capability: 5, 7 Data Element: 12

2.3 High-Level Project Implementation Plan

The core development initiatives of NC P20+ break down into two major categories: 1) sector-specific enhancements aimed at increasing data quality and 2) the creation of shared infrastructure. The following two subsections describe the work involved in each category.

2.3.1 Sector-Specific Enhancements to Increase Data Quality

The sector-specific work involves enhancing and or creating source data collection systems in the sectors so that each sector will be able to contribute high quality data to NC P20+. As referenced in the proposal budget narrative (see Budget Narrative document), this work entails different activities in each sector. The range of work includes modifying existing source systems to have better automated point-of-entry controls, migrating source systems from older, less flexible technologies to newer, more flexible ones, and establishing central data collection systems to better organize and modernize variable, distributed data collection. Enhancements might also include addition of other (i.e., in addition to UID) common data fields, such as those relating to program quality, student outcomes, and staff qualifications, to synchronize collections both within and across sectors.

2.3.2 Shared Infrastructure

The shared infrastructure work centers on the establishment of the NC Education Data Hub (Data Hub; see Figure 2.3.2), a data exchange system through which the participating sectors, the State, and other interested stakeholders can take advantage of authorized role-based access to obtain various linkable, interoperable, high quality standard education data sets containing information on individuals from early childhood through the workforce. The infrastructure for the Data Hub will enable each authorized sector to acquire and assemble the data needed to complete required reports, answer key questions, and conduct longitudinal analysis aimed at producing efficiency, effectiveness, and continuous educational improvement. NC P20+ will utilize the Data Hub to facilitate the exchange of data for the educational research and analysis purposes deemed critical for the State.

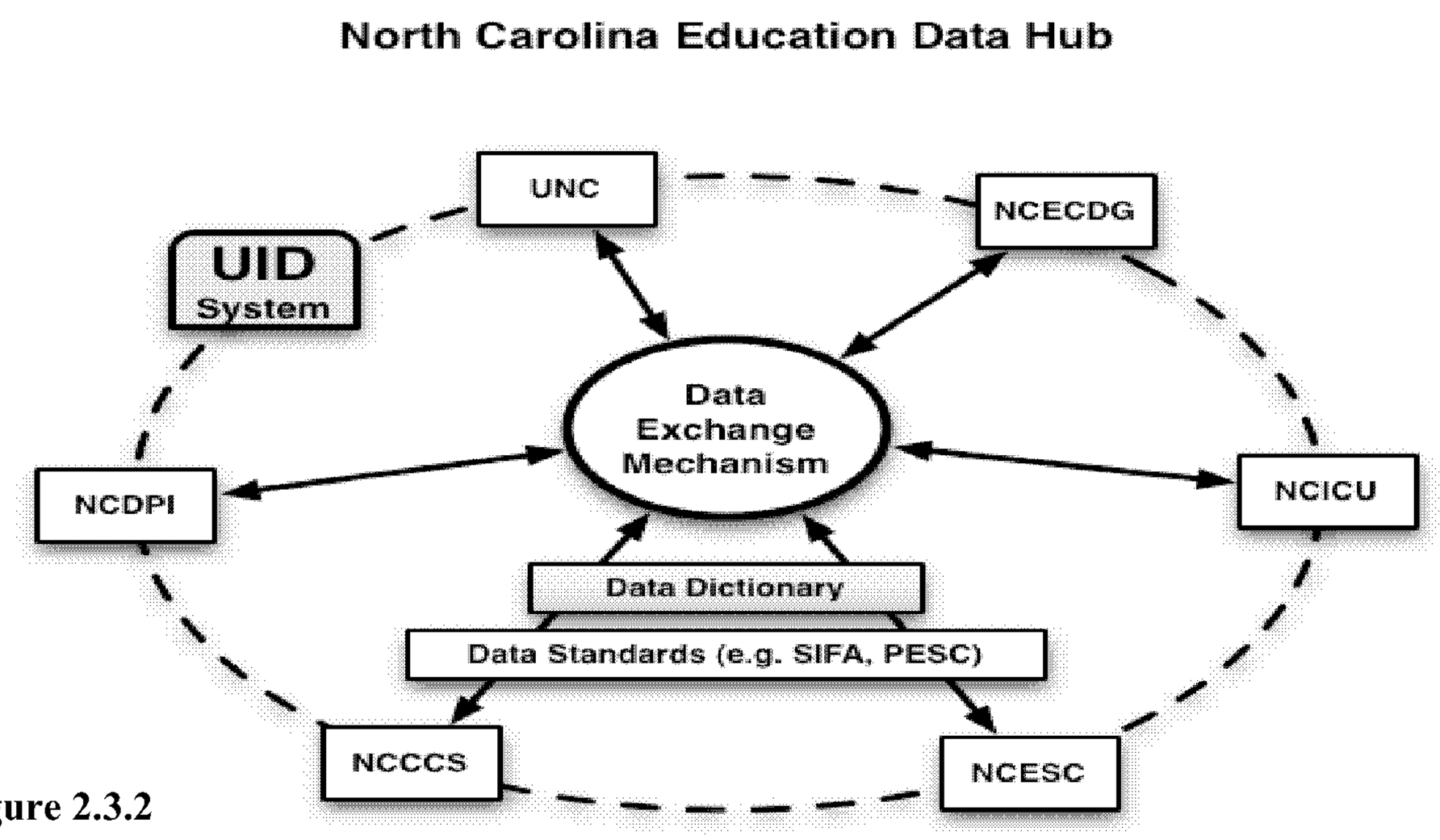


Figure 2.3.2

Data Hub Governance
The NC P20+ Steering Committee (and later, the NC P20+ Governing Council) will manage the Data Hub, set standards for the included data sets, establish policy and procedures for access and use of the data sets, and ensure that the data available through the Data Hub meets the informational needs of participating sectors and the State. The NC P20+ Governing Council will also be responsible for administering the day-to-day operations of the Data Hub (see section 4.3).

Data Hub Technology
The Data Hub will utilize several key technology components to enable the flow of specified, linkable, interoperable data from each sector into the Data Hub and out to authorized data consumers from participating sectors. The subsections below explain the contribution of each technology component.

Source Data Collection Systems. Each sector will contribute identified data from its source data collection and storage systems to the Data Hub. These source systems therefore must be capable of providing required high quality data in files that meet Data Hub file specifications. Files containing individual student or employee records will contain as part of that record the student or employee UID, as assigned by the Statewide UID system. The source data systems within each sector will, at a minimum, have the capacity to store UIDs generated from the Statewide system. NC P20+ will use SLDS grant funds to enhance sector source data systems, as needed, to ensure that this capacity is present.

Statewide Unique Identifier (UID) System. Each sector participating in NC P20+ will utilize the Statewide UID System to obtain and/or associate UIDs with the students about whom the sector collects and stores data. The UID System, powered by *eScholar's Uniq-ID* product, has been established through the NC CEDARS project and is currently used by the NCDPI to establish UIDs for both students and employees participating in the P13 programs that operate under the authority of the State Board of Education. Other participating sectors in North Carolina will interact with the UID System via its standard web interfaces, uploading student information and retrieving UIDs for association with those students.

Sectors will determine the extent to which interaction with the UID System is automated, however the most basic method of interaction with the system (web-based file upload/download and match resolution) should not require additional technology investments. In this context, the Data Hub will leverage prior IES and NC investments in the existing UID System. Because the current UID System has been designed for use primarily by the P13 education sector, the System may require some enhancements to facilitate use by the other sectors. NC P20+ proposes to use SLDS grant funds to identify and complete these enhancements.

Data Translation Mechanisms. Sectors participating in NC P20+ will not be required to change underlying source data collection structures, however they will be required to contribute data elements to the Data Hub that meet standard data definitions and formats. In order to accommodate the translation between disparate sector data structures, and collection and storage technologies, each sector will utilize translation mechanisms that will: 1) extract data from source systems, 2) transform the data into standard data structures and formats, and 3) present the data to the Data Hub for interoperable exchange. NC P20+ proposes to use SLDS grant funds to implement the translation mechanisms within each participating sector. This implementation may involve, depending on the sector, substantial investments in both software and hardware.

Data Exchange Mechanism. Each sector will make data available to the Data Hub in accordance with a consensus NC P20+ data calendar. The Data Hub's Data Exchange Mechanism will utilize standard transport mechanisms to move the data, upon request, across the Data Hub to approved data consumers. This model of data sharing is flexible, enabling easy expansion to incorporate additional source entities (i.e., additional sectors, such as State Social Service or Juvenile Justice agencies) and data consumers. NC P20+ proposes to use SLDS funds to implement this data exchange mechanism. This implementation will require investment in both software and hardware, however similar existing efforts (e.g., as part of the CEDARS project) and State contracts for middleware may enable NC P20+ to leverage prior federal and State investments and limit additional costs and technology development.

Data Dictionary. To facilitate consistent use of data contained in the Data Hub, NC P20+ will establish and maintain a data dictionary that will document essential information, including metadata, about each Hub data element. This dictionary will be accessible to all NC P20+ member sectors and authorized data consumers. NC P20+ proposes to use SLDS grant funds to establish the Data Hub data dictionary.

III. Timeline for Achieving Project Outcomes

3.1 Achievement of Project Outcomes.

As described in Section 2.1, the project's 16 measurable outcomes each contribute to the achievement of one of five core project goals. Table 3.1 lists each goal, its associated outcomes, and the subordinate subtasks related to each outcome. Table 3.1 also lists a tentative start and completion date for each subtask and the party or parties primarily responsible for accomplishing it. Each outcome has its own discrete budget (see Budget Narrative document), within which the subtasks necessary to achieve the outcome have been carefully identified and delineated.

3.2 Alignment of NC P20+ with other SLDS and ARRA Activities

This NC P20+ proposal has been developed collaterally with NC's ongoing CEDARS effort, Race to the Top (RTTT) proposal development, and State Fiscal Stabilization Fund (SFSF) Phase II planning. Several members of the NC P20+ Steering Committee have also been working on these other efforts. Proposed NC P20+ Project Director, Adam Levinson (see section 4.1), is involved in a leadership role in all four projects. This interweaving of development activities will ensure the alignment of the respective plans.

While the greater challenge to maintaining alignment will likely come during implementation, several clear connections between the various planning efforts can be noted at present:

- CEDARS will be a source of high quality, linked P13 data that will supply both ARRA reporting (including much of the SFSF Phase II elements) and the NC P20+ data exchange. As has been noted in various places in this proposal, the P13 UID implemented as part of CEDARS will become the P20+ UID.
- The RTTT proposal will include initiatives to enhance public education leadership's capacity to conduct data-driven decision-making regarding policy and practices, using longitudinal data both within and across sectors. In planning discussions relative to NC's longitudinal data system capability, RTTT and NC P20+ project leadership have clarified that the NC P20+ proposal will focus on developing governance and technology infrastructure, while RTTT will focus on increasing the capacity Statewide to use that infrastructure to drive continuous improvement.
- The RTTT and NC P20+ leadership had also clarified, prior to the release of final RTTT guidelines, that RTTT would address the needs for instructional technology designed to assist instructional staff on a daily basis (ie, operational infrastructure), while NC P20+ would address the needs for infrastructure that would support reflective, longitudinal analysis (ie, strategic planning infrastructure).

Table 3.1: Plan for Achieving Project Outcomes, Organized by Project Goal (Please refer back to Table 2.1 for Descriptions of 16 Measurable Outcomes)			
Goal 1: Institutionalizing Rigorous Governance			
Outcome	**Subtasks**	**Start/Completion**	**Personnel/Sector**
1.1	Convene NC P-20+ Steering Committee on a monthly to quarterly basis during and after the grant award to oversee the successful implementation of NC's first comprehensive P20+ SLDS.	July 2010—June 2013	DPI, NCCCS, UNC, NCECDG, NCESC, NCICU
1.2	Draft, review, and adopt MOU committing each sector to participation in NC P20+.	July 2010—Dec. 2010	NC P20+ PMO, DPI, NCCCS, UNC, NCECDG, NCESC, NCICU
1.3	Determine initial data set to be included in the NC P20+ data exchange.	Oct. 2010—Jan. 2011	DPI, NCCCS, UNC, NCECDG, NCESC, NCICU
	Determine modifications, as needed, to the NC P20+ data set.	Oct. 2010—June 2013	DPI, NCCCS, UNC, NCECDG, NCESC, NCICU
1.4	Determine and adopt data standards (e.g., SIFA, NEDM, PESC) for the NC P20+ data exchange.	Dec. 2010—June 2013	NC P20+ PMO, DPI, NCCCS, UNC, NCECDG, NCESC, NCICU
1.5	Gather and document requirements for the NC P20+ enterprise data dictionary.	Feb. 2011—Dec. 2011	NC P20+ PMO
	Determine best option and procure NC P20+ data dictionary solution.	Aug. 2011—Nov. 2011	NC P20+ PMO
	Implement a NC P20+ enterprise data dictionary.	Dec. 2011—June 2013	NC P20+ PMO
Goal 2: Implementing a Statewide P20+ Unique Student Identifier (UID)			
Outcome	**Subtasks**	**Start/Completion**	**Personnel/Sector**
2.1	Draft and formally adopt Statewide UID policy through the NC P20+ Steering Committee.	July 2010—Aug. 2010	DPI, NCCCS, UNC, NCECDG, NCESC, NCICU

Table 3.1: Plan for Achieving Project Outcomes, Organized by Project Goal (Please refer back to Table 2.1 for Descriptions of 16 Measurable Outcomes)			
2.2	Demonstrate existing UID System capability, share technical specifications with all sectors, and conduct gap analysis to identify needs for each sector to effectively implement the UID.	July 2010—Sept. 2010	NC P20+ PMO, DPI, NCCCS, UNC, NCECDG, NCESC, NCICU
	Develop specific requirements for the Statewide UID system enhancements.	Sept. 2010—Oct. 2010	DPI, NCCCS, UNC, NCECDG, NCESC, NCICU
	Contract with UID software vendor to complete enhancements, as needed, to the Statewide UID system.	Oct. 2010—Nov. 2010	NC P20+ PMO, DPI
	Complete and implement enhancements to the Statewide UID system.	Nov 2010—Feb. 2010	NC P20+ PMO, DPI
2.3	Identify and implement data system changes needed to store the Statewide P20+ UID in each sector's student records.	Aug. 2010—Dec. 2010	DPI, NCCCS, UNC, NCECDG, NCESC, NCICU
2.3	Identify and implement sector data system modifications and/or acquisitions needed to integrate with the Statewide UID System.	Aug. 2010—June 2011	DPI, NCCCS, UNC, NCECDG, NCESC, NCICU
Goal 3: Building a Comprehensive P20+ Data Exchange.			
Outcome	**Subtasks**	**Start/Completion**	**Personnel/Sector**
3.1	Gather and document requirements for exchanging P20+ data across sectors.	Aug. 2010—Dec. 2010	NC P20+ PMO, DPI, NCCCS, UNC, NCECDG, NCESC, NCICU
	Determine and procure best option for NC P20+ data exchange mechanism, based on documented requirements.	Jan. 2011—June 2011	NC P20+ PMO, DPI, NCCCS, UNC, NCECDG, NCESC, NCICU
	Implement the NC P20+ data exchange mechanism.	July 2011—June 2012	NC P20+ PMO, DPI, NCCCS, UNC, NCECDG, NCESC, NCICU

Table 3.1: Plan for Achieving Project Outcomes, Organized by Project Goal (Please refer back to Table 2.1 for Descriptions of 16 Measurable Outcomes)			
3.2	Gather/document requirements for each sector to comply with data standards (e.g., SIF and PESC) for data exchange, as specified by NC P20+ Steering Committee.	July 2011—June 2012	NC P20+ PMO, DPI, NCCCS, UNC, NCECDG, NCESC, NCICU
	Implement sector data system enhancements or acquisitions required for compliance with agreed upon data standards.	July 2012—June 2013	NC P20+ PMO, DPI, NCCCS, UNC, NCECDG, NCESC, NCICU
Goal 4: Ensuring High Quality Data in Each Sector and in the Exchange			
Outcome	**Subtasks**	**Start/Completion**	**Personnel/Sector**
4.1	Document requirements for source data system enhancements or acquisitions that will enable each sector to ensure quality of data collections.	Oct. 2010—April 2011	DPI, NCCCS, UNC, NCECDG, NCESC, NCICU
	Determine and procure best option(s), based on documented requirements, for source data system enhancements or acquisitions that will enable each sector to ensure quality of data collections.	May 2011—Jan. 2012	DPI, NCCCS, UNC, NCECDG, NCESC, NCICU
	Implement source data system enhancements or acquisitions that will enable each sector to ensure quality of data collections.	Feb. 2011—June 2013	DPI, NCCCS, UNC, NCECDG, NCESC, NCICU
4.2	Document data quality assurance policies and procedures for each sector and for the NC P20+ exchange.	Nov. 2010—June 2013	DPI, NCCCS, UNC, NCECDG, NCESC, NCICU
4.3	Determine and procure best option for auditing quality of initial NC P20+ data set.	Jan. 2011—June 2011	NC P20+ PMO, DPI, NCCCS, UNC, NCECDG, NCESC, NCICU
	Implement a data audit of each sector's institutional data to be included in the NC P20+.data exchange.	July 2011—June 2012	DPI, NCCCS, UNC, NCECDG, NCESC, NCICU

Table 3.1: Plan for Achieving Project Outcomes, Organized by Project Goal (Please refer back to Table 2.1 for Descriptions of 16 Measurable Outcomes)			
Goal 5: Building Capacity for Stakeholders to Access and Use Data			
Outcome	**Subtasks**	**Start/Completion**	**Personnel/Sector**
5.1	Gather requirements from Education Cabinet regarding priority indicators of State education system health.	July 2010—Dec. 2010	NC P20+ PMO, DPI, NCCCS, UNC, NCECDG, NCESC, NCICU
5.2	Document initial requirements regarding information products (ie, views, formats, level of interactivity) desired by the Education Cabinet, NC P20+ sectors, and other stakeholders (ie, General Assembly) for use in required reporting and data-driven decision-making.	Jan. 2011—June 2011	NC P20+ PMO
	Establish process to review periodically and modify as needed the documented initial requirements regarding information products (ie, views, formats, level of interactivity) desired by the Education Cabinet, NC P20+ sectors, and other stakeholders (ie, Legislature) for use in required reporting and data driven decision-making.	July 2011—Aug. 2011	NC P20+ PMO, All sectors (Project Steering Committee)
5.3	Establish plan that includes mechanisms, parties responsible, and timelines for producing information products (ie, views, formats, level of interactivity) desired by the Cabinet, NC P20+ sectors, and other stakeholders (ie, General Assembly) for use in required reporting and data-driven decision-making.	Sept. 2011—Dec. 2011	NC P20+ PMO, All sectors (Project Steering Committee)
	Produce information products (ie, views, formats, level of interactivity) desired by the Education Cabinet, NC P20+ sectors, and other stakeholders (ie, General Assembly) for use in required reporting and data-driven decision-making.	Jan. 2012—June 2013	NC P20+ PMO, All sectors (Project Steering Committee)

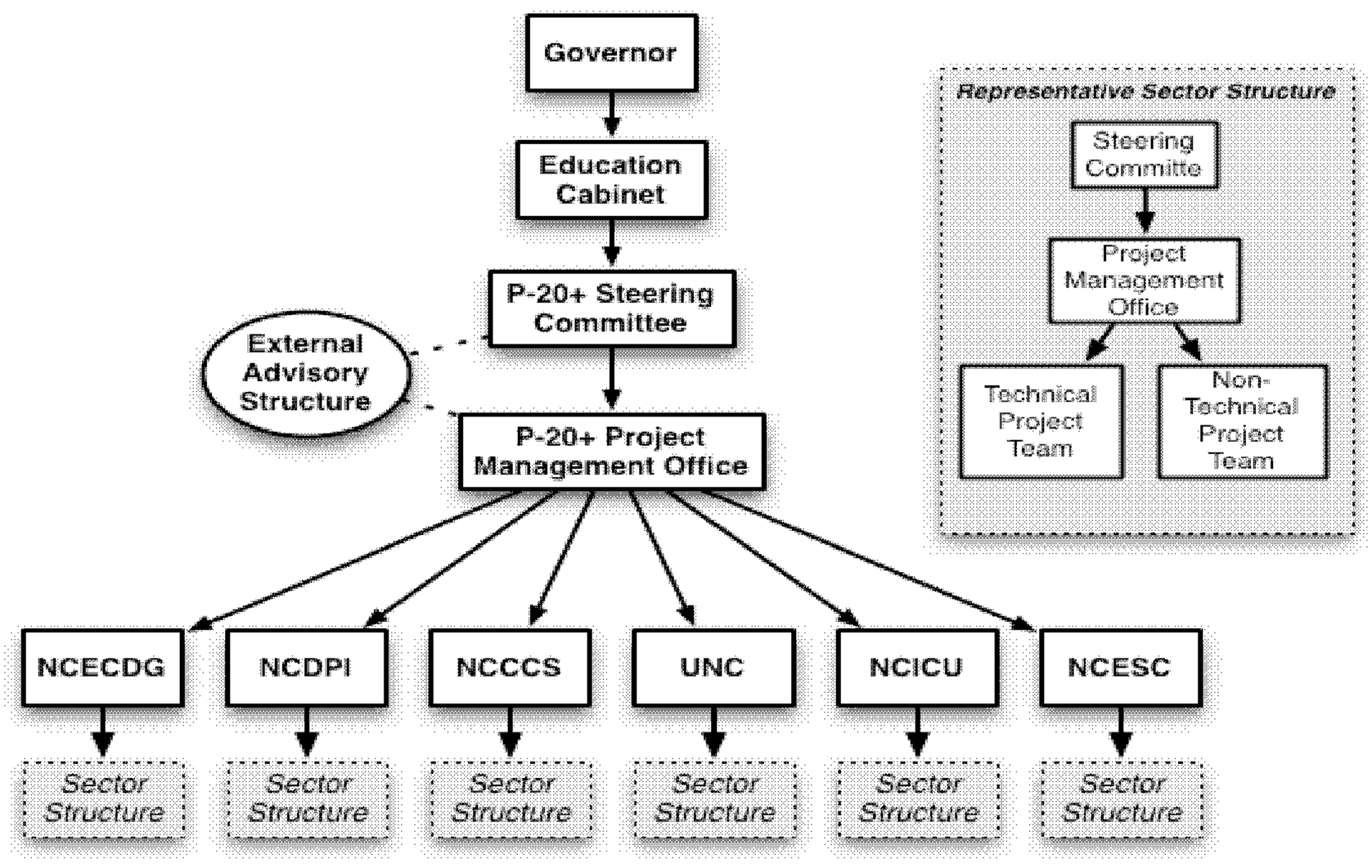
IV. Project Management and Governance

NC is fortunate to have many factors present that support the creation of strong, centralized, collaborative structures for the management and governance of NC P20+. First, NC has a long-standing tradition of centrally governed education sectors (public schools, UNC, NCCCS) and a history of strong collaboration within those sectors that do not have a formal central governance structure (for example, NCEDG's cross-agency data systems planning work and NCICU's joint planning and advocacy work on behalf of member institutions). As noted in section 1.2.1, the NC P20+ sectors have worked together on many joint initiatives and collaborate on a regular basis in planning and development discussions both within the Education Cabinet and through various standing and ad hoc groups. Against this backdrop, NC also has recent experience managing a complex SLDS project (CEDARS) and has an established public commitment from the highest levels of State government leadership (Governor, Education Cabinet, NCGA) to move forward ambitiously and expeditiously with the creation a P20+ SLDS. These factors give NC a solid foundation upon which to build the NC P20+ project management and governance plans.

4.1 Project Management

As noted in sections 2.1 and 3.1, to achieve the NC P20+ initiative's five central goals through attainment of 16 measurable outcomes, project efforts will focus both on enhancing each participating sector's data management infrastructure and on establishing shared Statewide infrastructure. As Lead Fiscal Agent, NCDPI will manage the overall NC P20+ project through a structure (see Figure 4.1) similar to the one it has employed for managing the CEDARS project. This approach to project management will include both direct involvement in the development of the NC P20+ shared infrastructure, and coordination of the activities carried out in each sector. Each sector co-director will be responsible for managing the sector-specific project activities through a sector project structure that mirrors the larger P20+ project structure

NC P20+ SLDS Project Management and Governance



(see Fig 4.1 insert).

Figure 4.1

Project Director/NC P20+ Project Management Office (PMO). The NCDPI Director of Policy & Strategic Planning, Adam Levinson, will serve as NC P20+ Project Director and, as such, will be responsible for ensuring that all NC P20+ goals and outcomes are achieved (he will also lead the NCDPI sector-specific project). Director Levinson will create an NC P20+ Project Management Office (PMO) specific to this grant through which he will oversee the implementation of the entire initiative. A Lead Project Manager (to be hired) will manage day-to-day implementation activities, including development of shared infrastructure and monitoring of development activities by sector "sub-contractors."

Project Director Levinson's permanent NCDPI unit, the Policy & Strategic Planning (PSP) Division, is an organization that exists within the Office of the State Superintendent of Public Instruction and is charged with increasing agency effectiveness and efficiency, particularly through enhancement and refinement of enterprise-wide infrastructure. Over the past several years, PSP has managed several large, enterprise infrastructure projects, including CEDARS, agency organizational redesign, agency strategic planning and establishment of a performance management tool, and NCDPI's Accountability and Curriculum Revision Effort (ACRE). As Director of PSP, Mr. Levinson reports directly to the State Superintendent and frequently represents NC DPI in inter-sector engagements and planning discussions, and in communicating with the NC General Assembly and other external stakeholders regarding NCDPI's mission and operations. Mr. Levinson also is a member of the NC team developing the State's RTTT proposal.

Co-Directors/Sector PMOs. Each sector sub-project will be managed by a sector PMO, led by an NC P20+ Co-Director. Each sector PMO will report regularly to its own sector steering committee (see section 4.2), to Director Levinson's NC P20+ PMO, and to the NC P20+ Steering Committee (see section 4.2). Each sector will be expected to implement its activities in accordance with the goals, outcomes, subtasks, and timelines agreed upon within this proposal. Each successive level of project management will be responsible for escalating issues, questions, or problems to a level at which they can be successfully addressed.

The Co-Directors and their Chief Information Officers (CIOs) will also meet regularly as part of the P20+ Steering Committee. This coordination will both ensure ongoing sharing and partnership among the six sectors and provide Director Levinson and NCDPI with the collective support, engagement, and alignment needed to ensure the overall project's success.

4.2 Project Governance

As illustrated in Figure 4.1, the ultimate owner of the NC P20+ is the Governor of NC, who along with her Education Cabinet, has delegated responsibility for overseeing and managing the NC P20+ project to the NC P20+ Steering Committee (see section 1.2.1).

NC P20+ Steering Committee. Project Director Levinson will report to the NC P20+ Steering Committee, consisting of himself and the other five respective sector Co-Directors (see table 4.2) and their respective CIOs. Other specialists and administrators will be invited to Steering Committee meetings as needed to provide input on specific topics. The Steering Committee will provide oversight for the project on a monthly basis, and will in turn answer to the Education Cabinet.

Table 4.2: NC P20+ Steering Committee		
Sector	**Members**	**Title**
NC DPI	Mr. Adam Levinson, Project Director	Director of Policy & Strategic Planning
	Mr. Peter Asmar	Chief Information Officer
NCCCS	Dr. Saundra Williams, Project Co-Director	Senior Vice President and CIO
	Mr. Keith Brown	Associate Vice President
UNC-GA	Dr. Alisa Chapman, Project Co-Director	Associate Vice President
	Mr. John Leydon	Chief Information Officer
NCECDG	Dr. Patrice Neal, Project Co-Director	Clinical Professor in Pediatrics/Principal Investigator
	Dr. Duncan Munn	Consultant for NCECDG
ESC	Dr. Betty McGrath, Project Co-Director	Director of Labor Market Information
	Mr. Robert A. Cottrell, Jr.	Information Systems Director
NC ICU	Dr. Hope Williams, Project Co-Director	President
	Mr. Tim McDowell	Vice President

Governor's Education Cabinet. As noted in section 1.2.1, the Governor and Education Cabinet officially endorsed the Steering Committee in September 2009, both to develop the NC P20+ proposal and to manage the project on a continuing basis. The Governor and Education Cabinet will provide high-level oversight for NC P20+ on at least a quarterly basis.

The existence of the Education Cabinet (as established by NC General Statute) provides NC P20+ with an established collaborative governance framework within which to fit the NC P20+ governance activities. The NC Education Cabinet is convened and led by the Governor who is supported by an Executive Director of the Cabinet and a small Cabinet staff. The Cabinet is composed of the State Superintendent for Public Instruction, the Chair of the State Board of Education, the President of NCCCS, the President of the UNC system, the President of the NCICU, and the Secretary of Health and Human Services. NCESC is not required statutorily to participate in the Cabinet, but the agency will be included in all discussions and decisions related to NC P20+. The Education Cabinet meets on a quarterly basis and is at the call of the Governor for special meetings. Each member agency provides senior staff to the Cabinet; these staff members interact frequently between the Cabinet meetings. Many of these staff members are also either NC P20+ co-directors or NC P20+ Steering Committee members.

Sector Steering Committees. As noted in section 4.1, the NC P20+ project efforts will focus both on establishing shared Statewide infrastructure and on enhancing each participating sector's data management infrastructure. Each of the six sectors will oversee its enhancement activities through a governance structure similar to the one that sits over the entire initiative. Each sector Co-Director will report to that sector's Steering Committee, which will ensure that the sector-specific enhancements both meet the sector-specific data management, analysis, and reporting needs, and are consistent with the commitments made to NC P20+. In some cases, the sectorSteering Committee may leverage an existing structure, such as the NCECDG interagency steering group, that has been used to coordinate sector-wide data system development. In other sectors, the steering committee structure will be created exclusively for purposes of the NC P20+ work.

External Advisory Groups. The NC P20+ PMO and sector PMOs will establish respective external advisory groups as part of their separate governance structures. At the central level, leaders of NC's RTTT and other statewide USED and/or ARRA-funded initiatives related to use of longitudinal data, will be routinely consulted, and representatives of these initiatives will be invited to serve on the external advisory group. This will promote coordination between the NC RTTT and NC P20+ initiatives, so that the NC P20+ is developed to support use by a variety of end users whom RTTT also is supporting (e.g., including school district personnel). These advisory groups will also aim to bring together on a quarterly basis representatives of relevant stakeholder perspectives, such as teachers/faculty, local school district/campus administrators, and various non-profit think tanks or advocacy groups, to solicit advice regarding design and operation of NC P20+. Sector Co-Directors will be responsible for incorporating feedback from these external advisors into the project designs and implementation plans that they present to their respective sector steering committees for review and approval.

Collecting various stakeholder perspectives for input into the NC P20+ project design(s) will also support the NC P20+ Steering Committee and Education Cabinet in meeting the NC legislative mandate (see appendix A.2) to report to the General Assembly on the "requirements for a P-20 longitudinal data system for North Carolina."

4.3 Steady State Management and Governance

NC P20+ anticipates institutionalizing the upper three tiers (Governor, Education Cabinet, Statewide Steering Committee) of the project management and governance structure illustrated in figure 4.2, such that this structure would continue to characterize operation of NC P20+ in post-project, steady state implementation. The ongoing management and governance of sector-specific capabilities established or enhanced through sector-specific projects will be the responsibility of each member sector, with the provision that each sector will need to abide by its agreement to operate within the guidelines (e.g., for data quality assurance and contribution of NC P20+ data) established by the central NC P20+ governing body. Ongoing management of the NC P20+ shared infrastructure will be the responsibility of the central NC P20+ steady state governing body, the NC P20+ Governing Council.

NC P20+ Governing Council. As noted in section 1.2.1, the NC P20+ Project Steering Committee, including any of its sub-committees that have ongoing scope, will transform post-project to become the standing NC P20+ Governing Council. This Council will continue to operate subject to the authority of the Governor and her Education Cabinet and will be responsible for managing the operation of NC P20+. This management scope will include both high level administration (i.e., setting policy and procedures) and day-to-day administration (i.e., "care and feeding") of the Data Hub and enterprise data dictionary. Note that the Steering Committee/Council may choose during NC P20+ detailed design deliberations to allocate these operational responsibilities to specific sector partners.

Examples of standing Council sub-committee work may include maintaining the data dictionary, policies and procedures for granting access to NC P20+ data, training and technical assistance protocols, and promotional materials aimed at making various stakeholders aware of NC P20+ and what it offers. A central feature of this management and governance approach is that that the Council structure can adapt to incorporate more specialized focus and guidance without altering the basic arrangement through which the sectors collaborate in the Council and Education Cabinet. Clearly, the greater the scope of the Council's work, the greater must be the commitment of in-kind or direct funding by the State of NC to support these activities. Since the State's top leadership will be involved in governing NC P20+, the Governor and Cabinet members will be well positioned to advocate for or allocate from within agency budgets direct funding toward these activities if indeed the leaders believe they are valuable.

Ongoing Stakeholder Engagement. The NC P20+ SLDS will be an important tool for State and local leaders, and other interested stakeholders, but each set of stakeholders will have their own distinct needs and ways of interacting with the data. The NC P20+ Governance Council will be responsible for continually assessing the needs of these different stakeholders for types of information desired. This assessment in turn may imply needed modifications to the initial NC P20+ data set, and the initial set of information products produced by NC P20+ member sectors.

Information Products. As noted in section 1.2.2, NC P20+ will assume responsibility for ensuring that State leaders have access to the data and information products they need. To this end, the NC P20+ Governing Council will work to establish the most efficient and effective ways to leverage the expertise and capacity of existing sector staff and other partners to ensure that collectively, the member sectors and/or other partners produce the information products of highest value to the State. As part of this coordination effort, NC P20+ will disseminate information products, research methodologies, and lessons learned to member sectors and other partners through such channels as an NC P20+ project website, professional development venues, and conferences. The NC P20+ Governing Council may also convene gatherings of researchers and/or send representatives to regional and national gatherings focused on producing information products that support decision-making.

4.4 Compliance with ARRA Reporting/ NC Office of Recovery & Investment

Lead fiscal agent NCDPI and all the participating NC P20+ sector partners are committed to transparency, accountability, and good governance. Through established internal controls in each sector for the expenditure of federal funds and monitoring of programmatic progress, NC P20+ is positioned to meet the quarterly reporting requirements established under Section 1512 of the American Recovery and Reinvestment Act of 2009. Several of the partners (NCDPI, UNC, NCCCS, and NCESC) have already had to establish mechanisms for efficiently and effectively allocating and tracking ARRA funds. These mechanisms, assisted by the data system enhancements proposed for each sector, will ensure data quality and integrity, relevant sub-recipient reporting, and monitoring and preventing of fraud, waste and abuse.

V. Qualifications and Roles of Key Personnel

5.1 Overview of Personnel

The qualifications of the Project Director, six Co-Directors, and their CIOs, all of whom will form the core membership of the NC P20+ Steering Committee, are briefly described below, with more detailed qualifications described in Appendix B. In addition, professional staff that will assist at the sector-level are also described below. Respective annual effort (whether from federal or non-federal sources) and project roles are also provided. SLDS grant funds will be used to "supplement, not supplant" existing resources that NC is devoting to the development of NC P20+. Since the Project Director and Co-Directors are already engaged in SLDS development efforts, these personnel contributions are therefore captured in the project budget as being funded from non-federal sources.

NC P20+ anticipates hiring several fixed-term professionals to assist in project management and in various technical capacities. In addition, as is reflected in the Budget and Budget Narrative documents, we will likely contract out to vendors portions of both the sector-specific and shared enhancement and development activity. We thus cannot describe the qualifications of a number of key project staff in advance. All State of NC policies governing the hiring of fixed-term employees, as well as policies and procedures governing the seeking, selection, and management of contracts will be followed.

5.2 Qualifications of Key Personnel

NORTH CAROLINA DEPARTMENT OF PUBLIC INSTRUCTION (DPI)

Project Director Mr. Adam Levinson, Director, Policy & Strategic Planning, is a member of the State Superintendent's Cabinet and leads, on behalf of the Superintendent, agency efforts to continuously improve organizational effectiveness and efficiency. This work includes efforts to establish, monitor, and manage agency strategic priorities and promote allocation of agency human and financial resources consistent with those priorities. Mr. Levinson counsels the Superintendent and State Board of Education chairman regarding a broad array of policy, strategic, and operational decisions. Mr. Levinson created a new division of the Superintendent's Office and currently manages seven direct reports, several of whom are responsible for development of policies and procedures for agency data management. He has also led and/or managed a number of large cross-agency projects including redesign of core business processes and agency reorganization. Mr. Levinson is the Project Director for the IES SLDS grant-funded Common Education Data Analysis & Reporting System (CEDARS). Mr. Levinson represents NCDPI in collaborations with various external stakeholders, including the legislature, Governor's office, NC Education Cabinet, other State agencies, local education agencies, vendors, and private non-profit entities. He is a member of the Council of Chief State Schools Officers Education Information Management Advisory Council (CCSSO EIMAC). On the NC P20+ project, Director Levinson's responsibilities will include management of the overall project and management of DPI's sector-specific sub-project. (Annual Effort: 25%).

Mr. Peter Asmar, Chief Information Officer, Technology Services, is a member of the State Superintendent's Cabinet and provides vision, leadership and management for information technology (IT) supporting NC's kindergarten through 12th grade public education system. As CIO, he heads the Technology Services area, which is responsible for centralized infrastructure support, network and desktop operations, application development, and instructional technology. Mr. Asmar also chairs the Technology Planning Group (TPG), a group representing NC state agencies that identifies opportunities to better leverage IT in a consistent fashion across the State. This group sets the direction and principles required to accomplish these goals, and provides advice and consultation to the Office of the State CIO (SCIO). Mr.

Asmar is the K-12 representative on the board of directors of MCNC, the non-profit agency that provides backbone internet connectivity for K-20 education in the state of NC. Mr. Asmar is a core member of the Steering Committee for the CEDARS project. On NC P20+ SLDS, Mr. Asmar will provide guidance for the overall project as a member of the NC P20+ Steering Committee and for the DPI-specific project as a member of the DPI project steering committee. His responsibilities will include providing leadership in the technical development of the NC P20+. (Annual Effort: 10%).

Mr. Philip Price, Chief Financial Officer/Associate State Superintendent for NC DPI Financial and Business Services, is a member of the State Superintendent's Cabinet and provides vision, leadership, and management for the Finance and Business Services (FBS) area, which contains the Division of School Business, Division of Financial Services, Division of School Support, Office of Charter Schools, Human Resource Management Section, and Systems Accounting Section. Financial and Business Services manages nearly $10 billion in State and federal funds and provides various technical support services to local education agencies. Mr. Price serves as a Steering Committee member on the CEDARS project. On the NC P20+ project, Mr. Price's responsibilities will include providing budget management and accountability for the overall project and providing guidance for the DPI-specific project as a member of the DPI project steering committee. (Annual Effort: 5%).

Other NCDPI Participants:

Mr. Karl Pond, Enterprise Data Manager, coordinates submissions of data for the Educational Data Exchange Network (EDEN), Consolidated State Performance Report (CSPR), National Center of Education Statistics Common Core of Data (NCES CCD), Data Quality Campaign (DQC), and Standard and Poor's. Mr. Pond also coordinates the NC DPI Data Management Group (DMG), an enterprise data governance council that sets policy and standards for data management at NCDPI. Mr. Pond is a member of the Council of Chief State Schools Officers Education Information Management Advisory Council (CCSSO EIMAC), a core member of the NCDPI CEDARS project team, and a key contributor to the NC P20+ Steering Committee. (Annual Effort: 30%)

Mr. Michael Veckenstedt, Chief Technology Officer (CTO), is responsible for the product and technology roadmaps of NC DPI by setting the direction and priorities for the agency. He is the IT Lead on the CEDARS project. On NC P20+, Mr.Veckenstedt's responsibilities will include guiding the technical vision and design efforts for enterprise-application-integration that is at the core of the DPI-specific project. (Annual Effort: 5%).

Mr. Gerald Kenneth Thompson, Enterprise Architect of the Technology Services Area, develops and maintains the NC DPI objective architecture document and roadmap. He serves on the core CEDARS project team. On NC P20+, Thompson's responsibilities will include assistance with the design and implementation of the enterprise-application-integration that is at the core of the DPI-specific project.. (Annual Effort: 5%).

UNIVERSITY OF NORTH CAROLINA SYSTEM (UNC)

Project Co-Director Dr. Alisa Chapman, Associate Vice President for Academic Planning and University-School Programs, is responsible for advancing efforts within the University to prepare more and better teachers and school leaders for NC public schools. Her direct responsibilities include supporting and strengthening academic program development, data and research analysis aimed at improving the preparation and development of teachers and school leaders, and working closely with the UNC Deans' Council on Teacher Education. Her background is rooted in educational technology experience and she has co-facilitated the North Carolina longitudinal data system discussions in partnership with the North Carolina

Department of Public Instruction. Alisa's professional experiences have taken her from employment in the public schools of North Carolina to employment in a higher education policy setting. In K-12 education she has worked at the school, district, and state levels. In higher education, her professional experiences have occurred at the campus, system, and state levels. Ms. Chapman's responsibilities on NC P20+ SLDS will include a focus on the goals and design of the data system to serve the needs of research on improving student achievement. (Annual Effort: 5%).

Mr. John Leydon, Vice President of Information Resources and Chief Information Officer, is the Vice President, Information Resources and Chief Information Officer (CIO) at UNC. Prior to joining UNC-GA, John held the position of Executive Director, Information Technology and CIO at the University System of New Hampshire (USNH). John has responsibility for all information technology services that are shared among the 17 UNC institutions. A primary example of a shared service is the state wide research and education network (NCREN) which connects all of the UNC institutions and provides a gateway for all NCREN users. In the role of CIO, he coordinates several UNC system wide and statewide groups such as the UNC CIO Council, the NC Common Solutions Work Group and the quarterly meeting of the State ITS CIO, the CIO of the Community College System, and the CIO for the State Department of Instruction (K-12). John has held a variety of CIO positions in higher education. He was a consultant to higher education for over 20 years and performed interim CIO roles for several campuses. He served as the senior information technology executive in private industry as the Vice President, Management Systems and Services for Monarch Life Insurance Company. On NC P20+ SLDS, Mr. Leydon's responsibilities will include serving on the NC P20+ Steering Committee and, assisting with technical design of the overall NC P20+ system, and in the UNC-specific project, revamping the UNC data management system to support Institutional Research. (Annual Effort: 5%)

Other UNC Participants:

Mr. Paul Hudy, Director of Networking and Media Services in the Information Resources Division. Internally, Hudy and his team are responsible for the day to day information technology operations at UNC General Administration. His areas of management and operational responsibilities include: Networking, Systems/Servers, End-User Services, Audio Visual systems, Video Conferencing, IT Security, Backup/Disaster Recovery/Business Continuity and IT Support Infrastructure (HVAC, UPS and generators). He manages the systems/server, storage and networking infrastructure used by the Institutional Research and Analysis Division of UNCGA in its data collection efforts with the UNC campuses, NC Community Colleges, NC DPI, and NC ICU. Mr. Hudy currently leads and participates in UNC System-wide initiatives around the areas of Networking, IT Security, IT funding, and Video Services. In the context of NC P20+, he will assist in guiding the revamping of the UNC storage and security systems and in the work on overall NC P20+ system design. (Annual Effort: 5%)

Dr. Alan Mabe, Senior Vice President for Academic Affairs has responsibility for academic affairs, academic planning, and institutional research in the 16 campus University of North Carolina System. He has been a leading advocate for research to support evidenced-based decisions making and determining the best practices for preparing teachers and school leaders who promote higher student achievement. He has served as a core member of the NC P20+ Steering Committee to date and will continue to be involved in NC P20+ as a member of the UNC steering committee and as senior staff to the Education Cabinet. (Annual Effort: 5%)

NC COMMUNITY COLLEGE SYSTEM OFFICE (NCCCS)

Co-Project Director Dr. Saundra Wall Williams, Senior Vice President and Chief of Technology and Workforce Development for NCCCS, leads the information technology and resources, technology infrastructure, data management and data warehouse, distance learning, workforce development, human resource development, continuing education, staff training, project management, small business centers, and emergency service functions organizations within the community college system. Dr. Williams is also an Adjunct Assistant Professor of Adult and Higher Education at North Carolina State University, specializing in training and development. Dr. Williams was also named a Houle Scholar in Adult Education and serves on the editorial board for the *Journal of Workplace Learning*. She has numerous publications in the area of training and development, workplace learning, and distance delivered training, specifically e-learning. Prior to coming to the NCCCS, Dr. Williams worked for twelve years in business and industry for Nortel, Broadband Technologies, and Syntel. Dr. Williams's responsibilities on NC P20+ will include serving as project Co-Director, which involves both serving on the NC P20+ Steering Committee and managing the NCCCS-specific sub-project (Annual effort: 10%).

Mr. Keith Brown, Associate Vice President for Research and Performance Management for the NCCCS has primary responsibility for directing all research, accountability, and evaluation efforts for the NCCCS. Mr. Brown has served on several national committees examining state longitudinal data systems sponsored by the following groups: State Higher Education Executive Organization (SHEEO), American Association of Community Colleges (AACC), Jobs for the Future (JFF), and the Southern Regional Education Board (SREB). Mr. Brown's responsibilities on NC P20+ will include serving on the NC P20+ Steering Committee and playing a senior manager role regarding all matters of project design and data analysis for the NCCCS execution on both NC P20+ shared infrastructure implementation and on the NCCCS-specific sub-project. (Annual effort: 5%)

Other NCCCS Participants:

Mr. Bruce Humphrey, Associate Vice President and Director of the Project Management Office, has more than 30 years experience in information systems in both the private and public sectors. After spanning three decades of work with IBM in Software Engineering, Systems Integration, Customized Operational Services, data center operations, project management and e-business, He directs the IT Project Management Office for NCCCS. Mr. Humphrey will have a senior manager role responsible for all matters of project management for the NCCCS execution on the NC P20+ Project. (Annual effort: 5%)

Mr. Arthur Hohnsbehn, Director of Information Services Delivery, leads a section of 40 individuals responsible for three major areas of technology for the North Carolina Community College System: maintenance and development of the College Information System (CIS) Template in the areas of Student Records, Human Resources/Payroll, and Finance; 2) editing and loading of data into NCCCS System Office Data Warehouse; and 3) systems and networks used at the System Office. On the NC P20+ Project, Mr. Hohnsbehn will have a managerial role responsible for all matters of project design and implementation for the NCCCS execution on the NC P20+ Project. (Annual Effort: 5%)

Mr. Terrence Ann Shelwood. Director of State-Level Reporting for the Data Warehouse, is responsible for the Business Objects software, security, universes, and reports (standard & ad-hoc). Shelwood has been responsible for the timeliness and accuracy of 70+ reports from the 58 colleges and the System Office. She has worked to develop the Student Progress Monitoring System - a statewide system to measure student progress. She has designed, in cooperation

with Information Services, administered the Literacy Education Information System - a system to collect, edit, analyze, report, and store Literacy/Basic Skills student data. On the NC P20+ Project, Mrs. Shelwood will have a managerial role responsible for all matters of project design for reporting for the NCCCS execution on the NC P20+ Project. (Annual Effort: 5%)

Mr. Ricky (Rick) L. Newsome, Associate Director, Information Systems, North Carolina Community College System, in charge of technical aspects of data warehousing 2008, with the splitting of the data warehouse team into 2 sections, reporting, and technical, he became responsible for supervising the technical team. On the NC P20+ project, Mr. Newsome will have a managerial role responsible for all matters of project design for the NCCCS execution on the NC P20+ project. (Annual Effort: 5%)

NORTH CAROLINA EARLY CHILDHOOD DATA GROUP (NCECDG)

Co-Project Director Dr. Patrice Neal, Investigator at the Frank Porter Graham (FPG) Child Development Institute is Principal Investigator for the NC Collaborative Outcomes Project, an Office of Special Education Programs (OSEP) funded General Supervision Enhancement Grant (GSEG). The project is designed to improve state capacity for measuring and reporting child and family outcome data in a manner that is integrated across early childhood agencies and accountability initiatives, including development of a plan for effective data system integration. Dr. Neal has extensive experience in program and grant administration; information-sharing among diverse stakeholder groups, legislators and legislative staff, program administrators, and direct service providers. Dr. Neal chairs a committee of the North Carolina Interagency Coordinating Council (ICC), which advises and assists in state efforts related to measuring and reporting child and family outcomes and using the data for informed decision making and program improvement. Dr. Neal will serve on the proposed SLDS initiative as full-time Project Director for the NCECDG Sector, coordinating data system enhancement and improvement efforts across the state's multiple early childhood partners. (Annual Effort: 5%)

Dr. Duncan Munn, LDS Consultant for NCECDG, has over 35 years of experience in working with supports and services for persons with developmental disabilities. Specific responsibilities have included managing statewide interagency service systems such as early intervention, management of specific statewide programs such as, case management and long-term support related to supported employment, carrying out workforce development, program evaluation, grant project management, and budget development and policy development related activities. On NC P20+, Dr. Munn will serve on the NC P20+ Steering Committee and NCECDG-specific steering committee, and will provide valuable insight and guidance to the NC P20+ entities regarding the nature of the data provided by the NCECDG. (Annual Effort: 5%)

NORTH CAROLINA INDEPENDENT COLLEGES AND UNIVERSITIES (NCICU)

Co-Project Director Dr. A. Hope Williams, President of North Carolina Independent Colleges and Universities (NCICU), the statewide advocacy and public policy organization for the 36 independent, or private, colleges and universities in the state. As President, she is the Chief Executive Officer for the 36 presidents who comprise NCICU's Board of Directors and for the Independent College Fund of North Carolina, that raises corporate and foundation funds for student scholarships. She works on behalf of independent colleges and universities, advocating for public policy issues, providing research and information, raising corporate and foundation funds and administering collaborative programs. She has overseen the research function of NCICU for 23 years including the development and dissemination of the NCICU Annual Report that provides information on the sector's enrollment, financial aid and degrees

awarded, as well as general demographic information. She arranges meetings of Institutional Researchers annually, sponsors an annual NCICU Assessment Conference for the sector and has served as president of the North Carolina Association of Institutional Researchers. On NC P20+, Dr. Williams will be Co-Director of the NCICU-specific project, devoting 15 percent of her time the first and third years and 10 percent the second year. In this role, Dr. Williams will serve on the NC P20+ Steering Committee and oversee the development, testing, and implementation of the new NCICU centralized data system. (Annual Effort: 5%)

Senator Tim McDowell, Vice President for Government Relations. joined the staff of NCICU in 1994, following a career of 20 years in private college administration. Sen, McDowell served nine years in the NC General Assembly. He chaired several legislative committees and was a member of the Governmental Operations Committee. Sen. McDowell's role will be to work with the various independent colleges and Universities to coordinate their participation in the development of the new centralized NCICU data system and in NC P20+. (Annual Effort: 5%)

EMPLOYMENT SECURITY COMMISSION OF NORTH CAROLINA (ESC)

Co-Project Director Dr. Elizabeth (Betty) McGrath, Director of Labor Market Information since 2008, is responsible for the overall direction and management of the LMI Division. This includes the administration, data collection, research, analyses, reporting and dissemination of information on the state's economy, labor force and workforce related issues. Dr. McGrath is responsible for administering five Federal/State cooperative programs with the Bureau of Labor Statistics; management of information for the Workforce Information Core Products funded by the U.S. Department of Labor's Employment and Training; management of data collection, processing, analyses and reporting of information for the North Carolina Common Follow-up System; management of performance reporting to the US DOL ETA for several workforce programs; and management of analyses and reporting of information related to the operation of the state's Unemployment Insurance System and Employment Service Operations. She haws managed the North Carolina Common Follow-up System (CFS), a longitudinal system used to provide information on the educational and employment outcomes of individuals participating in publicly supported education, employment and training programs. The CFS links unit record information across 11 state entities and matches the individual records with the state's Unemployment Insurance Wage file. Dr. McGrath's responsibilities on NC P20+ will include serving as project Co-Director, which involves both serving on the NC P20+ Steering Committee and managing the NCCCS-specific sub-project. She will lead the effort for the integration of workforce data into NC P20+. (Annual Effort: 5%)

Mr. Robert A. Cottrell, Jr., Information Systems Director, has worked for ESC in the field of Labor Market Information for nearly 20 years, including seven years as the Director of the Labor Market Information Division. He currently serves as the chair of the Analyst Resource Center (ARC) Consortium which oversees the development and maintenance of the national Workforce Information Database and acquisition and distribution of the Employer Database. He also is a member of the Occupational Employment Statistics (OES) Policy Council sponsored by the Bureau of Labor Statistics. Mr. Cottrell's role on the NC P20+ project will be to serve on the NC P20+ Steering Committee, advise on technical design of both the shared and NCESC-specific infrastructure, and address ways that employment data can be integrated for use by the other educational sectors. (Annual Effort: 5%)

Project Narrative

Project Narrative - Appendix A, Optional Attachments

Attachment 1:
Title: **NC P20 SLDS Appendix A** Pages: **11** Uploaded File: **E:\Dec 1 - Resubmissions\NC P20 SLDS Proposal Appendix A (11-24-09) - final.pdf**

Appendix A: Optional Attachments

A.1 Sector-Specific Profiles and Scope of Data

North Carolina Department of Public Instruction (NCDPI)

The North Carolina Department of Public Instruction (NCDPI) is NC's State education agency (SEA), charged with implementing the State's public school laws and the State Board of Education's policies and procedures governing pre-kindergarten (PK) through grade 12 public education. The elected State Superintendent of Public Instruction heads the Department and functions under the policy direction of the State Board of Education. NCDPI is staffed by approximately 760 permanent employees who provide leadership and service to local public school districts and schools in the areas of curriculum and instruction, accountability, finance, teacher and administrator preparation and licensing, professional development, and school business support and operations. NCDPI develops the NC Standard Course of Study, which describes the subjects and course content that should be taught in every NC public school, and develops the assessments and accountability model used to evaluate school and district success. NCDPI administers annually approximately $10 billion in state and federal funds, and licenses the approximately 100,000 teachers and administrators serving in public schools. NCDPI operates its primary offices in Raleigh, NC, and three regional alternative licensing centers in Charlotte, Fayetteville and Nashville. NCDPI works closely with the state's 115 local education agencies (LEAs) and with nine non-State Regional Education Service Alliances/Consortia across in order to provide districts and schools the support they need to produce high student achievement.

Scope of NCDPI Institutional Data. NCDPI's data collections span the entire landscape of data that is required for federal K-12 reporting and, as a result of NC's strong centralized education governance structure, includes a greater than typical volume of information required for State monitoring and reporting. The collection areas include financial (both State and Federal; e.g. Common Core of Data/CCD), programmatic (EDEN/EdFacts, Office of Special Education Programs/OSPEP, Migrant Education Program/MEP, Title I, Title II D, School Safety, etc.), student, assessment and accountability, staff, and school, inclusive of Pre-kindergarten through grade 13 (in the cases of early college high school programs) for 1.5 million students, 214 LEAs (99 of which are charter schools), and 2,600+ schools. The collections support NCDPI's efforts to meet all Federal and State requirements, to respond to all media inquiries, and to meet the demands of our longstanding data-sharing partnerships with the NC institutes of higher education, external pre-kindergarten programs, and the NC Employment Security Commission. Having successfully met the requirements for State and Federal data submissions, and having recently implemented a statewide UID, NCDPI has now begun focusing increased attention on data quality, particularly as achieved through comprehensive data governance. NCDPI already has made significant progress in this area, through establishment of the Data Management Group (DMG; see http://www.dpi.state.nc.us/data/management/), a foundation for agency data governance that can serve as both a springboard for accelerating NCDPI's source data system integration plans and as a model for development of the NC P-20+ governance structure

NC Early Childhood Data Group (NCECDG)

The NC Early Childhood Sector represented in this grant includes six statewide programs with a strong history of collaboration; however the programs reside in separate agencies, each of which has differing data systems and capacities. The collaborative consists of: More at Four PreK,

Preschool Special Education (IDEA Part B, Section 619), Head Start through the State Collaboration Office, Early Intervention (Part C of IDEA) in the Division of Public Health, the Division of Child Development, and the North Carolina Partnership for Children. In addition to these programs, the Frank Porter Graham (FPG) Child Development Institute of the University of North Carolina at Chapel Hill plays an integral role in planning and evaluating EC Sector services and in professional and policy development. FPG will coordinate the activities of the Early Childhood Sector (NCECDG) of the P-20+ SLDS. Organizationally, the first three early childhood sector programs are administered by the North Carolina Office of School Readiness, a unit of the North Carolina Department of Public Instruction. The Division of Public Health and the Division of Child Development are part of the NC Department of Health and Human Services. The North Carolina Partnership for Children is a private nonprofit organization established and defined by the North Carolina General Assembly to oversee the statewide Smart Start initiative, funded primarily by state appropriations. Each of these agencies has statewide responsibility for key services to the birth-through-seven age group, administered directly or operated through agreements with local government units or local education agencies. One of the partnering agencies, the Division for Child Development, does not provide services directly, but serves as the regulatory authority for childcare and administers childcare subsidy funding. The target populations of the Early Childhood Sector include children with or at risk for developmental delays or disabilities, children with special health care needs, children with educational risk factors such as low income, low maternal education, teen parent, limited English proficiency, and other vulnerable groups such as children with abuse/neglect or those in foster care. Parents, other family members, and the teachers who serve them are also a focus. The common purpose of EC Sector programs is to enable all children to enter school healthy and ready to learn. Collectively, they serve 418,000 children annually through the efforts of 38,780 professionals at 11,500 sites across every county in the state.

Scope of ECDG Collaborative Data. Data management has become the most recent focus of substantive early childhood interagency collaboration in North Carolina. An example of this has occurred through the award of a General Supervision Enhancement planning grant (GSEG) from the Office of Special Education Programs of the US Department of Education. One purpose of this grant was to identify specific, pragmatic approaches to better coordinate and link EC Sector data systems. As a first step, the agencies jointly analyzed their respective data systems in terms of specific types of data captured, the way data were compiled and managed, software utilized, etc. The agencies then jointly developed an initial short- and long-term data plan with related outcomes and strategies. Recommendations included adoption of a common identifier and common data fields in such areas as program quality, student outcomes, and teacher data. These recommendations serve as the basis of the NCECDG outcomes, activities, and budget for this grant. The partners also identified over 30 priority system questions that could be answered in a linked data system. They agreed to collaboratively explore opportunities for information sharing and professional development for the data managers and related personnel of each agency. The agencies in this collaborative group report extensive program-specific data on an ongoing basis to their respective federal agencies, including the Department of Education, the state unit of the Administration on Developmental Disabilities (ADD), the Administration for Children and Families (ACF), and the Bureau of Maternal and Child Health (MCH). State audiences include both the executive and legislative branches of state government, and other stakeholders such as the Governors Interagency Coordinating Council and its local counterparts, advocacy groups, professional organizations, and professional development planning groups, such as the North Carolina Early Childhood Professional Development Institute and the North Carolina Birth-Kindergarten Consortium, which are comprised of representatives of the community college system, as well as public and private universities, with degree programs related to early childhood. Reported data are made available

to the research community through such events as a "Partners in Research Forum" hosted by the FPG Child Development Institute, which will coordinate SLDS activities of the EC Sector.

North Carolina Community College System (NCCCS)

The 58 colleges administered by the North Carolina Community College System (NCCCS) open the door to high-quality, accessible educational opportunities that minimize barriers to post-secondary education. The colleges offer associate degrees, college transfer programs, job training, literacy, and adult education. The colleges maximize student success, prepare a competitive workforce that can succeed on a global stage, and offer services that improve the lives and well-being of individuals in their communities. NCCCS and its 58 colleges provide an accessible opportunity for educational success to currently over 809,000 students across the state's 100 counties. There are 160 physical facilities – 58 main campuses, 28 multi-campuses and 74 off-campus sites – that bring community college classrooms within a 30-minute drive of virtually every North Carolinian, and distance learning technology reaches students in their homes and workplaces. Community colleges provide the programs needed to build the economy by preparing students to do the jobs available now and in the future. There are more than 1,000 curriculum programs under more than 250 curriculum titles offered across the state of North Carolina. Programs are offered at the certificate, diploma and associate degree levels. New programs are established as a response to local and regional labor market needs and student demand.

Scope of NCCCS Institutional Data. The NCCCS Data Warehouse contains information gathered no less than annually from all 58 institutions. It encompasses all student, course, and faculty information for the past three to five years. The data warehouse has been developed to give college and system office personnel access to state-level information. This information includes student enrollments, faculty and staff employment, and course offerings. Users work with the Business Objects software to analyze and report data from the data warehouse.

The University of North Carolina (UNC)

The University of North Carolina (UNC) is a public, multi-campus university dedicated to the service of North Carolina and its people. It encompasses the 16 diverse constituent institutions and other educational, research, and public service organizations. UNC constituent institutions encompass close to 45,000 employees with student enrollment across the system exceeding 215,000 in headcount. Each institution and public service organization shares in the overall mission of the University. That mission is to discover, create, transmit, and apply knowledge to address the needs of individuals and society. This mission is accomplished through instruction, which communicates the knowledge and values and imparts the skills necessary for individuals to lead responsible, productive, and personally satisfying lives; through research, scholarship, and creative activities, which advance knowledge and enhance the educational process; and through public service, which contributes to the solution of societal problems and enriches the quality of life in the State.

Scope of UNC Institutional Data. The UNC General Administration Institutional Research Division is responsible for identifying, collecting, and maintaining the University-wide data needed for University management processes and the completion of external reporting requirements. The Division coordinates the efforts of the 17 University campuses through interaction with the Directors of Institutional Research on each campus to collect, analyze, report, and warehouse quantitative and qualitative data about their institution's students, faculty, staff, curriculum, course offerings, and learning outcomes. UNC institutional data collected includes North Carolina Higher Education Data (NCHED) and Integrated Postsecondary Education Data System (IPEDS) data, as well as institutional files on student data, student

courseload, course grade, course description, financial aid, facilities, and personnel data. These files are collected at census points, depending on the selected file, throughout the academic year. Most of the collected files contain detailed unit record data.

North Carolina Independent Colleges and Universities (NCICU)

The mission of North Carolina Independent Colleges and Universities (NCICU) is to support, represent, and advocate for NC independent higher education. NCICU is comprised of NC's 36 private, non-profit liberal arts, comprehensive, and research colleges and universities accredited by the Southern Association of Colleges and Schools. NCICU represents independent higher education in the areas of state and federal public policy and on education issues with the other sectors of education in the state. They also provide research and information to and about private colleges and universities, conduct staff development opportunities and coordinate collaborative programs. To help defray administrative costs, NCICU, in some cases, may receive a modest amount of funds under agreements made with participating companies or may accept sponsorships of meetings or other events. Each independent college and university president is a member of the NCICU board of trustees. In addition, chairs and vice-chairs of the boards of trustees of individual colleges and universities are members of the North Carolina Council of Governing Boards. The president of NCICU serves on the NC Education Cabinet.

Scope of NCICU Institutional Data. NCICU does not currently have centralized data from North Carolina private and independent colleges and universities. This technical capability and centralized repository of essential data will be developed through the NC P20+ SLDS initiative.

The Employment Security Commission of North Carolina (NCESC)

The mission of the Employment Security Commission (NCESC) is to promote and sustain the economic well being of North Carolinians in the world marketplace by providing high quality and accessible workforce-related services. NCESC provides employment services, unemployment insurance, and labor market information to the State's workers, employers, and the public. These services promote economic stability and growth, development of a skilled workforce, and a world class economy for North Carolina. NCESC is the State's recognized source for job matching, unemployment insurance, and labor market information.

NCDPI, NCCCS, UNC, NCESC and several other workforce and social service agencies participate in the North Carolina Common Follow-up System (CFS). The NCESC is responsible for the operation, maintenance and analyses of information contained in the CFS. The CFS, which was initiated in the mid-1990's, links individual records supplied by the participating entities with information contained in the Unemployment Insurance (UI) Wage file and the Unemployment Insurance Claimant files. The UNC, NCCCS and NCDPI have utilized this information to relate educational experience to workforce employment and wage outcomes. In addition, the NCCCS has utilized the employment and wage outcomes as part of their institutional performance efforts for its 58 campuses.

Scope of ESC Data. The Employment Security Commission of North Carolina, collects, maintains and analyses a wealth of information related to North Carolina's economy, workforce, employers and education, employment and training providers, programs and participants. As part of the NC P-20+ system the NCESC will provide workforce related data for participants of North Carolinas P-20 educational system. Relevant data will include employment and wage information as well as information related to the Unemployment Insurance Claimant status of educational system participants.

A.2 Excerpt from *NC Senate Law 2009-451. Senate Bill 202. Section 7.19 (a-d)*

DEVELOPMENT OF A PREK-20 DATA SYSTEM

SECTION 7.19.(a) The Department of Public Instruction, with the cooperation and assistance of the North Carolina Community College System and The University of North Carolina, shall collaboratively develop and systematically determine the technical specifications and data standards for a PreK-20 data system to centralize student data collected about students enrolled in prekindergarten programs through doctoral programs. The PreK-20 data system shall build upon the current capacity, programs, and initiatives of the Department of Public Instruction, the North Carolina Community College System, and The University of North Carolina.

The Department of Public Instruction, in collaboration with the North Carolina Community College System and The University of North Carolina, shall also develop a strategy for tracking students for five years after they complete their education at a North Carolina public educational institution.

The General Assembly urges private colleges and universities to advise and assist the Department of Public Instruction, the North Carolina Community College System, and The University of North Carolina on the implementation of this section.

SECTION 7.19.(b) The PreK-20 data standards and specifications shall include:

(1) The types and forms of data to be included in a PreK-20 data system, including longitudinal data and the use of a unique student identifier;

(2) The capacity of a shared PreK-20 data system;

(3) The degree and extent of cooperation between a shared PreK-20 data system and the current data collection systems of the Department of Public Instruction, the North Carolina Community College System, and The University of North Carolina;

(4) The minimum capacity and technical specifications needed for each data system to feed into a shared PreK-20 data system;

(5) The ability for data in a shared PreK-20 data system to be understood and used by interested stakeholders, including federal and other State agencies; and

(6) The feasibility of broadening the PreK-20 data system to include other sources of data that are needed for a unified statewide data collection system.

SECTION 7.19.(c) Standards and specifications shall conform to the guidelines and instructions governing any funds received through the American Recovery and Reinvestment Act of 2009 for this purpose.

SECTION 7.19.(d) Standards and specifications shall be submitted to the Education Cabinet no later than January 1, 2010. The Education Cabinet shall review these standards and submit its recommendations regarding them to the Joint Legislative Education Page 34 Session Law 2009-451 SL2009-0451 Oversight Committee, the Fiscal Research Division, and the Office of State Budget and Management by March 1, 2010.

A.3 Implementation Timeline By Outcome and Subtask for Years 1-3 (See legend below each implementation year)

Year 1 Implementation Timeline By Outcome and Subtask: July 1, 2010 – June 30, 2011												
Outcome & Subtask	**Jul 2010**	**Aug 2010**	**Sep 2010**	**Oct 2010**	**Nov 2010**	**Dec 2010**	**Jan 2011**	**Feb 1011**	**Mar 2011**	**Apr 2011**	**May 2011**	**Jun 2011**
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Year 1 Implementation Timeline By Outcome and Subtask: July 1, 2010 – June 30, 2011												
Outcome & Subtask	**Jul 2010**	**Aug 2010**	**Sep 2010**	**Oct 2010**	**Nov 2010**	**Dec 2010**	**Jan 2011**	**Feb 1011**	**Mar 2011**	**Apr 2011**	**May 2011**	**Jun 2011**
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Year 2 Implementation Timeline By Outcome and Subtask: July 1, 2011 – June 30, 2012												
Outcome & Subtask	**Jul 2011**	**Aug 2011**	**Sep 2011**	**Oct 2011**	**Nov 2011**	**Dec 2011**	**Jan 2012**	**Feb 1012**	**Mar 2012**	**Apr 2012**	**May 2012**	**Jun 2012**
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Year 2 Implementation Timeline By Outcome and Subtask: July 1, 2011 – June 30, 2012												
Outcome & Subtask	**Jul 2011**	**Aug 2011**	**Sep 2011**	**Oct 2011**	**Nov 2011**	**Dec 2011**	**Jan 2012**	**Feb 1012**	**Mar 2012**	**Apr 2012**	**May 2012**	**Jun 2012**
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Year 3 Implementation Timeline By Outcome and Subtask: July 1, 2012 – June 30, 2013												
Outcome & Subtask	**Jul 2012**	**Aug 2012**	**Sep 2012**	**Oct 2012**	**Nov 2012**	**Dec 2012**	**Jan 2013**	**Feb 1013**	**Mar 2013**	**Apr 2013**	**May 2013**	**Jun 2013**
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Year 3 Implementation Timeline By Outcome and Subtask: July 1, 2012 – June 30, 2013												
Outcome & Subtask	**Jul 2012**	**Aug 2012**	**Sep 2012**	**Oct 2012**	**Nov 2012**	**Dec 2012**	**Jan 2013**	**Feb 1013**	**Mar 2013**	**Apr 2013**	**May 2013**	**Jun 2013**
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Project Narrative

Project Narrative - Appendix B Resumes of Key Personnel

Attachment 1:
Title: **NC P20 SLDS Proposal Appendix B** Pages: **47** Uploaded File: **E:\Dec 1 - Resubmissions\NC P20 SLDS Proposal Appendix B (11-24-09) - final.pdf**

Appendix B: Resumes of Key Personnel

Institution	Personnel
NC DPI	Project Director Adam Levinson Peter Asmar Karl Pond Michael Veckenstedt Philip W. Price Gerald Kenneth Thompson, Jr.
NCECDG	Co-Project Director Patrice Neal Duncan Munn
NCCCS	Co-Project Director Saundra Williams Keith Brown Bruce Humphrey
UNC GA	Co-Project Director Alisa Chapman John Leydon Paul Hudy
NCICU	Co-Project Director Hope Williams Tim McDowell
NCESC	Co-Project Director Betty McGrath Robert A. Cottrell, Jr.

Adam F. Levinson (Project Director)

Director, Policy and Strategic Planning
NC Department of Public Instruction
301 North Wilmington Street
Raleigh, NC 27601-2528

EDUCATION:

Princeton University, Woodrow Wilson School of Public and International Affairs, Princeton, NJ
Master in Public Affairs & Urban and Regional Planning, May 2000

University of North Carolina, Chapel Hill, NC
Master of Education, Early Childhood Intervention and Family Support, August 1994
NC Teacher Certification, Birth-Kindergarten, August 1994

Cornell University, College of Arts and Sciences, Ithaca, NY
Bachelor of Arts, Government, Psychology (double major), May 1992

EXPERIENCE:

Department Of Public Instruction, State of North Carolina
Director, Policy & Strategic Planning, *May 2007 – present*
Mr. Levinson leads, on behalf of the DPI chief executive, agency efforts to continuously improve organizational effectiveness and efficiency. This work includes leading efforts to establish, monitor, and manage agency strategic priorities and promote allocation of agency human and financial resources consistent with those priorities. As part of agency senior management team, Mr. Levinson counsels the chief executive regarding a broad array of policy, strategic, and operational decisions. Mr. Levinson created a new division of the chief executive's office and currently manages seven direct reports, several of whom are responsible for development of policies and procedures for agency data management and risk management. He has also led and/or managed a number of large cross-agency projects including redesign of core business processes and agency reorganization. Mr. Levinson is the Project Director for the IES SLDS grant-funded Common Education Data Analysis & Reporting System (CEDARS) project.
Mr. Levinson represents DPI in collaborations with various external stakeholders, including the legislature, Governor's office, NC Education Cabinet, other State agencies, local education agencies, vendors, and private non-profit entities. He is a member of EIMAC.

North Carolina General Assembly, Fiscal Research Division, Raleigh, NC
Senior Fiscal Analyst, *June 2000 – May 2007*
Mr. Levinson analyzed NC's then $9 billion Public Education budget and advised legislators regarding effective and efficient appropriation of funds. He Analyzed State economic development programs (2000-03). He led the Education fiscal team consisting of three other fiscal analysts and one research assistant and served as part of the Fiscal Research Division management team.

As a senior fiscal analyst, Mr. Levinson presented objective, non-partisan fiscal information and analyses before various legislative committees and in other public forums; communicated daily with legislators, State agencies, lobbyists, press, and/or the public; staffed House and Senate Appropriations Subcommittees on Education, the Joint Legislative Education Oversight Committee, and various other legislative committees and commissions; and provided all 170 legislators with confidential information and analysis per their requests. He also drafted and assisted in drafting legislation, and wrote fiscal notes analyzing legislation for potential fiscal impact on State and local budgets.

Orange-Person-Chatham Mental Health Center, Chapel Hill, NC
Child and Family Counselor/Educational Consultant, *December 1994 - August 1998*

Early Childhood Institute, UNC-CH, Chapel Hill, NC
Trainer, *June 1996, 1997, 1998*

Frank Porter Graham Child Development Center, Chapel Hill, NC
Research Assistant, *January 1993 - February,1995*

Chapel Hill-Carrboro Head Start, Chapel Hill, NC
Crisis Aide, *October 1992 - June 1993*

INTERNSHIPS AND OTHER VOLUNTEER EXPERIENCE:

Philadelphia Industrial Development Corporation, Philadelphia, PA
Lending Analyst, *June - August 1999*

- Evaluated proposed retail and industrial projects and loan transactions for non-profit lender.
- Analyzed and recommended revisions to fee structure for tax-exempt loan program.
- Prepared official response to City Council criticism of Mayor Ed Rendell's economic development policy.

Program on Childhood Trauma and Maltreatment, UNC Child Psychiatry, Chapel Hill, NC
Community Fellow, *January - May 1996*

- Assisted in forensic evaluations conducted by interdisciplinary team.
- Conducted record reviews observed clinical interviews, transcribed video footage of interviews, assisted in development of hypotheses.
- Attended didactic sessions on variety of topics pertinent to forensic work with traumatized children.

Lincoln Community Health Center, Durham, NC
Intern, *May - August 1994*

- Recruited participants for center-based parent educ. groups, planned & implemented activities.
- Created series of child development handouts for parents of high-risk infants and toddlers.
- Assisted with developmental screenings and evaluations. Conducted clinical interviews of parents and children.

Peter Asmar

NC Department of Public Instruction
301 North Wilmington Street
Raleigh, NC 27601-2528

EDUCATION:

New York Institute of Technology
M.B.A. Finance, summa cum laude, *1981*

Brooklyn College of the City University
B.A. Economics, *1979*

EXPERIENCE:

Department Of Public Instruction, State of North Carolina
Chief Information Officer, Technology Services, *2006 – present*

A member of the State Superintendent's Cabinet, Mr. Asmar provides vision, leadership and management for information technology (IT) supporting kindergarten through 12th grade public education in North Carolina (NC). As CIO, he heads the Technology Services area, which is responsible for centralized infrastructure support, network and desktop operations, application development and instructional technology. Mr. Asmar also chairs the Technology Planning Group (TPG), a group representing NC state agencies that identifies opportunities for improved leverage of IT in a consistent fashion across the State, sets the direction and principles to accomplish it, and provides advice and consultation to the Office of the State CIO (SCIO). Mr. Asmar is the K-12 representative on the board of directors of MCNC, the non-profit state agency that provides backbone internet connectivity for K-20 education in the state of NC.

Mr. Asmar is a core member of the Steering Committee for the IES SLDS grant-funded NC Common Education Data Analysis & Reporting System (CEDARS) project.

J.P. Morganchase
Chief Operating Officer, Global Technology, *2002 – 2005*

Mr. Asmar led global operations for the Professional Services Technology group of 10 staff (profit/loss $250 million). Mr. Asmar successfully attracted and retained top talent. His resource management responsibilities included skills assessment, performance evaluation, training and on-going development for all employees. In addition, he established performance metrics and a role/skills grid. Mr. Asmar also recommended and implemented operational improvements such as a balanced scorecard reporting for financial management. As Chief Operating Officer (COO), he determined pricing strategy/service levels, expense and revenue forecasting as well as handled outsourcing transition, vendor management, and marketing/communications.

Program Director, Internal Consulting Services, *1999 – 2002*

Mr. Asmar strategically managed and improved the business development of the consulting/leadership training program ($20 million profit/loss). He built and implemented the

internal consulting practice/training program in New York for the Financial, Technology, Operations Audit and Human Resources areas. During his tenure as Program Director, he achieved $8 million savings in external consulting fees by recruiting, training, deploying and managing 175 internal consultants as part of the leadership development program. Under his direction, both client and customer satisfaction scores also significantly improved.

Senior Team Leader, Internal Consulting Services, *1998 – 1999*

Mr. Asmar served as the Senior Team Leader and relationship manager for internal consulting program in Financial and Technology divisions. He was responsible for internal client relations, project assignments, consultant development and performance review. His duties included recruiting staff, assessing skills, developing and teaching training modules, coaching, and placing consultants in permanent positions.

Chief Financial Officer, Global Fixed Income, *1996 – 1998*

Mr. Asmar was responsible for business-aligned technology initiatives for the Fixed Income business. As Chief Financial Officer (CFO), he effectively navigated across locations, cultural and organizational differences to provide "actionable" information to senior management. He also performed expense reporting and review/cost reduction purview of purchased technology services ($250 million) and application delivery ($150 million). Mr. Asmar established a world-wide financial support function for the Fixed Income Technology group based in London. He also designed a planning tool application for Project/Technology accounting and chargeback and led a cost reduction effort that achieved 15 percent reduction in annual technology costs.

Technology Controller, Vice President, *1994 – 1996*

Mr. Asmar's duties included consolidation as well as budgeting and forecasting for the centralized Application Delivery/Architecture groups. As Technology Controller, he assumed full controllership responsibilities including reporting, commentary/variance analyses to senior management for expenses of $300 million. He performed financial analyses and review on the Technology Alliance Outsourcing task force. In addition, he developed a technology full life cycle, risk adjusted cost/benefit standard tool.

Manager of Technology Chargeback, Vice President, *1993 – 1994*

Mr. Asmar was responsible for the global technology chargeback structure including mainframe, midrange, desktop, telecommunications and application delivery. He developed and implemented a client-focused, technology product and price guide. This catalogue helped to educate clients about technology levers that they can control to maximize cost efficiencies.

Credit Suisse First Boston
Manager, Vice President, *1991 – 1993*

Mr. Asmar managed the Systems, Planning and Implementation area in the Accounting department. He was responsible for support of all accounting mainframe systems for the accounting, tax, payroll, regulatory and product support areas. In addition, he led an initiative to develop and build a system to assess product profitability across divisions.

Controller, Assistant Vice President, *1990 – 1991*

Mr. Asmar was responsible for financial reporting, budgeting, forecasting and payables for Information Services and Telecommunications (operating expenses of $170 million). As Controller, he provided commentary and variance analyses to senior management and reviewed controls and procedures for compliance. Mr. Asmar also developed chargeback rates and recovery analysis.

Assistant Controller, *1988 – 1990*

Mr. Asmar managed accounting, established financial reporting systems for the largest and fastest growing cost centers of the company: Data Processing, Systems Development and Telecommunications. During his tenure as Assistant Controller, he led the initiative to automate the budget process with accounting. Mr. Asmar was also responsible for in-house personal computer (PC) training for employees.

Manager of Budget and Analysis, *1987 – 1988*

Mr. Asmar designed the monthly consolidation and customized management reporting system. His other duties were financial modeling, sensitivity analysis, and ad hoc projects utilizing the personal computer.

International Paper Company, NY
Sr. Financial Analyst, *1985 – 1987*
Mr. Asmar supervised monthly performance reporting and variance explanation to management for the Pulp and Paper business segment (operating expenses of $250 million). He was responsible for the developing of budget and standards, analyzing cost variances and approving cost management projects.

Cost Analyst, *1983 – 1985*
As Cost Analyst, Mr. Asmar directed budget preparation and analysis for the Woodlands, Wood Products and Diversified business segment (operating budget of $200 million and a capital budget of $100 million). He conducted capital project performance review/analysis along with presenting strategic plans. Mr. Asmar headed financial statement consolidation task force responsible for the registration of a limited partnership with the US SEC.

Accountant, *1981 – 1983*
Mr. Asmar was responsible for monthly statement preparation, cash flow and account analysis of the southern regional office. As Accountant, he performed field auditing and revised policy manual for improved controls.

PROFESSIONAL APPOINTMENTS AND CERTIFICATIONS:

MCNC, a non-profit organization committed to advancing education, innovation and economic development throughout North Carolina by delivering next-generation IT services, Board of Directors, *Member June 2006 – present*

North Carolina Virtual Public School (NCVPS), Board of Directors, *November 2006 – present*

Karl Pond

Enterprise Data Manager
301 North Wilmington Street
Raleigh, NC 27601-2528
919-807-3241
kpond@dpi.state.nc.us

EDUCATION:

North Carolina State University 1979-1984
B.A. Accounting

EXPERIENCE:

Department Of Public Instruction, State of North Carolina
Enterprise Data Manager, *July 2005 – present*

Manage agency data, both collections and reporting, to eliminate redundancy and increase accuracy through integration of numerous individual level data collection systems (35) throughout the agency and state. Liaison to Federal government ensuring that accurate data is provided within the EDEN/EdFacts system the US Department of Education's database for data submission and reporting. Monitor external data requests from external recipients such as media, other state agencies and private research entities. Work closely with agency management, program areas and technology services to collect data for reporting requirements, including but not limited to: state legislature, EDEN, the Consolidated State Performance Report (No Child Left Behind), National Center for Education Statistics, Common Core of Data, Census Bureau and Office of Special Education. Coordinate the Data Management Group which sets policy pertaining to all agency data. Develop and manage multi-programmatic teams critical to data collection and reporting per required mandates and legislation. These teams will include when required colleges and universities, LEAs and other agencies when modifications to programs or policies directly affect the aforementioned partners. Initiate the development or enhancement of systems to assess the effectiveness of current processes or programs. Member of the state's federally funded Longitudinal Data System project to consolidate agency data, reduce redundancy of effort and collection, increase consistency of reporting and produce more accurate data as a result.

Department Of Public Instruction, State of North Carolina
Chief, Production Systems Support, *May 2000 – July 2005*

Manage staff of 15 permanent employees and 10 to 12 contract staff in the area of operational software support for approximately 80 of the agency's 82 data collection and information systems. The section was responsible for: maintenance, bug fixes, operational processing and project teams as required for major enhancements and new system development. Reviewed and analyzed workloads, staff performance and system performance. The evaluation of staff responsibilities as a result of resource usage from prior year's operations enabled projection of staffing assignments for seasonal peaks and restructured staff assignments as required for accommodating emergency, legislative and federal change requests. Monitored priority incidents

to ensure corrective action was taken and completed with minimal interruption to operations. Section included help desk support, programmer/analysts and DBAs with skill sets crossing multiple platforms and programming languages. Evaluations of staff performance were completed twice a year. Reviewed and adjusted staff responsibilities based on call data, system requests, skill sets and volume. Reviewed and revised section policies as required to improve productivity and flow of operations. Performed yearly assessment of all production systems and recommendations for improvement, retirement or new systems development based on data analysis, staff and users feedback.

Department Of Public Instruction, State of North Carolina
Chief, Systems Accounting, *February 1999 – May 2000*

Supervise staff of systems accountants to evaluate and document requests for new technology, review systems requests to avoid or resolve conflicts with other systems or areas and to develop or coordinate training for business staff. Liaison for users, management, Local Education Agencies, Federal government, agency programmatic areas and other agencies for financial system related enhancements or data requests

Department Of Public Instruction, State of North Carolina
Grant and Systems Accountant, *November 1990 – February 1999*

Liaison with financial staff and technical staff in the design of new systems development to reduce effort and increase productivity which required knowledge of both financial processes and IT procedures to producing the desired results. Prepare and maintain Federal grant reconciliations and reporting, prepare interim and closeout financial reports, monthly, quarterly and yearly analysis, work with state auditors on yearly audit.

Brookhaven National Laboratory
Staff Accountant, *September 1987 – November 1990*

Monthly and Annual financial statement preparation and presentation, maintain general ledger, preparation of account analysis, cash controls, LOC control, bank wire transfers, reconciliations, corporate investment analysis and assist in yearly audits.

PROFESSIONAL ORGANIZATIONS AND COMMITTEES:

North Carolina EDEN Coordinator, *2005 - present*
North Carolina CSPR Coordinator, *2006 - present*
North Carolina CCD Coordinator, *2006 - present*
CCSSO EIMAC member, *2008 - present*
CCSSO EIMAC SLDS Task Force, *2008 - present*
American Management Association, *July 2000*
ITIL training, *July 2003*
PMI training, *May 2004*
Microsoft Productivity Training, *August 1997*

Michael Veckenstedt, PhD

NC Department of Public Instruction
301 North Wilmington Street
Raleigh, NC 27601-2528

EDUCATION:

University of Kassel-Germany
Ph.D. Information Technology/Engineering, 1997 with special honors

University of Kassel-Germany
B.S. Engineering, 1990; M.S. Engineering, 1991

Max-Eyth-Germany
Technical College, 1985

EXPERIENCE:

Department Of Public Instruction, State of North Carolina
Chief Technology Officer, *2005 – present*
Dr. Veckenstedt is responsible for product and technology roadmaps of the North Carolina Department of Public Instruction (NCDPI) by setting the direction and priorities for the agency. He is the IT Lead on the IES-funded NC CEDARS (SLDS) project.

Innovate E-Commerce
Director of Development and Technology, *2003 – 2005*
Dr. Veckenstedt served as Chief Enterprise Architect for the North Carolina Window of Information for Student Education (NC WISE) project at NCDPI. His primary responsibilities were enterprise-application-integration and the technical architecture of the statewide reporting solution.

Ohio Department of Jobs and Family Services (ODJFS)
Application Architect, *2002 – 2003*
As Application Architect for the Ohio Department of Jobs and Family Services (ODJFS) Dr. Veckenstedt consulted on the development frameworks, development guidelines and development cost analysis to include the application architecture review and analysis for the migration of the Medicaid Management Information System (MMIS) and the Client Registry Information System – Enhanced (CRIS-E) applications. As a member of the Legacy Migration Project at the North Carolina Department of Justice (NCDOJ), Dr. Veckenstedt developed architectures and implemented extensible markup language (XML) and message-driven applications for a large, legacy migration project.

State of North Carolina's Common Payment Service (CPS)
Quality Analysis, *2000 – 2002*
Dr. Veckenstedt performed analysis, design and implementation tasks for State of North Carolina's Common Payment Service (CPS), which has interfaces to IBM legacy and SAP

systems. He also served as the software lead for PAY-CENTRAL™, a payment gateway and transactional warehouse for electronic funds transfer (EFT) and credit card processing.

Technology Evangelist, *2000 – 2002*
Dr. Veckenstedt mentored North Carolina State Government staff in EJB2.0, J2EE1.3, Java1.2/1.3/1.4 and in database design, implementation and testing of online systems according to state architecture and Institute of Electrical and Electronics Engineers (IEEE) standards.

National University of Singapore (Institute of System Science)
Consultant and Teacher, *1997 – 2000*
Dr. Veckenstedt was responsible for the technical curriculum for computer programming using object oriented languages, database and client server technology. As a teacher/instructor he provided courses for professional development as well as higher education such as "Master of Technology" and "Master of Knowledge Engineering" at the University of Singapore. Dr. Veckenstedt was also responsible for consulting in the areas of e-business development, object-oriented application development, client server and Internet technology. He provided specialized expertise in business-to-business integration using XML, e-commerce architectures, e-commerce component dev. and re-engineering the migration for e-commerce. He worked on the B2B Online Payment System project for the *National University of Singapore*, Master's Technology where he developed a system integrating to the country's largest bank ATM payment portal that provides on-line bill presentation linked into a legacy accounting system. Dr. Veckenstedt also proposed a component solution for *Singapore Airlines* for sharing of data using XML. He served as a consultant to *DelGro Engineering* for B2B solutions to trade spare parts on-line and as an advisor/consultant for *E-Buzz,* a group of entrepreneurs who planned to start a dot-com company.

Friedola GmbH & Co, Germany
Senior IT Project Leader and Programmer, *1988 – 1997*
Served as the Senior Information Technology (IT) Project Leader and Programmer at a class A rated supplier for Volkswagen, Mercedes and BMW.

University of Kassel, Germany
Process Re-engineering Technology Consultant, *1986 – 1988*
In this role, Dr. Veckenstedt served as the Project Manager of IT Projects for small and medium enterprises. He also worked to build IT and outsourced app. dev. primarily in the automobile, aviation and supplier sector. He also was the Project Leader of object oriented applications architecture and design of management information systems (MIS), decision support systems (DSS), data collection, manufacturing, capacity req. planning, production scheduling, shop floor control, product costs, order management, data acquisition and quality control applications.

PROFESSIONAL ORGANIZATIONS:

Institute of Electrical and Electronics Engineers

PROFESSIONAL DEVELOPMENT AND TRAINING:

Equal Employment Opportunity Institute, *2005*
Facilitative Leadership, *2007*

Philip W. Price

NC Department of Public Instruction
301 North Wilmington Street
Raleigh, NC 27601-2528

EDUCATION:

NC State University
B.A. Accounting and Economics, *1978*

NC State University
Postgraduate Computer Science Course Work

Other Executive Management Programs:

- Professional Management Program
- Education Policy Fellows Program

EXPERIENCE:

Department Of Public Instruction, State of North Carolina
Associate State Superintendent, *2000 – present*

Mr. Price is the Chief Financial Officer/Associate State Superintendent for Financial and Business Services. He provides day-to-day oversight management for the Division of School Business, Division of Financial Services, Division of School Support, Office of Charter Schools, Human Resource Management, and Systems Accounting Section. Financial and Business Services manages nearly $9 billion in State and federal funds and provides various technical support services to local education agencies (LEA), their schools, their employees, the General Assembly, other State and federal agencies, and the Department of Public Instruction.

Mr. Price is a core member of the Steering Committee for the IES SLDS grant-funded NC Common Education Data Analysis & Reporting System (CEDARS) project.

North Carolina General Assembly
Senior Fiscal Analyst for Public Schools, *2000 – 2002*

Mr. Price was the Senior Fiscal Analyst for Public Schools in the Fiscal Research Division. He assisted with the coordination of the General Assembly's preparation of the State Budget, organized and staffed appropriate committees, and responded to fiscal and policy requests from the 170 elected members of the General Assembly.

Department of Public Instruction
Director of School Business Division, *1978 – 2000 (Last job: 1998-2000)*

Mr. Price provided personalized financial leadership for all local education agencies and charter schools in North Carolina. He ensured the fair and equitable distribution of, and accountability for, the optimal use of public education resources.

PROFESSIONAL ORGANIZATIONS:

Association of Education Federal Finance Administrators (AEFFA)

North Carolina Association of School Business Officials (NCASBO)

Gerald Kenneth Thompson, Jr.

NC Department of Public Instruction
301 North Wilmington Street
Raleigh, NC 27601-2528

EDUCATION:

Bowie State University
M.S. Information Management Systems, *1993*

NC State University
B.A. Business Management, *1985*

EXPERIENCE:

Department Of Public Instruction, State of North Carolina
Enterprise Architect, Technology Services Area, *2005 – present*

Mr. Thompson developed and maintains the North Carolina Department of Public Instruction (NCDPI) enterprise objective architecture document and roadmap. He is part of the core team developing the IES SLDS grant-funded NC Common Education Data Analysis & Reporting System (CEDARS) project. In addition, Mr. Thompson delivered a systems architecture presentation focused on designing monitoring and measurement into information systems at the 2008 USED National Data Management Conference.

Previously, he developed an in-depth analysis of the data integration needs of NCDPI to include the current situation, primary motivations, environmental change forecasts, objective integration architecture, and technical strategy for moving forward. The primary output of this effort was a twenty-page white paper that is the basis for NCDPI's long-term enterprise data integration approach. In addition, Mr. Thompson reviewed and/or contributed to the development and evaluation of requests for proposal (RFPs) or their subsequent responses, which resulted in the selection and implementation of several new information systems. His previous responsibilities also include managing the application portfolio for NCDPI consisting of nearly 100 business applications and serving as the interim project manager for two projects during a major system reorganization that occurred after the contract with the primary vendor was terminated.

UNC Health Care, Chapel Hill, NC
Manager, Application Development/System Architecture, *2000 – 2005*

Mr. Thompson managed the development of the Web-based Clinical Information System (WebCIS), the integrated electronic health record for University of North Carolina (UNC) Health Care that presents data from more than 30 departmental and enterprise clinical systems. During his tenure, the clinical information application was rewritten as a web-based system using Java, Websphere, DB2, and XML technologies that eliminated nearly $800,000 of annual client license fees for runtime client software. The WebCIS team had other noteworthy accomplishments including delivering six additional system releases that provided new functionality, significantly improved clinician efficiency, improved patient safety, reduced costs,

or improved communications; adapting WebCIS to run on both Windows servers and the z/OS mainframe; adapting to an extensive set of Siemens (Invision/Net Access) data changes in the process of maintaining shared data between these two important systems; and evaluating and selecting commercial and open source software to perform various functions of the system.

Mr. Thompson delivered presentations at conferences such as Towards the Electronic Patient Record (TEPR), Healthcare Information and Management Systems Society (HIMSS) and others discussing WebCIS accomplishments, strategies, lessons learned, and future plans. As manager, he also initiated significant improvements such as establishing the first engineering change and revision control systems; developing and maintaining ongoing multi-year project plans in a highly fluid business environment; introducing application monitoring and alerting technologies; launching automated software testing and validation technologies and procedures; and selecting vendors and incorporating international contract software developers into the software engineering process to reduce development costs and accelerate function development.

Metamor ITS, Inc., Raleigh, NC
Field Site Manager, *1997 – 1999*

Mr. Thompson performed the duties of contract project manager for the UNC Hospital Information Systems Division (March 1999 to December 1999). He served as a contract designer/developer for the North Carolina Department of Transportation (NCDOT) Highway Construction and Materials System (HiCAMS) Project (August 1997 to March 1999).

Noblestar Systems Corporation, Falls Church, VA
Consultant Manager, *1996 – 1997*

Mr. Thompson assisted the Reserve Component Automation System Project in developing the application architecture for a family of military applications scheduled for development over a five-year period. He managed a team of five Noblestar developers and contractors to build reusable software components using the Software Engineering Institute (SEI) (SofProduct Line Practice model.

Ellsworth Associates., Raleigh, NC
Information Systems Architect/Designer, *1993 – 1996*

Mr. Thompson served as the primary architect and designer of object oriented client-server information systems for various applications areas within the U.S. Department of Health and Human Services (DHHS). He determined requirements and developed design specifications at the system, sub-system, and object level to include object, functional, and dynamic models. These systems served to reduce the cost of capturing nurse time clock data, managing DHHS grant processing, and reporting by the Administration on Aging to Congress.

Other Positions:

Project Manager, Intellus Inc., *December 1992 – September 1993*

Special Project Officer, Army National Guard, *July 1991 – December 1992*
Director of Manufacturing, Intelligent Vision Image Systems, *February 1990 – July 1991*
Captain, Personnel Officer, Maryland Army National Guard, *September 1986 – March 1990*
Industrial Engineer, Blue Bell Inc., *September 1985 – September 1986*
Army NG/Reserve Officer, Field Artillery/Aviation/Signal Corps, *May 1980 – June 2000*

PROFESSIONAL DEVELOPMENT AND TRAINING:

- Programming Languages: Java, Clipper, Basic, C, PowerBuilder
- DBMS: DB2, SQL Server, Sybase, Informix, dBase, MySQL
- Operating Systems: Windows, DOS, UNIX, z/OS
- Data Communications: TCP/IP, APPC, IPX, HL7
- Application Servers: Websphere, Tomcat
- Clinical Application Interfaces: Siemens Invision/Net Access, Agfa PACS, SCC Labs, Cerner Pharmacy, Cerner (formerly Dynamic) Radiology, Lumedx Apollo Cardiology systems
- Testing Tools: Empirix E-Tester & E-Loader

Patrice Neal

FPG Child Development Institute
521 S Greensboro Street
Carrboro, NC 27510
919-843-8538
nealp@mail.fpg.unc.edu

SLDS Role: Project Director, Early Childhood Sector.

EDUCATION:

University of North Carolina at Chapel Hill
Ph.D., Education: Early Childhood, Families, and Literacy, *2007*
Early Intervention Leadership Training Grant Doctoral Program, *2000 – 2003*

Oklahoma State University
Post Graduate Study, Family Relations and Child Development
Logue Fellowship for Human Environmental Sciences, *1998 – 1999*

University of Central Oklahoma
M.ED., Early Childhood Education, *1987*
Summa Cum Laude

University of Arkansas
B.S.ED., Special Education & Elementary Education, *1975*
Magna Cum Laude

PROFESSIONAL EXPERIENCE:

University of North Carolina at Chapel Hill
Frank Porter Graham (FPG) Child Development Institute
Investigator, *2003 – present*
Research Associate, *2002 – 2003*
Research Assistant, *2000 – 2002*

Oklahoma State University, College of Human Environmental Sciences
Office of the Dean, Academic and Research Services
Research Assistant, *1998 – 2000*

Oklahoma Commission on Children and Youth
Interagency Coordinating Council for Early Childhood Intervention
Program Director, *1989 – 1998*

CONFERENCE WORKSHOPS AND PRESENTATIONS:

- Neal, P. (January 2008). *Oklahoma Early Childhood Leadership Institute*. Three-day leadership development training conducted for Smart Start Oklahoma, Oklahoma City, OK,

January 14-16, 2008.

- Neal, P. (May 2007). *Developing Effective Leaders for Improved Service Delivery*. Workshop presented at the National Smart Start Conference, Greensboro, NC, May 9, 2007.
- Neal, P. & Harbin, G. L. (March, 2006). *Family Outcomes: Measuring How Families are Doing*. Session presented at the National Smart Start Conference, Greensboro, NC, March 9, 2006.
- Neal, P. & Harbin, G. L. (October, 2005). *Measuring Family Outcomes: What, Why, & How?* Session presented at the 21st Annual Division for Early Childhood International Conference on Children with Special Needs and Their Families, Portland, OR, October 15, 2005.
- Neal, P. & Harbin, G. L. (October, 2003). *Measuring Family Outcomes of Early Intervention.* Session presented at the 19th Annual Division for Early Childhood International Conference on Children with Special Needs and Their Families, Washington, DC, October 13, 2003.

PUBLICATIONS, INSTRUMENTS, & REPORTS:

- Neal, P. (2008). *Project LEAD* (Final Report). The University of North Carolina at Chapel Hill: FPG Child Development Institute.
- Neal, P. (2007). Are *we making a difference: Measurement of family outcomes in early intervention*. Doctoral dissertation, University of North Carolina at Chapel Hill.
- Neal, P. & Harbin, G. (2004). Are we making a difference? *ATN All Together Now, 10* (1), 8-9.
- Neal, P., Harbin, G., & Malloy, W. (2003). *Personal Leadership Development Plan.* Unpublished document, University of North Carolina at Chapel Hill, FPG Child Development Institute.
- Harbin, G. & Neal, P. (2003). *Family Benefits Inventory*. Unpublished instrument, University of North Carolina at Chapel Hill, FPG Child Development Institute.
- Harbin, G. L., Neal, P., Kameny, R., Fox, E. R. (2002). *Service to infants and toddlers with disabilities: Are we making a difference.* Research Report, University of North Carolina at Chapel Hill, Frank Porter Graham Child Development Center.

FACILITATION & TRAINING SESSIONS:

- *Methods, Models, and Processes in Accountability Research*. Panel at the Conference on Research Innovations in Early Intervention (CRIEI) (February 28, 2004). A national forum for researchers to discuss critical issues related to designing and conducting vigorous state outcome and accountability systems. San Diego, CA.
- *Partners in Research Forum* (January 10, 2003). Statewide event for key leaders at the state level to share ideas about pressing issues in early childhood and early intervention and to co-construct a research agenda with FPG researchers for addressing these critical issues

MEMBERSHIP, SERVICE & LEADERSHIP:

- *Child and Family Outcomes Committee of the NC Interagency Coordinating Council, ICC* (2007-2010) Co-Chair (2008 - present). ICC committee charged with assisting the state's Part C Early Intervention and Part B (619) Preschool Programs meet USDOE Office of Special Education requirements for collecting and reporting child and family outcomes data.
- *NC Early Childhood Data Work Group* (2007-present). Admin. support & facilitation of collaborative effort to dev. a plan for comprehensive, integrated data system across agencies.

- *North Carolina Partnership for Children (NCPC) Family Support Outcomes Task Force* (2009). Committee charged with development of recommendations to NCPC's Performance-Based Incentive System (PBIS) Advisory Council regarding revisions to the PBIS family support criteria.
- *Buell Early Childhood Leadership Program Advisory Board* (2008- present). Advises joint project of the University of Denver and the Clayton Foundation Early Childhood Resource Institute, offering academic certificate in Education Administration in the field of Early Care and Education.
- *NC Infant Toddler Program Focused Monitoring Stakeholder Group* (2007). Established to advise the state's EI Branch on setting priorities for monitoring, provide recommendations, and assist process.
- *State Outcomes Task Force of NC DHHS Early Intervention Branch* (2002-2004). Group charged with developing recommendations of measurable cross-program outcomes for accountability purposes.
- *Continuous Quality Improvement Committee* (2004-2006). State committee coordinating all activities in the areas of compliance monitoring, qualitative assessment, and outcome evaluations; advisory group to the NC Infant-Toddler Program -developing and evaluating a continuous quality improvement plan.
- *Policy Initiative Group* (2004-2005). Work group to conceptualize, plan, and promote a policy "center of excellence" within the FPG Child Development Institute.

Duncan E. Munn

(b)(6)

SLDS Responsibilities: Data System Specialist for Early Childhood Sector of the grant.

EDUCATION:

Duke University, Durham, NC
Bachelor of Arts, French and History Major, Psychology Minor, *1971*

University of North Carolina, Chapel Hill, North Carolina
Masters of Education in Special Education, 1973

PROFESSIONAL EXPERIENCE:

North Carolina Council on Developmental Disabilities
Program Manager, *April 2005 – July 2007*

This position's responsibilities include managing a variety of the demonstration projects funded by the NC Council on Developmental Disabilities. Examples of such projects include post secondary education for adults with DD, EPSDT outreach, accessing health care services for persons with DD, pre/in-service training for physicians and other health care professionals on working with persons with DD, dental services for those with severe developmental, physical, mental health related disabilities, and strategies for increasing adoptions of special needs children. The position was also responsible for managing the development of the Council's five year strategic plan and writing one of their major RFAs.

July 2005 – present
Self-employed Consultant

Examples of work include: evaluation and technical assistance to Frank Porter Graham Child Development Center on funding child care/early intervention; technical assistance to Cumberland County Partnership for Children (Smart Start) on integrating community early intervention and early childhood services; technical assistance to Pamlico County Health and Social Services Departments regarding child abuse prevention; technical assistance to a variety of other states' early intervention programs; and serving on the National Smart Start Technical Assistance Team.

Part-time Staff
This job is with Frank Porter Graham (FPG) Child Development Institute working on a grant from the US Department of Education on enhancing the data management capacity of NC's early childhood and early intervention agencies. Specific responsibilities involve developing a common interagency data system to measure child and family outcome measures.

Part-time Staff
This work is with the Family Support Network of the UNC School of Medicine as part of their grant from the US Administration on Developmental Disabilities to pilot approaches to integrating health, disability, social and other services at the local level. Specific responsibilities involve meeting with directors of key state agencies and organizations to develop strategies for specific community system integration activities. The other focus of this work is sustainability planning.

Adjunct Faculty
This includes teaching courses at the University of North Carolina at Greensboro. These courses address developmental disability policy, models of supports and services, current early intervention and special education issues.

Women's & Children's Health Section, Division of Public Health, NC Department of Health & Human Services
Early Intervention Branch Director, *August 1999 – February 2005*

This position involved state level management of all aspects of a statewide interdisciplinary, interagency system of early intervention services with a staff of 650 and a provider network totaling 450 organizations and a budget of $74.2 million. Specific examples of responsibilities include administration of state and federal early intervention funds, identification of unmet service needs and development of plans to address such needs, program and fiscal policy development, planning and implementing interagency, interdisciplinary pre- and in-service training and technical assistance, development of personnel certification standards, developing interagency service delivery agreements, monitoring and evaluating services, model program development, and public awareness activities. One example of such model development was the state's first inclusive child care program for children with disabilities and significant health care needs and the first non-categorical early intervention program for children and families with developmental disabilities, mental health or substance abuse needs. Related roles involve coordination with other health and human services and early childhood initiatives, accessing other public and private grants to enhance services, and planning and providing ongoing management for state and local early intervention system reorganization. The position involved serving as the Part C (Infant and Toddler) Coordinator for the federal Individuals with Disabilities Education Act.

Division of Mental Health, Developmental Disabilities, and Substance Abuse Services,
NC Department of Health and Human Services
Chief of Educational, Developmental and Vocational Services, *October 1983 – August 1999*

This position involved serving as the Chief of Day Services with the Developmental Disabilities Section of the Division of Mental Health, Developmental Disabilities, and Substance Abuse Services. Specific service responsibilities include Early Intervention, Inclusive Child Care, Preschools, Supported Employment, Adult Developmental Activity Programs, Case Management, Support Brokerage and related supports and services. Major activities with these types of service model include long and short range planning regarding service delivery needs, developmental of fiscal and programmatic information and documentation to support these identified needs, identification of additional program models and approaches not available in the current continuum and development of approaches to achieve the availability of the models.

Related areas of involvement include policy, fiscal, and program standard development for the different day services, and state level coordination with all of the other public and private health, mental health, developmental disabilities, social and educational agencies having a role in the service delivery process. The position also included serving as the Part C of IDEIA Coordinator for all activities related to the Division's role as lead agency for infant and toddler services under the legislation. In this position I represented DMH/DD/SAS on the team planning family support legislation. Also, I identified and managed the first funding specific to family support for this agency.

Orange County Association for Retarded Citizens, *May 1973 – July 1973*

Data Work Group of the North Carolina Collaborative Outcomes Project, *2007 - 2009*
Leadership of data systems component of federally funded General Supervision Enhancement Grant (GSEG), awarded by the Office of Special Education Programs of the US Department of Education to the Frank Porter Graham (FPG) Child Development Institute at UNC-CH.

State Outcomes Task Force of NC DHHS Early Intervention Branch, *2002 – 2004*
Leadership of collaborative group charged with developing recommendations of measurable cross-program outcomes for accountability purposes.

Partners in Research, *2003*
Planning and leadership of forum for NC early childhood agency stakeholders and early childhood researchers to enhance relationships and facilitate dialogue, identify cross-cutting early childhood issues, co-construct a research agenda, and develop research-to-action plans.

Legislative Study, *1998*
Leadership in addressing identified incompatibility of the Part C and Part B (IDEA) data systems as a significant barrier to NC's ability to report outcomes. The legislature mandated both agencies to make the changes necessary to make the two data systems more compatible. Under Mr. Munn's leadership, a work group made significant strides in this area.

PROFESSIONAL ACTIVITIES:

- Carolina Policy Institute on Personnel Preparation, National Advisory Committee
- Carolina Institute for Research on Early Education, National Advisory Committee
- Office of Day Care Licensing Training Advisory Committee
- North Carolina Part C of IDEA Interagency Agreement Committee, Co-Chairperson
- National Early Intervention Policy Institute, Investigator
- National Child Service Coordination Research & Training Center Advisory Board
- US DOE, Office of Special Educ., National Early Intervention Data System Planning Task Force
- North Carolina Early Childhood System Design Planning Committee
- US Department of Education/Alexander Graham Bell Institute Joint Planning and Policy Workgroup on Enhancing Connections to Early Intervention for Children with Hearing Impairment

Saundra Wall Williams

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On the P20 Project, Dr. Williams will have an executive role responsible for all matters of for the NCCCS execution on the P20 Project.

EDUCATION:

State of North Carolina
Chief Information Officer Certification, *December 2007*

North Carolina State University, Raleigh, NC
Doctor of Education, *August 1996*

North Carolina State University, Raleigh, NC
Master of Science, *December 1987*

North Carolina State University, Raleigh, NC
Bachelor of Science, *May 1985*

PROFESSIONAL EXPERIENCE:

North Carolina Community College System, Raleigh, NC
Sr. Vice-President, Chief of Technology and Workforce Development, *May 2008 – present*

Provide leadership and support to the 58 institutions in the North Carolina Community College System in the areas of policy development, coordination and implementation of strategic planning and accountability, the development of information and reporting systems, training and technical assistance, distance learning, continuing education, and workforce development. A member of the President's senior executive team. Serves in the role of staff to the North Carolina State Board of Community Colleges (SBCC).

Full responsibility for the following work sections and projects within the North Carolina Community College System: Information Technology and Resources, System Infrastructure, Technology Security and Services Systems Development and Integration, Computing Hardware/Software Operating Systems and Support, Telecommunications Resources, Infrastructure and Services, Distance Learning Resources and Infrastructure, Distance Learning Programs, Workforce Development, Workforce Initiatives, Continuing Education, Library Resources and Systems, Technical Training and Development, College Information System (CIS) Project, Data Warehousing, Data Collection and Analysis.

North Carolina Community College System, Raleigh, NC
Vice President of Administration, *July 2001 – May 2008*

Recruited by the President of the North Carolina Community College System to provide leadership and support to the 59 institutions in the North Carolina Community College System in the areas of policy development, coordination and implementation of strategic planning and accountability, the development of information and reporting systems, training and technical assistance. Provided support to the staff of the North Carolina Community College System Office through information technology, human resource development, planning, data and library resources. A member of the President's senior leadership team. Serves in the role of staff to the North Carolina State Board of Community Colleges (SBCC). Prepares reports for the North Carolina General Assembly.

North Carolina State University, Raleigh, NC
Adjunct Assistant Professor, *August 2002 – present*
Assistant Professor, Dept. of Adult and Community College Educ., *August 1997 – August 2002*

Solely responsible for course development, lectures and exam/project evaluations for the following courses: Leadership and Management in the Training and Development Enterprise; Strategies for Web-based Instruction and Training; Integrating Technology into Training Design and Delivery Research in Training and Development/Human Resource Development; Methods and Techniques of Training and Development (Instructional Innovation – Course delivered by Internet and Video); Organization and Operation of Training and Development Programs; and Career Development for Training and Development Professionals

North Carolina State University, Raleigh, NC
Adjunct Instructor, Department of Mathematics, *May 1987 – December 1996*
Solely responsible for course development, lectures and exam evaluations for the following courses:

- Analytic Geometry and Calculus. Undergraduate level mathematics course designed for physical science, mathematical science and engineering majors. The focus of the course was the application of analytic geometry and calculus theory to science and engineering.

- Elements of Calculus. Undergraduate level mathematics course designed for business, economics, the life and physical sciences, and other general applications areas.

SYNTEL, Inc., Cary, NC (Information Technology Consulting Firm)
Consultant, Training and Development, *August 1997 – December 1997*
Manage, Training and Development, *April 1996 – August 1997*

- Served as a member of the national and international Executive Management Team.
- Presented and communicated all aspects of Syntel, Inc. technical training programs to external and internal clients.
- Allocated and managed a $1 million national and international training budget.
- Evaluated technical training programs to determine return on investment.
- Marketed technical training programs throughout Syntel, Inc.

- Directed and evaluated instructors and course developers in Cary, NC (Cary Development Center), Troy, MI (Corporate Headquarters), and Bombay, India (International Training Site).
- Directed and evaluated technical recruiting specialists.
- Developed the Computer-Based-Training (CBT) curriculum for Syntel, Inc. computer programmers, business analysts, and delivery managers.
- Designed and implemented technical training and mentoring program for new Syntel computer programmers (non-entry level computer programmers).
- Completed needs analysis for a corporate wide Syntel, Inc. Project Manager Certification Program.
- Designed and implemented a Train-the-Trainer program for expert computer programmers who served as technical instructors.
- Created a national and international training initiative called the Technical and Professional Development Program (TPD). The 8-week TPD program was designed to train entry level computer programmers in the areas mainframe and client server programming technologies and effective business communication.
- Identified, assessed and analyzed the educational needs specific to computer programmers for the Technical and Professional Development Program
- Planned, designed, identified human, software and hardware resources the Technical and Professional Development Program.
- Evaluated and accountable for student performance during the Technical and Professional Development Program.

Broadband Technologies, Inc., Research Triangle Park, NC
Principal Technical Instructor and Course Developer, *June 1993 – April 1996*

Nortel Technical Education Center, Raleigh, NC
Senior Specialist in Technical Education, *July 1990 – June 1993*

Nortel, Research Triangle Park, NC
Software Production Engineer, *August 1987 – July 1990*

PUBLICATIONS:

Williams, S. W., Watkins, K., Daley, B., Courtenay, B., Davis, M., & Dymock, D. (2001). Facilitating Cross-Cultural Online Discussion Groups: Implications for Practice. *Distance Education: An International Journal*, *22,* 151 – 167.

Daley, B., Watkins, K., Williams, S. W., Courtenay, B., Davis, M., & Dymock, D. (2001). Exploring Learning in a Technology Enhanced Environment. *Education, Technology, and Society, 4,* 126 - 138.

Williams, S. W. (2002). Instructional Design Factors and the Effectiveness of Web-based Training/Instruction. In *The Cyril O. Houle Scholars in Adult and Continuing Education Program Global Research Perspectives: Volume II* (pp. 132 – 146). The University of Georgia.

Williams, S. W., Watkins, K., Daley, B. Courtenay, B., Davis, M., & Dymock, D. (2000). Cross-cultural Reflection on Work-based Learning: An Application of Research, Teaching, and

Learning Using the Case Method. In Hans Klein (Ed) *Creative Teaching* (pp. 11 – 20). Madison: Omni Press.

James Keith Brown

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EDUCATION:

Stanford University, Stanford, CA
M.A., abd - Administration and Policy Analysis, *September 1981 – August 1984*

University of North Carolina at Wilmington
M.Ed. - Education Administration, *January 1978 – May 1908*

University of North Carolina at Wilmington
Teacher Certification - Biology and Social Studies, *January 1975 – August 1976*

University of North Carolina at Chapel Hill
B.A. – Psychology, graduated with highest honors in psychology, *September 1970 – May 1974*
Recipient of Dashill-Thurstone Award for best undergraduate research in psychology, '73 - '74

PROFESSIONAL EXPERIENCE:

North Carolina Community College System Office, Raleigh, NC
Associate Vice President for Research and Performance Management, *July 2008 – present*

Major Job Responsibilities: Directing all research, accountability, and performance management initiatives for the System Office; lead NC representative on the Achieving the Dream Cross-State Data Team conducting research on success of community college students; State IPEDS Coordinator for the 58 community colleges; Southern Regional Education Board (SREB) Data Exchange Coordinator; providing technical support for SAS and SPSS for the 58 community colleges; AIR IPEDS trainer on data tools.

North Carolina Community College System Office, Raleigh, NC
Associate Vice President for Planning, Accountability, Research and Evaluation, *July 1997 – July 2008*
Major Job Responsibilities: Directing all planning, research, accountability, and quality initiatives for the System Office; overseeing state level data reporting and the data warehouse, directing the activities of the Education Program Audit section, providing technical support for SAS and SPSS for the 58 community colleges; conducting ad hoc research requests from senior staff; monitoring section budget; supervising and evaluating personnel in Planning, Accountability, Research and Evaluation section.

North Carolina Community College System State Office, Raleigh, NC
Director for Planning and Research, *July 1995 – July 1997*

North Carolina Department of Community Colleges, Raleigh, NC
Coordinator for Institutional Planning, *April 1990 – June 1995*

North Carolina School of Science and Mathematics, Durham, NC
Dean, Special Programs and Research; State Coordinator of Summer Ventures in Science and Mathematics, *October 1986 – March 1990*

North Carolina School of Science and Mathematics, Durham, NC
Head of Outreach and Research, *September 1984 – September 1986*

North Carolina School of Science and Mathematics, Durham, NC
Director of the Mathematics and Science Teacher Education Center, *September 1984 – September 1986*

Stanford University, Stanford, CA
Supervisor, Stanford Teacher Education Program, *June 1983 – June 1984*

Stanford University, Stanford, CA
Research Associate, Center for Research on Women, *June 1982 – August 1983*

Stanford University, Stanford, CA
Research Assistant, School of Education, *October 1981 – October 1984*

Cape Fear Technical Institute, Wilmington, NC
Instructor, *August 1978 – July 1981*

E.A. Laney High School, Wilmington, NC
Teacher, August 1977 – June 1981

Lake Forest Junior High School, Wilmington, NC
Teacher, *August 1976 – June 1977*

Dixon Junior High School, Dixon, NC
Teacher, February 1976 – June 1976

PRESENTATIONS AND WORKSHOPS:

- State Mandated Performance Measures: Development, Implementation and Impact Using Data for Decision-Making Planning,
- Institutional Effectiveness and Continuous Program Improvement: Strategies for Strengthening the College Basics of Strategic Planning
- How to Involve Faculty in the Planning Process
- Identification and Assessment of Educational Outcomes
- Accountability and Institutional Effectiveness
- Keys to Effective Planning
- Linking the Planning Process with Budgeting

COMMITTEES:

- State Occupational Information Coordinating Committee (SOICC) Chairman
- IPEDS State Coordinator
- SREB Data Exchange Coordinator
- NGA Performance Management Project
- Welfare Reform Stakeholders Group
- Multi Campus & Off Campus Center Review Team
- Research Liaison- American Association of Community Colleges
- Advisory Board, East Carolina University Planning Committee on Science Education Reform
- Advisory Board, NCSU Mathematics and Science Teacher Education
- Research and Development Center
- Mentor, American Mathematics Project

RESEARCH AREAS:

- TEST Drive: Six States Pilot Better Ways to Measure and Compare Community College Performance
- Accountability and Standards for Community Colleges (Responsible for developing and publishing the annual *Critical Success Factors Report*)
- Employment Patterns and Salary Earnings of Community College Graduates
- Hedonic Wage Analysis Related to Employment Choices
- Human Capital Investment by Women
- Financing of Higher Education
- Legal Issues in Education

PROFESSIONAL ORGANIZATIONS:

- Association of Institutional Research
- North Carolina Association of Institutional Research
- National Council for Research and Planning
- American Education Research Association
- North Carolina Community Colleges Planning and Research Organization

Bruce B. Humphrey, PMP®

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Mr. Humphrey has more than 30 years experience in information systems in both the private and public sectors. After spanning three decades of work with IBM in Software Engineering, Systems Integration, Customized Operational Services, data center operations, project management and e-business, Mr. Humphrey joined the North Carolina Community College System (NCCCS) Office to initiate a project management office and bring best practice project management methodologies to information technology projects for the North Carolina Community College System.

EDUCATION:

IBM Software Engineering Institute
Clean Room Technology Center

IBM Systems Research Institute
Intractability

Johnson C. Smith University
B.S. Mathematics/Physics

PROFESSIONAL EXPERIENCE:

North Carolina Community College System, Raleigh, NC
Associate Vice President IT Project Management, *2005 – present*

- Initiated the Agency IT Project Management Office to meet SB991 requirements for IT projects.
- Staffed the IT Project Management Office per Office State Budget Management Guidelines.
- Achieved 100% successful project track record for Agency IT projects under IT PMO auspices.
- Project Management auspices accumulating more than $15M

Department of Public Instruction, Raleigh, NC
Consultant, *2005*

- Accountable for project management of School Report Card web development team.
- Accomplished budgeted on time installment of School Report Card website.

IBM Global Services, *Somers, New York*
Large Customer IT Project Executive, *1995 – 2005*

- Exceeded corporate profit and margin targets for IT projects within the Automotive Industry with large clients: Mercedes Benz, Subaru, and Toyota.
- Exceeded corporate profit and margin targets for IT projects within the Retail Industry with large clients: Target Stores, Eckerd Drugs, Borders Books, CompUSA, Pepsi Cola, and Hertz.
- Served on Credentials Verification Council for IBM Project Manager Center of Excellence
- Project Management auspices accumulating more than $100M

IBM: Software Solutions Div; Application Solutions Division; Financial Service Division; Federal System Division

Senior Development Manager, *prior 1995*

- Developed customer centric modeling while managing Global Critical Situations Center and software development for ImagePlus software.
- Managed first enterprise case based workflow for LAN based loan processing at Meridian Bank.
- Managed first Certified Clean Room Technology for artificial intelligence expert system for ultra high transaction volume clients such as Bank of San Francisco and Sumitomo Bank.
- Developed cargo environmental algorithmic display indicator interpretative languages for NASA Space Shuttle.
- Mastered and taught software engineering techniques as applied to attack class and ballistic missile carrying submarines for passive and active SONAR systems of US Navy.
- Developed and delivered the first ever mission operational PC based Ada software for USAF.

AWARDS AND PROFESSIONAL SERVICE:

- IBM Formal Awards and Informal Awards in Technology, Innovation, and Management
- IBM Project Management Center of Excellence
- United States Secret Security Clearance (Inactive)
- Certified Project Manager with IBM and PMI (Recertification current through 2012)

Alisa Chapman

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EDUCATION:

East Carolina University, Greenville, North Carolina 27834
Doctor of Education, Concentration: Educational Leadership, *2009*

East Carolina University, Greenville, North Carolina 27834
Master of Arts in Education, Concentration: Instructional Technology
NC Certification: 077 (Educational Technology K12 Licensure Area), *1992*

East Carolina University, Greenville, North Carolina 27834
Bachelor of Science in Education, Concentration: Elementary Education
NC Certification: 023, 190 (Elementary Education and Reading K12 Licensure Areas), *1990*

PROFESSIONAL EXPERIENCE:

University of North Carolina General Administration, Chapel Hill, North Carolina 27515
Associate Vice President for Academic Planning and University-School Programs,
September 2007 – present
Advance efforts within the University to prepare more and better teachers and school leaders for NC public schools. In addition to supporting and strengthening academic program development, data analysis and research efforts aimed at improving preparation and development of teachers and school leaders, and enhancing public service programs of UNC schools, colleges, and departments of education.

University of North Carolina General Administration, Chapel Hill, North Carolina 27515
Assistant Vice President for University-School Programs and Information Technology,
August 2003 – September 2007

University of North Carolina General Administration, Chapel Hill, North Carolina 27515
Director of Instructional Technology for University-School Programs,
January 1999 – August 2003

North Carolina Department of Public Instruction, Raleigh, North Carolina 27601
Instructional Technology Consultant, *November 1995 – January 1999*

Beaufort County Schools, Washington, North Carolina 27889
Instructional Technology and Student Information Management System Coordinator,
April 1993 – October 1995

SPONSORED RESEARCH AND DEVELOPMENT ACTIVITY:

Burroughs Wellcome Fund Scholars Program, *May 2007 – present*
Awarded $5.3M from the Burroughs Wellcome Fund (BWF) to develop a "fast track" to teacher certification for science majors aimed at preparing these individuals for careers in teaching. The program is being implemented on four partnering campuses; NCCU, NCSU, UNCA, and UNC-CH. The initiative will provide $6,500 scholarships to qualifying juniors and seniors, and an additional benefit of a $5,000 annual salary supplement for up to five years for BWF Scholars that graduate and obtain employment in a North Carolina public school as a licensed science teacher.

Guilford County Schools Mathematics Project, *September 2006 – present*
Member of multi-organizational development team awarded $2 million from Action Greensboro (partnership of Triad-area foundations) for a three year project to address the need for mathematics teachers and the quality of the mathematics program in select high schools in Guilford County Schools. This project seeks to recruit, differentially reward, and retain mathematics teachers in the participating schools.

NC Catalyst, *June 2000*
Awarded $1.5M from the U.S. Department of Education's Preparing Tomorrow's Teachers To Use Technology Program. The grant, entitled NC Catalyst, represented a statewide partnership between the 16-campus University of North Carolina, NC Department of Public Instruction, NC Community College System, UNC Center for Public Television, two small, private liberal arts colleges, and the SAS Institute. The focus of the grant was teacher technology preparedness.

COMMITTEES, APPOINTMENTS & PROFESSIONAL AFFILIATIONS:

North Carolina Public School Forum Study Group XIII Committee I, *Fall 2008 – February 2009*
Participated in the Public School Forums Study Group XIII "Creating and Educational Governance Framework for the Twenty-First Century." The report generated from the committee focuses on the long-range planning process and governing system for public education.

American Educational Research Association (AERA), *January 2009 – present*
Member of the American Educational Research Association professional organization.

UNC-NCNSP Learning Laboratories Steering Committee, *2008 – present*
Serve on the steering committee for the UNC and NCCSP (NC New Schools Project) Learning Laboratories Initiative for High School innovation. Through this initiative partnering UNC campuses and the NCNSP will help four selected high schools become "learning laboratories" of best practice, enabling educators from other NC schools to observe transformed teaching and learning that leads to higher graduation rates and higher performance among all students. The project is being supported by a $2.5M grant from the Bill & Melinda Gates Foundation, including $1.7M to UNC for the joint initiative, and an additional $795,000 redirected by the NCNSP from a previous foundation investment.

Association for Supervision and Curriculum and Development (ASCD), *2008 – present*

Member of the Association for Supervision and Curriculum Development professional organization.

Guilford County Schools Mathematics Project Advisory Committee, *2007 – present*
Member of the Guilford County Schools Mathematics Project Advisory Committee. The Committee, consisting of representation from Guilford County Schools, UNC Greensboro, North Carolina A&T State University, and UNC General Administration provides input to the overall project. This project seeks to recruit, differentially reward, and retain mathematics teachers in the participating high schools.

UNC Information Resources E-Learning Strategic Planning Committee, *2001 – 2002*
Serve as a member of the UNC Information Resources E-Learning Planning Committee aimed at determining if and how a cooperative approach to e-learning could best benefit UNC stakeholders.

International Society for Technology in Education (ISTE), *1997 – present*
Member of the International Society for Technology in Education professional organization.

UNC Deans' Council on Teacher Education, *1999 – Present*
Serve as primary liaison and staff to the UNC Deans' Council on Teacher Education which monitors and guides the direction of teacher preparation and development, and educational outreach of UNC Schools, Colleges, and Departments of Education.

PRESENTATIONS AND PUBLICATIONS:

SHEEO Conference – San Diego, California, *August 2009*
Co-presented at the national State Higher Education Executive Officers (SHEEO) conference about North Carolina's state-wide Title IIA Teacher Quality Grant program entitled NC QUEST.

AACTE Conference – New Orleans, Louisiana, *February 2008*
Co-presented at the American Association of Colleges of Teacher Education (AACTE) national conference with Western Carolina University about the planning and implementation efforts of UNC's Teacher Recruitment Initiative.

National Governors Association Transforming Learning through Technology – Nashville, Tennessee, *May 1999 & July 1999*
Participated on North Carolina's state team at a national forum coordinated by the National Governors' Association that was held in collaboration with the Milken Exchange on Education Technology. NC's team served as panelists in a discussion about technology implementation and requirements in PK-16 education in NC during the May and July 1999 forums.

National Supercomputing Conference (SC98) – Orlando, Florida, ***November 1998***

Served on the planning committee coordinating selected portions of the SC98 program to allow teachers in NC, IL, and IO to participate in an interstate teleconference delivered to these sites using video over IP technology. Six institutions of higher education in NC participated; ASU, UNCC, UNCP, UNCW, ECU, and WCU. In addition to coordinating a virtual panel presentation for the SC98 Conference on the North Carolina Technology Competencies for Educators.

John F. Leydon

(b)(6)

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(b)(6)

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EDUCATION:

American International College, Springfield, MA
Masters of Business Administration in Executive Development

American International College, Springfield, MA
Bachelor of Arts in Economics

PROFESSIONAL EXPERIENCE:

University of North Carolina – General Administration, Chapel Hill, NC
Vice President, Information Resources and Chief Information Officer, *2008 – present*

In his current position, John has responsibility for all information technology services that are shared among the 17 UNC institutions. A primary example of a shared service is the state wide research and education network (NCREN) which connects all of the UNC institutions and then provides an internet gateway for all NCREN users. In the role of CIO, he coordinates several UNC system wide and North Carolina statewide groups such as the UNC CIO Council, the NC Common Services Work Group and the quarterly meeting of the State ITS CIO, the CIO of the Community College System, and the CIO for the State Department of Instruction (K-12).

University System of New Hampshire, Durham NH
Executive Director for Enterprise Technology, *2004 – 2008*

The executive director serves as the chief information officer for USNH and the responsibilities of this position are to: coordinate the performance of administrative information systems and networked software architectures for the four USNH institutions, gain organizational commitment for all systems and software plans, and assist in the evaluation and selection of all technologies. In addition, the executive director provides strategic leadership across the organization to:

- Identify opportunities to improve IT service planning, delivery, and support,
- Provide robust IT support with a focus on customer service,
- Lead the development of and the annual adjustment to a long range technology plan,
- Foster campus cooperation and shared development of common information technology needs, Chair the CIO Council and the Information Technology Coordinating Committee.

Kaludis Consulting, Washington, DC
Vice President, *1986 – 2004*

Kaludis is a consulting practice offering information technology strategic planning, interim executive management, and project management in higher education. As a consultant, served several colleges and universities as an Interim Chief Information Officer, managed the successful implementation of major administrative systems packages to include PeopleSoft and SCT Banner, and prepared long range strategic plans in information technology for multiple institutions.

Chief Information Officer consulting engagements include:

- Massachusetts State College System – Managed the central data center for the nine (9) state colleges in the Commonwealth. In addition to the consolidated administrative information systems, the center managed the state-wide data network.
- University System of New Hampshire – Systems Architect – assisted the client with long range planning for the coordination of the computing and networking infrastructure for the 4 institution university system.
- Mount Holyoke College – initially served on a team to develop a strategic vision, mission, and goals for the college. Upon completion of the strategic plan, I reorganized and invigorated the academic technology group to create a leading edge teaching and learning with technology initiative.
- Bowdoin College – Served as the Director of Information technology for an interim period of 12 months. Developed a long-range plan and supervised the search and selection of administrative system software.
- Fashion Institute of Technology – retained to serve as the interim chief information officer and lead the efforts to develop both a distance education program and a teaching and learning with technology initiative. (This contract was performed as an IBM Global Services contractor while on a 1 year leave of absence from Kaludis Consulting).

Project Management/System Integration consulting assignments include:

- DePaul University – Led a successful implementation of the entire suite of PeopleSoft administrative systems. Financial accounting, human resources, and student administration systems were installed and operating successfully in an 18 month.
- University of New Hampshire – served as project manager for the implementation of the Banner Student and Financial Aid applications.
- University System of New Hampshire – recently completed a product search, vendor negotiation, and systems integration of a web based payment and merchandise sales system (e-Commerce).
- Holy Cross College – Managed the successful reengineering of the financial services division and the implemented the PeopleSoft financial information system.

Strategic Planning Assignments:

Radford University, Gettysburg College, Pace University, Loyola College, Holy Cross College, University System of Georgia

Monarch Life Insurance Company, Springfield, MA
Vice President for Management Systems and Services, *1981 – 1986*

Chief information systems and strategic planning officer for this $1 billion financial services company. Managed a staff of 180 clerical and professional employees and supervised a budget of $23 million.

University of Massachusetts General Administration, Boston, MA
Assistant Vice President and Director of Management Systems, *1978 – 1980*

CIO of the central support organization for a three-institution University staffed by 120 technical and operations personnel with an operating budget of $7 million. The operating environment was IBM MVS/VSE with CICS and DB2. Systems supported were the SCT/IA FRS, and self developed legacy systems for Human Resources and Student Administration.

W. E. Wright Company, West Warren, MA
Manager of Data Processing, *1971 - 1978*

Supervised the information technology, data processing, and a nationwide order entry staff for this $75 million manufacturer of consumer products.

Valley Bank and Trust Co., Springfield, MA
Senior Systems Analyst, *1967 – 1970*

Performed systems analysis and programming services for banking applications.

Paul M. Hudy

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Paul will be part of the P-20 Longitudinal Study grant team tasked by the Education Cabinet for the ongoing development and technical oversight of the project. Paul is also responsible for the technical planning, deployment and implementation of UNC's participation in the project.

EDUCATION:

University of Delaware
B.A., Political Science, *1971 – 1975*

University of North Carolina at Chapel Hill Law School, *1975 – 1979*

Durham Technical Institute
Data Processing, 1981 – 1983

PROFESSIONAL EXPERIENCE:

UNC General Administration, Information Resources Division
Director of Network and Media Services, *July 1998 – present*

UNC General Administration, UNC System-MCNC Network Services Contract
Contract Officer, *2008 – present*

UNC High Performance Computing Grant
Program Director, *December 2003 – July 2006*

UNC System Long Distance Telecommunications Contract
Contract Officer, *2000 – 2003*

UNC-General Administration, Finance Division
Applications Programmer Analyst Specialist, March 1992 – July 1998

UNC General Administration, Planning Division
Computer Consultant, February 1989 – March 1992

UNC General Administration, Planning Division
Applications Programmer, October 1983 – January 1988

UNC General Administration, Planning Division
Computer Programmer, October 1983 – January 1988

COMMITTEES AND SPECIAL PROJECTS:

UNC System IT Security Council
UNCGA representative and organizing director, *2008 – present*

UNC System IT-Funding Model Workgroup
Organizing director, *2009 – present*

UNC System Video Services Committee
Organizing director, *2009 – present*

NC Research and Education Network Collaborative Services
Member, *2007 – present*

UNC System High Performance Advisory Group
Member, *2000 – 2007*

NC Research and Education Network Advisory Council
Member, *2000 – present*

UNC System Networking Committee
Organizing director, *2009 – present*

1999 UNC IT Strategy Logistical Needs Task Force
Member

Hope Williams

North Carolina Independent Colleges and Universities
530 N. Blount Street
Raleigh, North Carolina 27604
Ph: (919) 832-5817
Fax: (919) 833-0794
e-mail: williams@ncicu.org

EDUCATION:

University of North Carolina at Chapel Hill, Chapel Hill, NC
Ph. D. in Education, *1987*

North Carolina State University, Raleigh, NC
MPA, *1979*

Duke University, Durham, NC
A.B. degree, *1976*

PROFESSIONAL EXPERIENCE:

North Carolina Independent Colleges and Universities
President, *1992 – present*

Serve as president of the statewide organization for the 36 independent colleges and universities in North Carolina and their presidents who comprise NCICU's Board of Directors. Represent North Carolina independent higher education statewide and nationally including serving as a member of the Governor's Education Cabinet, working with the North Carolina General Assembly, the U.S. Congress, the executive branches of federal and state governments, and the media. She works on behalf of independent colleges and universities, advocating for public policy issues, providing research and information, raising corporate and foundation funds and administering collaborative programs.

North Carolina Center for Independent Higher Education
Executive Director, *1986 – 1992*

Represented and addressed issues of concern to the independent colleges and universities in North Carolina from the perspectives of research, information and programs.

Z. Smith Reynolds Foundation, Inc. of Winston-Salem, NC
Consultant, *1986*

Served as consultant to the Foundation's Board of Trustees to research and prepare a report for the Board on issues related to the economic advancement of women and their families.

North Carolina Department of Administration, *1977 – 1985*
Chief Assistant to the Secretary, *1982 – 1985*

Provided personnel oversight for the department's 1,100 employees; managed several divisions and budgets of more than $1.5 million; was responsible for priority department projects;

represented the department with the Office of State Budget and Management and the Office of State Personnel; developed legislation and represented the department with the North Carolina General Assembly.

RECENT HONORS, CIVIC AND PROFESSIONAL ACTIVITIES:

- Co-Chair of the Scholars' Council, Institute for Emerging Issues, 2009
- Recipient, the Elon Medallion, Elon University, 2009
- Advanced Energy Corporation, chair 2008-09, board member, 1995-
- National Advisory Panel, Institute for Emerging Issues, 2008-
- Stop Hunger Now, Board of Directors, 2008-
- MCNC, Board of Directors, 2008-
- "Woman of Achievement," Award by the General Federation of Women's Club of North Carolina, Inc., 2007
- Foundation of Independent Higher Education, Venture Fund and Nominating Committees, 2006-; chair of the Venture Fund, 2008-
- Foundation for Excellent Schools, Strategic Planning Task Force, 2006-
- 2005 Woman Extraordinaire, *Business Leader Magazine*
- *North Carolina Citizens for Business and Industry Magazine, Executive Voices Article*, "Private Colleges and Universities are Part of the Solution," 2004
- College Foundation, Incorporated, Board of Directors, 2002-
- Louisburg College, recipient of the President's Medallion, 2005
- Top 25 Women in Business Award by *The Business Journal*, 2001
- Campbell University, Honorary Doctor of Law degree, 1998
- North Carolina Communities in Schools, Board member 1997-
- Outstanding Service Award, Rotary Club of Raleigh, 1997
- National Association of Independent Colleges and Universities, board member, 1999-2002
- Distinguished Woman of North Carolina Award in Education, 1999
- *North Carolina Citizens for Business and Industry Magazine*, Executive Profile, 1999
- North Carolina Commission on National and Community Service, member 1998-2002
- North Carolina School Improvement Panel, member 1997-2001
- Governor's Education Cabinet, member 1993-
- United Way of Wake County, Chair, Public Policy Committee, 1993-94
- National Association of Independent College and University State Executives; Executive Committee, 1993-2005; chair, 1999-00
- North Carolina Association of Institutional Research; President, 1993-94
- Public School Forum of North Carolina, Board member 1992-present

- North Carolina Adult Education Association; President, 1991-92
- Women's Center of Raleigh, Officer and Board member, 1986-89
- University of North Carolina at Chapel Hill, Government Executives Institute Board of Directors, Group VII

SELECTED PRESENTATIONS:

- Huntingdon College, 2008 commencement speaker
- "Entrepreneurship Education at Independent Colleges and Universities," North Carolina Entrepreneurship Summit, 2008
- National Association of Independent College and University State Executives, Chair, "Best Practices Panel," 2005 Summer Workshop
- Louisburg College, 2005 commencement speaker
- Co-Chair, Technical Review Panel on Student Unit Record Data, US Dept. of Education, 2004
- "Effective Trusteeship in NC's Independent Colleges and Universities, " DVD, 2004
- North Carolina Wesleyan College, December 2002 commencement speaker
- Pfeiffer University, Board of Trustees Retreat, 2002: "State Aid to North Carolina Students"
- National Governor's Association Conference, Charleston, West Virginia: "New Directions and Strategies for Merit-Based Aid," speaker, August 2002
- Pfeiffer University, March 2001 speaker, "Women in Education"
- Barton College, 2000 commencement speaker
- Southern Women in Public Service, 1998 Annual Conference, panel presentation, "Women Leaders in Higher Education: Charting the Path to Success"
- "The Changing Role of Trustees in Planning," article with Dr. J. Fred Young, *Planning for Higher Education*, volume 26, Number 4, Summer 1998
- Lees–McRae College, 1998 commencement speaker
- North Carolina's Education Governing Boards, 1998 Annual Meeting, presentation, "Independent Colleges and Universities: Collaboration with the Public Schools"
- North Carolina Association of Colleges and Universities, 1997 Annual Meeting, panel presentation, "Distance Learning, Star Wars or Turf Wars?"
- Mount Olive College, 1997 commencement speaker
- Southern Association of Colleges and Schools, 1996 Annual Meeting, seminar on trusteeship

Timothy H. McDowell

North Carolina Independent Colleges and Universities
530 N. Blount Street
Raleigh, NC 27604
(919) 872-5409 (home)
(919) 832-5817 (office)

EDUCATION:

Elon College
Bachelor's Degree, *1976*

PROFESSIONAL EXPERIENCE:

North Carolina Independent Colleges and Universities
Director of Government Relations, *1994 - present*
Organize and direct efforts to lobby the North Carolina General Assembly to secure over $40 million annually for student aid programs. Develop workshops for college and university constituencies. Publish educational and promotional materials for 36 independent colleges and universities. Represent institutions in dealing with Governor's office, state budget office, legislative committees and commissions, and other government agencies.

North Carolina Wesleyan College
President for Development, *1990 – 1994*
Organize and direct staff of seven for total program of securing unrestricted gifts to the college. Responsibilities include Annual Giving, Alumni and Parent Relations, Planned Giving, Foundation Relations, Gift Records, Cultivation, Volunteers, Planning, Government Relations, Office Management, Personnel, Budget, Staff Training, Objectives; and Gift Response.

Elon College
Director of Development, *1987 - 1990*
Doubled unrestricted giving in two years. Completed capital campaign, raising over $8.5 million of $5.7 million goal. Increased total private support 94 percent in five years. Increased total development income 47 percent in five years. Implemented Parents Program and doubled parents' giving in two years. Increased alumni participation to over 46 percent, setting state record for coeducational institutions. Increased phonathon income 81 percent in two years.

Associate Director of Development, *1986 – 1987*
Organized campaign for support in Alamance County, responsible for solicitation of gifts.

Director of Community Relations, *1983 – 1986*
Organized and implemented public relations programs of the college and Alamance County gift solicitation.

Director of Public Information and Publications, *1977 – 1983*
College spokesman, responsible for all publicity and publications.

Mebane Enterprise
Editor, *1970 – 1974*
Responsible for publishing and editing weekly newspaper.

PROFESSIONAL DEVELOPMENT:

- Senior Development Institute, Washington & Lee University, Lexington, VA
- District III Conference, CASE, Atlanta, GA
- District III Conference, CASE, Nashville, TN
- Winter Institute for Senior Advancement Professionals, CASE, Tampa, FL
- Leadership Development Workshop, Center [or Creative Leadership, Greensboro, NC
- The Writing Institute, CASE, Chicago, IL
- Productive PR and Publications for the Small Office, CASE, Washington, DC
- Effective Market and Research, CASE, Chicago, IL
- Conference on Annual Giving, CASE, Boston, MA
- Capital Fund Raising, CASE, Atlanta, GA
- Workshop for Newcomers in Development, CASE, Chicago, IL

LEADERSHIP RESPONSIBILITIES:

- Member, North Carolina Senate, 1985-1986
- Member, North Carolina House of Representatives, 1977-1985
- Chairman, Senate Committee on Manufacturing and Labor, 1985-1986
- Chairman, House Committee on Natural and Economic Resources, 1985
- Chairman, House Committee on Corrections, 1983-1984
- Chairman, House Committee on Law Enforcement, 1981-1982
- Member, Governmental Operations Committee, 1985
- Member, Burlington Rotary Club, 1977-1990
- Member, Rocky Mount Rotary Club, 1990-1994
- Member, Council for Advancement and Support of Education, 1977-1994
- Director, North Carolina Center on Crime and Punishment, 1987-1991
- Director, Alamance County Unit, American Cancer Society, 1987-1988
- Member, President's Club, Alamance County Chamber of Commerce, 1989
- Fornler Member, Mcbane Board of Adjustments
- Former Secretary, Mebane Exchange Club
- Director, Elon Home for Children, 1980-1987
- President, Board of Directors, Elon Home for Children, 1983-1985
- Director, Public School Forum of North Carolina, 1985-1986
- Director, Volunteers for People, 1980-1984
- Director, Hawfields Community Association, Inc., 1980-1984
- Director, Alamance County Arts Council, 1979-1983
- Participant, American Council of Young Political Leaders, Japan, 1986
- Outstanding Contribution to Conservation Award, Orange County Soil and Waler
- Conservation District
- Best weekly newspaper in state award for General Excellence, North Carolina Press Association
- Legion of Merit Award, Chapel of Four Chaplains, Philadelphia, PA

- Campaign Coordinator, Jessie Rae Scott for Commissioner of Labor, 1976
- Regional Campaign Key, Terry Sanford for Senate Campaign, 1986

MILITARY:

U.S. Naval Reserve, *1966 – 1971*
Served two years active duty in Mediterranean area. Two letters of commendation, Secret Clearance.

Elizabeth A. McGrath

Labor Market Information Division
Employment Security Commission of North Carolina
P.O. Box 25903
Raleigh, NC 27611
Phone: (919) 733-2936
Email: betty.mcgrath@ncesc.gov

EDUCATION:

University of Delaware, Newark, DE
Department of Educational Studies, College of Education,
Major: Educational Measurement, Statistics and Evaluation,
Minor: Applied Assessment
Ph.D., *1994*

University of Delaware, Newark, DE
Department of Educational Studies, College of Education,
Major: Educational Measurement, Statistics and Evaluation.
M.A., *1991*

Manhattan College, New York, NY
Department of Psychology, School of Arts and Sciences,
Major: Psychology.
B.A., *1986*

PROFESSIONAL EXPERIENCE:
Employment Security Commission of North Carolina, Raleigh, NC
Director, Labor Market Information, Labor Market Information Division,
April 2008 – present

Manager, Policy, Program Evaluation and Research, Labor Market Information Division,
August 2000 – March 2008

Statistician II, Labor Market Information Division, *May 1998 – August 2000*

Social Research Analyst, Labor Market Information Division, *August 1997 – May 1998*

The Riverside Publishing Company, Itasca, IL
Project Director, *April 1994 – April 1997*

Research Analyst, *October 1993 – April 1994*

University of Delaware, Newark, DE
The Center for Educational Leadership and Evaluation,
Assistant Director, September 1992 – September 1993

Department of Educational Studies
Instructor, *June 1991 – September 1993*

The Center for Educational Leadership and Evaluation
Research Assistant, *August, 1988 – September, 1991*

Department of Educational Studies
Teaching Assistant, *September, 1987 – May, 1988*

Department of Public Instruction, Dover, DE
Intern / Research Assistant, Research and Evaluation Division
June, 1990 – August, 1990; January, 1991 – February, 1991

PUBLICATIONS:

Glutting, J.J., McDermott, P.A., Prifitera, A., & McGrath, E.A. (1994). Core profile types for the WISC-III and WIAT: Their development and application in identifying multivariate IQ-achievement discrepancies. School Psychology Review, 23, 4, 619-639.

Glutting, J.J., McGrath, E.A., Kamphaus, R. W., & McDermott, P.A., (1992). The taxonomy and validity of subtest profiles on the Kaufman Assessment Battery for Children. Journal of Special Education, 26, 85-115.

Lapan, R.T., McGrath, E., & Kaplan, D. (1990). The factor structure of the Basic Interest Scales by gender across time. Journal of Counseling Psychology, 37, 216-222.

TECHNICAL REPORTS:

A Report on the Operations of the North Carolina Common Follow-up System (1998 - 2007): Labor Market Information Division, Employment Security Commission of North Carolina.

Interrelationships Among North Carolina's Education, Employment and Training Agencies and Participants, A Report from the North Carolina Common Follow-up System CFS (2003): Labor Market Information Division, Employment Security Commission of North Carolina.

Mosberg, L., McGrath, E.A., & Caruso, B. (1995). Tomorrow's Schools of Education: University of Delaware. The Holmes Group.

McGrath, E.A. (1993). Christina Outreach Community Assistance Program, Evaluation Summary. Newark, DE: Center for Educational Leadership and Evaluation, University of Delaware.

McGrath, E.A. (1992). Summary of a Follow-up Study of 1990-91 Teacher Education Graduates. Newark, DE: Center for Educational Leadership and Evaluation, University of Delaware.

Lee, S. & McGrath, E.A. (1991). High School Profile Impact Study (Document No. 95-01/9101/12). Dover, DE: Department of Public Instruction

1990 Delaware Educational Selected Facts (1990) (Document No. 95-01/90/08/05). Dover, DE: Department of Public Instruction

Robert A. Cottrell, Jr.

- Information Systems Director, Employment Security Commission of North Carolina
- Employed by the Employment Security Commission of North Carolina since 1974.

PROFESSIONAL EXPERIENCE:

- Has served as the Information Systems Director for ESC since March 2005
- Worked in the field of Labor Market Information for nearly 20 years, including seven years as the Director of the Labor Market Information Division
- Employed as an employment interviewer and guidance counselor in Wilson, North Carolina for nearly four years from 1974-78

Mr. Cottrell has taken an active role in a number of workforce projects and related activities sponsored by the U.S. Department of Labor. He currently serves as the chair of the Analyst Resource Center (ARC) Consortium which oversees the development and maintenance of the national Workforce Information Database and acquisition and distribution of the Employer Database. He also is a member of the Occupational Employment Statistics (OES) Policy Council sponsored by the Bureau of Labor Statistics.

RECOGNITION:

- Twice presented with the U.S. Department of Labor, Bureau of Labor Statistics award for "Eminent Achievement for State Employees (1999 and 2001)
- Awarded the 1998 International Conference of Employment Security Agencies (ICESA) *Vladmir Chavrid Labor Market Information Award* for career achievement.
- Awarded the 1998 North Carolina *Individual Award for Merit* from the International Association of Personnel in Employment Security (IAPES).
- Recognized as runner-up in the 1998 International *Individual Award for Merit* from the International Association of Personnel in Employment Security (IAPES).
- Awarded the 1998 *Employment Security Commission Award* "In Recognition of Exceptional Performance and Outstanding Service to the State of North Carolina and its Citizens in the Category of Innovations."

Project Narrative

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

Attachment 1:
Title: **NC P20 SLDS Appendix C** Pages: **4** Uploaded File: **E:\Dec 1 - Resubmissions\NC P20 SLDS Proposal Appendix C (11-24-09) - final.pdf**

Appendix C: Current Status of State's Longitudinal Data System Efforts

Table 1. Status of NC Sectors with Regard to Seven Required Data System Capabilities

Current Status: ***1) has been completed; 2) is under development and whether this is with IES or ARRA funds; 3) will be developed through SLDS funds or if with other funds, specify; 4) is not planned***

7 Required Data System Capabilities	Plans to Meet Requirement	Proposed Outcomes for Requirements to be Met through SLDS Award
1. The system must enable States to examine student progress & outcomes over time, including students' prep. to meet the demands of postsecondary ed., the 21st century workforce, and the Armed Forces. System must include data at the individual student level from preschool through postsecondary education and into the workforce	Consolidated Current Status (1-4) by Sector: DPI - 1, 3; NCCCS - 3; UNC – 1, 3; NCECDG – 1, 2, 3; NCESC - 3; NCCIU - 3	Outcome 1.1; Outcome 1.2; Outcome 1.3; Outcome 1.4; and Outcome 1.5 (see Section II, Table 2.1 for a full description of project goals and outcomes)
2. The system must facilitate & enable the exchange of data among agencies and institutions within the State & between States so that data may be used to inform policy & practice. Such a system would support interoperability by using standard data structures, data formats, and data definitions to ensure linkage & connectivity among the various levels & types of data.	Consolidated Current Status (1-4) by Sector: DPI -; NCCCS – 2, 3; UNC – 1, 3; NCECDG – 2, 3; NCESC - 3; NCCIU - 3	Outcome 2.3; Outcome 3.1; and Outcome 3.2 (see Section II, Table 2.1 for a full description of project goals and outcomes)
3. The system must link student data with teachers, i.e., it must enable the matching of teachers and students so that a given student may be matched	Consolidated Current Status (1-4) by Sector: DPI – 2, 3; NCCCS - 1; UNC – 1, 3; NCECDG – 2, 3; NCESC – N/A; NCCIU - 3	Outcome 2.1; Outcome 2.2; and Outcome 2.3 (see Section II, Table 2.1 for a full description of project goals and outcomes)

Table 1. Status of NC Sectors with Regard to Seven Required Data System Capabilities

Current Status: ***1) has been completed; 2) is under development and whether this is with IES or ARRA funds; 3) will be developed through SLDS funds or if with other funds, specify; 4) is not planned***

7 Required Data System Capabilities	Plans to Meet Requirement	Proposed Outcomes for Requirements to be Met through SLDS Award
with the particular teachers primarily responsible for providing instruction in various subjects.		
4. The system must enable the matching of teachers with information about their certification and teacher preparation programs, including the institutions at which teachers received their training.	Consolidated Current Status (1-4) by Sector: DPI – 2, 3; NCCCS - 4; UNC – 2, 3; NCECDG - 2; NCESC – N/A; NCCIU - 3	Outcome 2.1; Outcome 2.2; and Outcome 2.3 (see Section II, Table 2.1 for a full description of project goals and outcomes)
5. The system must enable data to be easily generated for continuous improvement and decision-making, including timely reporting to parents, teachers, and school leaders on the achievement of their students.	Consolidated Current Status (1-4) by Sector: DPI – 2, 3; NCCCS - 3; UNC – 1, 3; NCECDG – 1, 3; NCESC - 3; NCCIU - 3	Outcome 5.2 and Outcome 5.3 (see Section II, Table 2.1 for a full description of project goals and outcomes)
6. The system must ensure the quality and integrity of data contained in the system.	Consolidated Current Status (1-4) by Sector: DPI - 3; NCCCS - 3; UNC – 1, 3; NCECDG – 1, 3; NCESC - ; NCCIU - 3	Outcome 4.1; Outcome 4.2; and Outcome 4.3 (see Section II, Table 2.1 for a full description of project goals and outcomes)
7. The system must provide the State with the ability to meet reporting requirements of the Department, especially reporting progress on the metrics established for the State Fiscal Stabilization Fund and the reporting requirements included in the EDFacts data collection and reporting system.	Consolidated Current Status (1-4) by Sector: DPI – 1, 3; NCCCS – 1, 3; UNC – 1, 3; NCECDG - 3; NCESC - 3; NCCIU – 1, 3	Outcome 5.1; Outcome 5.2; and Outcome 5.3 (see Section II, Table 2.1 for a full description of project goals and outcomes)

Table 2. Status of NC Sectors with Regard to Twelve Required Data System Elements

Current Status: *1) has been completed; 2) is under development and whether this is with IES or ARRA funds; 3) will be developed through SLDS funds or if with other funds, specify; 4) is not planned*

12 Required Data System Elements	Plans to Meet Requirement	Proposed Outcomes for Requirements to be Met through SLDS Award
1. A unique statewide student ID that does not permit a student to be individually identified by users of the system [PK-16]	Consolidated Current Status (1-4) by Sector: DPI – 2, 3; NCCCS - 3; UNC – 1, 3; NCECDG – 2, 3; NCESC - 4; NCCIU - 3	Outcome 2.1 and Outcome 2.2 (see Section II, Table 2.1 for a full description of project goals and outcomes)
2. Student-level enrollment, demographic, and program participation information [PK-16]	Consolidated Current Status (1-4) by Sector: DPI - 1; NCCCS - 1; UNC - 1; NCECDG – 2, 3; NCESC – N/A; NCCIU - 3	Outcome 1.3; Outcome 14; Outcome 1.5; and Outcome 2.3 (see Section II, Table 2.1 for a full description of project goals and outcomes)
3. Student-level information about the points at which students exit, transfer in, transfer out, drop out, or complete P-16 education programs [PK-16]	Consolidated Current Status (1-4) by Sector: DPI - 1; NCCCS - 3; UNC - 3; NCECDG - 1; NCESC – N/A; NCCIU - 3	Outcome 1.3; Outcome 14; and Outcome 1.5 (see Section II, Table 2.1 for a full description of project goals and outcomes)
4. The capacity to communicate with higher education data systems [PK-16]	Consolidated Current Status (1-4) by Sector: DPI – 2,3; NCCCS – 2,3; UNC – 2, 3; NCECDG - 3; NCESC - 3; NCCIU - 3	Outcome 3.1 and Outcome 3.2 (see Section II, Table 2.1 for a full description of project goals and outcomes)
5. A State data audit system assessing data quality, validity, and reliability [PK-16]	Consolidated Current Status (1-4) by Sector: DPI – 2, 3; NCCCS - 3; UNC - 3; NCECDG - 3; NCESC - 3; NCCIU - 3	Outcome 4.1; Outcome 4.2; and Outcome 4.3 (see Section II, Table 2.1 for a full description of project goals and outcomes)
6. Yearly test records of individual students with respect to assessments under section 1111(b) of 1965 ESEA [PK-12]	Consolidated Current Status (1-4) by Sector: DPI - 1; NCCCS – N/A; UNC – N/A; NCECDG – N/A; NCESC – N/A; NCCIU – N/A	Outcome 1.3 (see Section II, Table 2.1 for a full description of project goals and outcomes)

Table 2. Status of NC Sectors with Regard to Twelve Required Data System Elements

Current Status: *1) has been completed; 2) is under development and whether this is with IES or ARRA funds; 3) will be developed through SLDS funds or if with other funds, specify; 4) is not planned*

12 Required Data System Elements	Plans to Meet Requirement	Proposed Outcomes for Requirements to be Met through SLDS Award
7. Info. on students not tested, by grade and subject [PK-12]	Consolidated Current Status (1-4) by Sector: DPI - 1; NCCCS – N/A; UNC – N/A; NCECDG – 2, 3; NCESC – N/A; NCCIU – N/A	Outcome 1.3 (see Section II, Table 2.1 for a full description of project goals and outcomes)
8. A teacher identifier system with the ability to match teachers to students [PK-12]	Consolidated Current Status (1-4) by Sector: DPI – 2, 3; NCCCS – N/A; UNC – N/A; NCECDG – 2, 3; NCESC – N/A; NCCIU – N/A	Outcome 2.1 (see Section II, Table 2.1 for a full description of project goals and outcomes)
9. Student-level transcript info., including information on courses completed and grades earned [PK-12]	Consolidated Current Status (1-4) by Sector: DPI - 1; NCCCS – N/A; UNC – N/A; NCECDG – N/A; NCESC – N/A; NCCIU – N/A	Outcome 1.3 (see Section II, Table 2.1 for a full description of project goals and outcomes)
10. Student-level college readiness test scores [PK-12]	Consolidated Current Status (1-4) by Sector: DPI - 2; NCCCS – N/A; UNC – N/A; NCECDG – N/A; NCESC – N/A; NCCIU – N/A	Outcome 1.3 (see Section II, Table 2.1 for a full description of project goals and outcomes)
11. Data that provide information regarding the extent to which students transition successfully from secondary school to postsecondary education, including whether student enroll in remedial coursework (postsecondary)	Consolidated Current Status (1-4) by Sector: DPI – N/A; NCCCS – 2, 3; UNC – 1, 3; NCECDG – N/A; NCESC – N/A; NCCIU – 3	Outcome 1.3 (see Section II, Table 2.1 for a full description of project goals and outcomes)
12. Data that provide other info. determined necessary to address alignment & adequate prep. for success in postsecondary education	Consolidated Current Status (1-4) by Sector: DPI – N/A; NCCCS - 3; UNC – 1, 2; NC ECDG – N/A; NCESC – N/A; NCCIU - 3	Outcome 5.1; Outcome 5.2; and Outcome 5.3 (see Section II, Table 2.1 for a full description of project goals and outcomes)

Project Narrative

Project Narrative - Appendix D Letters of Support

Attachment 1:
Title: **NC P20 SLDS Appendix D** Pages: **10** Uploaded File: **E:\Dec 1 - Resubmissions\NC P20 SLDS Proposal Appendix D (11-24-09) - final.pdf**

Appendix D: Letters of Agreement and Support

STATE OF NORTH CAROLINA
OFFICE OF THE GOVERNOR
20301 MAIL SERVICE CENTER • RALEIGH, NC 27699-0301

BEVERLY EAVES PERDUE
GOVERNOR

November 24, 2009

Dr. June St. Clair Atkinson, Superintendent
North Carolina Department of Public Instruction
301 N. Wilmington Street
Raleigh, North Carolina 27601

Dear Superintendent Atkinson:

On behalf of my fellow North Carolinians, I am writing to express my enthusiastic support for the North Carolina P20+ State Longitudinal Data System (NC P20+ SLDS) proposal and its vision for creating a cross-sector system of data exchange.

North Carolina continues to make progress in its public schools. More children are coming to school healthy and ready to learn. Teachers are being held to higher standards than ever before. Our schools are safer. Test scores have been consistently moving up since the 1990s with the advent of *No Child Left Behind* and its high accountability standards. Schools are more accountable, and students are doing better. But, we must do more.

We need the technical infrastructure to exchange longitudinal data sets that will enable our leaders across education sectors to design powerful new strategies to meet the ambitious accountability, assessment, and program improvement expectations to which our state has committed itself. The NC P20+ SLDS represents the type of effort our state needs at this critical time.

I am delighted to endorse this statewide proposal being submitted by the North Carolina Department of Public Instruction on behalf of all North Carolina education sectors and the N.C. Employment Security Commission. I hope the U.S. Department of Education will join with us in making this vision a reality.

Sincerely,

Bev Perdue

LOCATION: 116 WEST JONES STREET • RALEIGH, NC • TELEPHONE: (919) 733-5811
WWW.GOVERNOR.STATE.NC.US

PUBLIC SCHOOLS OF NORTH CAROLINA

STATE BOARD OF EDUCATION William C. Harrison, Ed.D., *Chairman*
DEPARTMENT OF PUBLIC INSTRUCTION June St. Clair Atkinson, Ed.D., *State Superintendent*
WWW.NCPUBLICSCHOOLS.ORG

November 19, 2009

Mr. Tate Gould, SLDS Coordinator
National Center for Education Statistics
Room 9023
1990 K Street, NW
Washington, DC 20006

Dear Mr. Gould:

On behalf of the North Carolina State Board of Education (SBE) and the Department of Public Instruction (NCDPI), we are writing to express our deep commitment to the vision, purposes, and proposed activities that comprise the North Carolina P20+ State Longitudinal Data System (SLDS) grant proposal, "NC P20+," which we are submitting in response to the current U.S. Department of Education (USED) SLDS Grants Program request for applications.

Successfully establishing a statewide system of data exchange through NC P20+ will require a concerted collaborative effort from NC's education sectors (the Public Schools of NC, the NC Community College System, the NC Independent Colleges and Universities, and the University of NC), the NC Early Childhood Data Group, and the NC Employment Security Commission. Funding for our NC P20+ proposal will help us turn a corner in meeting the state's urgent need to access the reliable and comprehensive data sets necessary for better understanding relationships between educational inputs and our highest priority outcome, student achievement.

NCDPI Director of Policy & Strategic Planning, Adam Levinson, who has been leading our ongoing effort to establish the NC Common Education Data Analysis & Reporting System (CEDARS, our P13 SLDS) has also helped lead the effort to form the NC P20+ partnership and to develop the vision for a robust, aligned, statewide P20+ governance and technology infrastructure represented in the proposal. We believe the proposal presents a clear, workable three-year plan for providing NC with the enhanced capability needed to support outcome-based decision-making regarding critical education policy and services.

We are very proud of the SBE's and NCDPI's sponsorship of this statewide initiative and are pleased to have this unique opportunity to partner with the USED to provide NC's education leaders with a critical new capability for use in improving student achievement. Thank you in advance for your consideration of this proposal.

Sincerely,

William C. Harrison

June St. Clair Atkinson

WCH/JSA/mcw

OFFICE OF THE STATE SUPERINTENDENT
June St. Clair Atkinson, Ed.D., *State Superintendent* | jatkinson@dpi.state.nc.us
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SAMUEL L. ODOM, PH.D.
Director

November 30, 2009

June St. Clair Atkinson
State Superintendent of Public Instruction
Department of Public Instruction
6301 Mail Service Center
Raleigh, NC 27699-6301

Dear Superintendent Atkinson,

On behalf of the Frank Porter Graham (FPG) Child Development Institute, I am pleased to offer my full support and strong commitment to the NC P-20+ proposal for a comprehensive statewide longitudinal data system. Such a collaboratively planned and implemented system will significantly enhance North Carolina's interagency capacity for improving the quality, utility, and accessibility of data across diverse agencies, programs, and initiatives. System interoperability will provide a much-needed mechanism for continuous improvement of programs and services, informing policy and practice, and supporting data-driven decision making with the ultimate goal of improved outcomes for children. We are particularly supportive of your inclusion of our state's early childhood sector in the comprehensive scope of the education to workforce continuum.

As you know, North Carolina's multiple early childhood partners have a strong history of collaboration. The programs, however, reside in separate agencies with different data systems and widely varying capacities. Because there is no central organizational or governance structure across the partners, FPG has committed to serve as the coordinating entity across the early childhood sector for this data systems project. We are well positioned to fulfill this commitment, as evidenced by our successful completion of the collaborative early childhood data systems plan that serves as the foundation for the sector activities and outcomes to be implemented through this grant. Each of the core partners, as well as the Governor's statewide Interagency Coordinating Council (B-5), has provided its written intent to be an active participant in the P-20+ initiative by:

- continued participation in the early childhood data work group;
- involvement in the development and implementation of a NC interagency early childhood data plan;
- dissemination of information about the data plan to stakeholders and end users;
- identification of ways in which their agency can contribute information to the longitudinal data system and other data bases which could be linked to this system for specific research projects;
- development of recommendations regarding potential research and evaluation initiatives specific to the mission and target populations of the agency;
- assisting in developing strategies to utilize information generated through the availability of an integrated data system to improve practices, policies, and professional training;

- participation in, or sponsorship of, training and technical assistance opportunities available through this grant; and
- as applicable, development or modification of the respective agency data system in accordance with the application and the recommendations of the interagency data work group.

We are excited by the enthusiastic support and commitment of the early childhood collaborative to work together within the broader P-20+ framework to make this plan a reality. Over the years, FPG has played an integral role in planning and evaluating early childhood services as well as conducting research, professional development, and policy development and analysis related to young children and their families. Our role in this promising joint endeavor allows us the opportunity to leverage extensive experience in project management, interagency collaboration, stakeholder outreach, and systems improvement to accomplish the goals outlined in the P-20+ proposal.

We look forward to working with you in realizing the collective vision of a truly integrated data system for North Carolina and improved outcomes for our children.

Sincerely

Samuel L. Odom, Ph.D.
Director, FPG Child Development Institute

NORTH CAROLINA COMMUNITY COLLEGE SYSTEM
Dr. R. Scott Ralls, President

November 24, 2009

The Honorable June St. Clair Atkinson
North Carolina State Superintendent
North Carolina Department of Public Instruction
301 N. Wilmington Street
Raleigh, North Carolina 27601

Dear Superintendent Atkinson:

On behalf of the North Carolina Community College System, I enthusiastically extend my support to the North Carolina Department of Public Instruction and consortium partners in submitting a highly important proposal to the U.S. Department of Education for the development of a North Carolina P-20+ Statewide Longitudinal Data System. The proposed development of a system of data exchange across the full spectrum of educational sectors, from early childhood through post-secondary public and private institutions, and beyond into the workforce, will have a tremendous impact on our collective ability to strategically align programs and resources to meet state and national needs.

The national challenge to bridge achievement gaps and produce graduates prepared to fill technology-based jobs is particularly acute in North Carolina as jobs in traditional sectors of manufacturing and agriculture have disappeared. The state's economic growth and development are dependent on the efficient and strategic deployment of resources grounded in data-driven decision making in order to meet NC's most critical educational needs.

Our respective educational sectors and the NC Employment Security Commission have a history of working together effectively on a number of initiatives for the benefit of the students of North Carolina. The proposed NC P20+ State Longitudinal Data System and the collaboration to which each of our sectors have committed our talent, efforts, and resources will provide opportunities for robust longitudinal research and analysis that will inform critical policy decisions for years to come.

Sincerely,

R. Scott Ralls

MAILING ADDRESS: 5001 MAIL SERVICE CENTER ~ RALEIGH, NC 27699-5001
Street Address: 200 West Jones ~ Raleigh, NC 27603 ~ 919-807-7100 ~ Fax 919-807-7164
AN EQUAL OPPORTUNITY EMPLOYER

The University of North Carolina

POST OFFICE BOX 2688, CHAPEL HILL, NC 27515-2688

ERSKINE B. BOWLES, *President*

Telephone: (919) 962-1000 FAX: (919) 843-9695
E-mail: ebowles@northcarolina.edu

Constituent Universities
Appalachian State University

East Carolina University

Elizabeth City State University

Fayetteville State University

North Carolina Agricultural and Technical State University

North Carolina Central University

North Carolina School of the Arts

North Carolina State University at Raleigh

University of North Carolina at Asheville

University of North Carolina at Chapel Hill

University of North Carolina at Charlotte

University of North Carolina at Greensboro

University of North Carolina at Pembroke

University of North Carolina at Wilmington

Western Carolina University

Winston-Salem State University

Constituent High School
North Carolina School of Science and Mathematics

An Equal Opportunity/ Affirmative Action Employer

November 23, 2009

Dr. June St. Clair Atkinson, Superintendent
North Carolina Department of Public Instruction
301 N. Wilmington Street
Raleigh, North Carolina 27601

Dear Superintendent Atkinson:

On behalf of the multi-campus University of North Carolina, I am writing to offer my enthusiastic endorsement of the grant proposal that would allow us to develop a North Carolina B-20+ Statewide Longitudinal Data System. I am very pleased that our respective sectors, under the guidance of the Education Cabinet, voluntarily came together to prepare this proposal. It builds on a history of solid cooperation among our educational sectors and our already considerable success in sharing data to assess the impact of teachers on student achievement. As proposed, the development of a system of data exchange across the full spectrum of educational sectors—from early childhood through post-secondary public and private institutions and beyond into the workforce—would positively impact our collective ability to strategically align programs and resources to meet state and national needs.

The challenge of bridging academic achievement gaps and producing graduates prepared to fill technology-based jobs is particularly acute in North Carolina as thousands of jobs in the traditional sectors of textiles, manufacturing, and agriculture have disappeared. The state's economic growth and development are increasingly dependent on the efficient and strategic deployment of fiscal and educational resources grounded in data-driven decision-making. This longitudinal data system would give us the tools we need to make critical assessments and choices.

Our state's educational sectors and the NC Employment Security Commission have a history of effectively working together on a number of initiatives for the benefit of North Carolina's students. The proposed NC B20+ State Longitudinal Data System would facilitate even greater levels of cooperation and provide opportunities for robust longitudinal research and analysis that will inform critical policy decisions for years to come.

I assure you the University of North Carolina is fully supportive of this proposal to build a B20 + longitudinal data system. Collaborative work toward this common goal is already underway, and this grant would enable us to complete the task much sooner.

Sincerely,

Erskine Bowles

North Carolina
INDEPENDENT
Colleges & Universities

A. Hope Williams
President

November 23, 2009

Barton College
Wilson
Belmont Abbey College
Belmont
Bennett College for Women
Greensboro
Brevard College
Brevard
Cabarrus College of Health Sciences
Concord
Campbell University
Buies Creek
Catawba College
Salisbury
Chowan University
Murfreesboro
Davidson College
Davidson
Duke University
Durham
Elon University
Elon
Gardner-Webb University
Boiling Springs
Greensboro College
Greensboro
Guilford College
Greensboro
High Point University
High Point
Johnson C. Smith University
Charlotte
Lees-McRae College
Banner Elk
Lenoir-Rhyne University
Hickory
Livingstone College
Salisbury
Louisburg College
Louisburg
Mars Hill College
Mars Hill
Meredith College
Raleigh
Methodist University
Fayetteville
Montreat College
Montreat
Mount Olive College
Mount Olive
N.C. Wesleyan College
Rocky Mount
Peace College
Raleigh
Pfeiffer University
Misenheimer
Queens University of Charlotte
Charlotte
St. Andrews Presbyterian College
Laurinburg
Saint Augustine's College
Raleigh
Salem College
Winston-Salem
Shaw University
Raleigh
Wake Forest University
Winston-Salem
Warren Wilson College
Asheville
Wingate University
Wingate

Dr. June St. Clair Atkinson, Superintendent
North Carolina Department of Public Instruction
301 N. Wilmington Street
Raleigh, NC 27601

Dear June,

North Carolina Independent Colleges and Universities (NCICU) is pleased to submit this letter of support for the NC P20+ SLDS consortium and grant proposal. Through our collaborative work in this proposal development process with other North Carolina education sectors, the NC Early Childhood Data Group, and the North Carolina Employment Security Commission, NCICU recognizes that there is a clear and critical need for building the technical capacity to exchange longitudinal data sets for the purposes of research and analysis that will inform policy decisions, practice, and student achievement in the state.

A key challenge for NCICU is the need to develop the technical architecture and a centralized repository of student unit record data within NCICU from the 36 independent colleges and universities in North Carolina to contribute to the proposed statewide data exchange system. This technical capability will be developed as a component of the state's proposal.

NCICU awards almost one-third of the baccalaureate degrees in North Carolina and so we recognize the importance of the independent sector's role as a key partner in the development and implementation of the NC P20+SLDS consortium. The enclosed proposal demonstrates an opportunity for a collaboratively designed and integrated system across programs and agencies, both public and private, in North Carolina. We enthusiastically support the partnership in North Carolina and the resulting NC P20+ SLDS proposal and we look forward to working within the partnership to address the compelling educational needs in our state.

Sincerely,

A. Hope Williams

530 N. Blount Street • Raleigh, North Carolina 27604 • Phone: (919) 832-5817 • Fax: (919) 833-0794 • www.ncicu.org

Employment Security Commission of North Carolina

Post Office Box 25903, Raleigh, North Carolina 27611 (919) 733-7546

Beverly Eaves Perdue
Governor

Moses Carey, Jr.
Chairman

November 23, 2009

June St. Clair Atkinson, Ed.D.
State Superintendent
6301 Mail Service Center
Raleigh, North Carolina 27699-6301

Dear Superintendent Atkinson:

I am pleased to express my strong support for your proposal for the NC Statewide Longitudinal Data System under the American Recovery and Reinvestment Act. This is an exciting opportunity to collaboratively design and implement a truly integrated system across programs and agencies. If funded, the Employment Security Commission of North Carolina is committed to working with you by coordinating the interagency efforts of the workforce and employment sector. Enclosed is our budget and budget justification for the three-year grant period, as negotiated with your grant-writing team.

Should you have questions or need additional information, please feel free to contact Dr. Elizabeth McGrath, Director, Labor Market Information Division, at (919) 733-2936, or by email at betty.mcgrath@ncesc.gov.

Sincerely,

Moses Carey, Jr.
Chairman

Budget Narrative

Budget Narrative - Budget Justification

Attachment 1:
Title: **NC P20 SLDS Proposal Budget Narrative** Pages: **53** Uploaded File: **E:\Dec 1 - Resubmissions\NC P20 SLDS Proposal Budget Narrative (11-24-09) - final.pdf**

BUDGET NARRATIVE BY YEAR

The following budget narrative describes the cost components of the proposed NC P20+ State Longitudinal Data System (NC P20+). NCDPI is the lead entity, in addition to its work within its sector, and will serve as the fiscal agent for the NC P20+ effort. Pass-through funding will be provided to partner entities accompanied by the appropriate written agreements for their work toward achieving project outcomes. Partners include NCCCS, NCESC, NCICU, UNC, and NCECDG, and UNC-Chapel Hill's Frank Porter Graham (FPG) Child Development Institute. For this proposal, budget support is provided to all sector partners, including NCDPI, for their sector-specific development and implementation activities. Budget support is also provided to NCDPI for its role as overall project administrator and for development of the NC Education Data Hub

Total Cost	18,063,674
Year 1	7,971,405
Year 2	6,282,664
Year 3	3,809,605

	Year 1	Year 2	Year 3	Total
Outcome 1.1	11,955	11,955	11,955	35,865
Outcome 1.3	85,753	84,758	87,301	257,812
Outcome 1.4	85,753	84,758	87,301	257,812
Outcome 1.5	413,558	204,080	210,204	827,842
Outcome 2.2	678,855	179,502	183,083	1,041,440
Outcome 2.3	281,946	795,855	345,132	1,422,933
Outcome 3.1	621,133	119,322	122,901	863,356
Outcome 3.2	352,830	60,180	60,180	473,190
Outcome 4.1	5,131,149	4,491,503	2,500,950	12,123,602
Outcome 4.3	254,536	150,450	100,300	505,286
Outcome 5.3	53,936	100,300	100,300	254,536
				18,063,674

BUDGET NARRATIVE BY YEAR

Descriptions of costs for all years are presented below by year and cost category. The budget descriptions for partners are presented in alphabetical order within each year under the contracts section. Also presented are three-year budget descriptions by outcome, with the partners presented alphabetically in the contracts section.

YEAR 1 – $8,025,0234

Direct Personnel - $278,200
Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.

Direct personnel costs are comprised of $178,200 for an Administrative Assistant (100%) for the Project Management Office, Functional Systems Analysts (2) (100%) and $100,000 for Technical staff ($100,000 release time)

In-kind effort in the amount of $88,685 is provided by the following personnel
Adam Levinson, Project Director, 25%
Gerald Thompson, 5%
Karl Pond, 30%
Michael Veckenstedt, 5%
Peter Asmar, NC DPI CIO, 10%
Philip Price, NC DPI CFO, 5%

Direct Fringe Benefits - $55,640
Fringe benefits are budgeted at 20% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.

In-kind contributions of $17,737 are for the fringe benefits associated with the in-kind effort.

Travel - $4,800
Funds are budgeted at $1,200/person for four people to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is $7.75 for breakfast, $10.10 for lunch and $19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Those traveling include the Project Director, one of the Systems Analysts, and members of the NC DPI Enterprise Data Management staff (1 for project management and 3 for the NC DPI sector).

BUDGET NARRATIVE BY YEAR

Equipment - $338,000

$240,000 is budgeted for 30 servers at $8,000/each for the NC DPI sector infrastructure development. $48,000 is budgeted for agent servers at $8,000/each for each of the 6 sectors. $50,000 is budgeted for additional hardware to handle the increased load to support the UID system.

Supplies - $9,000

Expendable supplies include $9,000 to acquire three lap top computers to be used by the system analyst(s), administrative assistance and technical staff.

Contractual - $7,139,314

- *Contracted Services* - $2,146,500 – comprised of $247,500 for a contracted program manager and $99,000 for a contracted program assistant manager to provide day-to-day management for the entire project (including sector integration), $300,000 for a license extension and $200,000 for enhancements for the UID software, $500,000 to establish the data exchange middleware, $300,000 for SIF/PESC Agents for each sector (6 at $50,000/each), $200,000 to establish and implement the data dictionary, $250,000 contracted support for data audit and $50,000 contracted support for structured documentation and communication of stakeholder needs.
- *Vendors and Consultants* - $1,490,000 – comprised of $840,000 for vendor-provided services/license for NCDPI to establish messaging standardization among source systems; $300,000 for vendor-provided services for upgrade of the front-end controls on source system; $200,000 contracted support for IT integration management; and $150,000 contracted support for other technology contractors.

Partner Entities – Pass-through funds exempt from F&A base

NCECDG - $262,500

- Contractual - $250,000 is budgeted to established contractual services for Smart Start-related data: software application (GEMS) 75 partnerships @ $10,000 per, including 1 time start up expenses plus user fees, phased in over three years.
- F&A – $12,500 is budgeted for F&A at the approved F&A rate is 5% of total direct costs.

NCCCS - $665,732

- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $247,000 – comprised of $40,000 for a to-be-hired Director of Academic Services (50%); $120,000 for a to-be-hired project manager (100%) and $87,000 for a P20+ database administrator (100%).
- In-kind effort in the amount of $5,000 is provided by the Associate Vice President for Planning and Research – Keith Brown (5%)
- Direct Fringe Benefits - $61,750 - Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.

- In-kind fringe benefits contributions of $1,250 are for the fringe benefits associated with the in-kind effort.
- Travel - $2,200 – comprised of $1,200 for the project manager to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is $7.75 for breakfast, $10.10 for lunch and $19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. $1,000 is budgeted for in-state travel for the project manager and other project staff to travel state-wide to engage the 58 community colleges and to engage sector partners and stakeholders. Mileage is budgeted at the current state rate of .55/mile.
- Equipment - $160,000 – comprised of $15,000 for 2 database servers (32GB RAM x 4 processors (2 cores each) at $7,500/each; $15,000 to 2 VM Physical Servers (32GB RAM x 4 processors 2 cores each) at $7,500/each; and 2 network-based storage arrays (iSCSI devices/9.6TB raw storage) at $65,000/each
- Supplies - $9,000 - expendable supplies include $9,000 to acquire three lap top computers to be used by the project manager, database administrator and director of academic services.
- Other - $132,000 comprised of $125,000 to acquire via contract the necessary software components; $5,000 is for communication support (long distance phone/fax) and $2,000 for publication and printing of information materials for campuses and stakeholders.
- F&A - $53,782 is budgeted for F&A at the approved rate of 11.9% of modified total direct costs.

<u>NCESC – $821,982</u>

- Direct Personnel - $117,242 to support Information Systems staff (72%) and Labor Market Information staff (20%)
- In-kind effort in the amount of $12,087 is contributed by Betty McGrath (5%) and Bob Cottrell (5%).
- Direct Fringe Benefits - $26,062. Fringe benefits are budgeted at 17.90% plus $4,527/annual FTE for health insurance and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.
- In-kind contributions of $2,417 are for the fringe benefits associated with the in-kind effort.
- Travel - $1,200 for the project manager to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is $7.75 for breakfast, $10.10 for lunch and $19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor.
- Equipment - $650,430 comprised of $151,290 to acquire and provision new server(s)[2] for the database and $499,140 to acquire via contract the necessary software components and related maintenance agreement.

- Supplies - $1,905 for consumable supplies associated with the project. $168 is provided in-kind toward supplies.
- Contractual - $4,420 is budgeted for hourly IT support services (68 hours @ $65/hr.)
- Other - $4,895 is budgeted for communication (long distance phone/fax) and engagement of stakeholders and sector partners.
- F&A - $15,828 is budgeted at the approved rate of 13.50% of salaries only.

NCICU - $934,200

- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $175,000 comprised of $100,000 for a system administrator (100%) and $75,000 for an assistant system administrator (100%).
- In-kind effort in the amount of $17,871 is provided from 5% of Hope Williams project director and 5% of Tim McDowell
- Direct Fringe Benefits – $45,500 –Fringe benefits are budgeted at 26% and will be charged at actual amount in accordance with institutional practice.
- In-kind contributions of $4,646 are for the fringe benefits associated with the in-kind effort.
- Travel - $1,200 for the project manager to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on institutional travel policy.
- Equipment - $444,600 comprised of: $30,000 for a primary server to be housed at MCNC; $30,000 for a backup server in Rutherfordton, NC; $60,000 for hosting/service agreements with MCNC; $60,000 for storage/disc array; $1,000 for installation; $174,800 for associated and necessary software licenses; $40,000 for database software maintenance; and $48,800 for the development and deployment of reporting tools.
- Supplies $6,000 - expendable supplies include $6,000 to acquire two lap top computers to be used by the system administrator and the assistant system administrator.
- Contractual - $230,000 in contractual services to acquire system design consulting services. Procurement actions will be in accordance with institutional practice.
- Other - $14,400 is budgeted for communication (long distance phone/fax) and engagement of the 39 system campuses state-wide, stakeholders and sector partners.
- F&A - $17,500 is budgeted at a temporary rate of 10% of salaries and wages – the entity is submitting an indirect cost rate proposal for negotiation.

UNC-Chapel Hill FPG Child Development Institute - $210,848

- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $110,811 comprised of $66,303 for a project co-director (100% allocated across multiple outcomes), $25,974 in temporary hourly support for a data systems specialist; $18,182 in temporary hourly support for a research administrative assistance and $352 for a processing specialist (1%).
- In-kind effort in the amount of $4,750 is provided from Patrice Neal (5%)

- Direct Fringe Benefits – $20,921 – Fringe benefits are budgeted at 19.4% plus $4,527/annual FTE for health insurance and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.
- In-kind contributions of $1,149 are for the fringe benefits associated with the in-kind effort.
- Travel - $9,120 comprised of $1,200 for the project manager to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is $7.75 for breakfast, $10.10 for lunch and $19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Mileage is budgeted at the current state rate of .55/mile. $5,544 is for in-state travel for multiple meetings of project partners, stakeholders, parent representatives, agency representatives and for the convening of advisory committee meetings. $2,376 is budgeted for up to two project staff to participate in out-of-state exceptional child-focused data systems conferences or meetings.
- Supplies - $5,360 in consumable supplies and charges associated with repair/maintenance of existing equipment.
- Contractual - $27,952 in contractual services comprised of $20,700 in consulting fees for state- and national-level exceptional child data experts in an amount not to exceed $1,000/day and $7,252 for consultant travel to UNC-CH.
- Other - $17,516 is comprised of $1,292 for televideo, long distance phone/fax charges, $10,120 for design and printing of information sharing materials for NCECDG stakeholders, $1,154 for stipends for parents participation in planning meetings and $4,950 for meeting expenses (regionally-based stakeholders and sector partners) including room rental.
- F&A - $19,168 is budgeted at a rate of 10% on total direct costs. The approved F&A rate for UNC-CH is 48% on a modified total direct cost base. UNC-CH has approved a waiver of the approved rate down to 10% of total direct costs for this proposal.

<u>UNC-GA - $607,552</u>

- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $210,000 – comprised of $120,000 for a to-be-hired data architect/project co-director (100%) and $90,000 for a to-be-hired database administrator (100%).
- In-kind effort in the amount of $5,727 is provided by Alisa Chapman (5%).
- Direct Fringe Benefits - $52,500 - Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.
- In-kind contributions of $1,432 are for the fringe benefits associated with the in-kind effort.

- Travel - $2,200 comprised of $1,200 for the project director or co-director to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is $7.75 for breakfast, $10.10 for lunch and $19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. $1,000 is budgeted for in-state travel for the project manager and other project staff to travel state-wide to engage the 16 campuses and to engage sector partners and stakeholders. Mileage is budgeted at the current state rate of .55/mile.
- Equipment - $160,000 – comprised of $15,000 for 2 database servers (32GB RAM x 4 processors (2 cores each) at $7,500/each; $15,000 to 2 VM Physical Servers (32GB RAM x 4 processors 2 cores each) at $7,500/each; and 2 network-based storage arrays (iSCSI devices/9.6TB raw storage) at $65,000/each
- Supplies - $6,000 - expendable supplies include $6,000 to acquire two lap top computers to be used by the data architect/co-project director and database administrator.
- Other - $132,500 comprised of $125,000 budgeted to acquire via contract the necessary software components [VMWare VM virtualization licenses for 2 servers (1 in production and 1 hotsite). ORACLE: OLAP, Partitioning, Data Integrator Enterprise, Data Mining, Business Intelligence Suite and annual maintenance]; $5,000 is for communication support (televideo, long distance phone/fax) and $2,500 for publication and printing of information materials for campuses and stakeholders and meeting support for campus institutional research directors on ORCAL database transition.
- F&A - $44,352 is budgeted for F&A at the approved rate of 11% of modified total direct costs.

<u>Other - $15,000</u>
Funds are requested to support stakeholder engagement activities including communication, requirements gathering, regional stakeholder discussion sessions and marketing of system development/capabilities.

<u>Facilities and Administrative Costs - $107,608, $23,843 (OERI Fee)</u>
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

YEAR 2 – $6,282,664

Personnel - $286,546
Personnel costs and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.

Direct personnel costs are comprised of $183,456 for the Administrative Assistant for the Project Management Office (100%) and Functional Systems Analysts (2) (100%) and $103,000 release time for Technical staff

In-kind effort in the amount of $90,621 is provided by the following personnel
Adam Levinson, Project Director, 25%
Gerald Thompson, 5%
Karl Pond, 30%
Michael Veckenstedt, 5%
Peter Asmar, NC DPI CIO, 10%
Philip Price, NC DPI CFO, 5%

Fringe Benefits - $57,309
Fringe benefits are budgeted at 20% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.

In-kind contributions of $18,123 are for the fringe benefits associated with the in-kind effort.

Travel - $4,800
Funds are budgeted at $1,200/person for four people to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is $7.75 for breakfast, $10.10 for lunch and $19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Those traveling include the Project Director, the Systems Analyst, and members of the NC DPI Enterprise Data Management staff (1 for project management and 3 for the NC DPI sector).

Equipment - $40,000
Funds are budgeted for provisioning/wiring and maintenance for the 36 servers purchased in year 1.

Contractual - $5,808,758

- Contracted Services - $726,895 comprised of $254,925 for contracted program manager and $101,970 for contract program assistant manager to provide day-to-day management of the entire project, $60,000 for maintenance agreement on the license extension for the UID software, $60,000 for maintenance on the SIF/PESC software/hardware, $150,000

contracted support for data audit and $100,000 contracted support for structured documentation and communication of stakeholder needs.

- Vendors and consultants - $2,390,000 comprised of $1,540,000 for vendor-provided services/license for NCDPI to establish messaging standardization among source systems; $500,000 for vendor-provided services for upgrade front-end controls on source system; $200,000 contracted support for IT integration management; and $150,000 contracted support for other technology contractors.

Partner Entities – Pass-through funds

NCECDG - $286,125

- Contractual - $272,500 – comprised of $250,000 to establish contractual services for Smart Start-related data: software application (GEMS) 75 partnerships @ $10,000 per, including 1 time start up expenses plus user fees, phased in over three years and $22,500 services for Head Start to enhance existing state-level system with local interface to accommodate child-level data, add common data files and enable assignment of NC-WISE UIDs.
- F&A – $13,625 is budgeted for F&A at the approved F&A rate is 5% of total direct costs.

NCCCS - $403,638

- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $254,410 – comprised of $41,200 for a to-be-hired Director of Academic Services (50%) $123,600 for a to-be-hired project manager (100%) and $89,610 for a P20+ database administrator (100%).
- In-kind effort in the amount of $5,150 is provided by the Associate Vice President for Planning and Research – Keith Brown (5%)
- Direct Fringe Benefits - $63,603 - Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.
- In-kind contributions of $1,288 are for the fringe benefits associated with the in-kind effort.
- Travel - $2,700 – comprised of $1,200 for the project manager to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is $7.75 for breakfast, $10.10 for lunch and $19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. $1,500 is budgeted for in-state travel for the project manager and other project staff to travel state-wide to engage the 58 community colleges and to engage sector partners and stakeholders. Mileage is budgeted at the current state rate of .55/mile.
- Other - $40,000 comprised of $25,000 budgeted for maintenance agreements associated with software purchased in year 1, $5,000 for communication support

(long distance phone/fax) and $10,000 for publication and printing of information materials for campuses and stakeholders.
- F&A - $36,653 is budgeted for F&A at the approved rate of 11.9% of modified total direct costs.

NCESC – $132,721

- Direct Personnel - $38,155 to support Information Systems (10%) and Labor Market Information staff (20%).
- In-kind effort in the amount of $12,450 is contributed by Betty McGrath (5%) and Bob Cottrell (5%).
- Direct Fringe Benefits - $9,075. Fringe benefits are budgeted at 17.90% plus $4,527/annual FTE for health insurance and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.
- In-kind contributions of $2,490 are for the fringe benefits associated with the in-kind effort.
- Travel - $1,200 for the project manager to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is $7.75 for breakfast, $10.10 for lunch and $19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor.
- Equipment - $76,140 to acquire via contract the necessary maintenance agreements for the hardware/software obtained in year 1.
- Supplies - $840 for consumable supplies associated with the project. $168 is provided in-kind toward supplies.
- Other - $2,160 is budgeted for communication (long distance phone/fax) and engagement of stakeholders and sector partners.
- F&A - $5,151 is budgeted at the approved rate of 13.50% of salaries only.

NCICU - $1,306,140

- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $180,250 comprised of $103,000 for a system administrator (100%) and $77,250 for an assistant system administrator (100%).
- In-kind effort in the amount of $18,407 is provided from 5% of Hope Williams project director and 5% of Tim McDowell
- Direct Fringe Benefits – $46,865 –Fringe benefits are budgeted at 26% and will be charged at actual amount in accordance with institutional practice.
- In-kind contributions of $4,785 are for the fringe benefits associated with the in-kind effort.
- Travel - $1,200 for the project manager to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on institutional travel policy.

- Equipment - $110,600 comprised of: $60,000 for hosting/service agreements with MCNC; $41,800 for associated and necessary software licenses and $8,800 for the development and deployment of reporting tools.
- Contractual - $836,000 comprised of $336,000 in contractual services to acquire system design consulting services and $500,000 in contractual services for campus consultants – assets to be allocated according to campus need. Procurement actions will be in accordance with institutional practice.
- Other - $113,200 is comprised of $64,800 for training of personnel from 36 of the campuses, $30,400 for the production and distribution of training materials and $18,000 for communication (long distance phone/fax) and engagement of the 39 system campuses state-wide, stakeholders and sector partners.
- F&A - $18,025 is budgeted at a temporary rate of 10% of salaries and wages – the entity is submitting an indirect cost rate proposal for negotiation.

<u>UNC-Chapel Hill FPG Child Development Institute - $213,506</u>

- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $114,135 comprised of $68,292 for a project co-director (100% allocated across multiple outcomes), $26,753 in temporary hourly support for a data systems specialist; $18,728 in temporary hourly support for a research administrative assistance and $362 for a processing specialist (1%).
- In-kind effort in the amount of $4,893 is provided from Patrice Neal (5%)
- Direct Fringe Benefits – $21,549 – In-kind contributions of $1,183 are for the fringe benefits associated with the in-kind effort. Fringe benefits are budgeted at 19.4% plus $4,527/annual FTE for health insurance and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.
- Travel - $9,120 comprised of $1,200 for the project manager to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is $7.75 for breakfast, $10.10 for lunch and $19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Mileage is budgeted at the current state rate of .55/mile. $5,544 is for in-state travel for multiple meetings of project partners, stakeholders, parent representatives, agency representatives and for the convening of advisory committee meetings. $2,376 is budgeted for up to two project staff to participate in out-of-state exceptional child-focused data systems conferences or meetings.
- Supplies - $4,975 in consumable supplies and charges associated with repair/maintenance of existing equipment.
- Contractual - $27,952 in contractual services comprised of $20,700 in consulting fees for state- and national-level exceptional child data experts in an amount not to exceed $1,000/day and $7,252 for consultant travel to UNC-CH.
- Other - $16,366 is comprised of $1,192 for televideo, long distance phone/fax charges, $9,100 for design and printing of information sharing materials for

NCECDG stakeholders, $1,154 for stipends for parents participation in planning meetings and $4,920 for meeting expenses (regionally-based stakeholders and sector partners) including room rental.

- F&A - $19,409 is budgeted at a rate of 10% on total direct costs. The approved F&A rate for UNC-CH is 48% on a modified total direct cost base. UNC-CH has approved a waiver of the approved rate down to 10% of total direct costs for this proposal.

UNC-GA - $349,733

- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $216,300 – comprised of $123,600 for a to-be-hired data architect/project co-director (100%) and $92,700 for a to-be-hired database administrator (100%).
- In-kind effort in the amount of $5,899 is provided by Alisa Chapman (5%).
- Direct Fringe Benefits - $54,075 - Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.
- In-kind contributions of $1,475 are for the fringe benefits associated with the in-kind effort.
- Travel - $2,200 comprised of $1,200 for the project director or co-director to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is $7.75 for breakfast, $10.10 for lunch and $19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. $1,000 is budgeted for in-state travel for the project manager and other project staff to travel state-wide to engage the 16 campuses and to engage sector partners and stakeholders. Mileage is budgeted at the current state rate of .55/mile.
- Other - $42,500 - comprised of $25,000 is budgeted for maintenance agreements for the associated hardware and software purchased in year 1; $5,000 is for communication support (televideo, long distance phone/fax) and $12,500 for publication and printing of information materials for campuses and stakeholders and meeting support for campus institutional research directors on ORCAL database transition.
- F&A - $34,658 is budgeted for F&A at the approved rate of 11% of modified total direct costs.

Other - $12,000

Funds are requested to support stakeholder engagement activities including communication, requirements gathering, regional stakeholder discussion sessions and marketing of system development/capabilities.

Facilities and Administrative Costs - $54,459, $18,792 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

YEAR 3 – $3,809,605

Personnel - $295,142
Personnel costs and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.

Direct personnel costs are comprised of $189,052 for Administrative Assistant for the Project Management Office (100%) and Functional Systems Analysts (2) (100%) and $106,090 in release time for Technical staff.

In-kind effort in the amount of $93,340 is provided by the following personnel
Adam Levinson, Project Director, 25%
Gerald Thompson, 5%
Karl Pond, 30%
Michael Veckenstedt, 5%
Peter Asmar, NC DPI CIO, 10%
Philip Price, NC DPI CFO, 5%

Fringe Benefits - $59,028
Fringe benefits are budgeted at 20% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.

In-kind contributions of $18,668 are for the fringe benefits associated with the in-kind effort.

Travel - $4,800
Funds are budgeted at $1,200/person for four people to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is $7.75 for breakfast, $10.10 for lunch and $19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Those traveling include the Project Director, the Systems Analyst, and members of the NC DPI Enterprise Data Management staff (1 for project management and 3 for the NC DPI sector).

Equipment - $30,000
Funds are budgeted for provisioning/wiring and maintenance for the 36 servers purchased in year 1.

Contractual - $3,337,769

- Contracted Services - $687,602 comprised of $262,572 for contracted program manager and $105,030 for contract program assistant manager to provide day-to-day management of the entire project, $60,000 for maintenance agreement on the license extension for the UID software, $60,000 for maintenance on the SIF/PESC software/hardware, $100,000 contracted support for data audit and $100,000 contracted support for structured documentation and communication of stakeholder needs.
- Vendors and consultants - $720,000 comprised of $420,000 for vendor-provided services/license for NCDPI to establish messaging standardization among source systems; $200,000 contracted support for IT integration management; and $100,000 contracted support for other technology contractors.

Partner Entities – Pass-through funds

NCECDG - $425,303

- Contractual - $405,050 – comprised of $250,000 to establish contractual services for Smart Start-related data: software application (GEMS) 75 partnerships @ $10,000 per, including 1 time start up expenses plus user fees, phased in over three years; $12,500 services for Head Start to enhance existing state-level system with local interface to accommodate child-level data, add common data files and enable assignment of NC-WISE UIDs; $36,000 for DPH enhancement of existing Part C Instant-Toddler system to add common data fields plus interface to enable assignment of NC-WISE UID; and $106,550 DCD programming modifications to enhance child care subsidy system and interface to enable assignment of NC-WISE UID.
- F&A – $20,252 is budgeted for F&A at the approved F&A rate is 5% of total direct costs.

NCCCS - $414,872

- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $262,042 – comprised of $42,436 for a to-be-hired Director of Academic Services (50%) $127,308 for a to-be-hired project manager (100%) and $92,298 for a B-20+ database administrator (100%).
- In-kind effort in the amount of $5,150 is provided by the Associate Vice President for Planning and Research – Keith Brown (5%)
- Direct Fringe Benefits - $65,511 - Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.
- In-kind contributions of $1,288 are for the fringe benefits associated with the in-kind effort.

- Travel - $3,200 – comprised of $1,200 for the project manager to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is $7.75 for breakfast, $10.10 for lunch and $19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. $2,000 is budgeted for in-state travel for the project manager and other project staff to travel state-wide to engage the 58 community colleges and to engage sector partners and stakeholders. Mileage is budgeted at the current state rate of .55/mile.
- Other - $40,000 comprised of $25,000 budgeted for maintenance agreements associated with software purchased in year 1, $5,000 for communication support (long distance phone/fax) and $10,000 for publication and printing of information materials for campuses and stakeholders.
- F&A - $44,119 is budgeted for F&A at the approved rate of 11.9% of modified total direct costs.

<u>NCESC – $132,721</u>

- Direct Personnel - $38,155 to support IS staff (10%) and LMI staff (20%).
- In-kind effort in the amount of $12,823 is contributed by Betty McGrath (5%) and Bob Cottrell (5%).
- Direct Fringe Benefits - $9,075. Fringe benefits are budgeted at 17.90% plus $4,527/annual FTE for health insurance and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.
- In-kind contributions of $2,565 are for the fringe benefits associated with the in-kind effort.
- Travel - $1,200 for the project manager to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is $7.75 for breakfast, $10.10 for lunch and $19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor.
- Equipment - $76,140 to acquire via contract the necessary maintenance agreements for the hardware and software acquired in year 1.
- Supplies - $840 for consumable supplies associated with the project. $169 is provided in-kind toward supplies.
- Other - $2,160 is budgeted for communication (long distance phone/fax) and engagement of stakeholders and sector partners.
- F&A - $5,151 is budgeted at the approved rate of 13.50% of salaries only.

<u>NCICU - $382,294</u>

- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $185,658 comprised of $106,090 for a system administrator (100%) and $79,568 for an assistant system administrator (100%).

- In-kind effort in the amount of $18,959 is provided from 5% of Hope Williams project director and 5% of Tim McDowell
- Direct Fringe Benefits – $48,271 - Fringe benefits are budgeted at 26% and will be charged at actual amount.
- In-kind contributions of $4,929 are for the fringe benefits associated with the in-kind effort.
- Travel - $1,200 for the project manager to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on institutional travel policy.
- Equipment - $110,600 comprised of: $60,000 for hosting/service agreements with MCNC; $41,800 for associated and necessary software licenses and $8,800 for the development and deployment of reporting tools.
- Other - $18,000 is budgeted for communication (long distance phone/fax) and engagement of the 39 system campuses state-wide, stakeholders and sector partners.
- F&A - $18,565 is budgeted at a temporary rate of 10% of salaries and wages – the entity is submitting an indirect cost rate proposal for negotiation.

<u>UNC-Chapel Hill FPG Child Development Institute - $216,240</u>

- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $117,559 comprised of $70,341 for a project co-director (100% allocated across multiple outcomes), $27,566 in temporary hourly support for a data systems specialist; $19,289 in temporary hourly support for a research administrative assistance and $373 for a processing specialist (1%).
- In-kind effort in the amount of $5,039 is provided from Patrice Neal (5%)
- Direct Fringe Benefits – $22,196 – In-kind contributions of $1,219 are for the fringe benefits associated with the in-kind effort. Fringe benefits are budgeted at 19.4% plus $4,527/annual FTE for health insurance and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.
- Travel - $9,120 comprised of $1,200 for the project manager to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is $7.75 for breakfast, $10.10 for lunch and $19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Mileage is budgeted at the current state rate of .55/mile. $5,544 is for in-state travel for multiple meetings of project partners, stakeholders, parent representatives, agency representatives and for the convening of advisory committee meetings. $2,376 is budgeted for up to two project staff to participate in out-of-state exceptional child-focused data systems conferences or meetings.
- Supplies - $4,625 in consumable supplies and charges associated with repair/maintenance of existing equipment.

- Contractual - $27,952 in contractual services comprised of $20,700 in consulting fees for state- and national-level exceptional child data experts in an amount not to exceed $1,000/day and $7,252 for consultant travel to UNC-CH.
- Other - $15,131 is comprised of $997 for televideo, long distance phone/fax charges, $8,100 for design and printing of information sharing materials for NCECDG stakeholders, $1,134 for stipends for parents participation in planning meetings and $4,900 for meeting expenses (regionally-based stakeholders and sector partners) including room rental.
- F&A - $19,657 is budgeted at a rate of 10% on total direct costs. The approved F&A rate for UNC-CH is 48% on a modified total direct cost base. UNC-CH has approved a waiver of the approved rate down to 10% of total direct costs for this proposal.

<u>UNC-GA - $358,737</u>

- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $222,789 – comprised of $127,308 for a to-be-hired data architect/project co-director (100%) and $95,481for a to-be-hired database administrator (100%).
- In-kind effort in the amount of $6,076 is provided by Alisa Chapman (5%).
- Direct Fringe Benefits - $55,697 - Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.
- In-kind contributions of $1,519 are for the fringe benefits associated with the in-kind effort.
- Travel - $2,200 comprised of $1,200 for the project director or co-director to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is $7.75 for breakfast, $10.10 for lunch and $19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. $1,000 is budgeted for in-state travel for the project manager and other project staff to travel state-wide to engage the 16 campuses and to engage sector partners and stakeholders. Mileage is budgeted at the current state rate of .55/mile.
- Other - $42,500 - comprised of $25,000 is budgeted for maintenance agreements for the associated hardware and software purchased in year 1; $5,000 is for communication support (televideo, long distance phone/fax) and $12,500 for publication and printing of information materials for campuses and stakeholders and meeting support for campus institutional research directors on ORCAL database transition.
- F&A - $35,551 is budgeted for F&A at the approved rate of 11% of modified total direct costs.

Other - $15,000
Funds are requested to support stakeholder engagement activities including communication, requirements gathering, regional stakeholder discussion sessions and marketing of system development/capabilities.

Facilities and Administrative Costs - $56,471, $11,395 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

BUDGET NARRATIVE BY OUTCOME / YEAR

OUTCOME 1.1 – TOTAL - $35,866 (All Sectors)

YEAR 1 - $11,955

Personnel - $0
No direct funds are requested for personnel associated with outcome 1.1.

In-kind contributions of $77,895 include:
Adam Levinson, Project Director, 5%
Gerald Thompson, 5%
Karl Pond, 30%
Michael Veckenstedt, 5%
Peter Asmar, NC DPI CIO, 10%
Philip Price, NC DPI CFO, 5%

Fringe Benefits - $0
In-kind contributions of $15,579 are for the fringe benefits associated with the in-kind effort. Fringe benefits are budgeted at 20% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.

Travel - $4,800
Funds are budgeted at $1,200/person for four people to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is $7.75 for breakfast, $10.10 for lunch and $19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Those traveling include the Project Director, a Systems Analyst, and members of the NC DPI Enterprise Data Management staff (1 for project management and 3 for the NC DPI sector).

Partner Entities – Pass-through funds

NCECDG - $0

NCCCS - $1,343

- Personnel – In-kind contributions of $5,000 include: Keith Brown (5%)
- Fringe Benefits - In-kind contributions of $1,250 are for fringe benefits associated with the in-kind effort.
- Travel - $1,200 – funds are budgeted for one person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates.
- F&A – $143 - The approved F&A rate is 11.9% on a modified total direct cost base.

BUDGET NARRATIVE BY OUTCOME / YEAR

NCESC – $1,200

- Personnel – In-kind contributions of $12,087 include: Betty McGrath, 5% and Robert Cottrell, 5%
- Fringe Benefits - In-kind contributions of $2,417 are for fringe benefits associated with the in-kind effort.
- Travel - $1,200 – funds are budgeted for one person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates.

NCICU - $1,200

- Personnel – In-kind contributions of $11,974 include Hope Williams, 5%
- Fringe Benefits - In-kind contributions of $3,113 are for fringe benefits associated with the in-kind effort.$ on in-kind contributions
- Travel - $1,200 – funds are budgeted for one person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates.

UNC-Chapel Hill FPG Child Development Institute - $1,320

- Personnel – In-kind contributions of $4,750 are for Patrice Neal (5%)
- Fringe Benefits - In-kind contributions of $1,149 are for fringe benefits associated with the in-kind effort
- Travel - $1,200 – funds are budgeted for one person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates.
- F&A –$120 - The approved F&A rate is 47% on a modified total direct cost base. UNC has approved a waiver of the approved rate down to 10% of total direct costs for this proposal.

UNC-GA - $1,332

- Personnel – In-kind contributions of $5,727 are for Alisa Chapman, 5%
- 7,946:
- Fringe Benefits - In-kind contributions of $1,432 are for fringe benefits associated with the in-kind effort
- Travel - $1,200 – funds are budgeted for one person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates.
- F&A – $132 - The approved F&A rate is 11% on a modified total direct cost base.

Facilities and Administrative Costs - $725, $36 (OERI Fee)

The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

YEAR 2 - $11,955

Personnel - $0
No direct funds are requested for personnel associated with outcome 1.1.

In-kind contributions of $80,232 include:
Adam Levinson, Project Director, 55%
Gerald Thompson, 5%
Karl Pond, 30%
Michael Veckenstedt, 5%
Peter Asmar, NC DPI CIO, 10%
Philip Price, NC DPI CFO, 5%

Fringe Benefits - $0
In-kind contributions of $16,046 are for the fringe benefits associated with the in-kind effort. Fringe benefits are budgeted at 20% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.

Travel - $4,800
Funds are budgeted at $1,200/person for four people to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is $7.75 for breakfast, $10.10 for lunch and $19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Those traveling include the Project Director, the Systems Analyst, and members of the NC DPI Enterprise Data Management staff (1 for project management and 3 for the NC DPI sector).

Partner Entities – Pass-through funds

NCECDG - $0

NCCCS - $1,343

- Personnel – In-kind contributions of $5,150 include: Keith Brown (5%)
- Fringe Benefits - In-kind contributions of $1,288 are for fringe benefits associated with the in-kind effort.
- Travel - $1,200 – funds are budgeted for one person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates.
- F&A – $143 - The approved F&A rate is 11.9% on a modified total direct cost base.

BUDGET NARRATIVE BY OUTCOME / YEAR

NCESC – $1,200

- Personnel – In-kind contributions of $12,450 include: Betty McGrath, 5% and Robert Cottrell, 5%
- Fringe Benefits - In-kind contributions of $2,490 are for fringe benefits associated with the in-kind effort.
- Travel - $1,200 – funds are budgeted for one person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates.

NCICU - $1,200

- Personnel – In-kind contributions of $12,333 include Hope Williams, 5%
- Fringe Benefits - In-kind contributions of $3,203 are for fringe benefits associated with the in-kind effort.$ on in-kind contributions
- Travel - $1,200 – funds are budgeted for one person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates.

UNC-Chapel Hill FPG Child Development Institute - $1,320

- Personnel – In-kind contributions of $4,893 are for Patrice Neal (5%)
- Fringe Benefits - In-kind contributions of $1,183 are for fringe benefits associated with the in-kind effort
- Travel - $1,200 – funds are budgeted for one person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates.
- F&A –$120 - The approved F&A rate is 47% on a modified total direct cost base. UNC has approved a waiver of the approved rate down to 10% of total direct costs for this proposal.

UNC-GA - $1,332

- Personnel – In-kind contributions of $5,899 are for Alisa Chapman, 5%
- 7,946:
- Fringe Benefits - In-kind contributions of $1,475 are for fringe benefits associated with the in-kind effort
- Travel - $1,200 – funds are budgeted for one person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates.
- F&A – $132 - The approved F&A rate is 11% on a modified total direct cost base.

Facilities and Administrative Costs - $725, $36 (OERI Fee)

The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

BUDGET NARRATIVE BY OUTCOME / YEAR

YEAR 3 - $11,955

Personnel - $0
No direct funds are requested for personnel associated with outcome 1.1.

In-kind contributions of $82,639 include:
Adam Levinson, Project Director, 5%
Gerald Thompson, 5%
Karl Pond, 30%
Michael Veckenstedt, 5%
Peter Asmar, NC DPI CIO, 10%
Philip Price, NC DPI CFO, 5%

Fringe Benefits - $0
In-kind contributions of $16,528 are for the fringe benefits associated with the in-kind effort. Fringe benefits are budgeted at 20% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.

Travel - $4,800
Funds are budgeted at $1,200/person for four people to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is $7.75 for breakfast, $10.10 for lunch and $19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Those traveling include the Project Director, the Systems Analyst, and members of the NC DPI Enterprise Data Management staff (1 for project management and 3 for the NC DPI sector).

Partner Entities – Pass-through funds

NCECDG - $0

NCCCS - $1,343

- Personnel – In-kind contributions of $5,305 include: Keith Brown (5%)
- Fringe Benefits - In-kind contributions of $1,326 are for fringe benefits associated with the in-kind effort.
- Travel - $1,200 – funds are budgeted for one person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates.
- F&A – $143 - The approved F&A rate is 11.9% on a modified total direct cost base.

BUDGET NARRATIVE BY OUTCOME / YEAR

NCESC – $1,200

- Personnel – In-kind contributions of $12,823 include: Betty McGrath, 5% and Robert Cottrell, 5%
- Fringe Benefits - In-kind contributions of $2,565 are for fringe benefits associated with the in-kind effort.
- Travel - $1,200 – funds are budgeted for one person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates.

NCICU - $1,200

- Personnel – In-kind contributions of $12,703 include Hope Williams, 5%
- Fringe Benefits - In-kind contributions of $3,303 are for fringe benefits associated with the in-kind effort.$ on in-kind contributions
- Travel - $1,200 – funds are budgeted for one person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates.

UNC-Chapel Hill FPG Child Development Institute - $1,320

- Personnel – In-kind contributions of $5,039 are for Patrice Neal (5%)
- Fringe Benefits - In-kind contributions of $1,219 are for fringe benefits associated with the in-kind effort
- Travel - $1,200 – funds are budgeted for one person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates.
- F&A –$120 - The approved F&A rate is 47% on a modified total direct cost base. UNC has approved a waiver of the approved rate down to 10% of total direct costs for this proposal.

UNC-GA - $1,332

- Personnel – In-kind contributions of $6,076 are for Alisa Chapman, 5%
- 7,946:
- Fringe Benefits - In-kind contributions of $1,519 are for fringe benefits associated with the in-kind effort
- Travel - $1,200 – funds are budgeted for one person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates.
- F&A – $132 - The approved F&A rate is 11% on a modified total direct cost base.

Facilities and Administrative Costs - $725, $36 (OERI Fee)

The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

BUDGET NARRATIVE BY OUTCOME / YEAR

OUTCOME 1.2 – No budget association with outcome 1.2

OUTCOME 1.3 – TOTAL- $257,812 (Funding for NC DPI only in support of overall data exchange)

YEAR 1 - $85,753

Personnel - $59,400
Personnel costs and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.

Direct personnel of $59,400 is comprised of two functional systems analysts. (33%). The cost of the systems analysts have been allocated across three outcomes equally at 33% effort/each outcome.

In-kind contributions of $5,395 are for Adam Levinson (5%).

Fringe Benefits - $11,880
Fringe benefits are budgeted at 20% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.

In-kind contributions of $1,079 are for the fringe benefits associated with the in-kind effort.

Supplies - $3,000
The cost of expendable supplies for the system analyst(s), administrative assistant and technical staff have been allocated across three outcomes equally at $3,000/each outcome.

Facilities and Administrative Costs - $11,216, $256 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

BUDGET NARRATIVE BY OUTCOME / YEAR

YEAR 2 - $84,758

Personnel - $61,182
Personnel costs and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.

Direct personnel of $61,182 is comprised of two functional systems analysts. (33%). The cost of the systems analysts have been allocated across three outcomes equally at 33% effort/each outcome.

In-kind contributions of $5,557 are for Adam Levinson (5%).

Fringe Benefits - $12,236
Fringe benefits are budgeted at 20% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.

In-kind contributions of $1,111 are for the fringe benefits associated with the in-kind effort.

Facilities and Administrative Costs - $11,086, $254 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

YEAR 3 - $87,301

Personnel - $63,017
Personnel costs and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.

Direct personnel of $63,017 is comprised of two functional systems analysts. (33%). The cost of the systems analysts have been allocated across three outcomes equally at 33% effort/each outcome.

In-kind contributions of $5,724 are for Adam Levinson (5%).

Fringe Benefits - $12,603
Fringe benefits are budgeted at 20% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.

In-kind contributions of $1,145 are for the fringe benefits associated with the in-kind effort.

Facilities and Administrative Costs - $11,419, $261 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

OUTCOME 1.4 – TOTAL - $257,812 (Funding for NC DPI only in support of overall data exchange)

YEAR 1 - $85,753

Personnel - $59,400
Personnel costs and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.

Direct personnel of $59,400 is comprised of two functional systems analysts (33%). The cost of the SA have been allocated across three outcomes equally at 33% effort/each outcome.

Fringe Benefits - $11,880
benefits are budgeted at 20% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.

Supplies - $3,000
The cost of expendable supplies for the system analyst (s), administrative assistant and technical staff have been allocated across three outcomes equally at $3,000/each outcome.

Facilities and Administrative Costs - $11,216, $256 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

BUDGET NARRATIVE BY OUTCOME / YEAR

YEAR 2 - $84,758

Personnel - $61,182
Personnel costs and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.

Direct personnel of $61,182 is comprised of two functional systems analysts (33%). The cost of the systems analysts have been allocated across three outcomes equally at 33% effort/each outcome.

Fringe Benefits - $12,236
Fringe benefits are budgeted at 20% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.

Facilities and Administrative Costs - $11,086, $254 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

YEAR 3 - $87,301

Personnel - $63,017
Personnel costs and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.

Direct personnel of $63,017 is comprised of two functional systems analysts (33%). The cost of the systems analysts have been allocated across three outcomes equally at 33% effort/each outcome.

Fringe Benefits - $12,603
Fringe benefits are budgeted at 20% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.

Facilities and Administrative Costs - $11,419, $261 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment

places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

OUTCOME 1.5 – TOTAL- $872,842 (Funding for NC DPI only in support of overall data exchange)

YEAR 1 - $413,558

Personnel - $59,400
Personnel costs and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.

Direct personnel of $59,400 is comprised of two functional systems analysts (33%). The cost of the systems analysts have been allocated across three outcomes equally at 33% effort/each outcome.

Fringe Benefits - $11,880
Fringe benefits are budgeted at 20% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.

Supplies - $3,000
The cost of expendable supplies for the system analyst (s), administrative assistant and technical staff have been allocated across three outcomes equally at $3,000/each outcome.

Contractual - $315,500
Contracts will be issued to secure critical day-to-day program management support for the entire project. The cost of the program management support has been allocated across three outcomes equally at 33% per outcome. Contracts will be issued to secure the necessary program management support in the form of a program manager ($82,500), an assistant program manager ($33,000). A contract will be issued to develop and implement the data dictionary ($200,000).

Facilities and Administrative Costs - $22,541, $1,237 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

BUDGET NARRATIVE BY OUTCOME / YEAR

YEAR 2 – $204,080

Personnel - $61,182
Personnel costs and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.

Direct personnel of $61,182 comprised of two functional systems analysts (33%). The cost of the systems analysts have been allocated across three outcomes equally at 33% effort/each outcome.

Fringe Benefits - $12,236
Fringe benefits are budgeted at 20% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.

Contractual - $118,965
Contracts will be issued to secure critical day-to-day program management support for the entire project. The cost of the program management support has been allocated across three outcomes equally at 33% effort/each outcome. Contracts will be issued to secure the necessary program management support in the form of a program manager ($84,975), an assistant program manager ($33,990).

Facilities and Administrative Costs - $11,086, $610 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

YEAR 3 - $210,204

Personnel - $63,017
Personnel costs and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.

Direct personnel of $63,017 is comprised of two functional systems analysts (33%). The cost of the systems analysts have been allocated across three outcomes equally at 33% effort/each outcome.

Fringe Benefits - $12,603
Fringe benefits are budgeted at 20% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the

optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.

Contractual - $122,534
Contracts will be issued to secure critical day-to-day program management support for the entire project. The cost of the program management support has been allocated across three outcomes equally at 33% effort/each outcome. Contracts will be issued to secure the necessary program management support in the form of a program manager ($87,524), an assistant program manager ($35,010).

Facilities and Administrative Costs - $11,420, $629 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

OUTCOME 2.1 – No budget associated with outcome 2.1

OUTCOME 2.2 – TOTAL - $1,041,440 (Funding for NC DPI only in support of overall data exchange)

YEAR 1 - $678,855

Equipment - $50,000
Funds are budgeted for additional hardware to handle the increased load to support the UID system.

Contractual - $665,500
Contracts will be issued to secure critical day-to-day program management support for the entire project. The cost of the program management support has been allocated across three outcomes equally at 33% per outcome. Contracts will be issued to secure the necessary program management support in the form of a program manager ($82,500), an assistant program manager ($33,000). A contract will be issued to secure a license extension for UID software ($300,000) and to implement system enhancements ($200,000).

Facilities and Administrative Costs - $11,325, $2,030 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

BUDGET NARRATIVE BY OUTCOME / YEAR

YEAR 2 - $179,502

Contractual - $178,965
Contracts will be issued to secure critical day-to-day program management support for the entire project. The cost of the program management support has been allocated across three outcomes equally at 33% effort/each outcome. Contracts will be issued to secure the necessary program management support in the form of a program manager ($84,975), an assistant program manager ($33,990). A contract will be issued to secure maintenance on the license extension for UID software ($60,000).

Facilities and Administrative Costs - $0, $537 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

YEAR 3 - $183,082

Contractual - $182,534
Contracts will be issued to secure critical day-to-day program management support for the entire project. The cost of the program management support has been allocated across three outcomes equally at 33% effort/each outcome. Contracts will be issued to secure the necessary program management support in the form of a program manager ($87,524), an assistant program manager ($35,010). A contract will be issued to secure maintenance on the license extension for YUID software ($60,000).

Facilities and Administrative Costs - $0, $548 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

BUDGET NARRATIVE BY OUTCOME / YEAR

OUTCOME 2.3 – TOTAL - $1,422,933

YEAR 1 - $281,946

Contractual - $281,102
Partner Entities – Pass-through funds

NCECDG - $86,625

- Contractual - $82,500 is budgeted to established contractual services for Smart Start-related data: software application (GEMS) 75 partnerships @ $10,000 per, including 1 time start up expenses plus user fees, phased in over three years. The cost for the application is allocated 33% to this outcome and 66% to another outcome.
- F&A - $4,125 is budgeted at the approve F&A rate of 5% total direct cost

NCCCS - $55,950

- Personnel costs and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct personnel - $40,000 comprised of the to-be-hired director of academic services (50%).
- Direct Fringe Benefits - $10,000 - Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.
- F&A - $5,950 is budgeted at the approved rate of 11.9% of modified total direct costs.

UNC-Chapel Hill FPG Child Development Institute - $138,527

- All costs for this sector partner are allocated 66% to this outcome and 33% to another outcome.
- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $73,873 comprised of $44,202 for a project co-director (66%) $17,316 in temporary hourly support for a data systems specialist; $12,121 in temporary hourly support for a research administrative assistance and $234 for a processing specialist (1%).
- Direct Fringe Benefits – $13,933 –Fringe benefits are budgeted at 19.4% plus $4,527/annual FTE for health insurance and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.
- Travel - $5,280 comprised of $3,696 is for in-state travel for multiple meetings of project partners, stakeholders, parent representatives, agency representatives and for the convening of advisory committee meetings. $1,584 is budgeted for up to two project staff to participate in out-of-state exceptional child-focused data systems conferences or meetings. For FY 09-10 the state-approved rate for out-of-state per diem is $7.75 for breakfast, $10.10 for lunch and $19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Mileage is budgeted at the current state rate of .55/mile.

- Supplies - $3,570 in consumable supplies and charges associated with repair/maintenance of existing equipment.
- Contractual - $17,952 in contractual services comprised of $13,200 in consulting fees for state- and national-level exceptional child data experts in an amount not to exceed $1,000/day and $4,752 consultant travel to UNC-CH.
- Other - $11,326 is comprised of $792 for televideo, long distance phone/fax charges, $6,600 for design and printing of information sharing materials for NCECDG stakeholders, $634 for stipends for parents participation in planning meetings and $3,300 for meeting expenses (regionally-based stakeholders and sector partners) including room rental.
- F&A - $12,593 is budgeted at a rate of 10% on total direct costs. The approved F&A rate for UNC-CH is 48% on a modified total direct cost base. UNC-CH has approved a waiver of the approved rate down to 10% of total direct costs for this proposal

F&A - $0, $843 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

YEAR 2 - $795,855

Contractual - $793,475
Partner Entities – Pass-through funds

NCECDG - $94,421

- Contractual - $82,500 is budgeted to established contractual services for Smart Start-related data: software application (GEMS) 75 partnerships @ $10,000 per, including 1 time start up expenses plus user fees, phased in over three years. And $7,425 for Head Start to enhance existing state-level system with local interface to accommodate child-level data, add common data files and enable assignment of NC-WISE UIDs. The cost for the applications is allocated 33% to this outcome and 66% to another outcome.
- F&A - $4,496 is budgeted at the approve F&A rate of 5% total direct cost

NCCCS - $57,629

- Personnel costs and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct personnel - $41,200 comprised of the to-be-hired director of academic services (50%).
- Direct Fringe Benefits - $10,300 - Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.

- F&A - $6,129 is budgeted at the approved rate of 11.9% of modified total direct costs.

NCICU - $500,000

- Contractual - $500,000 in contractual services to acquire campus based consultants - assets to be allocated according to campus need. Procurement actions will be in accordance with institutional practice.

UNC-Chapel Hill FPG Child Development Institute - $141,425

- All costs for this sector partner are allocated 66% to this outcome and 33% to another outcome.
- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $76,089 comprised of $45,528 for a project co-director (66%) $17,835 in temporary hourly support for a data systems specialist; $12,485 in temporary hourly support for a research administrative assistance and $241for a processing specialist (1%).
- Direct Fringe Benefits – $14,351 –Fringe benefits are budgeted at 19.4% plus $4,527/annual FTE for health insurance and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.
- Travel - $5,280 comprised of $3,696 is for in-state travel for multiple meetings of project partners, stakeholders, parent representatives, agency representatives and for the convening of advisory committee meetings. $1,584 is budgeted for up to two project staff to participate in out-of-state exceptional child-focused data systems conferences or meetings. For FY 09-10 the state-approved rate for out-of-state per diem is $7.75 for breakfast, $10.10 for lunch and $19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Mileage is budgeted at the current state rate of .55/mile.
- Supplies - $3,570 in consumable supplies and charges associated with repair/maintenance of existing equipment.
- Contractual - $17,952 in contractual services comprised of $13,200 in consulting fees for state- and national-level exceptional child data experts in an amount not to exceed $1,000/day and $4,752 consultant travel to UNC-CH.
- Other - $11,326 is comprised of $792 for televideo, long distance phone/fax charges, $6,600 for design and printing of information sharing materials for NCECDG stakeholders, $634 for stipends for parents participation in planning meetings and $3,300 for meeting expenses (regionally-based stakeholders and sector partners) including room rental.
- F&A - $12,587 is budgeted at a rate of 10% on total direct costs. The approved F&A rate for UNC-CH is 48% on a modified total direct cost base. UNC-CH has approved a waiver of the approved rate down to 10% of total direct costs for this proposal

F&A - $0, $2,380 (OERI Fee)

The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment

places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

YEAR 3 - $345,132

Contractual - $344,099

Partner Entities – Pass-through funds

NCECDG - $140,333

- Contractual - $82,500 is budgeted to established contractual services for Smart Start-related data: software application (GEMS) 75 partnerships @ $10,000 per, including 1 time start up expenses plus user fees, phased in over three years; $4,125 for Head Start to enhance existing state-level system with local interface to accommodate child-level data, add common data files and enable assignment of NC-WISE UIDs, $11,880 for DPH enhancement of existing Part C Instant-Toddler system to add common data fields plus interface to enable assignment of NC-WISE UID; and $35,145 for DCD programming modifications to enhance child care subsidy system and interface to enable assignment of NC-WISE UID.. The cost for the applications is allocated 33% to this outcome and 66% to another outcome.
- F&A - $6,682 is budgeted at the approve F&A rate of 5% total direct cost

NCCCS - $59,357

- Personnel costs and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct personnel - $42,436 comprised of the to-be-hired director of academic services (50%).
- Direct Fringe Benefits - $10,609 - Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.
- F&A - $6,312 is budgeted at the approved rate of 11.9% of modified total direct costs.

UNC-Chapel Hill FPG Child Development Institute - $144,410

- All costs for this sector partner are allocated 66% to this outcome and 33% to another outcome.
- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $78,372 comprised of $46,894 for a project co-director (66%) $18,371 in temporary hourly support for a data systems specialist; $12,859 in temporary hourly support for a research administrative assistance and $248for a processing specialist (1%).
- Direct Fringe Benefits – $14,782 –Fringe benefits are budgeted at 19.4% plus $4,527/annual FTE for health insurance and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject

positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.

- Travel - $5,280 comprised of $3,696 is for in-state travel for multiple meetings of project partners, stakeholders, parent representatives, agency representatives and for the convening of advisory committee meetings. $1,584 is budgeted for up to two project staff to participate in out-of-state exceptional child-focused data systems conferences or meetings. For FY 09-10 the state-approved rate for out-of-state per diem is $7.75 for breakfast, $10.10 for lunch and $19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Mileage is budgeted at the current state rate of .55/mile.
- Supplies - $3,570 in consumable supplies and charges associated with repair/maintenance of existing equipment.
- Contractual - $17,952 in contractual services comprised of $13,200 in consulting fees for state- and national-level exceptional child data experts in an amount not to exceed $1,000/day and $4,752 consultant travel to UNC-CH.
- Other - $11,326 is comprised of $792 for televideo, long distance phone/fax charges, $6,600 for design and printing of information sharing materials for NCECDG stakeholders, $634 for stipends for parents participation in planning meetings and $3,300 for meeting expenses (regionally-based stakeholders and sector partners) including room rental.
- F&A - $13,128 is budgeted at a rate of 10% on total direct costs. The approved F&A rate for UNC-CH is 48% on a modified total direct cost base. UNC-CH has approved a waiver of the approved rate down to 10% of total direct costs for this proposal

<u>F&A - $0, $1,032 (OERI Fee)</u>

The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

OUTCOME 3.1 – TOTAL - $863,356 (Funding for NC DPI only in support of overall data exchange)

YEAR 1 - $621,133

Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.

In-kind effort in the amount of $5,395 is for Adam Levinson, Project Director, 5%

In-kind contributions of $1,079 are for the fringe benefits associated with the in-kind effort.

BUDGET NARRATIVE BY OUTCOME / YEAR

Contractual - $615,500
Contracts will be issued to secure critical day-to-day program management support for the entire project. The cost of the program management support has been allocated across three outcomes equally at 33% per outcome. Contracts will be issued to secure the necessary program management support in the form of a program manager ($82,500), an assistant program manager ($33,000). A contract will be issued to establish the data exchange middleware ($500,000).
Facilities and Administrative Costs - $3,775, $1,858 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

YEAR 2 - $119,322

In-kind effort in the amount of $5,557 is for Adam Levinson, Project Director, 5%

In-kind contributions of $1,111 are for the fringe benefits associated with the in-kind effort.
Contractual - $118,965
Contracts will be issued to secure critical day-to-day program management support for the entire project. The cost of the program management support has been allocated across three outcomes equally at 33% effort/each outcome. Contracts will be issued to secure the necessary program management support in the form of a program manager ($84,975), an assistant program manager ($33,990).

Facilities and Administrative Costs - $0, $357 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

YEAR 3 - $122,901

In-kind effort in the amount of $5,724 is for Adam Levinson, Project Director, 5%

In-kind contributions of $1,145 are for the fringe benefits associated with the in-kind effort.

Contractual - $122,534
Contracts will be issued to secure critical day-to-day program management support for the entire project. The cost of the program management support has been allocated across three outcomes equally at 33% effort/each outcome. Contracts will be issued to secure the necessary program

management support in the form of a program manager ($87,524), an assistant program manager ($35,010).

Facilities and Administrative Costs - $0, $367 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

OUTCOME 3.2 – TOTAL- $473,190 (Funding for NC DPI only in support of overall data exchange)

YEAR 1 - $352,830

Equipment - $48,000
Funds are budgeted for agent servers at $8,000/each for each of the 6 sectors.

Contractual - $300,000
A contract will be issued to establish SIF/PESC Agents for each sector (6 at $50,000/each) ($300,000).

Facilities and Administrative Costs - $3,775, $1,055 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

YEAR 2 - $60,180

Contractual - $60,000
Contracts will be issued to provide for maintenance agreements associated with the software and hardware acquired for this outcome in year 1.

Facilities and Administrative Costs - $0, $180 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

YEAR 3 - $60,180

Contractual - $60,000
Contracts will be issued to provide for maintenance agreements associated with the software and hardware acquired for this outcome in year 1.

Facilities and Administrative Costs - $0, $180 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

OUTCOME 4.1 – TOTAL $12,132,844 (All Sectors)

YEAR 1 - $5,131,149

Direct Personnel - $100,000
Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.

Direct personnel costs are comprised of $100,000 for Technical staff ($100,000 release time)

In-kind effort in the amount of $10,790 is for Adam Levinson, Project Director, 10%

Direct Fringe Benefits - $20,000
Fringe benefits are budgeted at 20% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.

In-kind contributions of $2,158 are for the fringe benefits associated with the in-kind effort.

Equipment - $240,000
Funds are budgeted for 30 servers at $8,000/each for the NC DPI sector infrastructure development.

Contractual - $4,705,317
Vendors and Consultants - $1,490,000 comprised of $840,000 for vendor-provided services/license for NCDPI to establish messaging standardization among source systems; $300,000 for vendor-provided services for upgrade front-end controls on source system; $200,000 contracted support for IT integration management; and $150,000 contracted support for other technology contractors.

BUDGET NARRATIVE BY OUTCOME / YEAR

Partner Entities – Pass-through funds exempt from F&A base

NCECDG - $175,875

- Contractual - $167,500 is budgeted to established contractual services for Smart Start-related data: software application (GEMS) 75 partnerships @ $10,000 per, including 1 time start up expenses plus user fees, phased in over three years.
- F&A – $8,375 is budgeted at the approved F&A rate is 5% of total direct costs.

NCCCS - $608,439

- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $207,000 – comprised of $120,000 for a to-be-hired project manager (100%) and $87,000 for a B20+ database administrator (100%).
- Direct Fringe Benefits - $51,750 - Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.
- Travel - $1,000 is budgeted for in-state travel for the project manager and other project staff to travel state-wide to engage the 58 community colleges and to engage sector partners and stakeholders. Mileage is budgeted at the current state rate of .55/mile.
- Equipment - $160,000 – comprised of $15,000 for 2 database servers (32GB RAM x 4 processors (2 cores each) at $7,500/each; $15,000 to 2 VM Physical Servers (32GB RAM x 4 processors (2 cores each) at $7,500/each; and 2 network-based storage arrays (iSCSI devices/9.6TB raw storage) at $65,000/each
- Supplies - $9,000 - expendable supplies include $9,000 to acquire three lap top computers to be used by the project manager, database administrator and director of academic services.
- Other - $132,000 is budgeted to acquire via contract the necessary software components; $5,000 is for communication support (long distance phone/fax) and $2,000 for publication and printing of information materials for campuses and stakeholders.
- F&A - $47,689 is budgeted for F&A at the approved rate of 11.9% of modified total direct costs.

NCESC – $820,782

- Direct Personnel - $117,242 to support Information Systems (72%) and Labor Market Information staff (20%)
- Direct Fringe Benefits - $26,062. Fringe benefits are budgeted at 17.90% plus $4,527/annual FTE for health insurance and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.
- Equipment - $650,430 - comprised of $151,290 to acquire new server(s)[2] for database and necessary provisioning and $499,140 to acquire via contract the necessary software components.
- Supplies - $1,905 for consumable supplies associated with the project. $168 is provided in-kind toward supplies.

- Contractual - $4,420 is budgeted for hourly IT support services (68 hours @ $65/hr.)
- Other - $4,895 is budgeted for communication (long distance phone/fax) and engagement of stakeholders and sector partners.
- F&A - $15,828 is budgeted at the approved rate of 13.50% of salaries only.

NCICU - $933,000

- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $175,000 comprised of $100,000 for a system administrator (100%) and $75,000 for an assistant system administrator (100%).
- In-kind effort in the amount of $5,897 is for Tim McDowell, 5%
- Direct Fringe Benefits – $45,500 –Fringe benefits are budgeted at 26% and will be charged at actual amount in accordance with institutional practice.
- In-kind contributions of $1,533 are for the fringe benefits associated with the in-kind effort.
- Equipment - $444,600 comprised of: $30,000 for a primary server to be housed at MCNC; $30,000 for a backup server in Rutherfordton, NC; $60,000 for hosting/service agreements with MCNC; $60,000 for storage/disc array; $1,000 for installation; $40,000 for database software maintenance; $174,800 for associated and necessary software licenses; and $48,800 for the development and deployment of reporting tools.
- Supplies $6,000 - expendable supplies include $6,000 to acquire two lap top computers to be used by the system administrator and the assistant system administrator.
- Contractual - $230,000 in contractual services to acquire system design consulting services. Procurement actions will be in accordance with institutional practice.
- Other - $14,400 is budgeted for communication (long distance phone/fax) and engagement of the 39 system campuses state-wide, stakeholders and sector partners.
- F&A - $17,500 is budgeted at a temporary rate of 10% of salaries and wages – the entity is submitting an indirect cost rate proposal for negotiation.

UNC-Chapel Hill FPG Child Development Institute - $71,001

- All costs for this sector partner are allocated 33% to this outcome and 66% to another outcome.
- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $36,938 comprised of $22,101for a project co-director (33%), $8,658 in temporary hourly support for a data systems specialist; $6,061in temporary hourly support for a research administrative assistance and $118 for a processing specialist (1%).
- Direct Fringe Benefits – $6,988 – Fringe benefits are budgeted at 19.4% plus $4,527/annual FTE for health insurance and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.
- Travel - $2,640 comprised of $1,848 for in-state travel for multiple meetings of project partners, stakeholders, parent representatives, agency representatives and for the convening of advisory committee meetings and $792 is budgeted for up to two project

staff to participate in out-of-state exceptional child-focused data systems conferences or meetings. For FY 09-10 the state-approved rate for out-of-state per diem is $7.75 for breakfast, $10.10 for lunch and $19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Mileage is

- Supplies - $1,790 in consumable supplies and charges associated with repair/maintenance of existing equipment.
- Contractual - $10,000 in contractual services comprised of $7,500 in consulting fees for state- and national-level exceptional child data experts in an amount not to exceed $1,000/day and $2,500 for consultant travel to UNC-CH.
- Other - $6,190 is comprised of $500 for televideo, long distance phone/fax charges, $3,520 for design and printing of information sharing materials for NCECDG stakeholders, $520 for stipends for parents participation in planning meetings and $1,650 for meeting expenses (regionally-based stakeholders and sector partners) including room rental.
- F&A - $6,455 is budgeted at a rate of 10% on total direct costs. The approved F&A rate for UNC-CH is 48% on a modified total direct cost base. UNC-CH has approved a waiver of the approved rate down to 10% of total direct costs for this proposal.

<u>UNC-GA - $606,220</u>

- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $210,000 – comprised of $120,000 for a to-be-hired data architect/project co-director (100%) and $90,000 for a to-be-hired database administrator (100%).
- Direct Fringe Benefits - $52,500 - Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.
- Travel - $1,000 is budgeted for in-state travel for the project manager and other project staff to travel state-wide to engage the 16 campuses and to engage sector partners and stakeholders. Mileage is budgeted at the current state rate of .55/mile.
- Equipment - $160,000 – comprised of $15,000 for 2 database servers (32GB RAM x 4 processors (2 cores each) at $7,500/each; $15,000 to 2 VM Physical Servers (32GB RAM x 4 processors (2 cores each) at $7,500/each; and 2 network-based storage arrays (iSCSI devices/9.6TB raw storage) at $65,000/each
- Supplies - $6,000 - expendable supplies include $6,000 to acquire two lap top computers to be used by the data architect/co-project director and database administrator.
- Other - $132,500 comprised of $125,000 budgeted to acquire via contract the necessary software components [VMWare VM virtualization licenses for 2 servers (1 in production and 1 hotsite). ORACLE: OLAP, Partitioning, Data Integrator Enterprise, Data Mining, Business Intelligence Suite and annual maintenance]; $5,000 is for communication support (televideo, long distance phone/fax) and $2,500 for publication and printing of information materials for campuses and stakeholders and meeting support for campus institutional research directors on ORCAL database transition.

- F&A - $44,220 is budgeted for F&A at the approved rate of 11% of modified total direct costs.

Other - $15,000
Funds are requested to support stakeholder engagement activities including communication, requirements gathering, regional stakeholder discussion sessions and marketing of system development/capabilities.

Facilities and Administrative Costs - $35,485, $15,347 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

YEAR 2 - $4,493,670

Direct Personnel - $103,000
Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.

Direct personnel costs are comprised of $103,000 for Technical staff ($100,000 release time)

In-kind effort in the amount of $11,114 is for Adam Levinson, Project Director, 10%

Direct Fringe Benefits - $20,600
Fringe benefits are budgeted at 20% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.

In-kind contributions of $2,222 are for the fringe benefits associated with the in-kind effort.

Equipment - $40,000
Funds are budgeted for provisioning/wiring and maintenance for the servers purchased in year 1.

Contractual - $4,281,993
Vendors and consultants - $2,390,000
$1,540,000 for vendor-provided services/license for NCDPI to establish messaging standardization among source systems; $500,000 for vendor-provided services for upgrade front-end controls on source system; $200,000 contracted support for IT integration management; and $150,000 contracted support for other technology contractors.

BUDGET NARRATIVE BY OUTCOME / YEAR

Partner Entities – Pass-through funds exempt from F&A base

NCECDG - $191,704

- Contractual - $167,500 is budgeted to established contractual services for Smart Start-related data: software application (GEMS) 75 partnerships @ $10,000 per, including 1 time start up expenses plus user fees, phased in over three years and $15,075 for Head Start-related enhancements to existing state-level system with local interface to accommodate child-level data, add common data fields plus enable assignment of NC-WISE UID.
- F&A – $9,129 is budgeted at the approved F&A rate is 5% of total direct costs.

NCCCS - $344,666

- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $213,210 – comprised of $123,600 for a to-be-hired project manager (100%) and $89,610 for a B20+ database administrator (100%).
- Direct Fringe Benefits - $53,303 - Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.
- Travel - $1,500 is budgeted for in-state travel for the project manager and other project staff to travel state-wide to engage the 58 community colleges and to engage sector partners and stakeholders. Mileage is budgeted at the current state rate of .55/mile.
- Other - $40,000 is budgeted to acquire via contract maintenance for the necessary software components obtained in year 1; $5,000 is for communication support (long distance phone/fax) and $10,000 for publication and printing of information materials for campuses and stakeholders.
- F&A - $36,653 is budgeted for F&A at the approved rate of 11.9% of modified total direct costs.

NCESC – $131,521

- Direct Personnel - $38,155 to support IS staff (10%) and LMI staff (20%)
- Direct Fringe Benefits - $9,075. Fringe benefits are budgeted at 17.90% plus $4,527/annual FTE for health insurance and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.
- Equipment - $76,140 to acquire maintenance agreements for the necessary software/hardware obtained in year 1.
- Supplies - $840 for consumable supplies associated with the project. $168 is provided in-kind toward supplies.
- Other - $2,160 is budgeted for communication (long distance phone/fax) and engagement of stakeholders and sector partners.
- F&A - $5,151 is budgeted at the approved rate of 13.50% of salaries only.

BUDGET NARRATIVE BY OUTCOME / YEAR

NCICU - $804,940

- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $180,250 comprised of $103,000 for a system administrator (100%) and $77,250 for an assistant system administrator (100%).
- In-kind effort in the amount of $6,014 is for Tim McDowell, 5%
- Direct Fringe Benefits – $46,865 –Fringe benefits are budgeted at 26% and will be charged at actual amount in accordance with institutional practice.
- In-kind contributions of $1,564 are for the fringe benefits associated with the in-kind effort.
- Equipment - $110,600 comprised of $60,000 for hosting/service agreements with MCNC; $60,000 for storage/disc array; $41,800 for associated and necessary software licenses; and $8,800 for the development and deployment of reporting tools.
- Contractual - $336,000 in contractual services to acquire system design consulting services. Procurement actions will be in accordance with institutional practice.
- Other - $113,200 comprised of $18,000 for communication (long distance phone/fax) and engagement of the 39 system campuses state-wide, stakeholders and sector partners, $64,800 for participant training at 36 of the campuses and $30,400 for the production of manuals and documents.
- F&A - $18,025 is budgeted at a temporary rate of 10% of salaries and wages – the entity is submitting an indirect cost rate proposal for negotiation.

UNC-Chapel Hill FPG Child Development Institute - $70,761

- All costs for this sector partner are allocated 33% to this outcome and 66% to another outcome.
- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $38,046 comprised of $22,764for a project co-director (33%), $8,918 in temporary hourly support for a data systems specialist; $6,061in temporary hourly support for a research administrative assistance and $121 for a processing specialist (1%).
- Direct Fringe Benefits – $7,198 – Fringe benefits are budgeted at 19.4% plus $4,527/annual FTE for health insurance and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.
- Travel - $2,640 comprised of $1,848 for in-state travel for multiple meetings of project partners, stakeholders, parent representatives, agency representatives and for the convening of advisory committee meetings and $792 is budgeted for up to two project staff to participate in out-of-state exceptional child-focused data systems conferences or meetings. For FY 09-10 the state-approved rate for out-of-state per diem is $7.75 for breakfast, $10.10 for lunch and $19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Mileage is
- Supplies - $1,405 in consumable supplies and charges associated with repair/maintenance of existing equipment.

- Contractual - $10,000 in contractual services comprised of $7,500 in consulting fees for state- and national-level exceptional child data experts in an amount not to exceed $1,000/day and $2,500 for consultant travel to UNC-CH.
- Other - $5,040 is comprised of $400 for televideo, long distance phone/fax charges, $2,500 for design and printing of information sharing materials for NCECDG stakeholders, $520 for stipends for parents participation in planning meetings and $1,620 for meeting expenses (regionally-based stakeholders and sector partners) including room rental.
- F&A - $6,432 is budgeted at a rate of 10% on total direct costs. The approved F&A rate for UNC-CH is 48% on a modified total direct cost base. UNC-CH has approved a waiver of the approved rate down to 10% of total direct costs for this proposal.

UNC-GA - $348,401

- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $216,300 – comprised of $123,600 for a to-be-hired data architect/project co-director (100%) and $92,700 for a to-be-hired database administrator (100%).
- Direct Fringe Benefits - $54,075 - Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.
- Travel - $1,000 is budgeted for in-state travel for the project manager and other project staff to travel state-wide to engage the 16 campuses and to engage sector partners and stakeholders. Mileage is budgeted at the current state rate of .55/mile.
- Other - $42,500 comprised of $25,000 acquire via maintenance agreements for the necessary software components acquired in year 1, $5,000 is for communication support (televideo, long distance phone/fax) and $12,500 for publication and printing of information materials for campuses and stakeholders and meeting support for campus institutional research directors on ORCAL database transition.
- F&A - $34,526 is budgeted for F&A at the approved rate of 11% of modified total direct costs.

Other - $12,000

Funds are requested to support stakeholder engagement activities including communication, requirements gathering, regional stakeholder discussion sessions and marketing of system development/capabilities.

Facilities and Administrative Costs - $20,476, $13,434 (OERI Fee)

The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

YEAR 3 - $2,500,950

Direct Personnel - $106,090
Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.

Direct personnel costs are comprised of $106,090 for Technical staff ($100,000 release time)

In-kind effort in the amount of $11,447 is for Adam Levinson, Project Director, 10%

Direct Fringe Benefits - $21,218
Fringe benefits are budgeted at 20% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.

In-kind contributions of $2,289 are for the fringe benefits associated with the in-kind effort.

Equipment - $30,000
Funds are budgeted for provisioning/wiring and maintenance for the servers purchased in year 1.

Contractual - $2,299,673
Vendors and consultants - $720,000
$420,000 for vendor-provided services/license for NCDPI to establish messaging standardization among source systems; $200,000 contracted support for IT integration management; and $100,000 contracted support for other technology contractors.

Partner Entities – Pass-through funds exempt from F&A base

NCECDG - $284,970

- Contractual - $271,400 comprised of $167,500 is budgeted to established contractual services for Smart Start-related data: software application (GEMS) 75 partnerships @ $10,000 per, including 1 time start up expenses plus user fees, phased in over three years and $8,375 for Head Start-related enhancements to existing state-level system with local interface to accommodate child-level data, add common data fields plus enable assignment of NC-WISE UID, $24,120 for DPH-related enhancements for the existing part C Infant-Toddler system to add common data field plus interface to enable use of NC-WIDE UID and $71,405 DCD-related programming modifications to enhance child care subsidy system and interface to enable assignment of NC-WISE UIC.
- F&A – $13,570 is budgeted at the approved F&A rate is 5% of total direct costs.

NCCCS - $354,172

- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $219,606 – comprised of $127,308 for a to-be-hired project manager (100%) and $92,298 for a B20+ database administrator (100%).

BUDGET NARRATIVE BY OUTCOME / YEAR

- Direct Fringe Benefits - $54,902 - Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.
- Travel - $2,000 is budgeted for in-state travel for the project manager and other project staff to travel state-wide to engage the 58 community colleges and to engage sector partners and stakeholders. Mileage is budgeted at the current state rate of .55/mile.
- Other - $40,000 comprised of $25,000 budgeted to acquire via contract maintenance for the necessary software components acquired in year 1; $5,000 is for communication support (long distance phone/fax) and $10,000 for publication and printing of information materials for campuses and stakeholders.
- F&A - $37,664 is budgeted for F&A at the approved rate of 11.9% of modified total direct costs.

<u>NCESC – $131,521</u>

- Direct Personnel - $38,155 to support IS staff (10%) and LMI staff (20%)
- Direct Fringe Benefits - $9,075. Fringe benefits are budgeted at 17.90% plus $4,527/annual FTE for health insurance and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.
- Equipment - $76,140 to acquire maintenance agreements for the necessary software/hardware acquired in year 1.
- Supplies - $840 for consumable supplies associated with the project. $169 is provided in-kind toward supplies.
- Other - $2,160 is budgeted for communication (long distance phone/fax) and engagement of stakeholders and sector partners.
- F&A - $5,151 is budgeted at the approved rate of 13.50% of salaries only.

<u>NCICU - $381,094</u>

- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $185,658 comprised of $106,900 for a system administrator (100%) and $79,568 for an assistant system administrator (100%).
- In-kind effort in the amount of $6,194 is for Tim McDowell, 5%
- Direct Fringe Benefits – $48,271 –Fringe benefits are budgeted at 26% and will be charged at actual amount in accordance with institutional practice.
- In-kind contributions of $1,610 are for the fringe benefits associated with the in-kind effort.
- Equipment - $110,600 comprised of $60,000 for hosting/service agreements with MCNC; $60,000 for storage/disc array; $41,800 for associated and necessary software licenses; and $8,800 for the development and deployment of reporting tools.
- Other - $18,000 for communication (long distance phone/fax) and engagement of the 39 system campuses state-wide, stakeholders and sector partners.

- F&A - $18,565 is budgeted at a temporary rate of 10% of salaries and wages – the entity is submitting an indirect cost rate proposal for negotiation.

UNC-Chapel Hill FPG Child Development Institute - $70,511

- All costs for this sector partner are allocated 33% to this outcome and 66% to another outcome.
- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $39,187 comprised of $23,447for a project co-director (33%), $9,185 in temporary hourly support for a data systems specialist; $6,430 in temporary hourly support for a research administrative assistance and $125 for a processing specialist (1%).
- Direct Fringe Benefits – $7,414 – Fringe benefits are budgeted at 19.4% plus $4,527/annual FTE for health insurance and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.
- Travel - $2,640 comprised of $1,848 for in-state travel for multiple meetings of project partners, stakeholders, parent representatives, agency representatives and for the convening of advisory committee meetings and $792 is budgeted for up to two project staff to participate in out-of-state exceptional child-focused data systems conferences or meetings. For FY 09-10 the state-approved rate for out-of-state per diem is $7.75 for breakfast, $10.10 for lunch and $19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Mileage is
- Supplies - $1,055 in consumable supplies and charges associated with repair/maintenance of existing equipment.
- Contractual - $10,000 in contractual services comprised of $7,500 in consulting fees for state- and national-level exceptional child data experts in an amount not to exceed $1,000/day and $2,500 for consultant travel to UNC-CH.
- Other - $3,805 is comprised of $205for televideo, long distance phone/fax charges, $1,500 for design and printing of information sharing materials for NCECDG stakeholders, $500 for stipends for parents participation in planning meetings and $1,600 for meeting expenses (regionally-based stakeholders and sector partners) including room rental.
- F&A - $6,410 is budgeted at a rate of 10% on total direct costs. The approved F&A rate for UNC-CH is 48% on a modified total direct cost base. UNC-CH has approved a waiver of the approved rate down to 10% of total direct costs for this proposal.

UNC-GA - $357,405

- Personnel costs (direct and in-kind) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- Direct Personnel - $222,789 – comprised of $127,308 for a to-be-hired data architect/project co-director (100%) and $95,481 for a to-be-hired database administrator (100%).
- Direct Fringe Benefits - $55,697 - Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 8.75% for state

retirement for FLSA subject positions, 11.86% for the optional retirement for exempt professional positions and $4,527 per annual FTE for health insurance.

- Travel - $1,000 is budgeted for in-state travel for the project manager and other project staff to travel state-wide to engage the 16 campuses and to engage sector partners and stakeholders. Mileage is budgeted at the current state rate of .55/mile.
- Other - $42,500 comprised of $25,000 acquire via maintenance agreements for the necessary software components acquired in year 1, $5,000 is for communication support (televideo, long distance phone/fax) and $12,500 for publication and printing of information materials for campuses and stakeholders and meeting support for campus institutional research directors on ORCAL database transition.
- F&A - $35,419 is budgeted for F&A at the approved rate of 11% of modified total direct costs.

Other - $15,000
Funds are requested to support stakeholder engagement activities including communication, requirements gathering, regional stakeholder discussion sessions and marketing of system development/capabilities.

Facilities and Administrative Costs - $21,489, $7,480 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

OUTCOME 4.2 – No budget associated with outcome 4.2

OUTCOME 4.3 – TOTAL $505,286 (Funding for NC DPI only in support of overall data exchange)

YEAR 1 - $254,536

Contractual - $250,000
Contracts will be issued to secure data audit support for processing and rule validation.

Facilities and Administrative Costs - $3,775, $761 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

YEAR 2 - $150,450

Contractual - $150,000
Contracts will be issued to secure data audit support for processing and rule validation.

Facilities and Administrative Costs - $0, $450 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

YEAR 3 - $100,300

Contractual - $100,000
Contracts will be issued to secure data audit support for processing and rule validation.

Facilities and Administrative Costs - $0, $300 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

OUTCOME 5.1 – No budget associated with outcome 5.1

OUTCOME 5.2 – No budget associated with outcome 5.2

BUDGET NARRATIVE BY OUTCOME / YEAR

OUTCOME 5.3 – TOTAL $254,536 (Funding for NC DPI only in support of overall data exchange)

YEAR 1 - $53,936

Contractual - $50,000
Contracts will be issued to secure contracted support for structured communication and documentation of stakeholder needs.

Facilities and Administrative Costs - $3,775, $161 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

YEAR 2 - $100,300

Contractual - $100,000
Contracts will be issued to secure contracted support for structured communication and documentation of stakeholder needs.

Facilities and Administrative Costs - $0, $300 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18

YEAR 3 - $100,300

Contractual - $100,000
Contracts will be issued to secure contracted support for structured communication and documentation of stakeholder needs.

Facilities and Administrative Costs - $0, $300 (OERI Fee)
The approved F&A rate for NCDPI is 15.1% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first $25,000 of each subcontract. Additionally, the North Carolina Office of Economic Recovery and Reinvestment places a .003 administrative fee on the total cost of proposals to ARRA funded programs in accordance with OMB Guidance Memo 9-18.

Budget Narrative

Budget Narrative - ED 524 Section C Spreadsheet

Attachment 1:
Title: **NC P20 SLDS Budget with Outcomes** Pages: **65** Uploaded File: **E:\Dec 1 - Resubmissions\NC P20 SLDS Proposal - Total Budget - All Outcomes 12-1-09.pdf**

PR/Award # R384A100008

NC P20+ SLDS Proposal Overall Budget -- NCDPI/Lead Fiscal Agent (11/24/09)

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Project Director Levinson(NCDPI)	release time (25%)		16,185		16,671		17,171	0	50,026
Other Senior NCDPI Staff?	30% KP, 5% of each KT and MV 5% of PP and 10% of PA		72,500	0	74,675	0	76,915	0	224,090
Time-Limited personnel?	1 FTE Admin Assistant for PMO (@ $40K) 2 FTE Functional Systems Analyst (@ $70K)	178,200	0	183,546	0	189,052	0	550,798	0
Fixed-appt NCDPI EPA positions?	backfill for 1 FTE: aggregate of several staff	100,000	0	103,000	0	106,090	0	309,090	0
personnel subtotal		**278,200**	**88,685**	**286,546**	**91,346**	**295,142**	**94,086**	**859,888**	**274,116**
2. Fringe Benefits	20%	55,640	17,737	57,309	18,269	59,028	18,817	171,978	54,823
personnel + benefits subtotal		**333,840**	**106,422**	**343,855**	**109,615**	**354,171**	**112,903**	**1,031,866**	**328,940**
3. Travel									
Required SLDS annual meeting travel	3 Project Leaders/year x 1200/trip ***($3,600/yr for NCDPI sector and $1,200/yr for Common Infrastructure)***	**4,800**		**4,800**		**4,800**		**14,400**	**0**
4. Equipment (Commons + NCDPI only)	30 servers @ $8,000; provisioning/wiring @ $100,000 ***($240K Y1, $40K Y2, $30K Y3 NCDPI Sector)***	**338,000**		**40,000**		**30,000**		**408,000**	**0**
5. Supplies	$9K Y1 Common Infrastructure support [3 laptops]	**9,000**	**0**	**0**	**0**	**0**	**0**	**9,000**	**0**
6. Contractual									

NC P20+ SLDS Proposal Overall Budget -- NCDPI/Lead Fiscal Agent (11/24/09)

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
Contractual Services		2,146,500	0	726,895	0	687,602	0	3,560,997	0
Subcontract(s) for vendors, consultants (DPI sector-specific projects)		1,490,000	0	2,390,000	0	720,000	0	4,600,000	0
Subctonract to ECDG: (NOTE: More at Four enhancements included in larger DPI data system)		262,500	0	286,125	0	425,303	0	973,928	0
*Subcontract to FPG (ECDG)**		210,848	0	213,506	0	216,240	0	640,594	0
Subcontract to NCCCS		665,732	6,250	403,638	6,438	414,872	6,631	1,484,242	19,319
Subcontract to UNC-GA		607,552	7,159	349,733	7,374	358,737	7,595	1,316,022	22,128
Subcontract to NCICU		934,200	22,916	1,306,140	23,603	382,294	24,311	2,622,634	70,830
Subcontract to NCESC		821,982	15,104	132,721	15,540	132,721	15,989	1,087,424	46,633
Contractual Subtotal: (note: <u>includes</u> indirect cost for each subcontractor)		**7,139,314**	**51,429**	**5,808,758**	**52,955**	**3,337,769**	**54,526**	**16,285,841**	**158,910**
7. Construction	N/A	0	0	0	0	0	0	**0**	**0**
8. Other	travel, communications for stakeholder activities (requirements gathering, marketing, etc.) **($10K Y1-3 Common Infrastructure Support, $5K Y1, $2K Y2, $5K Y3 NCDPI Sector**	**15,000**		**12,000**		**15,000**		**42,000**	**0**
9. Total Direct Costs		**7,839,954**	**157,851**	**6,209,413**	**162,570**	**3,741,740**	**167,429**	**17,791,107**	**487,850**
10. Indirect Costs (<u>only</u> for NCDPI - Lead Fiscal Agent; 15.1% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first $25K of local subcontracts.		**107,608**		**54,459**	**0**	**56,471**	**0**	**218,538**	**15,891**

NC P20+ SLDS Proposal Overall Budget -- NCDPI/Lead Fiscal Agent (11/24/09)									
BUDGET CATEGORIES	**Explanation**	**YEAR I**		**YEAR II**		**YEAR III**		**TOTAL**	
		Federal	**Non-Federal**	**Federal**	**Non-Federal**	**Federal**	**Non-Federal**	**Federal**	**Non-Federal**
11. Training Stipends	n/a								
12. Total Costs		**7,947,562**	**157,851**	**6,263,872**	**162,570**	**3,798,211**	**167,429**	**18,009,645**	**503,741**
OERI State Coordinating Office Assessment .003	Applied to total project costs per OMB allowability for states under ARRA funding	**23,843**		**18,792**		**11,395**		**54,029**	
13. Grand Total Costs		**7,971,405**	**157,851**	**6,282,664**	**162,570**	**3,809,605**	**167,429**	**18,063,674**	**503,741**

NC P20+ SLDS Proposal Total Budget -- Outcome 1.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Project Director Levinson(NCDPI)	release time (5%) - ***NCDPI project***		5,395		5,557		5,724	0	16,675
	release time (15%) - ***Common project***			0		0	0	0	0
Other Senior NCDPI Staff?	20% of each of the following: KT, MV,KP 5% of each of the following: PP, PA ***NCDPI Project***		72,500	0	74,675	0	76,915	0	224,090
Time-Limited personnel?	1 FTE Admin Assistant for PMO (@ $40K) 2 FTE Functional Systems Analyst (@ $70K) ***Common***		0		0		0	0	0
Fixed-appt NCDPI EPA positions?	backfill for 1 FTE: aggregate of several staff ***NCDPI Project***							0	
personnel subtotal		**0**	**77,895**	**0**	**80,232**	**0**	**82,639**	**0**	**240,766**
2. Fringe Benefits	20%	0	15,579	0	16,046	0	16,528	0	48,153
personnel + benefits subtotal		**0**	**93,474**	**0**	**96,278**	**0**	**99,167**	**0**	**288,919**
3. Travel									
Required SLDS annual meeting travel	3 Project Leaders/year x 1200/trip ***($3,600/yr for NCDPI project and $1,200/yr for Common project)***	**4,800**		**4,800**		**4,800**		**14,400**	**0**
4. Equipment (Commons + NCDPI only)	30 servers @ $8,000; provisioning/wiring @ $100,000 ***($240K Y1, $40K Y2, $30K Y3 NCDPI Project,)***							**0**	**0**
5. Supplies	$9K Y1 Common project [3 laptops]		**0**	**0**	**0**	**0**	**0**	**0**	**0**
6. Contractual									

NC P20+ SLDS Proposal Total Budget -- Outcome 1.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
Contractual Services for ***(Common Project)***									0
Subcontract(s) for ***(NC DPI Project)*** *vendors, consultants (sector-specific projects)*									0
Subctonract to B-7: (NOTE: More at Four enhancements included in larger DPI data system)									0
*Subcontract to FPG (B-7)**		1,320	1,149	1,320	1,183	1,320	1,219	3,960	3,551
Subcontract to NCCCS		1,343	6,250	1,343	6,438	1,343	6,631	4,028	19,318
Subcontract to UNC-GA		1,332	7,159	1,332	7,374	1,332	7,595	3,996	22,127
Subcontract to NC ICU		1,200	15,087	1,200	15,540	1,200	16,006	3,600	46,633
Subcontract to ESC		1,200	14,504	1,200	14,940	1,200	15,388	3,600	44,832
Contractual Subtotal: (note: includes indirect cost for each subcontractor)		**6,395**	**44,149**	**6,395**	**45,474**	**6,395**	**46,838**	**19,184**	**136,461**
7. Construction	N/A	0	0	0	0	0	0	**0**	**0**
8. Other	travel, communications for stakeholder activities (requirements gathering, marketing, etc.) **($10K Y1-3 Common Project, $5K Y1, $2K Y2, $5K Y3 NCDPI Project**							**0**	**0**
9. Total Direct Costs		**11,195**	**137,623**	**11,195**	**141,752**	**11,195**	**146,005**	**33,584**	**425,380**
10. Indirect Costs (only for NCDPI - Lead Fiscal Agent; 15.1% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first $25K of local subcontracts.		**725**		**725**		**725**		**2,174**	**0**
11. Training Stipends	n/a								
12. Total Costs		**11,920**	**137,623**	**11,920**	**141,752**	**11,920**	**146,005**	**35,759**	**425,380**

NC P20+ SLDS Proposal Total Budget -- Outcome 1.1									
BUDGET CATEGORIES	**Explanation**	**YEAR I**		**YEAR II**		**YEAR III**		**TOTAL**	
		Federal	**Non-Federal**	**Federal**	**Non-Federal**	**Federal**	**Non-Federal**	**Federal**	**Non-Federal**
OERI State Coordinating Office Assessment .0030%	Applied to total project costs per OMB allowability for states under ARRA funding	**36**		**36**		**36**		**107**	
13. Grand Total		**11,955**	**137,623**	**11,955**	**141,752**	**11,955**	**146,005**	**35,866**	**425,380**

NC P20+SLDS Proposal Budget for Common Infrastructure - Outcome 1.1									
BUDGET CATEGORIES	**Explanation**	**YEAR I**		**YEAR II**		**YEAR III**		**TOTAL**	
		Federal	**Non-Federal**	**Federal**	**Non-Federal**	**Federal**	**Non-Federal**	**Federal**	**Non-Federal**
1. Personnel									
Project Director Levinson	release time (15%)								
Other Senior Staff?	5% of each of the following: KT, MV,KP 5% of each of the following: PP, PA								
Time-Limited personnel?	1 FTE Admin Assistant for PMO (@ $40K) 2 FTE Functional Systems Analyst (@ $70K)								
Fixed-appt EPA positions?	1 FTE: aggregate of several staff								
personnel subtotal									
2. Fringe Benefits	20%								
personnel + benefits subtotal									
3. Travel									
Required SLDS annual meeting travel	1 Program Mgr/year x 1200/trip	**1,200**		**1,200**		**1,200**		**3,600**	**0**
4. Equipment		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
5. Supplies	3 laptop computers @ $3,000								
6. Contractual									
Subcontract(s) for NC DPI vendors, consultant:									
P-20 Project Mgmt Office:	Program Manager								
	Assistant Program Mgr (PPM Admin)								
UID	License extension								
	Maintenance (20%)								
	Enhancements								
	Additional Hardware (to handle increased load)								

NC P20+SLDS Proposal Budget for Common Infrastructure - Outcome 1.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
Data Sharing Network/Tool:	Establish MFTS (SOA Suite) - hardware, software, customization								
	SIF/PESC Agents for each sector (6 @ $50k)								
	Maintenance (20%)								
	Agent Servers (1/sector; 6 @ $8K)								
	Data Dictionary								
	Data Audit (processing, validation rules)								
Contractual Subtotal:		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
7. Construction	N/A	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
8. Other									
participant costs, communications, other fees?	travel, communications for stakeholder activities (requirements gathering, marketing, etc.)	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
9. Total Direct Costs		**1,200**	**0**	**1,200**	**0**	**1,200**	**0**	**3,600**	**0**
10. Indirect Costs (only for NCDPI - Lead Fiscal Agent; 15.1% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first $25K of local subcontracts.		**181**	**0**	**181**	**0**	**181**	**0**	**544**	**0**
11. Training Stipends	n/a								
12. Total Costs		**1,381**	**0**	**1,381**	**0**	**1,381**	**0**	**4,144**	**0**

NC P20+SLDS Proposal Budget for NCDPI Sector-specific Project(s) - Outcome 1.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Project Director Levinson	5%		5,395		5,557		5,724	0	16,675
Other Senior Staff?	20% of each of the following: KT, MV,KP 5% of each of the following: PP, PA		72,500		73,950		76,169	0	222,619
personnel subtotal		0	77,895	0	79,507	0	81,892	0	239,294
2. Fringe Benefits	20%	0	15,579	0	15,901	0	16,378	0	47,859
personnel + benefits subtotal		**0**	**93,474**	**0**	**95,408**	**0**	**98,270**	**0**	**287,153**
3. Travel									
travel	1200/trip	**3,600**		**3,600**		**3,600**		**10,800**	**0**
4. Equipment	30 servers @ $8,000; provisioning @ $70,000								**0**
5. Supplies		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
6. Contractual									
Subcontract(s) for NC DPI vendors, consultants	vendor-provided services/licensing for NC DPI (establish messaging standardization among source systems)								
	vendor-provided services for NC DPI (upgrade front-end controls on source systems)								
	DPI "staff:" Contract Project Mgr								
	DPI "staff:" Other Tech Contractors								
Contractual subtotal									
7. Construction	N/A							0	0
8. Other									

NC P20+SLDS Proposal Budget for NCDPI Sector-specific Project(s) - Outcome 1.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
participant costs, communications, other fees?	travel, communications for stakeholder activities (requirements gathering, marketing, etc.)								0
9. Total Direct Costs		**3,600**	**93,474**	**3,600**	**95,408**	**3,600**	**98,270**	**10,800**	**287,153**
(only for NCDPI - Lead Fiscal Agent; 15.1% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first $25K of local		**544**		**544**		**544**		**1,631**	
11. Training Stipends	n/a							N/A	N/A
12. Total Costs		**4,144**	**93,474**	**4,144**	**95,408**	**4,144**	**98,270**	**12,431**	**287,153**

NC P20+SLDS Proposal Budget for FPG/ECDG Sector-specific Project(s) - Outcome 1.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Senior Staff/Steering Committee	PN, DM @ 5% ($95K.y)	0	4,750	0	4,893	0	5,039	0	14,682
Project Co-Director	100% FTE EPA fixed								
Data Systems Specialtist	25% FTE Intermittent Temporary SPA								
Research Admin Assistant	50% FTE Intermittent Temporary SPA								
Processing Specialist	1% FTE SPA								
Subtotal Personnel:		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
2. Fringe Benefits	rates on positions as appropriate								
Project Co-Director (1FTE)	UNC-CH Fringe Benefits Rates = 19.4%* plus Hlth Insurance @ $4,527/FTE (verifying for specific EPA position)		1,149		1,183		1,219		3,551
Data Systems Specialtist (.25 FTE)	Temporary 7.65%; taxes								
Administrative Assistant (.50 FTE)	Temporary 7.65%; taxes								
Processing Specialist (.01 FTE)	UNC-CH Fringe Benefits Rates = 19.4% plus Health Insurance @ $4,527/FTE								
Subtotal Fringes:		**0**	**1,149**	**0**	**1,183**	**0**	**1,219**	**0**	**3,551**
3. Travel									
Required SLDS annual meeting travel	1 Co-PD/year x 1200/trip	1,200		1,200		1,200		3,600	
Staff Travel In-State	for multiple meetings of partners, staholders, and agency reps @ state approved rates @200/mo x 2 project staff								
Staff Travel Out-of-State	1 relevant EC-focus data systems mtg or conf x 2 project stAff								
Parent Participation In-state Travel	est 1 mtg per mo @ $50 RT x 2 parent reps								
Committee Travel Reimursment	Core project work group and advisory members to attend in-state meetings,								
Subtotal Travel:		**1,200**	**0**	**1,200**	**0**	**1,200**	**0**	**3,600**	**0**
4. Equipment	typically 5K and above								
	none, should incl in admin/in-kind								
5. Supplies	expendable/consumable items								

NC P20+SLDS Proposal Budget for FPG/ECDG Sector-specific Project(s) - Outcome 1.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
Supplies & Materials	essential project supplies/ materials @$375/mo								
Equipment Repair	repair existing in-kind equip as needed								
Subtotal Supplies:		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
6. Contractual									
Consultant Fees	nat'l/state experts, EC perspective, estimate 500-1000/day								
Consultant Expenses	airfare, hotel, meals, ground trans. est @ 1200 per trip								
Subtotal Contractual:		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
7. Construction	probably allowable with sufficient justification								
8. Other									
Communications	postage, mailing, fax, e-conferencing charges est @ $100 mo								
Publications costs	design/printing of info-sharing materials to explain B-7 data SLDS component + training materials								
Parent Participation Stipends	1 2-hr mtg per mo @ 20 hr. x 2 parent reps								
Meeting Costs	room rental + expenses for regional forums/mtgs								
Subtotal Other:		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
9. Total Direct Costs		1,200	1,149	1,200	1,183	1,200	1,219	3,600	3,551
10. Indirect Costs	10% total cost state rate (off-campus rate?) UNC's federally negotiated F&A rate is 48%	**120**		**120**		**120**		**360**	
11. Training Stipends	n/a								
12. Total Costs		**1,320**	**1,149**	**1,320**	**1,183**	**1,320**	**1,219**	**3,960**	**3,551**

NC P20+SLDS Proposal Budget for NCCCS Sector-specific Project(s) - Outcome 1.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Project Manager (required by ITS & Senate Bill 991)	Contractual project management work. PM will be contracted through ITS. Position to extend beyond the grant funding.						0	0	0
P20 Data Administrator/Reporting	Position to extend beyond the grant funding						0	0	0
Director Academic Services	Position to extend beyond the grant funding (50%)						0	0	0
Assoc VP- Planning & Research - Keith	5% release time		5,000		5,150		5,305		15,455
Asso. Dir. State Reporting	10% release time								0
	All salaries include 3% annual adjustment starting in Y2								
SUB-Total	**All personnel costs**	**0**	**5,000**	**0**	**5,150**	**0**	**5,305**	**0**	15,455
2. Fringe Benefits									
	25% fringe rate applied to total personnel costs (sub-total line)	**0**	**1,250**	**0**	**1,288**	**0**	**1,326**	**0**	3,864
3. Travel									
Required SLDS annual meeting travel to Washington DC	PM, DA and AVP-P&R, 3 x 1200/trip/year	1,200	0	1,200	0	1,200	0	3,600	0
State travel	In-state travel to campuses and sector partners, .55/mile						0	0	0
National Conference	PM, DA and AVP-P&R, 3 x $1,500/trip/year starting in Y2	0	0	0	0	0	0	0	0
SUB-Total	**All travel costs**	**1,200**	**0**	**1,200**	**0**	**1,200**	**0**	**3,600**	**0**
4. Equipment									
2 Database Servers (production/hostsite)	32GB RAM X 4 processors (2 cores each). $7,500 each		0	0	0	0	0	0	0
2 VM Physical Servers (production/hostsite)	32GB RAM X 4 processors (2 cores each). $7,500 each		0	0	0	0	0	0	0
2 Network-based storage arrays (production/hostsite)	iSCSI devices/9.6TB raw storage. $65,000 each		0	0	0	0	0	0	0
SUB-Total	**All Equipment Costs**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
5. Supplies									
3 desktop/laptop computers	3 new computers, PM, Dir-AS, DA. $3,000 each		0	0	0	0	0	0	0
SUB-Total	**All Supply Costs**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

NC P20+SLDS Proposal Budget for NCCCS Sector-specific Project(s) - Outcome 1.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
6. Contractual									
Data Audit	Comprehensive data audit of Institutional Research (data quality, validity, relability, and process flows) at the system and campus level	0	0	0	0	0	0	0	0
SUB-Total	**All Contractual Costs**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
7. Construction	N/A for NCCCS	0	0	0	0	0	0	0	0
8. Other									
Software components							0	0	0
Communications/telephone	Telephone and incidental communication costs						0	0	0
Publication development and printin	Design and development of teacher quality policy briefs and research dessimination						0	0	0
SUB-Total	**All Other Costs**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
9. Total Direct Costs		**1,200**	**6,250**	**1,200**	**6,438**	**1,200**	**6,631**	**3,600**	**19,318**
10. Indirect Costs	11.9% F&A rate, applied to MTDC base (S/W/F, travel and other - excludes equipment)	143		143		143		428	
11. Training Stipends	n/a	0	0	0	0	0	0	0	
12. Total Costs		**1,343**	**6,250**	**1,343**	**6,438**	**1,343**	**6,631**	**4,028**	**19,318**

NC P20+SLDS Proposal Budget for UNC-GA Sector-specific Project(s) - Outcome 1.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Senior Staff/Steering Committee	AC @5%		5,727		5,899		6,076		17,702
Data Architect/Project Co-Director [Outcome Bucket(s) - Data Usage 80%, Ensuring Longterm Sustainability 20%]	Contractual work for transition to database environment at UNCGA and co-development of P20 sata system						0	0	0
Database Administrator [Outcome Bucket(s) - Data Usage]	Position to extend beyond the grant funding						0	0	0
	All salaries include 3% annual adjustment starting in Y2								
SUB-Total	**All personnel costs**	**0**	**5,727**	**0**	**5,899**	**0**	**6,076**	**0**	**17,702**
2. Fringe Benefits									
	25% fringe rate applied to total personnel costs (sub-total line)	**0**	**1,432**	**0**	**1,475**	**0**	**1,519**	**0**	**4,425**
3. Travel									
Required SLDS annual meeting travel to Washington DC [Outcome Bucket(s) - Ensuring Longterm Sustainability]	GA Lead, 1 x 1200/trip/year	1,200	0	1,200	0	1,200	0	3,600	0
State travel [Outcome Bucket(s) - Data Usage]	In-state travel to campuses and sector partners, .55/mile								0
National Conference [Outcome Bucket(s) - Data Usage]	Co-PD, DA and GA Lead, 3 x $1,500/trip/year starting in Y2	0	0	0	0	0	0	0	0
SUB-Total	**All travel costs**	**1,200**	**0**	**1,200**	**0**	**1,200**	**0**	**3,600**	**0**
4. Equipment									
2 Database Servers (production/hostsite) [Outcome Bucket(s) - Data Collection/Gathering]	32GB RAM X 4 processors (2 cores each). $7,500 each		0	0	0	0	0	0	0
2 VM Physical Servers (produciton/hostsite) [Outcome Bucket(s) - Data Collection/Gathering]	32GB RAM X 4 processors (2 cores each). $7,500 each		0	0	0	0	0	0	0
2 Network-based storage arrays (production/hostsite) [Outcome Bucket(s) - Data Collection/Gathering]	iSCSI devices/9.6TB raw storage. $65,000 each		0	0	0	0	0	0	0
SUB-Total	**All Equipment Costs**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
5. Supplies									
3 desktop/laptop computers [Outcome Bucket(s) - Data Usage 40%, Data Collection Gathering 60%]	2 new computers, one for DBA and one for Data Architect, $3K/ea		0	0	0	0	0	0	0
SUB-Total	**All Supply Costs**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
6. Contractual									

NC P20+SLDS Proposal Budget for UNC-GA Sector-specific Project(s) - Outcome 1.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
Data Audit [Outcome Bucket(s) - Data Collection/Gathering]	Comprehensive data audit of Institutional Research (data quality, validity, relability, and process flows) at the system and campus level	0	0	0	0	0	0	0	0
Teacher Quality Research [Outcome Bucket(s) - Data Usage]	Teacher quality entry, persistence, and impact research analysis	0	0	0	0	0	0	0	0
Faculty Research Scholar Consultation [Outcome Bucket(s) - Data Usage]	Consultation from up to 4 faculty research scholars on TQ research. Provide statewide leadership on research results and concentrated discussion with campuses on program improvements	0	0	0	0	0	0	0	0
SUB-Total	**All Contractual Costs**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
7. Construction	N/A for UNC Sector	0	0	0	0	0	0	0	0
8. Other									
Oracle software components [Outcome Bucket(s) - Data Collection/Gathering]	VMWare VM virtualization licesnes for 2 servers (1 in production and 1 hotsite). ORACLE: OLAP, Partitioning, Data Integrator Enterprise, Data Mining, Business Intelligence Suite and annual maintenance								0
Communications/telephone [Outcome Bucket(s) - Data Collection/Gathering]	Telephone and incidental communication costs								0
Publication development and printing [Outcome Bucket(s) - Data Usage 70%, Ensuring longterm sustainability 30%]	Design and development of teacher quality policy briefs and research dessimination								0
Professional development and scholarly round table research discussions [Outcome Bucket(s) - Data Usage 90%, Ensuring longterm sustainability 10%]	Session for campus Institional Research Directors on Oracle DB transition. Scholarly roundtable series disucssions on TQ research results								0
SUB-Total	**All Other Costs**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
9. Total Direct Costs		**1,200**	**7,159**	**1,200**	**7,374**	**1,200**	**7,595**	**3,600**	**22,127**
10. Indirect Costs	rate is 11% (equipment [>$5K/ea] is excluded from the F&A base)	**132**		**132**		**132**		**396**	
11. Training Stipends		0	0	0	0	0	0	0	
12. Total Costs		**1,332**	**7,159**	**1,332**	**7,374**	**1,332**	**7,595**	**3,996**	**22,127**

NC P20+SLDS Proposal Budget for NCICU Sector-specific Project(s) - Outcome 1.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Fed	Federal	Non-Fed	Federal	Non-Fed	Federal	Non-Fed
1. Personnel									
Project Director	H Williams 5%		$11,974		$12,333		$12,703	$0	$37,010
	15% 1, 3 10% in yr 2							$0	$0
fixed positions?	NCICU System Administrator							$0	$0
	Asst. System Administrator							$0	$0
Total Personnel		$0	$11,974	$0	$12,333	$0	$12,703	$0	$37,010
2. Fringe Benefits	(question on basis for ICU leads)								
	26% for new employees;	$0	$3,113	$0	$3,207	$0	$3,303	$0	$9,623
3. Travel	15% for consultants to train								$0
Required SLDS annual meeting travel	1 PD/year x 1200/trip	1200		1200		$1,200		$3,600	$0
for training, dissemination, prof dev, oth	use state approved rates								
4. Equipment	Primary Server/MCNC								$0
	Backup Server/Rutherfordton								$0
	Hosting/Service Agreement								$0
	Backup Discs								$0
	Storage/Disc Array								$0
	Installation								$0
	Disc/Storage Maintenance Agr.								$0
	Database Software Maint.								$0
	Software Licenses								$0
	Server Maintenance								$0
	Development & Reporting Tools								$0
Total Equipment		$0		$0		$0		$0	$0
5. Supplies									
laptops with bundled software	two laptops x 3k/each in Yr I								$0
6. Contractual	System design consultants								$0
	Campus Consultants								$0
Total Contractual		$0	$0	$0	$0	$0	$0	$0	$0

NC P20+SLDS Proposal Budget for NCICU Sector-specific Project(s) - Outcome 1.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Fed	Federal	Non-Fed	Federal	Non-Fed	Federal	Non-Fed
7. Construction	Lease server space, MCNC								
8. Other									
participant training @ $2,250 X 36									$0
Manuals & documents $1,000 X 38									$0
Communication/Travel $500 X 36									$0
Total Other		$0	$0	$0	$0	$0	$0	$0	$0
9. Total Direct Costs		**$1,200**	**$15,087**	**$1,200**	**$15,540**	**$1,200**	**$16,006**	**$3,600**	**$46,633**
10. Indirect Costs	Temprorary rate of 10% salaries/wages until a negotiated rate is obtained per DoEd guidances			$0		$0		$0	
11. Training Stipends	n/a							$0	$0
12. Total Costs		**$1,200**	**$15,087**	**$1,200**	**$15,540**	**$1,200**	**$16,006**	**$3,600**	**$46,633**
Notes.									

NC P20+SLDS Proposal Budget for NCESC Sector-specific Project(s) - Outcome 1.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Project Director McGrath	5%		4,594		4,732		4,874	0	14,200
CIO Cottrell	5%		7,493		7,718		7,949		23,160
IS staff								0	0
LMI Staff								0	0
personnel subtotal		**0**	**12,087**	**0**	**12,450**	**0**	**12,823**	**0**	**37,360**
2. Fringe Benefits	20%	0	2,417	0	2,490	0	2,565	0	7,472
personnel + benefits subtotal		**0**	**14,504**	**0**	**14,940**	**0**	**15,388**	**0**	**44,832**
3. Travel									
Required SLDS annual meeting travel	Project Leaders/year x 1200/trip	1,200		1,200		1,200		3,600	0
4. Equipment								0	0
	New server(s)[2] for database @ $8,000; provisioning @ $2,000								
5. Supplies		0	0	0	0	0	0	0	0
6. Contractual									
Subcontract(s) for ESC vendors, consultants	vendor-provided services for enhancements to current data bases (e.g., consume UID; create "holding area" database for extracts from current system)								0
	Contract Project Mgr								0
	Purchase/Install Database software (maintenance/support in out								
	Hosting (@ ITS?)								
Total Contractural		0		0		0		0	
7. Construction	N/A							0	0
8. Other									
participant costs, communications, other fees?	travel, communications for stakeholder activities (requirements gathering, marketing, etc.)								0
9. Total Direct Costs		**1,200**	**14,504**	**1,200**	**14,940**	**1,200**	**15,388**	**3,600**	**44,832**
10. Indirect Costs	13.50% of salaries only	0		0		0		0	
11. Training Stipends	n/a							0	0
12. Total Costs		**1,200**	**14,504**	**1,200**	**14,940**	**1,200**	**15,388**	**3,600**	**44,832**

NC P20+SLDS Proposal Budget for Common Infrastructure - Outcome 1.3

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Project Director Levinson	release time (5%)		5,395		5,557		5,724	0	16,675
Other Senior Staff?	5% of each of the following: KT, MV,KP 5% of each of the following: PP, PA							0	0
Time-Limited personnel? (33%)	1 FTE Admin Assistant for PMO (@ $40K) 2 FTE Functional Systems Analyst (@ $70K)	59,400		61,182		63,017		183,599	0
Fixed-appt EPA positions?	1 FTE: aggregate of several staff							0	0
personnel subtotal		**59,400**	**5,395**	**61,182**	**5,557**	**63,017**	**5,724**	**183,599**	**16,675**
2. Fringe Benefits	20%	11,880	1,079	12,236	1,111	12,603	1,145	36,720	3,335
personnel + benefits subtotal		**71,280**	**6,474**	**73,418**	**6,668**	**75,621**	**6,868**	**220,319**	**20,010**
3. Travel									
Required SLDS annual meeting travel	1 Program Mgr/year x 1200/trip							**0**	**0**
4. Equipment		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
5. Supplies	3 laptop computers @ $3,000	**3,000**	**0**	**0**	**0**	**0**	**0**	**3,000**	**0**
6. Contractual									
Subcontract(s) for NC DPI vendors, consultant:									
P-20 Project Mgmt Office:	Program Manager								0
	Assistant Program Mgr (PPM Admin)								0
UID	License extension								
	Maintenance (20%)								
	Enhancements								
	Additional Hardware (to handle increased load)								
Data Sharing Network/Tool:	Establish MFTS (SOA Suite) - hardware, software, customization								

NC P20+SLDS Proposal Budget for Common Infrastructure - Outcome 1.3

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
	SIF/PESC Agents for each sector (6 @ $50k)								
	Maintenance (20%)								
	Agent Servers (1/sector; 6 @ $8K)								
	Data Dictionary								
	Data Audit (processing, validation rules)								
Contractual Subtotal:		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
7. Construction	N/A	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
8. Other									
participant costs, communications, other fees?	travel, communications for stakeholder activities (requirements gathering, marketing, etc.)								**0**
9. Total Direct Costs		**74,280**	**6,474**	**73,418**	**6,668**	**75,621**	**6,868**	**223,319**	**20,010**
10. Indirect Costs (only for NCDPI - Lead Fiscal Agent; 15.1% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first $25K of local subcontracts.		**11,216**		**11,086**		**11,419**		**33,721**	
11. Training Stipends	n/a							0	0
12. Total Costs		**85,496**	**6,474**	**84,505**	**6,668**	**87,040**	**6,868**	**257,041**	**20,010**
OERI .003%		256		254		261		771	
Total Costs		**85,753**	**6,474**	**84,758**	**6,668**	**87,301**	**6,868**	**257,812**	**20,010**

NC P20+ Proposal Budget for Common Infrastructure - Outcome 1.4

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Project Director Levinson	release time (15%)							0	0
	5% of each of the following: KT, MV,KP								
Other Senior Staff?	5% of each of the following: PP, PA							0	0
	1 FTE Admin Assistant for PMO (@ $40K)								
	2 FTE Functional Systems Analyst (@ $70K)								
Time-Limited personnel?	1 FTE System Admin (@ $80K)	59,400		61,182		63,017		183,599	0
Fixed-appt EPA positions?	1 FTE: aggregate of several staff							0	0
personnel subtotal		**59,400**	**0**	**61,182**	**0**	**63,017**	**0**	**183,599**	**0**
2. Fringe Benefits	20%	11,880	0	12,236	0	12,603	0	36,720	0
personnel + benefits subtotal		**71,280**	**0**	**73,418**	**0**	**75,621**	**0**	**220,319**	**0**
3. Travel									
Required SLDS annual meeting travel	1 Program Mgr/year x 1200/trip							**0**	**0**
4. Equipment		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
5. Supplies	3 laptop computers @ $3,000	**3,000**	**0**	**0**	**0**	**0**	**0**	**3,000**	**0**
6. Contractual									
Subcontract(s) for NC DPI vendors, consultant:									
P-20 Project Mgmt Office:	Program Manager								0
	Assistant Program Mgr (PPM Admin)								0
UID	License extension								
	Maintenance (20%)								
	Enhancements								
	Additional Hardware (to handle increased load)								

NC P20+ Proposal Budget for Common Infrastructure - Outcome 1.4

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
	SIF/PESC Agents for each sector (6 @ $50k) Maintenance (20%) Agent Servers (1/sector; 6 @ $8K) Data Dictionary Data Audit (processing, validation rules)								
Contractual Subtotal:									**0**
7. Construction	N/A	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
8. Other participant costs, communications, other fees?	travel, communications for stakeholder activities (requirements gathering, marketing, etc.)								**0**
9. Total Direct Costs		**74,280**	**0**	**73,418**	**0**	**75,621**	**0**	**223,319**	**0**
10. Indirect Costs (only for NCDPI - Lead Fiscal Agent; 15.1% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first $25K of local subcontracts.		**11,216**	**0**	**11,086**	**0**	**11,419**	**0**	**33,721**	**0**
11. Training Stipends	n/a							0	0
12. Total Costs		**85,496**	**0**	**84,505**	**0**	**87,040**	**0**	**257,041**	**0**
OERI .003%		256		254		261		771	
Total		**85,753**		**84,758**		**87,301**		**257,812**	**0**

NC P20+ SLDS Proposal Budget for Common Infrastructure - Outcome 1.5

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Project Director Levinson	release time (15%)								
Other Senior Staff?	5% of each of the following: KT, MV,KP 5% of each of the following: PP, PA							0	0
Time-Limited personnel?	1 FTE Admin Assistant for PMO (@ $40K) 2 FTE Functional Systems Analyst (@ $70K)	59,400		61,182		63,017		183,599	0
Fixed-appt EPA positions?	1 FTE: aggregate of several staff							0	0
personnel subtotal		**59,400**	**0**	**61,182**	**0**	**63,017**	**0**	**183,599**	**0**
2. Fringe Benefits	20%	11,880	0	12,236	0	12,603	0	36,720	0
personnel + benefits subtotal		**71,280**	**0**	**73,418**	**0**	**75,621**	**0**	**220,319**	**0**
3. Travel									
Required SLDS annual meeting travel	1 Program Mgr/year x 1200/trip							**0**	**0**
4. Equipment		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
5. Supplies	3 laptop computers @ $3,000	**3,000**	**0**	**0**	**0**	**0**	**0**	**3,000**	**0**
6. Contractual									
Subcontract(s) for NC DPI vendors, consultant:									
P-20 Project Mgmt Office:	Program Manager	82,500		84,975		87,524		254,999	0
	Assistant Program Mgr (PPM Admin)	33,000		33,990		35,010		102,000	0
UID	License extension								
	Maintenance (20%)								
	Enhancements								
Data Sharing Network/Tool:	Establish MFTS (SOA Suite) - hardware, software, customization								

NC P20+ SLDS Proposal Budget for Common Infrastructure - Outcome 1.5

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
	SIF/PESC Agents for each sector (6 @ $50k)								
	Maintenance (20%)								
	Agent Servers (1/sector; 6 @ $8K)								
	Data Dictionary	200,000						200,000	
	Data Audit (processing, validation rules)								
Contractual Subtotal:		**315,500**	**0**	**118,965**	**0**	**122,534**	**0**	**556,999**	**0**
7. Construction	N/A	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
8. Other									
participant costs, communications, other fees?	travel, communications for stakeholder activities (requirements gathering, marketing, etc.)		**0**		**0**		**0**	**0**	**0**
9. Total Direct Costs		**389,780**	**0**	**192,383**	**0**	**198,155**	**0**	**780,318**	**0**
10. Indirect Costs (only for NCDPI - Lead Fiscal Agent; 15.1% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first $25K of local subcontracts.		**22,541**	**0**	**11,086**	**0**	**11,419**	**0**	**45,046**	**0**
11. Training Stipends	n/a							0	0
12. Total Costs		**412,321**	**0**	**203,470**	**0**	**209,574**	**0**	**825,365**	**0**
OERI .003%		1237		610		629		2476	
Total Cost		**413,558**		**204,080**		**210,202**		**827,841**	**0**

NC P20+ SLDS Proposal Budget for Common Infrastructure - Outcome 2.2

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Project Director Levinson	release time (15%)								
Other Senior Staff?	5% of each of the following: KT, MV,KP 5% of each of the following: PP, PA								
Time-Limited personnel?	1 FTE Admin Assistant for PMO (@ $40K) 2 FTE Functional Systems Analyst (@ $70K)								
Fixed-appt EPA positions?	1 FTE: aggregate of several staff								
personnel subtotal									
2. Fringe Benefits	20%	0	0	0	0	0	0	0	0
personnel + benefits subtotal		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
3. Travel									
Required SLDS annual meeting travel	1 Program Mgr/year x 1200/trip								**0**
4. Equipment	(to handle increased load)	**50,000**	**0**	**0**	**0**	**0**	**0**	**50,000**	**0**
5. Supplies	3 laptop computers @ $3,000		**0**	**0**	**0**	**0**	**0**	**0**	**0**
6. Contractual									
Subcontract(s) for NC DPI vendors, consultant:									
P-20 Project Mgmt Office:	Program Manager	82,500		84,975		87,524		254,999	0
	Assistant Program Mgr (PPM Admin)	33,000		33,990		35,010		102,000	0
UID	License extension	300,000		0		0		300,000	
	Maintenance (20%)			60,000		60,000		120,000	
	Enhancements	200,000		0		0		200,000	

NC P20+ SLDS Proposal Budget for Common Infrastructure - Outcome 2.2

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
Data Sharing Network/Tool:	Establish MFTS (SOA Suite) - hardware, software, customization								
	Maintenance (20%)								
	Agent Servers (1/sector; 6 @ $8K)								
	Data Dictionary								
	Data Audit (processing, validation rules)								
Contractual Subtotal:		**615,500**	**0**	**178,965**	**0**	**182,534**	**0**	**976,999**	**0**
7. Construction	N/A	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
8. Other									
participant costs, communications, other fees?	travel, communications for stakeholder activities (requirements gathering, marketing, etc.)								**0**
9. Total Direct Costs		**665,500**	**0**	**178,965**	**0**	**182,534**	**0**	**1,026,999**	**0**
10. Indirect Costs (only for NCDPI - Lead Fiscal Agent; 15.1% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first $25K of local subcontracts.		**11,325**	**0**	**0**	**0**	**0**	**0**	**11,325**	**0**
11. Training Stipends	n/a							0	0
12. Total Costs		**676,825**	**0**	**178,965**	**0**	**182,534**	**0**	**1,038,324**	**0**
OERI .003%		2030		537		548		3115	
Total Cost		**678,855**		**179,502**		**183,082**		**1,041,439**	**0**

NC P20+ SLDS Proposal Total Budget -- Outcome 2.3

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Project Director Levinson(NCDPI)	release time (20%) - ***NCDPI project***								
	Common project								
Other Senior NCDPI Staff?	KT, MV,KP								
Time-Limited personnel?	1 FTE Admin Assistant for PMO (@ $40K)								
Fixed-appt NCDPI EPA positions?	backfill for 1 FTE: aggregate of several staff ***NCDPI Project***								
personnel subtotal									
2. Fringe Benefits	20%	0	0	0	0	0	0	0	0
personnel + benefits subtotal		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
3. Travel									
Required SLDS annual meeting travel	1200/trip ***($3,600/yr for NCDPI project and $1,200/yr for Common***								
4. Equipment (Commons + NCDPI only)	30 servers @ $8,000; provisioning/wiring @ $100,000 ***($240K Y1, $40K Y2, $30K Y3 NCDPI***								**0**
5. Supplies	$9K Y1 Common project [3 laptops]		**0**	**0**	**0**	**0**	**0**	**0**	**0**
6. Contractual									
Contractual Services for ***(Common Project)***									
Subcontract(s) for ***(NC DPI Project)*** *vendors, consultants (sector-specific projects)*									0
Subctonract to B-7: (NOTE: More at Four enhancements included in larger DPI data system)		86,625	0	94,421	0	140,333	0	321,379	0

NC P20+ SLDS Proposal Total Budget -- Outcome 2.3

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
*Subcontract to FPG (B-7)**		138,527		141,425		144,410		424,362	0
Subcontract to NCCCS		55,950	0	57,629	0	59,357	0	172,936	0
Subcontract to UNC-GA									
Subcontract to NC ICU		0	0	500,000	0	0	0	500,000	0
Subcontract to ESC									0
Contractual Subtotal: (note: includes indirect cost for each subcontractor)		**281,102**	**0**	**793,475**	**0**	**344,099**	**0**	**1,418,677**	**0**
7. Construction	N/A	0	0	0	0	0	0	**0**	**0**
8. Other	travel, communications for stakeholder activities (requirements gathering, marketing, etc.) **($10K Y1-3 Common Project, $5K Y1, $2K Y2, $5K Y3 NCDPI Project**							**0**	**0**
9. Total Direct Costs		**281,102**	**0**	**793,475**	**0**	**344,099**	**0**	**1,418,677**	**0**
10. Indirect Costs (only for NCDPI - Lead Fiscal Agent; 15.1% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first $25K of local subcontracts.				**0**	**0**	**0**	**0**	**0**	**0**
11. Training Stipends	n/a								
12. Total Costs		**281,102**	**0**	**793,475**	**0**	**344,099**	**0**	**1,418,677**	**0**
OERI State Coordinating Office Assessment .0030%	Applied to total project costs per OMB allowability for states under ARRA funding	**843**		**2,380**		**1,032**		**4,256**	
13. Grand Total		**281,946**	**0**	**795,855**	**0**	**345,132**	**0**	**1,422,933**	

NC P20+SLDS Proposal Budget for NCECDG Sector-specific Project(s) - Outcome 2.3

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Other Senior Staff?	release time?								
Fixed-appt EPA positions?									
2. Fringe Benefits	rates on positions as appropriate								
3. Travel									
For training, dissemination, pr	use state approved rates								
4. Equipment	typically 5K and above								
5. Supplies	expendable/consumable items								
6. Contractual									
Participating EC State Agencies/ Programs to	Smart Start: software application (GEMS) 75 Partnerships @ $10,000 per, incl. 1x start-up	82,500		82,500		82,500		**247,500**	
	DCD: programming modifications to enance child care subsidy system and interface to					35,145		**35,145**	
modify software, prepare & publish related training materials and policy manuals, provide onsite TA -- common data fields include student-specific data, e.g., outcomes, teacher info, and progam quality	DPH: enhance exisiting Part C Infant-Toddler system to add common data fields + interface					11,880		**11,880**	
	Head Start: enhance existing state-level system with local interface to accommodate child-level data, add common data fields + enable assignment of NC-Wise UID 1xYr2; .10 FTE and equip. suppt to manage Yr 2-3			7,425		4,125		**11,550**	
	NOTE: More at Four enhancements included in larger DPI data system								
7. Construction	probably allowable with sufficient justification								
8. Other									
participant costs, communications, other fees?									
9. Total Direct Costs		82,500		89,925		133,650		306,075	
10. Indirect Costs	5%	4125	0	4496.25	0	6682.5	0	**15303.75**	
12. Total Costs		**86,625**	**0**	**94,421**	**0**	**140,333**	**0**	**321,379**	

NC P20+SLDS Proposal Budget for FPG/NCECDG Sector-specific Project(s) - Outcome 2.3

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
	66% 2.3, 33% 4.1	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Senior Staff/Steering Committee	PN, DM @ 5%	0		0		0		0	0
Project Co-Director	100% FTE EPA fixed	44,202		45,528		46,894		136,624	
Data Systems Specialtist	25% FTE Intermittent Temporary SPA	17,316		17,835		18,371		53,522	
Research Admin Assistant	50% FTE Intermittent Temporary SPA	12,121		12,485		12,859		37,465	
Processing Specialist	1% FTE SPA	234		241		248		723	
Subtotal Personnel:		**73,873**	**0**	**76,089**	**0**	**78,372**	**0**	**228,334**	**0**
2. Fringe Benefits	rates on positions as appropriate								
Project Co-Director (1FTE)	UNC-CH Fringe Benefits Rates = 19.4%* plus Hlth Insurance @ $4,527/FTE (verifying for specific EPA position)	11,590		11,938		12,296		35,824	
Data Systems Specialtist (.25 FTE)	Temporary 7.65%; taxes	1,325		1,365		1,406		4,095	
Administrative Assistant (.50 FTE)	Temporary 7.65%; taxes	927		955		983		2,865	
Processing Specialist (.01 FTE)	UNC-CH Fringe Benefits Rates = 19.4% plus Health Insurance @ $4,527/FTE	91		94		97		281	
Subtotal Fringes:		**13,933**	**0**	**14,351**	**0**	**14,782**	**0**	**43,066**	**0**
3. Travel									
Required SLDS annual meeting travel	1 Co-PD/year x 1200/trip								
Staff Travel In-State	for multiple meetings of partners, staholders, and agency reps @ state approved rates @200/mo x 2 project staff	1,584		1,584		1,584		4,752	
Staff Travel Out-of-State	1 relevant EC-focus data systems mtg or conf x 2 project stAff	1,584		1,584		1,584		4,752	
Parent Participation In-state Travel	est 1 mtg per mo @ $50 RT x 2 parent reps	792		792		792		2,376	
Committee Travel Reimursment	Core project work group and advisory members to attend in-state meetings,	1,320		1,320		1,320		3,960	
Subtotal Travel:		**5,280**	**0**	**5,280**	**0**	**5,280**	**0**	**15,840**	**0**
4. Equipment	typically 5K and above								

NC P20+SLDS Proposal Budget for FPG/NCECDG Sector-specific Project(s) - Outcome 2.3

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
	66% 2.3, 33% 4.1	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
	none, should incl in admin/in-kind								
5. Supplies	expendable/consumable items								
Supplies & Materials	essential project supplies/ materials @$375/mo	2,970		2,970		2,970		8,910	
Equipment Repair	repair existing in-kind equip as needed	600		600		600		1,800	
Subtotal Supplies:		**3,570**	**0**	**3,570**	**0**	**3,570**	**0**	**10,710**	**0**
6. Contractual									
Consultant Fees	nat'l/state experts, EC perspective, estimate 500-1000/day	13,200		13,200		13,200		39,600	
Consultant Expenses	airfare, hotel, meals, ground trans. est @ 1200 per trip	4,752		4,752		4,752		14,256	
Subtotal Contractual:		**17,952**	**0**	**17,952**	**0**	**17,952**	**0**	**53,856**	**0**
7. Construction	probably allowable with sufficient justification								
8. Other									
Communications	postage, mailing, fax, e-conferencing charges est @ $100 mo	792		792		792		2,376	
Publications costs	design/printing of info-sharing materials to explain B-7 data SLDS component + training materials	6,600		6,600		6,600		19,800	
Parent Participation Stipends	1 2-hr mtg per mo @ 20 hr. x 2 parent reps	634		634		634		1,902	
Meeting Costs	room rental + expenses for regional forums/mtgs	3,300		3,300		3,300		9,900	
Subtotal Other:		**11,326**	**0**	**11,326**	**0**	**11,326**	**0**	33,978	**0**
9. Total Direct Costs		125,934	0	128,568	0	131,281	0	385,784	
10. Indirect Costs	10% total cost state rate (off-campus rate?) UNC's federally negotiated F&A rate is 48%	**12,593**	**0**	**12,857**	**0**	**13,128**	**0**	38,578	
11. Training Stipends	n/a								
12. Total Costs		**138,527**		**141,425**		**144,410**		**424,362**	**285,835**

NC P20+SLDS Proposal Budget for NCCCS Sector-specific Project(s) - Outcome 2.3

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Project Manager (required by ITS & Senate Bill 991)	Contractual project management work. PM will be contracted through ITS. Position to extend beyond the grant funding.						0	0	0
P20 Data Administrator/Reporting	Position to extend beyond the grant funding						0	0	0
Director Academic Services	Position to extend beyond the grant funding (50%)	40,000	0	41,200	0	42,436	0	123,636	0
Assoc VP- Planning & Research	10% release time								0
Asso. Dir. State Reporting	10% release time								0
	All salaries include 3% annual adjustment starting in Y2								
SUB-Total	**All personnel costs**	**40,000**	**0**	**41,200**	**0**	**42,436**	**0**	**123,636**	**0**
2. Fringe Benefits									
	25% fringe rate applied to total personnel costs (sub-total line)	**10,000**	**0**	**10,300**	**0**	**10,609**	**0**	**30,909**	**0**
3. Travel									
Required SLDS annual meeting travel to Washington DC	PM, DA and AVP-P&R, 3 x 1200/trip/year						0	0	0
State travel	In-state travel to campuses and sector partners, .55/mile						0	0	0
National Conference	PM, DA and AVP-P&R, 3 x $1,500/trip/year starting in Y2						0	0	0
SUB-Total	**All travel costs**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
4. Equipment									
2 Database Servers (production/hostsite)	32GB RAM X 4 processors (2 cores each). $7,500 each		0	0	0	0	0	0	0
2 VM Physical Servers (production/hostsite)	32GB RAM X 4 processors (2 cores each). $7,500 each		0	0	0	0	0	0	0
2 Network-based storage arrays (production/hostsite)	iSCSI devices/9.6TB raw storage. $65,000 each		0	0	0	0	0	0	0
SUB-Total	**All Equipment Costs**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
5. Supplies									
3 desktop/laptop computers	3 new computers, PM, Dir-AS, DA. $3,000 each		0	0	0	0	0	0	0

NC P20+SLDS Proposal Budget for NCCCS Sector-specific Project(s) - Outcome 2.3

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
SUB-Total	**All Supply Costs**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
6. Contractual									
Data Audit	Comprehensive data audit of Institutional Research (data quality, validity, relability, and process flows) at the system and campus level	0	0	0	0	0	0	0	0
SUB-Total	**All Contractual Costs**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
7. Construction	N/A for NCCCS	0	0	0	0	0	0	0	0
8. Other									
Software components							0	0	0
Communications/telephone	Telephone and incidental communication costs						0	0	0
Publication development and printin	Design and development of teacher quality policy briefs and research dessimination						0	0	0
SUB-Total	**All Other Costs**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
9. Total Direct Costs		**50,000**	**0**	**51,500**	**0**	**53,045**	**0**	**154,545**	**0**
10. Indirect Costs	11.9% F&A rate, applied to MTDC base (S/W/F, travel and other - excludes equipment)	5,950	0	6,129	0	6,312	0	**18,391**	
11. Training Stipends	n/a	0	0	0	0	0	0	**0**	
12. Total Costs		**55,950**	**0**	**57,629**	**0**	**59,357**	**0**	**172,936**	**0**

NC P20+SLDS Proposal Budget for NCICU Sector-specific Project(s) - Outcome 2.3

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Project Director	Release, H. Williams, T. McDowell								
	15% 1, 3 10% in yr 2								
fixed positions?	NCICU System Administrator								
	Asst. System Administrator								
Total Personnel									
2. Fringe Benefits	(question on basis for ICU leads)								
	26% for new employees;	$0		$0		$0		$0	$0
3. Travel	15% for consultants to train								$0
Required SLDS annual meeting travel	1 PD/year x 1200/trip							$0	$0
For training, dissemination, prof dev, oth	use state approved rates								
4. Equipment	Primary Server/MCNC								$0
	Backup Server/Rutherfordton								$0
	Hosting/Service Agreement								$0
	Backup Discs								$0
	Storage/Disc Array								$0
	Installation								$0
	Disc/Storage Maintenance Agr.								$0
	Database Software Maint.								$0
	Software Licenses								$0
	Server Maintenance								$0
	Development & Reporting Tools								$0
Total Equipment									$0
5. Supplies									
laptops with bundled software	two laptops x 3k/each in Yr I							$0	$0
6. Contractual	System design consultants			$0				$0	$0
	Campus Consultants			$500,000				$500,000	$0
Total Contractual		$0	$0	$500,000	$0	$0	$0	$500,000	$0
7. Construction	Lease server space, MCNC								
8. Other									

NC P20+SLDS Proposal Budget for NCICU Sector-specific Project(s) - Outcome 2.3

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
participant training @ $2,250 X 36									$0
Manuals & documents $1,000 X 38									$0
Communication/Travel $500 X 36									$0
Total Other		$0	$0	$0	$0	$0	$0	$0	$0
9. Total Direct Costs		**$0**	**$0**	**$500,000**	**$0**	**$0**	**$0**	**$500,000**	**$0**
10. Indirect Costs	Temprorary rate of 10% salaries/wages until a negotiated rate is obtained per DoEd guidances	$0		$0		$0		$0	$0
11. Training Stipends	n/a							$0	$0
12. Total Costs		**$0**	**$0**	**$500,000**	**$0**	**$0**	**$0**	**$500,000**	**$0**

NC P20+ SLDS Proposal Budget for Common Infrastructure - Outcome 3.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Project Director Levinson	release time (5%)		5,389		5,551		5,717		16,657
Other Senior Staff?	5% of each of the following: KT, MV,KP 5% of each of the following: PP, PA								
Time-Limited personnel?	1 FTE Admin Assistant for PMO (@ $40K) 2 FTE Functional Systems Analyst (@ $70K)								
Fixed-appt EPA positions?	1 FTE: aggregate of several staff								
personnel subtotal									
2. Fringe Benefits	20%		1,078		1,110		1,143		3,331
personnel + benefits subtotal			**6,467**		**6,661**		**6,861**		**19,988**
3. Travel									
Required SLDS annual meeting travel	1 Program Mgr/year x 1200/trip								**0**
4. Equipment		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
5. Supplies	3 laptop computers @ $3,000		**0**	**0**	**0**	**0**	**0**	**0**	**0**
6. Contractual									
Subcontract(s) for NC DPI vendors, consultant:									
P-20 Project Mgmt Office:	Program Manager	82,500		84,975		87,524		254,999	0
	Assistant Program Mgr (PPM Admin)	33,000		33,990		35,010		102,000	0
UID	License extension			0		0		0	
	Maintenance (20%)							0	
	Enhancements			0		0		0	
	Additional Hardware (to handle increased load)							0	

NC P20+ SLDS Proposal Budget for Common Infrastructure - Outcome 3.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
Data Sharing Network/Tool:	Establish MFTS (SOA Suite) - hardware, software, customization	500,000						500,000	
	SIF/PESC Agents for each sector (6 @ $50k)							0	
	Data Dictionary							0	
	Data Audit (processing, validation rules)							0	
Contractual Subtotal:		**615,500**	**0**	**118,965**	**0**	**122,534**	**0**	**856,999**	**0**
7. Construction	N/A	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
8. Other									
participant costs, communications, other fees?	travel, communications for stakeholder activities (requirements gathering, marketing, etc.)		**0**		**0**		**0**	**0**	**0**
9. Total Direct Costs		**615,500**	**6,467**	**118,965**	**6,661**	**122,534**	**6,861**	**856,999**	**19,988**
10. Indirect Costs (only for NCDPI - Lead Fiscal Agent; 15.1% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first $25K of local subcontracts.		**3,775**	**0**	**0**	**0**	**0**	**0**	**3,775**	**0**
11. Training Stipends	n/a							0	0
12. Total Costs		**619,275**	**6,467**	**118,965**	**6,661**	**122,534**	**6,861**	**860,774**	**19,988**
OERI .003%		1858		357		368		2,582	
Total Costs		**621,133**		**119,322**		**122,902**		**863,356**	**19,988**

NC P20+ SLDS Proposal Budget for Common Infrastructure - Outcome 3.2

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Project Director Levinson	release time (15%)								0
Other Senior Staff?	5% of each of the following: KT, MV,KP 5% of each of the following: PP, PA								0
Time-Limited personnel?	1 FTE Admin Assistant for PMO (@ $40K) 2 FTE Functional Systems Analyst (@ $70K)								0
Fixed-appt EPA positions?	1 FTE: aggregate of several staff								0
personnel subtotal									**0**
2. Fringe Benefits	20%	0	0	0	0	0	0	0	0
personnel + benefits subtotal		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
3. Travel									
Required SLDS annual meeting travel	1 Program Mgr/year x 1200/trip							0	0
4. Equipment	Agent Servers (1/sector; 6 @ $8K)	**48,000**	**0**	**0**	**0**	**0**	**0**	**48,000**	**0**
5. Supplies	3 laptop computers @ $3,000		**0**	**0**	**0**	**0**	**0**	**0**	**0**
6. Contractual									
Subcontract(s) for NC DPI vendors, consultant:									
P-20 Project Mgmt Office:	Program Manager							0	0
	Assistant Program Mgr (PPM Admin)							0	0
UID	License extension							0	
	Maintenance (20%)							0	
	Enhancements							0	
Data Sharing Network/Tool:	Establish MFTS (SOA Suite) - hardware, software, customization							0	

NC P20+ SLDS Proposal Budget for Common Infrastructure - Outcome 3.2

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
	SIF/PESC Agents for each sector (6 @ $50k)	300,000						300,000	
	Maintenance (20%)			60,000		60,000		120,000	
								0	
	Data Dictionary							0	
	Data Audit (processing, validation rules)							0	
Contractual Subtotal:		**300,000**	**0**	**60,000**	**0**	**60,000**	**0**	**420,000**	**0**
7. Construction	N/A	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
8. Other									
participant costs, communications, other fees?	travel, communications for stakeholder activities (requirements gathering, marketing, etc.)		**0**		**0**		**0**	**0**	**0**
9. Total Direct Costs		**348,000**	**0**	**60,000**	**0**	**60,000**	**0**	**468,000**	**0**
10. Indirect Costs (only for NCDPI - Lead Fiscal Agent; 15.1% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first $25K of local subcontracts.		**3,775**	**0**	**0**	**0**	**0**	**0**	**3,775**	**0**
11. Training Stipends	n/a							0	0
12. Total Costs		**351,775**	**0**	**60,000**	**0**	**60,000**	**0**	**471,775**	**0**
OERI .003%		1055		180		180		1415	
Total Cost		**352,830**		**60,180**		**60,180**		**473,190**	

NC P20+SLDS Proposal Total Budget - - Outcome 4.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Project Director Levinson(NCDPI)	release time (5%) - ***NCDPI project***		5,395		5,557		5,724	0	16,675
	release time (15%) - ***Common project***		0	0		0	0	0	0
Other Senior NCDPI Staff?				0		0		0	0
Time-Limited personnel?	1 FTE Admin Assistant for PMO (@ $40K) 2 FTE Functional Systems Analyst (@ $70K) ***Common***		0		0		0	0	0
Fixed-appt NCDPI EPA positions?	backfill for 1 FTE: aggregate of several staff ***NCDPI Project***	100,000	0	103,000	0	106,090	0	309,090	0
personnel subtotal		**100,000**	**5,395**	**103,000**	**5,557**	**106,090**	**5,724**	**309,090**	**16,675**
2. Fringe Benefits	20%	20,000	1,079	20,600	1,111	21,218	1,145	61,818	3,335
personnel + benefits subtotal		**120,000**	**6,474**	**123,600**	**6,668**	**127,308**	**6,868**	**370,908**	**20,010**
3. Travel									
Required SLDS annual meeting travel	3 Project Leaders/year x 1200/trip ***($3,600/yr for NCDPI project and $1,200/yr for Common project)***							**0**	**0**
4. Equipment (Commons + NCDPI only)	30 servers @ $8,000; provisioning/wiring @ $100,000 ***($240K Y1, $40K Y2, $30K Y3 NCDPI Project,)***	**240,000**		**40,000**		**30,000**		**310,000**	**0**
5. Supplies	$9K Y1 Common project [3 laptops]		**0**	**0**	**0**	**0**	**0**	**0**	**0**

NC P20+SLDS Proposal Total Budget - - Outcome 4.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
6. Contractual									
Contractual Services for ***(Common Project)***							0	0	0
Subcontract(s) for ***(NC DPI Project)*** *vendors, consultants (sector-specific projects)*		1,490,000		2,390,000	0	720,000	0	4,600,000	0
Subctonract to B-7: (NOTE: More at Four enhancements included in larger DPI data system)		175,875		191,704		284,970		652,549	0
*Subcontract to FPG (B-7)**		71,001		70,761		70,511		212,272	0
Subcontract to NCCCS		608,439	0	344,666	0	354,172	0	1,307,278	0
Subcontract to UNC-GA		606,220	0	348,401	0	357,405	0	1,312,026	0
Subcontract to NC ICU		933,000	7,430	804,940	7,578	381,094	7,804	2,119,034	22,812
Subcontract to ESC		820,782	600	131,521	600	131,521	601	1,083,824	0
Contractual Subtotal: (note: <u>includes</u> indirect cost for each subcontractor)		**4,705,317**	**8,030**	**4,281,993**	**8,178**	**2,299,673**	**8,405**	**11,286,983**	**22,812**
7. Construction	N/A	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
8. Other	travel, communications for stakeholder activities (requirements gathering, marketing, etc.) **($10K Y1-3 Common Project, $5K Y1, $2K Y2, $5K Y3 NCDPI Project**	**15,000**		**12,000**		**15,000**		**42,000**	**0**
9. Total Direct Costs		**5,080,317**	**14,504**	**4,457,593**	**14,846**	**2,471,981**	**15,274**	**12,009,891**	**42,823**
10. Indirect Costs (<u>only</u> for NCDPI - Lead Fiscal Agent; 15.1% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first $25K of local subcontracts.		**35,485**		**20,476**	**0**	**21,489**	**0**	**77,449**	**2,281**

NC P20+SLDS Proposal Total Budget - - Outcome 4.1									
BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
11. Training Stipends	n/a								
12. Total Costs		**5,115,802**	**14,504**	**4,478,069**	**14,846**	**2,493,469**	**15,274**	**12,087,340**	**45,104**
OERI State Coordinating Office Assessment .0030%	Applied to total project costs per OMB allowability for states under ARRA funding	**15,347**		**13,434**		**7,480**		**36,262**	
13. Grand Total		**5,131,149**	**14,504**	**4,491,503**	**14,846**	**2,500,950**	**15,274**	**12,123,602**	

NC P20+SLDS Proposal Budget for Common Infrastructure - Outcome 4.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Project Director Levinson									0
Other Senior Staff?									0
	1 FTE Admin Assistant for PMO (@ $40K)								
	2 FTE Functional Systems Analyst (@ $70K)								
Time-Limited personnel?									0
Fixed-appt EPA positions?	1 FTE: aggregate of several staff								0
personnel subtotal									**0**
2. Fringe Benefits	20%	0	0	0	0	0	0	0	0
personnel + benefits subtotal		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
3. Travel									
Required SLDS annual meeting travel	1 Program Mgr/year x 1200/trip							**0**	**0**
4. Equipment		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
5. Supplies	3 laptop computers @ $3,000	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
6. Contractual									
Subcontract(s) for NC DPI vendors, consultant:									
P-20 Project Mgmt Office:	Program Manager							0	0
	Assistant Program Mgr (PPM Admin)							0	0
UID	License extension							0	
	Maintenance (20%)							0	
	Enhancements							0	
	Additional Hardware (to handle increased load)							0	

NC P20+SLDS Proposal Budget for Common Infrastructure - Outcome 4.1									
BUDGET CATEGORIES	**Explanation**	**YEAR I**		**YEAR II**		**YEAR III**		**TOTAL**	
		Federal	**Non-Federal**	**Federal**	**Non-Federal**	**Federal**	**Non-Federal**	**Federal**	**Non-Federal**
Data Sharing Network/Tool:	Establish MFTS (SOA Suite) - hardware, software, customization							0	
	SIF/PESC Agents for each sector (6 @ $50k)							0	
	Maintenance (20%)							0	
	Agent Servers (1/sector; 6 @ $8K)								
	Data Dictionary							0	
	Data Audit (processing, validation rules)							0	
Contractual Subtotal:		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
7. Construction	N/A	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
8. Other									
participant costs, communications, other fees?	travel, communications for stakeholder activities (requirements gathering, marketing, etc.)	**10,000**	**0**	**10,000**	**0**	**10,000**	**0**	**30,000**	**0**
9. Total Direct Costs		**10,000**	**0**	**10,000**	**0**	**10,000**	**0**	**30,000**	**0**
10. Indirect Costs (only for NCDPI - Lead Fiscal Agent; 15.1% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first $25K of local subcontracts.		**1,510**	**0**	**1,510**	**0**	**1,510**	**0**	**4,530**	**0**
11. Training Stipends	n/a							0	0
12. Total Costs		**11,510**	**0**	**11,510**	**0**	**11,510**	**0**	**34,530**	**0**

NC P20+SLDS Proposal Budget for NCDPI Sector-specific Project(s) - Outcome 4.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Project Director Levinson	release time (5%)		10,790		11,114		11,447	0	33,351
Other Senior Staff?								0	0
Fixed-appt EPA positions?	1 FTE: aggregate of several staff	100,000		103,000		106,090		309,090	0
personnel subtotal		**100,000**	**10,790**	**103,000**	**11,114**	**106,090**	**11,447**	**309,090**	**33,351**
2. Fringe Benefits	20%	20,000	2,158	20,600	2,223	21,218	2,289	61,818	6,670
personnel + benefits subtotal		**120,000**	**12,948**	**123,600**	**13,336**	**127,308**	**13,737**	**370,908**	**40,021**
3. Travel									
		0	**0**	**0**	**0**	**0**	**0**	**0**	**0**
4. Equipment	30 servers @ $8,000; provisioning @ $70,000	**240,000**	**0**	**40,000**	**0**	**30,000**	**0**	**310,000**	**0**
5. Supplies		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
6. Contractual									
Subcontract(s) for NC DPI vendors, consultants	vendor-provided services/licensing for NC DPI (establish messaging standardization among source systems)	840,000		1,540,000		420,000		2,800,000	0
	vendor-provided services for NC DPI (upgrade front-end controls on source systems)	300,000		500,000		0		800,000	0
	DPI "staff:" Contract Project Mgr	200,000		200,000		200,000		600,000	0
	DPI "staff:" Other Tech Contractors	150,000		150,000		100,000		400,000	0
Contractual subtotal		**1,490,000**	**0**	**2,390,000**	**0**	**720,000**	**0**	**4,600,000**	**0**
7. Construction	N/A	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
8. Other									

NC P20+SLDS Proposal Budget for NCDPI Sector-specific Project(s) - Outcome 4.1									
BUDGET CATEGORIES	**Explanation**	**YEAR I**		**YEAR II**		**YEAR III**		**TOTAL**	
		Federal	**Non-Federal**	**Federal**	**Non-Federal**	**Federal**	**Non-Federal**	**Federal**	**Non-Federal**
participant costs, communications, other fees?	travel, communications for stakeholder activities (requirements gathering, marketing, etc.)	**5,000**	**0**	**2,000**	**0**	**5,000**	**0**	**12,000**	**0**
9. Total Direct Costs		**1,855,000**	**12,948**	**2,555,600**	**13,336**	**882,308**	**13,737**	**5,292,908**	**40,021**
(only for NCDPI - Lead Fiscal Agent; 15.1% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first $25K of local subcontracts.		**33,975**	**0**	**18,966**	**0**	**19,979**	**0**	**72,919**	**0**
11. Training Stipends	n/a							**N/A**	**N/A**
12. Total Costs		**1,888,975**	**12,948**	**2,574,566**	**13,336**	**902,287**	**13,737**	**5,365,827**	**40,021**

NC P20+SLDS Proposal Budget for ECDG Sector-specific Project(s) - Outcome 4.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel *Other Senior Staff?* *Fixed-appt EPA positions?*	release time?	0	0	0	0	0	0	0	0
2. Fringe Benefits	rates on positions as appropriate	0	0	0	0	0	0	0	0
3. Travel *For training, dissemination, p*	use state approved rates	0	0	0	0	0	0	0	0
4. Equipment	typically 5K and above	0	0	0	0	0	0	0	0
5. Supplies	expendable/consumable items	0	0	0	0	0	0	0	0
6. Contractual *Participating EC State Agencies/ Programs to expand/improve existing systems and develop system capacity to enable data linking across databases*	Smart Start: software application (GEMS) 75 Partnerships @ $10,000 per, incl. 1x start-up expense + user fees, phased in over 3 yrs	167,500		167,500		167,500		502,500	
	DCD: programming modifications to enance child care subsidy system and interface to enable assignment of NC-Wise UID 1xYr3					71,405		71,405	
	DPH: enhance exisiting Part C Infant-Toddler system to add common data fields + interface to enable assignment of NC-Wise UID 1xYr3					24,120		24,120	

NC P20+SLDS Proposal Budget for ECDG Sector-specific Project(s) - Outcome 4.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
modify software, prepare & publish related training materials and policy manuals, provide onsite TA -- common data fields include student-specific data, e.g., outcomes, teacher info, and progam quality	Head Start: enhance existing state-level system with local interface to accommodate child-level data, add common data fields + enable assignment of NC-Wise UID 1xYr2; .10 FTE and equip. suppt to manage Yr 2-3			15,075		8,375		23,450	
	NOTE: More at Four enhancements included in larger DPI data system	0	0	0	0	0	0	0	0
7. Construction	probably allowable with sufficient justification	0	0	0	0	0	0	0	0
8. Other participant costs, communications, other fees?		0	0	0	0	0	0	0	0
9. Total Direct Costs		167,500		182,575		271,400		621,475	
10. Indirect Costs	5%	8375	0	9128.75	0	13570	0	31073.75	
12. Total Costs		175,875	0	191,704	0	284,970	0	652,549	

NC P20+SLDS Proposal Budget for FPG Sector-specific Project(s) - Outcome 4.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
	66% 2.3, 33% 4.1	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Senior Staff/Steering Committee	PN, DM @ 5%	0		0		0		0	0
Project Co-Director	100% FTE EPA fixed	22,101		22,764		23,447		68,312	
Data Systems Specialtist	25% FTE Intermittent Temporary SPA	8,658		8,918		9,185		26,761	
Research Admin Assistant	50% FTE Intermittent Temporary SPA	6,061		6,243		6,430		18,734	
Processing Specialist	1% FTE SPA	118		121		125		364	
Subtotal Personnel:		**36,938**	**0**	**38,046**	**0**	**39,187**	**0**	**114,171**	**0**
2. Fringe Benefits	rates on positions as appropriate								
Project Co-Director (1FTE)	UNC-CH Fringe Benefits Rates = 19.4%* plus Hlth Insurance @ $4,527/FTE (verifying for specific EPA position)	5,794		5,968		6,147		17,909	
Data Systems Specialtist (.25 FTE)	Temporary 7.65%; taxes	662		682		702		2,046	
Administrative Assistant (.50 FTE)	Temporary 7.65%; taxes	464		478		492		1,434	
Processing Specialist (.01 FTE)	UNC-CH Fringe Benefits Rates = 19.4% plus Health Insurance @ $4,527/FTE	68		70		72		210	
Subtotal Fringes:		**6,988**	**0**	**7,198**	**0**	**7,414**	**0**	**21,599**	**0**
3. Travel									
Required SLDS annual meeting travel	1 Co-PD/year x 1200/trip								
Staff Travel In-State	for multiple meetings of partners, staholders, and agency reps @ state approved rates @200/mo x 2 project staff	792		792		792		2,376	
Staff Travel Out-of-State	1 relevant EC-focus data systems mtg or conf x 2 project stAff	792		792		792		2,376	
Parent Participation In-state Travel	est 1 mtg per mo @ $50 RT x 2 parent reps	396		396		396		1,188	
Committee Travel Reimursment	Core project work group and advisory members to attend in-state meetings,	660		660		660		1,980	

NC P20+SLDS Proposal Budget for FPG Sector-specific Project(s) - Outcome 4.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
	66% 2.3, 33% 4.1	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
Subtotal Travel:		**2,640**	**0**	**2,640**	**0**	**2,640**	**0**	**7,920**	**0**
4. Equipment	typically 5K and above none, should incl in admin/in-kind								
5. Supplies	expendable/consumable items								
Supplies & Materials	essential project supplies/ materials @$375/mo	1,485		1,100		750		3,335	
Equipment Repair	repair existing in-kind equip as needed	305		305		305		915	
Subtotal Supplies:		**1,790**	**0**	**1,405**	**0**	**1,055**	**0**	**4,250**	**0**
6. Contractual									
Consultant Fees	nat'l/state experts, EC perspective, estimate 500-1000/day	7,500		7,500		7,500		22,500	
Consultant Expenses	airfare, hotel, meals, ground trans. est @ 1200 per trip	2,500		2,500		2,500		7,500	
Subtotal Contractual:		**10,000**	**0**	**10,000**	**0**	**10,000**	**0**	**30,000**	**0**
7. Construction	probably allowable with sufficient justification								
8. Other									
Communications	postage, mailing, fax, e-conferencing charges est @ $100 mo	500		400		205		1,105	
Publications costs	design/printing of info-sharing materials to explain B-7 data SLDS component + training materials	3,520		2,500		1,500		7,520	
Parent Participation Stipends	1 2-hr mtg per mo @ 20 hr. x 2 parent reps	520		520		500		1,540	
Meeting Costs	room rental + expenses for regional forums/mtgs	1,650		1,620		1,600		4,870	
Subtotal Other:		**6,190**	**0**	**5,040**	**0**	**3,805**	**0**	15,035	**0**
9. Total Direct Costs		**64,546**	**0**	**64,328**	**0**	**64,101**	**0**	**192,975**	

NC P20+SLDS Proposal Budget for FPG Sector-specific Project(s) - Outcome 4.1									
BUDGET CATEGORIES	**Explanation**	**YEAR I**		**YEAR II**		**YEAR III**		**TOTAL**	
	66% 2.3, 33% 4.1	**Federal**	**Non-Federal**	**Federal**	**Non-Federal**	**Federal**	**Non-Federal**	**Federal**	**Non-Federal**
10. Indirect Costs	10% total cost state rate (off-campus rate?) UNC's federally negotiated F&A rate is 48%	**6,455**	**0**	**6,433**	**0**	**6,410**	**0**	19,297	
11. Training Stipends	n/a								
12. Total Costs		**71,001**		**70,761**		**70,511**		212,272	

NC P20+SLDS Proposal Budget for NCCCS Sector-specific Project(s) - Outcome 4.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Project Manager (required by ITS & Senate Bill 991)	Contractual project management work. PM will be contracted through ITS. Position to extend beyond the grant funding.	120,000	0	123,600	0	127,308	0	370,908	0
P20 Data Administrator/Reporting	Position to extend beyond the grant funding	87,000	0	89,610	0	92,298	0	268,908	0
Director Academic Services	Position to extend beyond the grant funding (50%)						0	0	0
Assoc VP- Planning & Research	10% release time								0
Asso. Dir. State Reporting	10% release time								0
	All salaries include 3% annual adjustment starting in Y2								
SUB-Total	**All personnel costs**	**207,000**	**0**	**213,210**	**0**	**219,606**	**0**	**639,816**	**0**
2. Fringe Benefits									
	25% fringe rate applied to total personnel costs (sub-total line)	**51,750**	**0**	**53,303**	**0**	**54,902**	**0**	**159,954**	**0**
3. Travel									
Required SLDS annual meeting travel to Washington DC	PM, DA and AVP-P&R, 3 x 1200/trip/year						0	0	0
State travel	In-state travel to campuses and sector partners, .55/mile	1,000	0	1,500	0	2,000	0	4,500	0
National Conference	PM, DA and AVP-P&R, 3 x $1,500/trip/year starting in Y2	0	0	0	0	0	0	0	0
SUB-Total	**All travel costs**	**1,000**	**0**	**1,500**	**0**	**2,000**	**0**	**4,500**	**0**
4. Equipment									
2 Database Servers (production/hostsite)	32GB RAM X 4 processors (2 cores each). $7,500 each	15,000	0	0	0	0	0	15,000	0
2 VM Physical Servers (production/hostsite)	32GB RAM X 4 processors (2 cores each). $7,500 each	15,000	0	0	0	0	0	15,000	0
2 Network-based storage arrays (production/hostsite)	iSCSI devices/9.6TB raw storage. $65,000 each	130,000	0	0	0	0	0	130,000	0
SUB-Total	**All Equipment Costs**	**160,000**	**0**	**0**	**0**	**0**	**0**	**160,000**	**0**
5. Supplies									

NC P20+SLDS Proposal Budget for NCCCS Sector-specific Project(s) - Outcome 4.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
3 desktop/laptop computers	3 new computers, PM, Dir-AS, DA. $3,000 each	9,000	0	0	0	0	0	9,000	0
SUB-Total	**All Supply Costs**	**9,000**	**0**	**0**	**0**	**0**	**0**	**9,000**	**0**
6. Contractual									
Data Audit	Comprehensive data audit of Institutional Research (data quality, validity, relability, and process flows) at the system and campus level	0	0	0	0	0	0	0	0
SUB-Total	**All Contractual Costs**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
7. Construction	N/A for NCCCS	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
8. Other									
Software components		125,000	0	25,000	0	25,000	0	175,000	0
Communications/telephone	Telephone and incidental communication costs	5,000	0	5,000	0	5,000	0	15,000	0
Publication development and printir	Design and development of teacher quality policy briefs and research dessimination	2,000	0	10,000	0	10,000	0	22,000	0
SUB-Total	**All Other Costs**	**132,000**	**0**	**40,000**	**0**	**40,000**	**0**	212,000	**0**
9. Total Direct Costs		**560,750**	**0**	**308,013**	**0**	**316,508**	**0**	1,185,270	**0**
10. Indirect Costs	11.9% F&A rate, applied to MTDC base (S/W/F, travel and other - excludes equipment)	**47,689**	**0**	**36,653**	**0**	**37,664**	**0**	**122,007**	
11. Training Stipends	n/a	0	0	0	0	0	0	0	
12. Total Costs		**608,439**	**0**	**344,666**	**0**	**354,172**	**0**	**1,307,278**	**0**

NC P20+SLDS Proposal Budget for UNC-GA Sector-specific Project(s) - Outcome 4.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Senior Staff/Steering Committee	AM @5%, AC @5%, JL @ 10%								0
Data Architect/Project Co-Director [Outcome Bucket(s) - Data Usage 80%, Ensuring Longterm Sustainability 20%]	Contractual work for transition to database environment at UNCGA and co-development of P20 sata system	120,000	0	123,600	0	127,308	0	370,908	0
Database Administrator [Outcome Bucket(s) - Data Usage]	Position to extend beyond the grant funding	90,000	0	92,700	0	95,481	0	278,181	0
	All salaries include 3% annual adjustment starting in Y2								
SUB-Total	**All personnel costs**	**210,000**	**0**	**216,300**	**0**	**222,789**	**0**	**649,089**	**0**
2. Fringe Benefits									
	25% fringe rate applied to total personnel costs (sub-total line)	**52,500**	**0**	**54,075**	**0**	**55,697**	**0**	**162,272**	**0**
3. Travel									
Required SLDS annual meeting travel to Washington DC [Outcome Bucket(s) - Ensuring Longterm Sustainability]	GA Lead, 1 x 1200/trip/year		0		0		0	0	0
State travel [Outcome Bucket(s) - Data Usage]	In-state travel to campuses and sector partners, .55/mile	1,000	0	1,000	0	1,000	0	3,000	0
National Conference [Outcome Bucket(s) - Data Usage]	Co-PD, DA and GA Lead, 3 x $1,500/trip/year starting in Y2	0	0	0	0	0	0	0	0
SUB-Total	**All travel costs**	**1,000**	**0**	**1,000**	**0**	**1,000**	**0**	**3,000**	**0**
4. Equipment									
2 Database Servers (production/hostsite) [Outcome Bucket(s) - Data Collection/Gathering]	32GB RAM X 4 processors (2 cores each). $7,500 each	15,000	0	0	0	0	0	15,000	0
2 VM Physical Servers (produciton/hostsite) [Outcome Bucket(s) - Data Collection/Gathering]	32GB RAM X 4 processors (2 cores each). $7,500 each	15,000	0	0	0	0	0	15,000	0

NC P20+SLDS Proposal Budget for UNC-GA Sector-specific Project(s) - Outcome 4.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
2 Network-based storage arrays (production/hostsite) [Outcome Bucket(s) - Data Collection/Gathering]	iSCSI devices/9.6TB raw storage. $65,000 each	130,000	0	0	0	0	0	130,000	0
SUB-Total	**All Equipment Costs**	**160,000**	**0**	**0**	**0**	**0**	**0**	**160,000**	**0**
5. Supplies									
3 desktop/laptop computers [Outcome Bucket(s) - Data Usage 40%, Data Collection Gathering 60%]	2 new computers, one for DBA and one for Data Architect, $3K/ea	6,000	0	0	0	0	0	6,000	0
SUB-Total	**All Supply Costs**	**6,000**	**0**	**0**	**0**	**0**	**0**	**6,000**	**0**
6. Contractual									
Data Audit [Outcome Bucket(s) - Data Collection/Gathering]	Comprehensive data audit of Institutional Research (data quality, validity, relability, and process flows) at the system and campus level	0	0	0	0	0	0	0	0
Teacher Quality Research [Outcome Bucket(s) - Data Usage]	Teacher quality entry, persistence, and impact research analysis	0	0	0	0	0	0	0	0
Faculty Research Scholar Consultation [Outcome Bucket(s) - Data Usage]	Consultation from up to 4 faculty research scholars on TQ research. Provide statewide leadership on research results and concentrated discussion with campuses on program improvements	0	0	0	0	0	0	0	0
SUB-Total	**All Contractual Costs**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
7. Construction	N/A for UNC Sector	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
8. Other									

NC P20+SLDS Proposal Budget for UNC-GA Sector-specific Project(s) - Outcome 4.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
Oracle software components [Outcome Bucket(s) - Data Collection/Gathering]	VMWare VM virtualization licesnes for 2 servers (1 in production and 1 hotsite). ORACLE: OLAP, Partitioning, Data Integrator Enterprise, Data Mining, Business Intelligence Suite and annual maintenance	125,000	0	25,000	0	25,000	0	175,000	0
Communications/telephone [Outcome Bucket(s) - Data Collection/Gathering]	Telephone and incidental communication costs	5,000	0	5,000	0	5,000	0	15,000	0
Publication development and printing [Outcome Bucket(s) - Data Usage 70%, Ensuring longterm sustainability 30%]	Design and development of teacher quality policy briefs and research dessimination	2,000	0	10,000	0	10,000	0	22,000	0
Professional development and scholarly round table research discussions [Outcome Bucket(s) - Data Usage 90%, Ensuring longterm sustainability 10%]	Session for campus Institional Research Directors on Oracle DB transition. Scholarly roundtable series disucssions on TQ research results	500	0	2,500	0	2,500	0	5,500	0
SUB-Total	**All Other Costs**	**132,500**	**0**	**42,500**	**0**	**42,500**	**0**	**217,500**	**0**
9. Total Direct Costs		**562,000**	**0**	**313,875**	**0**	**321,986**	**0**	**1,197,861**	**0**
10. Indirect Costs	rate is 11% (equipment [>$5K/ea] is excluded from the F&A base)	**44,220**	**0**	**34,526**	**0**	**35,418**	**0**	**114,165**	
11. Training Stipends		0	0	0	0	0	0	0	
12. Total Costs		**606,220**	**0**	**348,401**	**0**	**357,405**	**0**	**1,312,026**	**0**

NC P20+SLDS Proposal Budget for NCICU Sector-specific Project(s) - Outcome 4.1									
BUDGET CATEGORIES	**Explanation**	**YEAR I**		**YEAR II**		**YEAR III**		**TOTAL**	
		Federal	**Non-Federal**	**Federal**	**Non-Federal**	**Federal**	**Non-Federal**	**Federal**	**Non-Federal**
1. Personnel									
Project Director	T McDowell 5%		$5,897		$6,014		$6,194	$0	$18,105
								$0	$0
fixed positions?	NCICU System Administrator	$100,000		$103,000		$106,090		$309,090	$0
	Asst. System Administrator	$75,000		$77,250		$79,568		$231,818	$0
Total Personnel		**$175,000**	**$5,897**	**$180,250**	**$6,014**	**$185,658**	**$6,194**	**$540,908**	**$18,105**
2. Fringe Benefits	(question on basis for ICU leads)								
	26% for new employees;	**$45,500**	**$1,533**	**$46,865**	**$1,564**	**$48,271**	**$1,610**	**$140,636**	**$4,707**
3. Travel	15% for consultants to train								$0
Required SLDS annual meeting travel	1 PD/year x 1200/trip	**0**		**0**		**$0**		**$0**	**$0**
For training, dissemination, prof dev, oth	use state approved rates								
4. Equipment	Primary Server/MCNC	$30,000						$30,000	$0
	Backup Server/Rutherfordton	$30,000						$30,000	$0
	Hosting/Service Agreement	$60,000		$60,000		$60,000		$180,000	$0
	Backup Discs							$0	$0
	Storage/Disc Array	$60,000						$60,000	$0
	Installation	$1,000						$1,000	$0
	Disc/Storage Maintenance Agr.							$0	$0
	Database Software Maint.	$40,000						$40,000	$0
	Software Licenses	$174,800		$41,800		$41,800		$258,400	$0
	Server Maintenance							$0	$0
	Development & Reporting Tools	$48,800		$8,800		$8,800		$66,400	$0
Total Equipment		**$444,600**		**$110,600**		**$110,600**		**$665,800**	**$0**
5. Supplies									
laptops with bundled software	two laptops x 3k/each in Yr I	**6000**						**$6,000**	**$0**
6. Contractual	System design consultants	$230,000		$336,000				$566,000	$0
	Campus Consultants			$0				$0	$0
Total Contractual		**$230,000**	**$0**	**$336,000**	**$0**	**$0**	**$0**	**$566,000**	**$0**
7. Construction									

NC P20+SLDS Proposal Budget for NCICU Sector-specific Project(s) - Outcome 4.1									
BUDGET CATEGORIES	**Explanation**	**YEAR I**		**YEAR II**		**YEAR III**		**TOTAL**	
		Federal	**Non-Federal**	**Federal**	**Non-Federal**	**Federal**	**Non-Federal**	**Federal**	**Non-Federal**
8. Other									
participant training @ $1,800 X 36				$64,800				$64,800	$0
Manuals & documents $800 X 38				$30,400				$30,400	$0
Communication/Travel $400 X 36 (yr 1, $500x36 yrs 2-3		$14,400		$18,000		$18,000		$50,400	$0
Total Other		**$14,400**	**$0**	**$113,200**	**$0**	**$18,000**	**$0**	**$145,600**	**$0**
9. Total Direct Costs		**$915,500**	**$7,430**	**$786,915**	**$7,578**	**$362,528**	**$7,804**	**$2,064,943**	**$22,812**
10. Indirect Costs	Temprorary rate of 10% salaries/wages until a negotiated rate is obtained per DoEd guidances	**$17,500**		**$18,025**		**$18,566**		**$54,091**	
11. Training Stipends	n/a							**$0**	**$0**
12. Total Costs		**$933,000**	**$7,430**	**$804,940**	**$7,578**	**$381,094**	**$7,804**	**$2,119,034**	**$22,812**

NC P20+SLDS Proposal Budget for NCESC Sector-specific Project(s) - Outcome 4.1

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Project Director McGrath	release time (X%)							0	0
Cotrelle								0	0
IS Staff		90,189		11,102		11,102		112,393	
LMI Staff		27,053		27,053		27,053		81,159	0
personnel subtotal		**117,242**	**0**	**38,155**	**0**	**38,155**	**0**	**193,552**	**0**
2. Fringe Benefits	17.90% + $4,527 (per FTE)	26,062	0	9,075	0	9,075	0	44,212	0
personnel + benefits subtotal		**143,304**	**0**	**47,230**	**0**	**47,230**	**0**	**237,764**	**0**
3. Travel									
Required SLDS annual meeting travel	Project Leaders/year x 1200/trip							0	0
4. Equipment								0	0
	New server(s)[2] for database @ $8,000; provisioning @ $2,000	151,290						151,290	
	Software	**499,140**		**76,140**		**76,140**		**651,420**	
5. Supplies		**1,905**	**168**	**840**	**168**	**840**	**169**	**3,585**	**505**
6. Contractual									
Subcontract(s) for ESC vendors, consultants	IT - 68 hours @ $65/hr	4,420						4,420	0
	Contract Project Mgr							0	0
	Purchase/Install Database software							0	
	(maintenance/support in out Hosting (@ ITS?)							0	
Total Contractural		**4,420**	**0**	**0**		**0**		**4,420**	
7. Construction	N/A	**0**		**0**		**0**		**0**	**0**
8. Other									

NC P20+SLDS Proposal Budget for NCESC Sector-specific Project(s) - Outcome 4.1									
BUDGET CATEGORIES	**Explanation**	**YEAR I**		**YEAR II**		**YEAR III**		**TOTAL**	
		Federal	**Non-Federal**	**Federal**	**Non-Federal**	**Federal**	**Non-Federal**	**Federal**	**Non-Federal**
participant costs, communications, other fees?	travel, communications for stakeholder activities (requirements gathering, marketing, etc.)	4,895	432	2,160	432	2,160	432	9,215	1,296
9. Total Direct Costs		**804,954**	**600**	**126,370**	**600**	**126,370**	**601**	**1,057,694**	**1,801**
10. Indirect Costs	13.50% of salaries only	**15,828**		**5,151**		**5,151**		**26,130**	
11. Training Stipends	n/a							0	0
12. Total Costs		**820,782**	**600**	**131,521**	**600**	**131,521**	**601**	**1,083,824**	**1,801**

NC P20+ SLDS Proposal Budget for Common Infrastructure - Outcome 4.3

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Project Director Levinson	release time (15%)							0	0
Other Senior Staff?	5% of each of the following: KT, MV,KP 5% of each of the following: PP, PA							0	0
Time-Limited personnel?	1 FTE Admin Assistant for PMO (@ $40K) 2 FTE Functional Systems Analyst (@ $70K)							0	0
Fixed-appt EPA positions?	1 FTE: aggregate of several staff							0	0
personnel subtotal								**0**	**0**
2. Fringe Benefits	20%	0	0	0	0	0	0	0	0
personnel + benefits subtotal		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
3. Travel									
Required SLDS annual meeting travel	1 Program Mgr/year x 1200/trip							**0**	**0**
4. Equipment		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
5. Supplies	3 laptop computers @ $3,000		**0**	**0**	**0**	**0**	**0**	**0**	**0**
6. Contractual									
Subcontract(s) for NC DPI vendors, consultant:									
P-20 Project Mgmt Office:	Program Manager							0	0
	Assistant Program Mgr (PPM Admin)							0	0
UID	License extension							0	
	Maintenance (20%)							0	
	Enhancements							0	
Data Sharing Network/Tool:	Establish MFTS (SOA Suite) - hardware, software, customization							0	

NC P20+ SLDS Proposal Budget for Common Infrastructure - Outcome 4.3

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
	SIF/PESC Agents for each sector (6 @ $50k)							0	
	Maintenance (20%)							0	
	Agent Servers (1/sector; 6 @ $8K)								
	Data Dictionary							0	
	Data Audit (processing, validation rules)	250,000		150,000		100,000		500,000	
Contractual Subtotal:		**250,000**	**0**	**150,000**	**0**	**100,000**	**0**	**500,000**	**0**
7. Construction	N/A	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
8. Other									
participant costs, communications, other fees?	travel, communications for stakeholder activities (requirements gathering, marketing, etc.)						**0**	**0**	**0**
9. Total Direct Costs		**250,000**	**0**	**150,000**	**0**	**100,000**	**0**	**500,000**	**0**
10. Indirect Costs (only for NCDPI - Lead Fiscal Agent; 15.1% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first $25K of local subcontracts.		**3,775**	**0**	**0**	**0**	**0**	**0**	**3,775**	**0**
11. Training Stipends	n/a							0	0
12. Total Costs		**253,775**	**0**	**150,000**	**0**	**100,000**	**0**	**503,775**	**0**
OERI .003%		761		450		300		1511	
Total Costs		**254,536**		**150,450**		**100,300**		**505,286**	

NC P20+ SLDS Proposal Budget for Common Infrastructure - Outcome 5.3

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel									
Project Director Levinson	release time (15%)							0	0
Other Senior Staff?	5% of each of the following: KT, MV,KP 5% of each of the following: PP, PA							0	0
Time-Limited personnel?	1 FTE Admin Assistant for PMO (@ $40K) 2 FTE Functional Systems Analyst (@ $70K)							0	0
Fixed-appt EPA positions?	1 FTE: aggregate of several staff							0	0
personnel subtotal								**0**	**0**
2. Fringe Benefits	20%	0	0	0	0	0	0	0	0
personnel + benefits subtotal		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
3. Travel									
Required SLDS annual meeting travel	1 Program Mgr/year x 1200/trip							**0**	**0**
4. Equipment		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
5. Supplies	3 laptop computers @ $3,000		**0**	**0**	**0**	**0**	**0**	**0**	**0**
6. Contractual									
Subcontract(s) for NC DPI vendors, consultant:									
P-20 Project Mgmt Office:	Program Manager							0	0
	Assistant Program Mgr (PPM Admin)							0	0
UID	License extension							0	
	Maintenance (20%)							0	
	Enhancements							0	
	SIF/PESC Agents for each sector (6 @ $50k)							0	

NC P20+ SLDS Proposal Budget for Common Infrastructure - Outcome 5.3

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
	Maintenance (20%)							0	
	Agent Servers (1/sector; 6 @ $8K)								
	Data Dictionary							0	
	Communication s and documentation of stakeholder needs	50,000		100,000		100,000		**250,000**	
Contractual Subtotal:		**50,000**	**0**	**100,000**	**0**	**100,000**	**0**	**250,000**	**0**
7. Construction	N/A	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
8. Other									
participant costs, communications, other fees?	travel, communications for stakeholder activities (requirements gathering, marketing, etc.)		**0**		**0**		**0**	**0**	**0**
9. Total Direct Costs		**50,000**	**0**	**100,000**	**0**	**100,000**	**0**	**250,000**	**0**
10. Indirect Costs (only for NCDPI - Lead Fiscal Agent; 15.1% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first $25K of local subcontracts.		**3,775**	**0**	**0**	**0**	**0**	**0**	**3,775**	**0**
11. Training Stipends	n/a							0	0
12. Total Costs		**53,775**	**0**	**100,000**	**0**	**100,000**	**0**	**253,775**	**0**
OERI .003%		161		300		300		761	
Total Costs		**53,936**		**100,300**		**100,300**		**254,536**	