BUDGET NARRATIVE

(a) INTRODUCTION

Summary Project Budget

Delaware is requesting a total of $4,628,250 over three project years to complete the four outcomes we described in our project narrative. The LDS grant amounts are summarized in the table below (see Form ED 524 Section C for the Spreadsheet with full detail).

	Category	Year 1	Year 2	Year 3	3-Year Total
	LDS PROJECT (COMBINED OUTCOMES) BUDGET				
1	Project Management (PM)	$221,000	$221,000	$221,000	$663,000
2	Local Assessment Builder (LAB)	$1,016,250	$891,250	$366,250	$2,273,750
3	Delaware Data Driven Analysis Program (3DAP)	$339,400	$328,050	$274,050	$941,500
4	Legacy Migration (LM)	$250,000	$250,000	$250,000	$750,000
	Total Costs (All Outcomes)	$1,826,650	$1,690,300	$1,111,300	$4,628,250

Although the requested funding has been segregated according to the four outcomes associated with this grant request, It should be noted that Delaware plans to hire a Project Manager who will split their time between two of our outcomes, Local Assessment Builder and Delaware Data Driven Analysis Program. Also note that we are not requesting funds for equipment of normal supplies associated with staffing of these projects.

General Information

Like with many other states, Delaware has gone through a period of financial turmoil. For this reason, we are not currently adding new positions and instead are hiring consultants and contractors to provide the additional services and work needed to support new programs. When these projects are complete it is our sincere belief that we will be able to utilize current staff to maintain and support the work under projects 2 to 4. However, we do have funds for other costs needed to support the consultants and contractors. For this reason you will not see any request for supplies and equipment in our LDS grant request.

(a) Deliverable 1: Project Management (PM)

Delaware is requesting $663,000 for a Project Manager and travel to SLDS grant meetings. The costs are broken down as follows:

	Category	Year 1	Year 2	Year 3	3-Year Total
	1. Project Management (PM)				
1	Personnel	$0	$0	$0	**$0**
2	Fringe Benefits	$0	$0	$0	**$0**
3	Travel	$6,000	$6,000	$6,000	**$18,000**
4	Equipment	$0	$0	$0	**$0**
5	Supplies	$0	$0	$0	**$0**
6	Contractual	$215,000	$215,000	$215,000	**$645,000**
7	Construction	$0	$0	$0	**$0**
8	Other	$0	$0	$0	**$0**
9	**Total Direct Costs (Lines 1-8)**	$221,000	$221,000	$221,000	**$663,000**
10	Indirect Costs	$0	$0	$0	**$0**
11	Training Stipends	$0	$0	$0	**$0**
12	**Total Costs (Lines 9-11)**	**$221,000**	**$221,000**	**$221,000**	**$663,000**

Key Personnel for DDOE include the Executive Sponsor, Robert Czeizinger, who will devote 35% of his time to this project. He will have overall responsibility for the success of the overall Insight Plus as each of its components must coordinate with the other two, DDOE, the schools/districts, and the user community in general.   The cost to the grant will be $0 annually as Mr. Czeizinger's salary is state supported. Additionally, DDOE will assign its experienced Project Manager, Sean Anthony, to lead project activities. Mr. Anthony is completing his tenure as Project Coordinator for the Insight Data Warehouse and Dashboard Projects in April 2012. He will be directly responsible for the day-to-day planning and management of all aspects of the project. He will be full time in all three years. The cost to the grant will be $0 annually since his salary is also state supported.

Although we can depend on oversight from Mr. Czeizinger and management and planning from Mr. Anthony, it is also imperative that Delaware hire a full-time Technical Project Manager to coordinate the work of the project teams. This full-time <u>Technical</u> Project Manager will be recruited and hired as soon as Delaware receives word that our grant application is successful. Although the <u>Technical</u> Project Manager will be responsible for two of the major outcomes, we are showing the need here as Outcome Number 1.

A. **Contractual:**

A Technical Project Manager, PMI-certified or equivalent, will be hired by DDOE to support both the Local Assessment Builder outcome and the Delaware Data Driven Analysis Program outcome. The project manager will monitor and evaluate the processes, procedures, and deliverables from vendors to ensure that they are following the terms of their contract, and monitor the processes, procedures and deliverables from DDOE staff to ensure they are supporting the goals and objectives of assigned projects.

- Specfically the Technical Project Manager will:
  - Confirm by examination and provision of objective evidence that specified project requirements (systems are built right) have been fulfilled and appropriate to the intended use (the right system is being built);
  - Monitor the project plans and schedules to ensure that work is proceeding as expected, providing regular status to updates to DDOE management on risks and issues as they are identified;
  - Review all project deliverables, verifying that they are compliant with contracts and plans, recommending revisions for non-compliant products, and recommending approval of acceptable deliverables;
  - Effectively communicate project status and results of project analyses to internal and external project stakeholders;
  - Provide consultation and assistance to DDOE project managers as requested by the Director of the Technology Workgroup.

B. **Related Costs:**

- Travel - The funds budgeted for travel in Delaware's grant application if for four quarterly SLDS meetings for the Project Sponsor and the Project Manager. The estimate includes travel, food, and overnight accomodations.

(b) Deliverable 2: Delaware Local Assessment Builder (LAB)

Delaware is requesting $2,273,750 for implementing the Local Assessment Builder outcome. The costs are broken down as follows:

	2. Local Assessment Builder (LAB)				
	Category	**Year 1**	**Year 2**	**Year 3**	**3-Year Total**
1	Personnel	$0	$0	$0	**$0**
2	Fringe Benefits	$0	$0	$0	**$0**
3	Travel	$0	$0	$0	**$0**
4	Equipment	$0	$0	$0	**$0**
5	Supplies	$360,000	$290,000	$290,000	**$940,000**
6	Contractual	$656,250	$601,250	$76,250	**$1,333,750**
7	Construction	$0	$0	$0	**$0**
8	Other	$0	$0	$0	**$0**
9	Total Direct Costs (Lines 1-8)	$1,016,250	$891,250	$366,250	**$2,273,750**
10	Indirect Costs	$0	$0	$0	**$0**
11	Training Stipends	$0	$0	$0	**$0**
12	Total Costs (Lines 9-11)	**$1,016,250**	**$891,250**	**$366,250**	**$2,273,750**

The Delaware Local Assessment Builder (LAB) Project is envisioned to create for Delaware schools the capacity for teachers to manage their own local assessments using both a national content library and local items. Teachers will also be able to both scan their paper tests and have their students take them online. Schools and districts will manage assessment data mapped to their curriculum and their

benchmark assessments. With the capacity to upload these data to the Insight Data Warehouse, the users will be able to link to all the data there. For example, teacher data in the Insight Data Warehouse includes performance ratings, certification status, and highly qualified teacher status.   For students, the data include elements such as statewide assessment scores, attendance, grades, and discipline.   The Insight Dashboard and its reporting tools will then be available for analysis and reporting. Delaware currently utilizes software from Sungard called eSchoolPlus to deliver statewide student information system services to 100% of the public schools in Delaware. Our plan it to purchase additional software from Sungard called PerformancePlus with includes modules for Performance Tracker, Assessment Builder, and Curriculum Connector to provide the services outlined above. This software PerformancePlus which is part of Sungard's Plus 360 suite of software will join our eSchoolPlus and IEPPlus components of the Plus 360 suite.

Implementation of the PerformancePlus modules will require DDOE to hire some subject matter experts as well as a contract with Sungard as follows:

A. **Contractual:**

- Contractual Positions:

    o Utilize the Technical Project Manager listed in Deliverable 1.

    o An Assessment Content Expert will be contracted for by DDOE to provide internal coordination and interface with schools and districts and Sungard. The position will be filled mid-way through year 1 and be full-time in years two and three. Annual salary will be $120,000.

    o A contractual Data Warehouse Database Administrator (DBA) will be hired to supplement the capacity of the DDOE technical staff in documenting the assessment aplication's repositories and reports, and coding the iMart connectors that perform the ETL from the source into the Data Warehouse. The DBA will also work with the Dashboard Developer to develop the new ETL from the Data Warehouse to the Insight Dashboard. The DBA will be funded 100% from the grant for the first two years. The cost to the grant will be $75,000 in year 1 and $150,000 in year 2.

    o An Insight Dashboard Developer will be contracted to work with the DBA to develop the new ETL from the Data Warehouse to the Insight Dashboard for the assessment data. The Insight Dashboard Developer will be required to work 50% of their time on this project for a total cost of $150,000.

    o A Metadata Specialist will be required to document the table structure, fields, and option sets in the assessment application source database; the business rules for transforming the data; and the requirmeents for the tables in the Data Warehouse. This will be done to the standards established for the Insight Data Warehouse. The Metadata Specialist will require 240 hours in year one at $110 per hour for a total of $26,400, and 240 hours in year two for a total of $26,400.

- Contracted Work:

  o DDOE will assemble user and stakeholder groups to work with Sungard during the implementation and training phase of this project. The estimates for the PerformancePlus suite is listed under supplies, the following costs are contractual costs associated with the implementation of the PerformancePlus suite.

  o A trainer and support staff person will be provided by Sungard in order to deliver sesions, materials, and help to teachers and other users during the implementation and training phase of their PerformancePlus software suite. These services will be available for 50 days in year one, 200 days in year two, and 100 days in year three. The cost will be a part of the fixed-price contract awarded. Estimated hourly rate is $120. The cost is included in the contracted work described below.

  o The company contracted to provide the software would also be contracted to deliver implementation services for the schools, districts, and DDOE. In year one, this would be for implementation of the performance tracking from locally built assessments at a cost estimated to be $330,000. In year two, the implementation services will include the curriculum planning component and be estimated to cost $270,000.

  o Training for teachers and DDOE staff will be provided by the contracted company. In year one $150,000 is budgeted, year two $80,000, and year three $50,000.

B. **Supplies:**

- Software application for tracking performance using local assessments built by teachers using the item banks provided. Estimate for a statewide license for all teachers and students in year one is $260,000.

- In year two, DDOE will phase in the functionality for linking assessments and results to curriculm planning. With this additional functionality, the cost for each of years two and three is estimated to be $290,000.

- When the stakeholder groups have reviewed the data and Insight Dashboard capabilities related to the new assessment application, a determination will be made about additional analitical tools required to meet user needs. The estimated cost to acquire and add these tools to the Dashboard is $100,000.

- DDOE will assume the costs for maintenance in the remaining years.

(c) Deliverable 3: Delaware Data Driven Analysis Program (3DAP)

Delaware is requesting $941,500 for implementing the Delaware Data Driven Analysis Program outcome. The costs are broken down as follows:

3. Delaware Data Driven Analysis Program (3DAP)					
	Category	Year 1	Year 2	Year 3	3-Year Total
1	Personnel	$0	$0	$0	**$0**
2	Fringe Benefits	$0	$0	$0	**$0**
3	Travel	$2,400	$4,800	$4,800	**$12,000**
4	Equipment	$0	$0	$0	**$0**
5	Supplies	$0	$0	$0	**$0**
6	Contractual	$120,000	$269,000	$215,000	**$604,000**
7	Construction	$0	$0	$0	**$0**
8	Other	$0	$0	$0	**$0**
9	**Total Direct Costs (Lines 1-8)**	$122,400	$273,800	$219,800	**$616,000**
10	Indirect Costs	$0	$0	$0	**$0**
11	Training Stipends	$217,000	$54,250	$54,250	**$325,500**
12	**Total Costs (Lines 9-11)**	**$339,400**	**$328,050**	**$274,050**	**$941,500**

The Delaware Data-Driven Analysis Program (3DAP) is envisioned to provide the users of the Insight Dashboard and Warehouse the analytical tools, training, and support required to understand the data and make full and proper use of them. Users of all roles will be personally trained and have available to them printed and on-line guidance materials.

A. **Travel:**

The Data Quality Trainer and Data Use Trainer will be required to provide training in countywide locations. Delaware has only three counties and most locations would be withing a 45 mile drive from the SEA central office. Since both positions will be hired midway through the first year the travel is estimated at $2,400 for both, for years two and three the travel would be $4,800 for each year.

B. **Contractual** Descriptions of responsibilities for key contracted personnel and justifications of their time commitments and other itemized costs:

- The 3DAP Project Manager will be responsible for not only coordinating all of the project activities, but also ensuring the integrity of the content of the professional development resources. This is the Technical Project Manager listed in Deliverable 1, so there are no costs included here.

- A Data Quality Trainer will be responsible for devloping training materials, planning delivery of training, and providing training as appripriate related to the submission of quality data to the Insight Data Warehouse. This position will be filled by the Project Manager mid-first year and be full-time throughout the project. The annual cost will be $52,500 in year one, and $105,000 in years two and three.

- A Data Use Trainer will be responsible for devloping training materials, planning delivery of training, and providing training as appripriate related to the proper use of data available through the Insight Dashboard. This position will be filled by the Technical Project Manager

mid-first year and be full-time throughout the project. The annual cost will be $52,500 in year one, and $105,000 in years two and three.

- Content experts will be called upon to provide supplemental assistance to design and develop training modules for both the data quality and use areas. Estimated hours are 360 hours at $150 per hour for a total of $54,000 in year two.

- Facilities will need to be rented for training sessions held in each of the three counties statewide. Data quality and data use sessions may be combined to reduce costs and travel. The estimated costs of these facilites each year is:

    a. Year one: $15,000

    b. Year two: $5,000

- DDOE already has a subscription to Blackboard that will be available to 3DAP at no cost.

C. Training Stipends

- Stipends will be paid to district and State-level knowledge workers attending training sessions on data quality following standard DDOE policy. Stipends are $155/day for an estimated number of 400 persons trained in year one requring a stipend. This totals $62,000. In each of years two and three, training for new personnel is estimated to cost $15,500 for 100 people requiring stipends. Train-the-trainer and other methods will be used to reach the additional people.

- Stipends will be paid to school and district users attending training sessions on Insight Dashboard features and functions following standard DDOE policy. Stipends are $155/day for an estimated number of 1,000 persons trained in year one requring a stipend. This totals $155,000.   In each of years two and three, training for new personnel is estimated to cost $38,750 for 250 people requiring stipends. Train-the-trainer and other methods will be used to reach the additional people.

(d) Deliverable 4: Legacy Migration (LM)

	4. Legacy Migration (LM)				
	Category	Year 1	Year 2	Year 3	3-Year Total
1	Personnel	$0	$0	$0	**$0**
2	Fringe Benefits	$0	$0	$0	**$0**
3	Travel	$0	$0	$0	**$0**
4	Equipment	$0	$0	$0	**$0**
5	Supplies	$0	$0	$0	**$0**
6	Contractual	$250,000	$250,000	$250,000	**$750,000**
7	Construction	$0	$0	$0	**$0**
8	Other	$0	$0	$0	**$0**
9	**Total Direct Costs (Lines 1-8)**	$250,000	$250,000	$250,000	**$750,000**
10	Indirect Costs	$0	$0	$0	**$0**
11	Training Stipends	$0	$0	$0	**$0**
12	**Total Costs (Lines 9-11)**	**$250,000**	**$250,000**	**$250,000**	**$750,000**

A. **Personnel:**

- The Data Warehouse Database Manager, Tommy Tao, will be assigned to the 3DAP Project for 100% of his time over the three years of the grant. He oversaw the technical design and ETL work for the Insight Data Warehouse; therefore, he will ensure that this phase has continuity and integrity with that earlier architecture. His institutional knowledge of DDOE's legacy reositories and reports will be essential to the efficient and accurate migration. He will work with the Senior iMart Developer to design and modify the required enhancements to the Insight Data Warehouse to accommodate the additional contents. The Database Manager will be funded 100% by DDOE.

B. **Contractual:** Descriptions of responsibilities for key contracted personnel and justifications of their time commitments; other itemized costs

- Two Data Warehouse Database Administrators (DBA) will be hired to supplement the capacity of the DDOE technical staff in documenting the legacy repositories and reports, and coding the iMart connectors that perform the ETL from the sources into the Data Warehouse. The DBAs will be funded 100% from the grant for the first two years. The cost to the grant will be $134,000 in year 1 and $160,000 in year 2.

- A Senior iMart Developer will be contracted to design and build the modifications to the Insight Data Warehouse to design and modify the required enhancements to the Insight Data Warehouse to accommodate the additional contents. The cost will be a part of the fixed-price bid and contract awarded. The number of hours will be 500 in year one and 250 in year two. Estimated hourly rate is $150. The cost is included in the contracted work described below.

- An Insight Dashboard Developer will be contracted to work with the DBA to develop the new ETL from the Data Warehouse to the Insight Dashboard for the assessment data. The Insight Dashboard Developer will require 240 hours in year one at $125 per hour for a total of $30,000, and 480 hours in year two for a total of $60,000. The cost is included in the contracted work described below.

- A Metadata Specialist will be required to document the table structure, fields, and option sets in the assessment application source database; the business rules for transforming the data; and the requirmeents for the tables in the Data Warehouse. This will be done to the standards established for the Insight Data Warehouse. The Metadata Specialist will require 240 hours in year one at $110 per hour for a total of $26,400, and 240 hours in year two for a total of $26,400. The cost is included in the contracted work described below.

C. **Contracted Work:**

- A contract for services will be bid as per standard DDOE policy for the positions described above. The contract will include the overall management and coordination of the deliverables to be performed by each position. The overall cost of the contract is estimated to be $250,000 in year one, $250,000 in year two, and $75,000 in year three.