



State of New Hampshire

Software Development Project RFP

Department of Education

STATEWIDE LONGITUDINAL DATA SYSTEM

RFP 2009-008

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AT:	NH Department of Education 101 Pleasant Street Concord, NH 03301
STATE CONTACT.....	Irene Koffink Irene.Koffink@ed.state.nh.us (603) 271-3865
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PROPOSALS DUE.....	2:30 PM (EST) 09/05/2008
AT:.....	State of NH Bureau of Purchase and Property c/o Irene Koffink 25 Capitol Street, 1 st Floor Concord, New Hampshire 03301

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1. INTRODUCTION

The State of New Hampshire, acting through the Department of Education, is releasing this RFP to procure Vendor services to lead the design, development, implementation and post implementation of a comprehensive longitudinal data warehouse and decision support system.

The data warehouse will contain student, school, district, program, and policy data, along with Census, geographic and tax data. The decision support system will be used to provide access to this data by Department program managers, policy analysts, and other education leaders. The complete Solution will support policy development, management, and funding decisions.

The scope of this project is to support the loading of student unit data from multiple production data bases, including New England Common Assessment Program (NECAP) results, and to produce a series of output requests including EdFacts reporting, NECAP reporting and analysis, and drop-out reporting and analysis.

The project consists of two phases. High level deliverables for Phase I of the proposed Solution include design documents, Extract, Transform and Load (ETL) processes, development of the data warehouse database, implementation of a decision support system, reporting requirements for EdFacts federal reports, documentation and training. High level deliverables for Phase II include requirements for the Vendor to develop a new School District Profile, provide workshops to analyze NECAP results, and create automatic extracts that pull data from the warehouse to send to Performance Pathways.

Detailed requirements and deliverables are further defined in Appendix C: *Requirements and Deliverables*.

The goals of this project are to:

- Implement and deploy a secure system that warehouses longitudinal data to provide a firm foundation for data analysis;
- Achieve information consistency by bringing data from disparate data sources into a central repository;
- Provide greater accessibility of collected data to the NH DOE Staff and more robust analytic capabilities for policy-makers and researchers;
- Provide longitudinal data analysis to track student performance at all grade levels;
- Provide the ability to produce and analyze longitudinal student-level academic growth measures based on NECAP test results;
- Allow the Department to meet increasing state and federal reporting requirements; such as Education Facts (EdFacts) and the Consolidated State Performance Report (CSPR);
- Future expansion to allow school communities and public access to the decision support system and to present the information to the public in an understandable format while protecting the confidentiality of personal student and teacher data.

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The State Project Team includes three key staff members, a Project Manager, a Business Analyst and a Data Base Administrator, assigned to work directly with the selected Vendor's staff to meet the deliverables of this project. The Vendor shall work closely with the State Project Team and provide training and support so that the State Project Team will be sufficiently prepared to continue the expansion of the data warehouse. Expansion will include additional types of data that are not included in this RFP.

Any Contract awarded as a result of this RFP will be 100% federally funded as part of the Longitudinal Data Systems grant from the US Department of Education to New Hampshire Department of Education.

It is expected that the selected Vendor will complete contracted deliverables for both Phase I and Phase II of this project by the grant program end date of July 31st, 2010.

1.1 Contract Award

A contract award by the State will be based upon criteria, standards, and weighting identified in this RFP. Each Vendor Proposal will be considered as a whole Solution, without limitation, including all services proposed, qualifications of the Vendor and any Subcontractor, and cost.

1.2 Contract Type

The State plans to execute a Firm Fixed Price (FFP) contract as a result of this RFP.

1.3 Contract Term

Time is of the essence.

The Vendor shall be fully prepared to commence work within 30 days of contract approval and to fully implement the requirements of this RFP no later than June 30, 2010.

The Vendor's initial term will run through June 30, 2010 with two options to extend, at the discretion of the State, for up to two (2) years each, which shall not extend beyond June 30, 2014.

1.4 High Level Scope of Work/Services

(For a complete list of requirements and deliverables please refer to Appendix C: Requirements and Deliverables.)

The Vendor will be responsible for reviewing the department's catalog of data files, data dictionary and metadata that have been compiled. The Vendor shall meet with State Project Team and Information Technology staff to gain a clear understanding of the current status of the department data and provide recommendations for the direction of the data warehouse. The Vendor will be responsible for all aspects of the Project, including, but not limited to the following high-level requirements:

I. Design Documents for the ETL, Data Warehouse and Decision Support

The Vendor shall prepare and submit analysis and design documents for the ETL, Data Warehouse and Decision Support System for Department approval.

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II. Extraction, Transformation and Loading Tool (ETL)

The Vendor must propose and implement an automated extraction, transformation and loading (ETL) tool and processes to move data from the disparate data sources to the data warehouse. This component shall include the following minimum requirements:

- a. Ability to transfer data to and from heterogeneous data sources and targets;
- b. Capability to have data-cleansing functionality. The Department currently utilizes Certica Solutions, Certify Software;
- c. Seamlessly integrated with the data warehouse;
- d. Smart updates are preferred; loading and/or updating only the records that have been added or updated since the last iteration;

The Vendor will work with appropriate personnel from the DOE to develop and test the ETL system.

III. Data Warehouse

All services and software configuration and development associated with the design, architecture and Implementation of a comprehensive data warehouse. This component shall include the following minimum requirements:

- a. Provide the capacity to store 20 years of student unit records and related data;
- b. Maintain data in one repository;
- c. Ability to longitudinally combine older aggregate data with newer detailed unit record data;
- d. Be constructed using industry standards for data warehouse development and data modeling techniques;
- e. Creation, implementation and documentation of a thorough testing approach and plan for ensuring data quality.

IV. Decision Support System

Installation and integration of a decision support system that will allow end users to perform analysis and forecasting. The decision support system shall incorporate query tools, reporting tools, and on line analytical processing (OLAP) with a user-friendly interface. At a minimum, the reporting tools shall include the capabilities to generate queries, reports, graphs, spreadsheets, and file extracts. The system shall contain an integrated ad-hoc report generation capability, which enables authorized users to create, save, share and print custom reports. Required capabilities include but are not limited to:

- a. Features that allow DOE Staff to summarize information and to conduct in-depth analyses of student performance in user-friendly formats;
- b. Drill-down and roll-up features that allow state staff to see the data at different levels of detail and include multi-dimensional features that allow users to select specific data for retrieval or for further exploration, data mining and analysis;

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- c. Provide options that allow the user to select a choice of output—report, chart, graph, export to file (.xls, .csv, .text, .tab);
- d. Comply with state and federal laws and statutes that protect the confidentiality of student and staff information (example – option to suppress cells (not report) where appropriate to ensure that individual students are not personally identifiable. This includes student counts and percents.);
- e. Standard and ad hoc reporting capabilities to meet Federal and State reporting requirements including but not limited to: EDFacts, and CSPR;
- f. Provide easy navigation for casual users and sophisticated users
- g. On line documentation with help features for all users.

V. Internet Access/Web site

- a. The decision support system must be accessible via the Internet and must provide the DOE staff, and in the future, school districts and the general public access to appropriate education data, reports and decision support tools through a flexible and intuitive web interface;
- b. Authentication and Authorization:
 - Login requirements: No Login required for public access. Login for DOE staff and school district staff required and must interface with the new NH single sign-on system: myNHDOE;
 - System Access requirements: The implementation of multi-tiers or levels of users (i.e. DOE staff, Superintendent, teachers, public, etc.);
 - Industry standards for web development must be employed;
 - State standards for web development must be employed. The links to Statewide Policies/Standards are located at:
<http://www.nh.gov/oit/internet/divisions/wsd/standards.php>

VI. System Administration Capabilities that will provide the following:

- a. Online reporting of data warehouse activities and end user activities;
- b. The capacity to monitor refreshment of data within the data warehouse;
- c. Tools for Performance Management.

VII. Security

- a. The proposed Solution must prohibit the disclosure of personally identifiable information to any unauthorized person. All personally identifiable information must be transferred securely to and from educational entities over the Internet or network infrastructure;
- b. The proposed Solution must implement security to ensure that the information in the data warehouse is protected against unauthorized disclosure, transfer, modification, or destruction, whether accidental or intentional;

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- c. The data warehouse Solution must have the ability to use SSL 128-bit encryption or equally robust or a greater industry accepted standard for data in transit and data at rest;
- d. The proposed Solution must provide the ability to mask the State Assigned Student ID number and the Teacher ID number.
- e. The security Solution must also comply with FERPA and HIPPA privacy and security standards.
- f. Must support multiple levels of authorized access by aggregation level and element value (e.g. principal authorizes detailed access for his/her school only)

VIII. Documentation

Documentation shall be provided to facilitate knowledge transfer. End-user, design, code, maintenance, and administration documentation must be provided.

- IX.** The State prefers that the completed Solution physically reside at a DOE designated facility within the State of NH. The Vendor shall provide a comprehensive architectural diagram of the proposed Solution.

X. Training

- a. The Vendor shall work closely with the State Project Team and provide training and support so that the State Project Team will be sufficiently prepared to continue with future expansion, daily operation and maintenance of the data warehouse. Transfer of knowledge must be provided for each component of the Solution.
- b. Training must be provided for Department developers and ad hoc users of the decision support system. Training shall provide instruction in ways they can use the decision support system to gain information and knowledge through analysis and display of data within the warehouse.

XI. Testing and Tuning

The Vendor will be responsible for testing and performance tuning. The scope of performance testing is to measure the system level metrics critical for the development of the applications infrastructure and operation of the applications in the production environment. It also includes the measurement of response rates of the application for end-user transactions and resource utilization (of various servers and network) under various load conditions. These response rates become the basis for changes and retesting until optimum system performance is achieved.

1.4.1 Out of Scope

The proposed Solution will not include developing systems for collecting the data from sources outside of the Department. The Department is already receiving this source data through other systems. The proposed Solution is not intended to be a substitute for individual school or district-level student information systems.

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**For a complete list of requirements and deliverables please refer to
Appendix C: *Requirements and Deliverables*.**

1.5 Subcontractors

The Vendor may employ Subcontractors to deliver required services subject to the terms and conditions of this RFP, including but not limited to, in Section 6: *General Contract Requirements* herein and Appendix G-4: *State of New Hampshire Terms and Conditions* of this RFP. The Vendor shall remain wholly responsible for performance of the entire Contract regardless of whether a Subcontractor is used. The State will consider the Vendor to be the sole point of contact with regard to all contractual matters, including payment of any and all charges resulting from any Contract.

1.6 Schedule of Events

The following table provides the Schedule of Events for this RFP through contract finalization and Notice to Proceed.

EVENT	DATE	TIME
RFP released to Vendors (on or about)	7/21/08	
Vendor inquiry period begins (on or about)	7/21/08	
Notification to the State of the number of representatives attending the Vendor Conference	7/30/08	
Vendor's Conference; location identified in General Instructions, Section 4.3	8/5/08	1:00 PM
Vendor inquiry period ends (Final inquiries due)	8/11/08	
Final State responses to Vendor inquiries	8/15/08	
Final date for Proposal submission	9/5/08	2:30 PM
Invitations for oral presentations and delivery of data files and demonstration requirements.	9/16/08- 9/19/08	
Vendor presentations/discussion sessions/interviews, if necessary	10/13/08 – 10/17/08	
Anticipated Contract Finalization	tbd	
Anticipated Notice to Proceed	tbd	

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2. DEFINITIONS OF TERMS

The Terms and Definitions, located in Appendix H: *Terms and Definitions*, apply to this RFP and any resulting contract.

3. SOFTWARE, SERVICES, REQUIREMENT AND DELIVERABLES

Each Proposal must present the total Solution and must address the following areas.

3.1 Software

Each Proposal must present a software development Solution that can fully support the required functionality listed in Section 1.4 High Level Scope of Work/Services and Appendix C: *Requirements and Deliverables*.

3.2 Service and Requirements

The State seeks to procure information technology services as specified in Appendix C: *Requirements and Deliverables*.

3.3 Technical Requirements

- 3.3.1 Appendix B: Minimum Standards for Proposal Consideration**, compliance with System Requirements, use of proposed software, Vendor implementation experience, and proposed vendor Project Team;
- 3.3.2 Appendix C: Requirements and Deliverables**, requirements broken down by mandatory or optional.
- 3.3.3 Appendix D: Topics for Mandatory Narrative Responses**, descriptions of software, technical, service, and project management topics;
- 3.3.4 Appendix E: Standards for Describing Vendor Qualifications**, corporate, team organization and key staff, Project Manager, and other key staff candidates' qualifications.

3.4 Deliverables Overview

The State classifies Deliverables into three (3) categories: Written Deliverables, Software Deliverables, and Non-Software Deliverables. Pricing and scheduling information requirements are provided in Appendix F: *Pricing Worksheets*. A set of required Project Deliverables organized by category is detailed in Appendix C: *Requirements and Deliverables*. Appendix D: *Topics for Mandatory Narrative Responses* solicits responses, which will expound on the Vendors' understanding of the implementation process, the manner of service delivery and experience with similar projects related to the software, technical, services and project management topics.

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4. INSTRUCTIONS

4.1 Proposal Submission, Deadline, and Location Instructions

Proposals submitted in response to this RFP must be received by the Department of Administrative Services, Bureau of Purchase and Property, no later than the time and date specified in Section 1.6: *Schedule of Events*. Proposals must be addressed to:

**State of New Hampshire
Bureau of Purchase and Property
c/o Irene Koffink
25 Capitol Street, 1st Floor
Concord, New Hampshire 03301**

Cartons containing Proposals must be clearly marked as follows:

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Vendors are permitted to submit two (2) proposals in response to this RFP describing two different conforming Solutions.

Late submissions will not be accepted and will remain unopened. Delivery of the Proposals shall be at the Vendor's expense. The time of receipt shall be considered when a Proposal has been officially documented by the Department of Administrative Services, in accordance with its established policies, as having been received at the location designated above. The Department of Administrative Services accepts no responsibility for mislabeled mail. Any and all damage that may occur due to shipping shall be the Vendor's responsibility.

All Proposals submitted in response to this RFP must consist of one (1) original and ten (10) clearly identified copies of the Proposal, including all required attachments, and one (1) electronic copy on CD Rom in MS WORD format, accompanied by the transmittal letter described in Section 4.20.2: *Transmittal Form Letter*, herein. The original and all copies shall be bound separately, delivered in sealed containers, and permanently marked as indicated above. One (1) copy of the Proposal Transmittal Form Letter shall be signed by an official authorized to legally bind the Vendor and shall be marked "ORIGINAL." A Vendor's disclosure or distribution of its Proposal other than to the State will be grounds for disqualification.

4.2 Proposal Inquiries

All inquiries concerning this RFP, including but not limited to, requests for clarifications, questions, and any changes to the RFP, shall be emailed, citing the RFP title, RFP number, Page, Section, and Paragraph and submitted to the following RFP Point of Contact:

Irene Koffink

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Department of Education
SLDS Project Manager
101 Pleasant St
Concord, NH 03301
Email: irene.koffink@ed.state.nh.us

Vendors are encouraged to submit questions via email; however, the State assumes no liability for assuring accurate/complete email transmission/receipt and is not responsible to acknowledge receipt.

Inquiries must be received by the State's RFP Point of Contact (see above) no later than the conclusion of the Vendor Inquiry Period (see Section 1.6: *Schedule of Events*). Inquiries received later than the conclusion of the Vendor Inquiry Period shall not be considered properly submitted and will not be considered.

The State intends to issue official responses to properly submitted inquiries on or before the date specified in Section 1.6: *Schedule of Events*; however, this date may be subject to change at the State's discretion. The State may consolidate and/or paraphrase questions for sufficiency and clarity. The State may, at its discretion, amend this RFP on its own initiative or in response to issues raised by inquiries, as it deems appropriate. Oral statements, representations, clarifications, or modifications concerning the RFP shall not be binding upon the State. Official responses will be made in writing.

4.2.1 Restriction of Contact With State Employees

From the date of release of this RFP until an award is made and announced regarding the selection of a Vendor, all communication with personnel employed by or under contract with the State regarding this RFP is forbidden unless first approved by the RFP Point of Contact listed in Section 4.2: *Proposal Inquiries*. State employees have been directed not to hold conferences and/or discussions concerning this RFP with any Vendor during the selection process, unless otherwise authorized by the RFP Point of Contact.

4.3 Vendor Conference

A **non-mandatory** Vendor Conference will be held at the following location as identified in Section 1.6: *Schedule of Events*:

Department of Education
101 Pleasant St
Room 15
Concord, New Hampshire 03301

Vendors are requested to RSVP via email by the date identified in Section 1.6: *Schedule of Events*, indicating the number of individuals who will attend the Vendor Conference.

Vendors will have an opportunity to ask questions about the RFP and the State will make a reasonable attempt to answer questions it deems appropriate. Questions may include, without limitation, a request for clarification of the RFP; a request for changes to the RFP; suggestions or

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changes to the RFP that could improve the RFP competition or lower the offered price; and to review any applicable documentation.

Vendors are encouraged to email inquiries at least twenty-four (24) hours prior to the Vendor Conference. No responses will be given prior to the Vendor Conference. Oral answers will not be binding on the State. The State's final response to Vendor inquiries and any requested changes to terms and conditions raised during the Vendor Inquiry Period will be emailed by the date specified as the Final State responses to Vendor Inquiries as specified in Section 1.6: *Schedule of Events*. Vendors are responsible for any and all costs associated with attending the Vendor Conference.

NOTE: The State will NOT distribute a list of Vendor Conference Attendees.

4.4 Alteration of RFP

The original RFP document is on file with the State of New Hampshire, Department of Administrative Services. Vendors are provided an electronic version of the RFP. Any alteration to this RFP or any file associated with this RFP is prohibited. Any such changes may result in a Proposal being rejected.

4.5 RFP Amendment

The State reserves the right to amend this RFP at its discretion, prior to the Proposal submission deadline. In the event of an amendment to this RFP, the State, at its sole discretion, may extend the Proposal submission deadline, as it deems appropriate.

4.6 Non-Collusion

The Vendor's signature on a Proposal submitted in response to this RFP guarantees that the prices, terms and conditions, and services quoted have been established without collusion with other Vendors and without effort to preclude the State from obtaining the best possible competitive Proposal.

4.7 Validity of Proposal

Proposals must be valid for one hundred and eighty (180) days following the deadline for submission of Proposals in Section 1.6: *Schedule of Events*, or until the Effective Date of any resulting contract, whichever is later.

4.8 Property of the State

All material received in response to this RFP shall become the property of the State and will not be returned to the Vendor. Regardless of the Vendor selected, the State reserves the right to use any information presented in a Proposal.

4.9 Confidentiality of a Proposal

A Proposal must remain confidential until the Effective Date of any resulting contract as a result of this RFP. A Vendor's disclosure or distribution of Proposals other than to the State will be grounds for disqualification.

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4.10 Public Disclosure

Subject to applicable law or regulations, the content of each Vendor's Proposal shall become public information upon the Effective Date of any resulting contract.

4.11 Security

The State must ensure that appropriate levels of security are implemented and maintained in order to protect the integrity and reliability of its Information Technology resources, information, and services. State resources, information, and services must be available on an ongoing basis, with the appropriate infrastructure and security controls to ensure business continuity. The State will evaluate the degree to which the proposed System is designed and architected to ensure the confidentiality and integrity of its valued asset, Data.

4.12 Non-Commitment

Notwithstanding any other provision of this RFP, this RFP does not commit the State to award a contract. The State reserves the right, at its sole discretion, to reject any and all Proposals, or any portions thereof, at any time; to cancel this RFP; and to solicit new Proposals under a new acquisition process.

4.13 Proposal Preparation Cost

By submitting a Proposal, a Vendor agrees that in no event shall the State be either responsible for or held liable for any costs incurred by a Vendor in the preparation of or in connection with the Proposal, or for work performed prior to the Effective Date of a resulting contract.

4.14 Oral Presentations/Interviews and Discussion

The State reserves the right to require Vendors to make oral presentations of their Proposals and/or to make available for oral presentations/interviews the Vendor personnel proposed to develop the specified software. Any and all costs associated with oral presentations/interviews shall be borne entirely by the Vendor. The Project Manager should be in attendance at the oral presentation.

4.15 Required Contract Terms and Conditions

By submitting a Proposal, the Vendor agrees that the State of New Hampshire Terms and Conditions, contained in Appendix G: *General Standards and Requirements* and RFP Section 6: *General Contract Requirements*, herein, shall form the basis of any contract resulting from this RFP. In the event of any conflict between the State's Terms and Conditions and any portion of the Vendor's Proposal, the State's Terms and Conditions shall take precedence and supersede any and all such conflicting terms and conditions contained in the Vendor's Proposal.

4.16 Award

The State plans to execute a Firm Fixed Price Contract, as a result of this RFP. Potential future enhancements will be priced separately according to Appendix F: *F-4 Future Vendor Rates Worksheet*.

The State reserves the right, at its discretion, to award by item, part or portion of an item, group of items, or total Proposal. The State reserves the right to purchase all or some of the hardware, software, and/or licenses either directly from this procurement or from a State of NH statewide

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procurement contract, whichever is determined to provide the best value for the DOE and meets the State requirements.

If a contract is awarded, the Vendor must obtain written consent from the State before any public announcement or news release is issued pertaining to any Contract award. Such permission, at a minimum, will be dependent upon approval of the contract by Governor and Executive Council of the State of New Hampshire.

4.17 Proposal Submission Requirements

Vendors are permitted to submit two (2) Proposals in response to this RFP describing two different conforming Solutions.

4.18 Proposal Format

Proposals should follow the following format:

- A Proposal should be provided in a three-ring binder.
- A Proposal should be printed on white paper with dimensions of 8.5 by 11 inches with right and left margins of one (1) inch.
- A Proposal should use Times New Roman font with a size of eleven (11).
- Each page of a Proposal must include a page number and the number of total pages and identification of the Vendor in the page footer.
- Tabs should separate each Section of the Proposal.

Exceptions for paper and font sizes are permissible for: Graphical exhibits, which may be printed on white paper with dimensions of 11 by 17 inches; and material in appendices.

4.19 Proposal Organization

Proposals should adhere to the following outline and should not include items not identified in the outline.

- **Cover Page**
- **Transmittal Form Letter**
- **Table of Contents**
- **Section I:** Executive Summary
- **Section II:** Glossary of Terms and Abbreviations
- **Section III:** Responses to Requirements and Deliverables
- **Section IV:** Narrative Responses
- **Section V:** Corporate Qualifications
- **Section VI:** Qualifications of Key Staff
- **Section VII:** Cost Proposal

4.20 Proposal Content

Proposals must contain the following:

**STATE OF NEW HAMPSHIRE
DEPARTMENT OF EDUCATION
STATEWIDE LONGITUDINAL DATA SYSTEM
DOE -RFP 2009-008**

4.20.1 Cover Page

The first page of the Vendor's Proposal must be a cover page containing the following text:

**STATE OF NEW HAMPSHIRE
Department of Education

RESPONSE TO RFP 2009-008

STATEWIDE LONGITUDINAL DATA SYSTEM**

The cover page must also include the Vendor's name, contact person, contact telephone number, address, city, state, zip code, fax number, and email address.

4.20.2 Transmittal Form Letter

The Vendor must submit a hand written and signed Transmittal Form Letter with their response using the Transmittal Form Letter Template provided herewith. Any electronic alteration to this Transmittal Form Letter is prohibited. Any such changes will result in a Proposal being rejected.

Remainder of this page intentionally left blank

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State of New Hampshire Proposal Transmittal Form Letter

Company Name _____

Address _____

To: NH Department of Education Point of Contact: Irene Koffink
 Telephone (603) 271-3865
 Email: Irene.Koffink@ed.state.nh.us

RE: Proposal Invitation Name: STATEWIDE LONGITUDINAL DATA SYSTEM
 Proposal Number: DOE RFP 2009-008
 Proposal Opening Date and Time: 09/05/2008 at 2:30 PM (EST)

Dear Sir:

Company Name: _____ hereby offers to sell to the State of New Hampshire the services indicated in RFP NH DOE 2009-008 *Statewide Longitudinal Data System* at the price(s) quoted in Vendor Response Section VII: *Cost Proposal*, and Appendix F: *Pricing Worksheets*, in complete accordance with all conditions of this RFP and all Specifications set forth in the RFP and in the State of New Hampshire Terms and Conditions outlined in RFP Section 6: *General Contract Requirements* and Appendix G-4: *State of New Hampshire Terms and Conditions*.

Company Signor: _____ is authorized to legally obligate
Company Name: _____.

We attest to the fact that:

The company has reviewed and agreed to be bound by all RFP terms and conditions including but not limited to the *State of New Hampshire Terms and Conditions* in Appendix G-4 and *Contract Requirements* in Section 6, which shall form the basis of any Contract resulting from this RFP. No new terms and conditions have been added and no existing terms and conditions have been deleted in this RFP Proposal.

The proposal is effective for a period of 180 days or until the Effective Date of any resulting contract, whichever is later;

That the prices quoted in the proposal were established without collusion with other eligible vendors and without effort to preclude the State of New Hampshire from obtaining the best possible competitive price; and

The Vendor has read, signed, and included this RFP and any subsequent addendum (a).

Our official point of contact is _____,
Title _____
Telephone _____, Email _____
Authorized Signature Printed _____
Authorized Signature _____

- **Important Note: Vendors are provided an electronic version of the RFP Transmittal Letter. Any electronic alteration to this Transmittal Letter template is prohibited. Any such changes will result in a Proposal being rejected.**

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4.20.3 Table of Contents

The Vendor must provide a table of contents with corresponding page numbers relating to its Proposal. The table of contents must conform to the outline provided in Section 4.19: *Proposal Organization*, but should provide detail, e.g., numbering, level of detail.

4.20.4 Section I: Executive Summary

The Executive Summary, which must not exceed five (5) pages, must identify how the Vendor satisfies the minimum standards for consideration, which are described in Appendix B: *Minimum Standards for Proposal Consideration*, to this Request for Proposals. The executive summary will also provide an overview of the Vendor's proposed Solution and services. Vendors are encouraged to highlight those factors that they believe distinguish their Proposal.

4.20.5 Section II: Glossary of Terms and Abbreviations

The Vendor must provide a glossary of all terms, acronyms, and abbreviations used in its Proposal.

4.20.6 Section III: Responses to Requirements and Deliverables

Requirements and deliverables are provided in Appendix C: *Requirements and Deliverables*, included in this RFP.

Requirements are designated as *Mandatory Phase I* ("M") and *Mandatory Phase II (MP2)* or *Optional* ("O") features of the proposed Solution Software.

Using the Table C.1 *Requirements and Deliverables - Vendor Response Checklist* in Appendix C, the Vendor must document the ability to meet the requirements and deliverables of this RFP. Using the Table C.2 *Deliverables in Appendix C*, the Vendor must document anticipated deliverable types and dates.

4.20.7 Section IV: Narrative Responses

Section IV solicits narrative responses describing the Software, Technical, Services and Project Management topics defined for this RFP project. Appendix D: *Topics for Mandatory Narrative Responses* is organized into sections, which correspond to the different deliverables of the Proposal. Discussion of each topic must begin on a new page.

4.20.8 Section V: Corporate Qualifications

Section V should provide corporate qualifications of all firms proposed to participate in the Project. Specific information to be provided is described in Section E-1: *Required Information on Corporate Qualifications* of Appendix E: *Standards for Describing Vendor Qualifications*.

4.20.9 Section VI: Qualifications of Key Staff

To evaluate qualifications of key staff, the State will consider three (3) factors:

- a. Proposed team organization and designation and identification of key staff;
- b. Qualification of candidates for Project Manager; and

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- c. Qualifications of candidates for key Vendor staff roles.

Section VI must be used to provide required information on these topics. Specific information to be provided is described in Sections: E-2: *Team Organization and Designation of Key Vendor Staff*; E-3: *Candidates for Project Manager*; and E-4: *Candidates for Key Vendor Staff Roles*, of Appendix E: *Standards for Describing Vendor Qualifications*.

4.20.10 Section VII: Cost Proposal

The Cost Proposal must include the following:

- The *Activities/Deliverables/Milestones Pricing Worksheet* prepared using the format provided in Table F-1-1 of Appendix F: *Pricing Worksheets* and any discussion necessary to ensure understanding of data provided;
- A *Proposed Position – Initial Contract Term Vendor Rates Worksheet* prepared using the format provided in Tables F-2.1 and F-2.2 of Appendix F: *Pricing Worksheets* and any discussion necessary to ensure understanding of data provided;
- A *Proposed Vendor Staff and Resource Hours Worksheet* prepared using the format provided in Tables F-3.1 and F-3.2 of Appendix F: *Pricing Worksheets* and any discussion necessary to ensure understanding of data provided;
- A *Future Vendor Rates Worksheet* prepared using the format provided in Table F-4 of Appendix F: *Pricing Worksheets* and any discussion necessary to ensure understanding of data provided;
- A *Software Licensing, Maintenance and Support Pricing Worksheet* prepared using the format provided in Table F-5 of Appendix F: *Pricing Worksheets* and any discussion necessary to ensure understanding of data provided.
- A *Hardware Pricing Worksheet* prepared using the format provided in Table F-6 of Appendix F: *Pricing Worksheets* and any discussion necessary to ensure understanding of data provided.
- An *Additional Costs Worksheet* prepared using the format provided in Table F-7 of Appendix F: *Pricing Worksheets* and any discussion necessary to ensure understanding of data provided.

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5. PROPOSAL EVALUATION PROCESS

5.1 Scoring

The State will use a scoring scale of 100 points, which shall be applied to the Solution as a whole. Points will be distributed among four (4) factors:

- 30 points - Proposed Software Development Solution;
- 20 points - Vendor's technical, service, and project management;
- 25 points - Vendor Company and staffing Qualifications; and
- 25 points - Solution Cost (Rates and Pricing)
- 100 points - Total Possible Score.

5.2 Rights of the State in Evaluating Proposals

The State reserves the right to:

- Consider any source of information in evaluating Proposals;
- Omit any planned evaluation step if, in the State's view, the step is not needed;
- At its sole discretion, reject any and all Proposals at any time; and
- Open Contract discussions with the second highest scoring Vendor, if the State is unable to reach an agreement on Contract terms with the highest scoring Vendor.

5.3 Planned Evaluations (As Appropriate)

The State plans to use the following process:

- Initial screening;
- Preliminary evaluation of the Proposals and reference and background checks;
- Oral interviews and product demonstrations;
- Best and Final Offer (BAFO), if appropriate, and
- Final evaluation of Proposals.

5.3.1 Initial Screening

The State will conduct an initial screening step to verify Vendor compliance with submission requirements and to confirm that the Proposal satisfies the following:

- Submission requirements are addressed in Section 4: *Instructions*.
- Minimum standards are defined in Appendix B: *Minimum Standards for Proposal Consideration*.
- Agreement to the State's Terms and Conditions and provisions as defined in the RFP without exception.

A Proposal that fails to satisfy either submission requirements or minimum standards may be rejected without further consideration.

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5.3.2 Preliminary Evaluation of Proposals and Reference and Background Checks

The State will establish an evaluation team to evaluate Proposals, conduct reference checks, and background checks.

5.3.3 Oral Interviews and Product Demonstrations

Preliminary scores from the evaluation of the Proposals will be used to select Vendors to invite to oral interviews and product demonstrations.

The purpose of oral interviews and product demonstrations is to clarify and expound upon information provided in the written Proposals. Vendors are prohibited from altering the basic substance of their Proposals during the oral interviews and product demonstrations.

For each invited Vendor, the oral interview and product demonstrations are anticipated to be no more than six (6) hours in length. A highly structured agenda will be used for oral interviews and product demonstrations to ensure standard coverage of each invited Vendor. The State may provide each invited Vendor with Education data files and specific analysis and reporting scenarios for the Vendor to demonstrate the ability of the proposed Solution to meet the requirements provided in Appendix C: *Requirements and Deliverables*, of this RFP. This information will be provided in advance of the oral interview and product demonstration to allow the Vendor to prepare ahead of time.

Information gained from oral interviews and product demonstrations will be used to evaluate the Vendors Proposal.

5.3.4 Best and Final Offer (If appropriate)

The State may, at its sole option, either accept a Vendors initial proposal by award of a contract or enter into discussions with Vendors whose proposals are deemed best qualified to be considered for an award. After discussions are concluded a Vendor may be allowed to submit a "Best and Final Offer" for consideration.

5.3.5 Final Evaluation

The State will conduct final evaluations as a culmination of the entire process of reviewing Vendor Proposals and information gathering. After making a preliminary determination of award, the State may request to conduct site visits to a Vendor location and/or government site(s), which utilizes the Vendor software.

5.4 Proposal Evaluations

The State will select a Vendor based upon the criteria and standards contained in this RFP and from applying the following weightings. Oral interviews, product demonstrations, and reference checks will be used to refine and finalize preliminary scores.

5.4.1 Scoring of the Proposed Software Development Solution

The Vendor's Proposed Software Development Solution will be allocated a maximum score of thirty (30) points. These points will be distributed among three (3) sub-factors

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for the Software Development Solution: Overall Fit, Software Topic Narratives, and Usability.

- a. **Overall Fit:** Overall fit will be assessed from responses to specific requirements identified in Appendix C: *Requirements and Deliverables* of this RFP.
- b. **Software Topic Narratives:** Software topics to be addressed in Proposals are identified in Section D-1: *Software Topics* of Appendix D: *Topics for Mandatory Narrative Responses* of this RFP. Key aspects to be evaluated for software topics are listed below:

Topic 1: Design and Overall Functionality - The State will evaluate the degree to which the proposed Solution meets the functional needs of Department staff, can be maintained by state staff with the least amount of effort and expense, can be easily expanded to include more data sets (types and years), and can be operated with the least amount of technical staff support and cost.

Topic 2: Architecture – The State will evaluate the degree to which the architecture can be supported over an extended period, including the ease of support.

Topic 3: Reporting and Analysis Capabilities – The State seeks robust capability to produce ad hoc reports and to perform various analyses. The State will evaluate proposed products, design and processes for functionality, sophistication, ease of use, skill set required and training required.

Topic 4: Assurance – The State will evaluate the degree to which data integrity assurances are incorporated.

Topic 5: Software Releases - The State will evaluate the degree to which the software appears likely to evolve and the burden, if any, of keeping pace with the expected evolution.

Topic 6: System Security - The State will evaluate the system security design and architectural features incorporated into the proposed Solution and the degree to which system issues can be avoided.

- c. **Usability:** Usability refers to “look and feel, and ease of use” of the system. The State seeks Solutions that are intuitive, easily accessible and easy to use functionality.

5.4.2 Scoring of Vendor Technical, Service, and Project Management Proposal

Vendor proposed Services, distributed among three (3) sub-factor narratives on: Technical Topics; Service Topics; and Project Management Topics, will be allocated a maximum score of twenty (20) points.

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- a. **Technical Topics Narratives:** Technical topics to be addressed in Proposals are identified in Section D-2: *Technical Topics* of Appendix D: *Topics for Mandatory Narrative Responses*. Key aspects to be evaluated for topics are listed below.

Topic 7: Interface Standards – The State will evaluate the ease of interfacing custom software from State agencies and business partners with the proposed Vendor Solution product.

Topic 8: Backup and Recovery – The State will evaluate the degree to which proposed backup and recovery processes protect mission-critical data, ease of use of these processes, and impact of these processes on operation of the System.

Topic 9: Environment Setup, Testing/Tuning – The State will evaluate whether proposed environments are sufficient to satisfy Project needs, including phased implementation.

Topic 10: Technical Knowledge Transfer – The State will evaluate whether the technical knowledge transfer described in the Proposal will prepare State staff to accept full responsibility for maintaining the Vendor proposed Solution, for continuing with future expansion of the data warehouse, and for assisting users in performing difficult analyses using the decision support system.

Topic 11: Documentation - The State will evaluate the degree to which Vendor provided documentation will facilitate knowledge transfer and ensure that appropriate personnel are able to support and maintain the deliverables provided under this project.

- b. **Service Topic Narratives:** Service topics to be addressed in Proposals are identified in Section D-3: *Service Topics* of Appendix D: *Topics for Mandatory Narrative Responses*. Key aspects to be evaluated for topics are listed below.

Topic 12: Development and Implementation Approach – The State will evaluate the quality of analysis, effectiveness, efficiency and reasonableness, and flexibility evident in the proposed development and implementation approach.

Topic 13: Acceptance Testing – The State will evaluate the quality of support the Vendor will supply to assist State testing staff and the effectiveness of the proposed defect tracking and resolution. The ability of the State Project leadership to participate in analysis, classification, and establishment of priorities for suspected defects will also be evaluated.

Topic 14: Migration Strategy – The State will evaluate the degree to which the Vendor will ensure that data conversion is effective and burdens State staff to the minimum extent possible.

Topic 15: User Training Approach – The State will evaluate whether the training approach is likely to prepare users adequately to use the new System the day of

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Implementation, including maximum knowledge transfer to allow the State to conduct its own training in the future.

Topic 16: Acceptance Criteria – The State will evaluate whether proposed acceptance criteria will assure the State that the new System is functioning effectively before being turned over for State maintenance.

- c. **Project Management Topic Narratives:** Project Management topics to be addressed in Proposals are identified in Section D-4: *Project Management Topics* of Appendix D: *Topics for Mandatory Narrative Responses*. Key aspects to be evaluated for topics are listed below.

Topic 17: Communication and Agency Outreach Approach – The State will evaluate the level of communication planned with key stakeholders.

Topic 18: Status Meetings and Reports – The State will evaluate the degree to which reporting will serve the needs of State project leaders.

Topic 19: Risk and Issue Management – The State will evaluate the extent to which the proposed approach will contribute to the timely identification and effective action on issues and risks. The State will also evaluate whether the approach recognizes and addresses appropriate State involvement in risk and issue management. (If appropriate)

Topic 20: Scope Control – The State will evaluate the degree to which proposed modifications in scope are scrutinized to ensure that only absolutely essential changes are approved. Evaluation will also address the quality and timeliness of information that will be available about a proposed scope change.

Topic 21: Preparation of State Staff – The State will evaluate whether the provisions to prepare State staff participating in the project will enable the staff to contribute appropriately.

Topic 22: Quality Assurance Approach - The State will evaluate the degree to which proposed procedures will ensure that Deliverables require limited modification when submitted for approval.

Topic 23: Project Work Plan – The State will evaluate whether the Vendor's preliminary proposed project work plan includes a description of the schedule, tasks, deliverables, critical events, task dependencies, and a payment schedule. This narrative should reflect current project management "best practices" and be consistent with narratives on other topics.

5.4.3 Scoring of Vendor Qualifications

Vendor qualifications (including any Subcontractors) will be allocated a maximum score of twenty-five (25) points which will be distributed among four (4) sub-factors: Corporate Qualifications; Organization and Size of the Vendor's Proposed Project Team;

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Qualifications of the Proposed Project Manager; and Qualifications of Proposed Key Staff.

- a. Corporate Qualifications:** Topics that will be considered in evaluating corporate qualifications include but are not limited to financial strength, availability of backup staff, corporate experience in subject area, and project references in subject area.
- b. Organization and Size of the Vendor's Proposed Project Team:** Topics that will be considered in evaluating organization and size of the Vendor's proposed Project Team include, but are not limited to, coverage of significant areas, appropriate roles, designation and identification of key staff and timing of assignments.
- c. Qualifications of Proposed Project Manager:** Vendors are required to submit, at minimum, one candidate for the role of the Project Manager. Vendors are permitted, but not required, to identify a second candidate for the role of Project Manager. If a Vendor identifies multiple candidates, each candidate will be evaluated, and the score assigned will be the lowest score assigned to any proposed candidate. Topics to be considered in evaluating qualifications of the proposed Project Manager include, but are not limited to, education, experience, and references.
- d. Qualifications of Proposed Key Vendor Staff:** Topics to be considered in evaluating qualifications of proposed key staff include, but are not limited to, education, experience, and references.

5.4.4 Scoring the Software Development Solution Cost

The Vendor's Software Development Solution Proposal will be allocated a maximum score of thirty (25) points. The State will consider both implementation of Phase I and Phase II and subsequent five (5) year license and maintenance costs, provided in Tables F-1: *Activities/Deliverables/Milestones Pricing Worksheet*, F-5: *Software License, Maintenance, and Support Pricing Worksheet*, F-6: *Hardware Pricing Worksheet for proposed Solution* and F-7 *Additional Costs*. Cost information required in a Proposal is intended to provide a sound basis for comparing costs.

The following formula will be used to assign points for costs:

$$\text{Vendor's Cost Score} = (\text{Lowest Proposed Cost} / \text{Vendor's Proposed Cost}) \text{ times } 25$$

For the purpose of this formula, the lowest proposed cost is defined as the lowest cost proposed by a Vendor who fulfills the minimum qualifications.

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6. GENERAL CONTRACT REQUIREMENTS

6.1 State of NH Terms and Conditions and Contract Requirements

The contract requirements set forth in Section 6: *General Contract Requirements*, herein and the *State of New Hampshire Terms and Conditions* contained in Appendix G-4 shall constitute the basis for any contract resulting from this RFP.

6.2 Contract Term Dates

See Section 1.3: *Contract Term*.

6.3 Non-Exclusive

Any resulting contract from this RFP will be a non-exclusive Contract. The State reserves the right, at its discretion, to retain other Vendors to provide any of the services identified under this procurement.

6.4 Vendor Selection

Each Proposal will be evaluated and considered with regard to the services proposed, qualifications of the Vendor and any Subcontractors, experience and qualifications of proposed candidates, and cost.

The State will issue an intent to award letter to a Vendor based on these evaluations. Should the State be unable to reach agreement with the Vendor during Contract discussions, the State may then undertake Contract discussions with the second preferred Vendor and so on. Such discussions may continue at the sole option of the State, until an agreement is reached, or all proposals are rejected.

6.5 Vendor Responsibilities

The Vendor shall be solely responsible for meeting all requirements and terms and conditions specified in this RFP, its Proposal, and any resulting contract, regardless of whether or not it proposes to use any subcontractor.

The Vendor may subcontract services subject to the RFP, including but not limited to, the terms and conditions in Section 6: *General Contract Requirements* herein and Appendix G-4: *State of New Hampshire Terms and Conditions*. The Vendor must submit with its Proposal all information and documentation relating to the Subcontractor necessary to fully respond to the RFP, which must include terms and conditions consistent with this RFP. The Vendor shall remain wholly responsible for performance of the entire Contract regardless of whether a Subcontractor is used. The State will consider the Vendor to be the sole point of contact with regard to all contractual matters, including payment of any and all charges resulting from any Contract.

6.6 Project Budget/Price Limitation

The State has funds budgeted for this Project, subject to Section 2: *Conditional Nature of Contract* of the *State of New Hampshire Terms and Conditions* contained in Appendix G -4: *State of New Hampshire Terms and Conditions*.

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6.7 State Contracts

The State of New Hampshire intends to use, wherever possible, existing statewide software and hardware contracts to acquire supporting software and hardware.

6.8 HIPAA

The State intends to protect the privacy and provide for the security of any protected health information disclosed to the Vendor in accordance with the Health Insurance Portability and Accountability Act of 1996, Public Law 104-191 ("HIPAA") and any other applicable laws or regulations. **To the extent HIPAA applies**, the Vendor shall at no additional cost to the State, enter into Contractual agreements with the State required to comply with HIPAA, as applicable and deemed necessary by the State, including but not limited to a *Business Associate Agreement (BA)* substantially in the form attached hereto as Appendix G-5, as applicable and deemed necessary by the State. If HIPAA applies and the parties are unable to reach agreement on the BA, the State may reject the Vendor at its sole discretion and proceed with Vendor selection in accordance with Section 6.4: *Vendor Selection*, of this RFP.

6.9 Vendor Staff

In their Proposal the Vendor shall assign and identify a Project Manager and key Vendor Staff, in accordance with the requirements and deliverables of Appendix C: *Requirements and Deliverables* and Appendix E: *Standards for Describing Vendor Qualifications*. The State would like the option of having one key Vendor staff member on site for the duration of the project. The on site staff member may change based on the deliverable in progress.

The Vendor's selection of a Project Manager will be subject to the prior approval of the State. The State's approval process may include, at the State's discretion, review of the proposed Project Manager's resume and qualifications, and an interview. The Project Manager must have full authority to make binding decisions under the Contract, and shall function as the Vendor's representative for all administrative and management matters. The Project Manager must be available to promptly respond within two (2) hours to inquiries from the State, and at the site as needed. The Vendor must use his or her best efforts on the Project. The Vendor's Project Manager must be qualified to perform the obligations required of the position under the Contract.

The Vendor shall not change key Vendor Staff and Project Manager commitments (collectively referred to as "Project Staff") unless such replacement is necessary due to sickness, death, termination of employment, or unpaid leave of absence. Any such changes to the Vendor's Project Staff shall require the prior written approval of the State. Replacement Project Staff shall have comparable or greater skills with regard to performance of the project as the staff being replaced and be subject to the provisions of this RFP and any resulting Contract.

The State reserves the right to require removal or reassignment of the Vendor's Project Staff found unacceptable to the State.

The State may conduct reference and background checks on the Vendor's Project Staff. The State reserves the right to reject the Vendor's Project Staff as a result of such reference and background checks.

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Notwithstanding anything to the contrary, the State shall have the option to terminate the Contract, at its discretion, if it is dissatisfied with the Vendor's replacement Project Staff.

6.10 Project Work Plan

Vendor shall submit a preliminary Project Work Plan, in its Proposal. The Project Work Plan shall include, without limitation, a detailed description of the schedule, tasks, deliverables, critical events, task dependencies, and payment schedule. A finalized Project Work Plan will be due ten (10) business days after Contract award and approval by Governor and Executive Council.

The Vendor shall update the Project Work Plan as necessary, but no less than bi-weekly to accurately reflect the status of the project schedule, tasks, deliverables, critical events, task dependencies, and payment schedule. Any updates to the Project Work Plan shall require the prior approval of the State. Unless otherwise agreed in writing by the State, changes to the Project Work Plan shall not relieve the Vendor from liability to the State for any damages resulting from the Vendor's failure to perform its obligations under the Contract.

In the event the Vendor requires additional time to correct deficiencies, the schedule shall not change unless previously agreed in writing by the State. In the event of a delay in the schedule, the Vendor must immediately notify the State in writing. The written notification will identify the nature of the delay, i.e., specific actions or inactions of the Vendor or State causing the problem; its estimated duration period to reconciliation; specific actions that need to be taken to correct the problem; and the expected schedule impact on the project. The schedule shall automatically extend on a day-to-day basis to the extent that the State's execution of its major tasks takes longer than described in the Project Work Plan.

Notwithstanding anything to the contrary, the State shall have the option to terminate the Contract for default, at its discretion, if it is dissatisfied with the Vendor's Project Work Plan or elements within the Project Work Plan.

6.11 Deliverables

The Vendor shall provide the State with the Deliverables in accordance with the requirements, terms of the Contract. All Deliverables shall fully meet and perform in accordance with the Specifications of the RFP and resulting Contract(s). Upon its submission of a Deliverable, the Vendor shall represent that it has performed its obligations under the Contract associated with the Deliverable. Descriptions of the Deliverables are provided in Appendix H.

Unless otherwise stated in the Contract documents, the State's review of all Deliverables will be in accordance with the time periods set forth in the Work Plan. For each rejection, the Acceptance Period shall be extended at least one time, and thereafter may be extended, at the option of the State, by the corresponding time required to correct any identified Class A or Class B Deficiency, retest or review, as applicable, provided however, that the Vendor shall not be obligated to continue performance if it reasonably believes that it cannot correct the Deficiency, in which case it shall promptly notify the State thereof and the State may immediately declare Vendor in Default, avail itself of the remedies available to it in law and in equity.

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Once an individual Deliverable is accepted, all sums due and payable relating thereto are non-refundable and non-cancelable; however, notwithstanding the foregoing, in the event the State rejects a Deployment, the State shall have the right to pursue all remedies under the Contract, at law and in equity, including but not limited to, the right to replacement and re-implementation costs. Refer to Appendix G-4 Section 8: Termination for Default.

6.11.1 Software Deliverables Review

Software Deliverables review is further described in Section 6.11.5 below.

6.11.2 Non-Software Deliverables Review

The State will Review Non-Software Deliverables to determine whether any Deficiency exists and notify the Vendor in writing of its Acceptance or Non-Acceptance of the Non-Software Deliverable. The Vendor must correct the Deficiencies within five (5) business days, or within the period identified in the Project Work Plan, as applicable. Following correction of the Deficiency, the State will notify the Vendor of its Acceptance or rejection of the Deliverable.

6.11.3 Written Deliverables Review

Prior to the commencement of work on Written Deliverables, the Vendor shall provide to the State a Table of Contents, template, draft or sample document for review and prior written approval by the State.

The State will review and either approve the proposed content for the written Deliverable or not accept it and specify what the State requires. The finalized Table of Contents, template, or a draft or sample document, will then be utilized to subsequently review the Deliverable to ensure it has met the State's expectations and can be accepted or not accepted based on previously agreed upon criteria.

After receiving written Certification from the Vendor that a Written Deliverable is final, complete, and ready for review, the State will review the Deliverable and the State will notify the Vendor in writing of its Acceptance or rejection of the Deliverable. If the State rejects the Deliverable, the State will notify the Vendor, in detail, of the nature and class of the Deficiency and the Vendor must correct the Deficiency within five (5) business days, or within the period identified in the Work Plan, as applicable.

Upon receipt of the corrected Deliverable, the State will have five (5) business days to review the corrected Deliverable and notify the Vendor of its acceptance or rejection thereof with the option to extend the review period up to five (5) additional business days. If the Vendor has failed to correct the Deficiency within the allotted period of time, the State may, at its option, continue reviewing the Deliverable and require the Vendor to continue until the Deficiencies are corrected.

If the Vendor is unable to remedy the Deficiency during the cure period, then the State may declare the Vendor in default, pursuant to Appendix G-4, Section 8, and immediately pursue its remedies at law and in equity.

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6.11.4 Licenses

The State has defined license grant rights, terms and conditions, and has documented the evaluation criteria.

6.11.4.1 License Grant

The Vendor shall make available or grant the State perpetual, nonexclusive, nontransferable, and irrevocable use of the Software and its associated Documentation.

The Vendor shall submit copies of any proposed Software License agreement which **shall not** contain any terms or provisions that conflict with the State's Software License and warranty requirements or terms and conditions set forth in Section 6: *General Contract Requirements* and Appendix G: *General Standards and Requirements*, respectively. The Vendor's standard Software License form will **not** be acceptable.

6.11.4.2 Software and Documentation Copies

The Vendor shall provide the State with a sufficient number of hard copy versions of the Software's associated Documentation and Two (2) electronic versions in Microsoft WORD and PDF format. The State shall have the right to copy the Software and its associated Documentation for its internal business needs. The State agrees to include copyright and proprietary notices provided to the State by the Vendor on such copies.

6.11.4.3 Restrictions

Except as otherwise permitted under the Contract, the State agrees not to reverse assemble, reverse compile or otherwise derive a source code version of the Software.

6.11.4.4 Title

The Vendor must hold the right to allow the State to use the Software or hold all title, right, and interest in the Software and its associated Documentation.

6.11.4.5 Third Party

The Vendor shall identify all third party Contracts to be provided under the Contract with the Vendor's Proposal. The terms in any such Contracts must be consistent with this RFP and any resulting Contract, including, but not limited to, the *State of New Hampshire Terms and Conditions*, Appendix G-4.

6.11.5 Software - Testing and Acceptance

The State requires that an integrated and coherent approach to complete testing, Deficiency correction and Acceptance testing be provided. The use of a Vendor's proprietary deployment methodology could provide cost and productivity efficiencies that the State may consider. This is contingent upon the Vendor meeting the requirements outlined in this RFP. The Vendor will play a major role in the testing of the Software and the System and will be fully responsible

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for all aspects of the testing and preparing all documents required for testing and testing coordination activity.

All Testing and Acceptance addressed herein shall apply to testing the System as a whole and its discrete parts (e.g., software modules, functions, elements, and deployments).

In its Proposal, the Vendor must include its proposed Test Plan and Testing methodology. After Contract award, the Vendor may be required to customize its proposed Test Plan methodology to reflect the needs of the Project and include the details of its Test Plan methodology in the detailed Project Work Plan (the first Project Deliverable). A separate Test Plan and set of test materials will be prepared for each Deployment (which will cover functions or modules to be tested in that Deployment). During each stage of testing, the Vendor shall ensure that the Project Work Plan and Test Plan fully outline, at a minimum, the State's and Vendor's activities, roles, timelines, and dependencies.

6.11.5.1 Time Period for Testing

Prior to the User Acceptance Testing (UAT) start, the State plans to provide support to the Vendor to test the System, throughout the course of the Project as detailed in the Work Plan Schedule and in the Test Plan. However, the Vendor will be responsible for performing testing prior to involving State resources to ensure efficient use of State time and effort. UAT will commence after the Vendor, in partnership with the State Project Manager, provides Certification that: the UAT environment (servers, all applications, and data) has been properly configured for testing; State users to be involved in the testing have been properly prepared to perform their duties as testers; and pre-requisite testing has been executed successfully as outlined in the Test Plan and test scripts/scenarios.

The Vendor will be responsible for defining adequate timeframes for State and Vendor staff to properly test the Software and the System. The functionality will have widespread impact on the State and will need to be tested thoroughly from a functional and process perspective.

Infrastructure testing and tuning must also be scheduled.

It is crucial that State testing activities (and any training activities required as pre-requisites to testing) not be abbreviated in order to meet Project implementation Schedules. The Vendor must disclose in their Proposal the scheduling assumptions they have used in regards to the State resource efforts required during testing. The Vendor cannot "over allocate" State staff beyond their availability; see Appendix A for detailed State resource breakout. The State requires that the testing activities be represented in both terms of resource effort (how many resources would be required and how many days per week) and duration (the overall timeframe for each testing period).

Vendors are required to explain how the State resource testing efforts outlined above are consistent with the Work Plan and the parameters of Appendix A.

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6.11.5.2 Vendor Testing Responsibilities

The following represent the Vendor's testing responsibilities for the Project:

- a.** The Vendor will be responsible for the full suite of test planning, preparation and execution (other than UAT) throughout the Project.
- b.** Coordinate all testing activity, including User Acceptance Testing (UAT), bug tracking, and resolution coordination.
- c.** Provide the State with a Test Plan Deliverable that includes identification, preparation, and documentation of testing roles (State and Vendor), planned testing, a requirements traceability matrix, test variants, test scenarios, test cases, test scripts, test data, test phases, unit/integration tests, expected results, and a bug tracking and a process flow that outlines how the tracking will be used and how test environment change management will be handled. A separate Test Plan and associated testing materials will be provided for each Deployment. The Testing Plan must be kept up-to-date with the timeframes outlined in the Vendor's Work Plan.
- d.** Prepare an appropriate number of test scripts to adequately test all requirements that may be used by the State during defined testing timeframes as outlined in the Test Plan and the Implementation Services Vendor's Work Plan.
- e.** Perform regression testing on components to verify that modifications have not caused adverse affects, to reduce State employee re-testing time, and to ensure that the Software and the System meet the specified requirements.
- f.** The Vendor will be responsible for defining criteria in the Test Plan, which define when regression testing will occur and what steps it will take to ensure that modifications do not indirectly impact other areas of previously approved functionality.
- g.** Prepare all Software development, configuration, and testing environments.
- h.** Provide support for the State in setting up the production environment.
- i.** Provide the State with a testing environment independent from the Vendor's development environment.
- j.** Provide testing support for the State during UAT, which includes: helping users with process flow clarifications, logging and monitoring issues, reporting on testing status, and analysis.
- k.** Correct Deficiencies in the Software and the System throughout all testing efforts until the end of the Warranty Period.
- l.** Perform Unit, Integration, and associated performance tests prior to full-scale State resource Acceptance testing. This includes testing of all interfaces and conversions.
- m.** Provide efficient and optimized interfaces that will at a minimum, run within existing operational interface window timeframes.
- n.** Provide efficient design for load balancing and communications on custom code modules and configured components. The design must ensure that excessive and unnecessary communications traffic will not be produced that could impair the performance of the State's server and/or network environment.
- o.** The Vendor's Project Manager will provide written certification that the Vendor has adequately tested the system prior to State resources performing User Acceptance Testing.
- p.** Planning and leading Performance/Tuning testing.

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6.11.5.3 State Testing Responsibilities

The following represents the State's testing responsibilities for the Project:

- a.** Review the Vendor's Testing Plan. The State may choose to accept or not accept this Plan based upon agreed upon acceptance criteria for this Deliverable.
- b.** Ensure that the Hardware and Operating Software required for development and testing are installed per the Original Equipment Manufacturer specifications. The State will work with the Vendor to review and finalize these specifications.
- c.** Provide coordination and review support for the Vendor for testing activity prior to and during User Acceptance Testing.
- d.** Review and follow an acceptance/non-acceptance process on the results of the Vendor's regression, and Integration tests.
- e.** Extract necessary test data from the State's legacy systems for the Vendor.
- f.** Review and follow an acceptance/non-acceptance process on the design and specifications of the Interfaces and Conversions created by the Vendor.
- g.** Provide support for the Vendor for development, Integration, and associated performance testing.
- h.** Provide User Acceptance Testing resources that will execute test scripts for modules provided by the Vendor and/or additional scripts developed by the State.
- i.** Follow an acceptance/non-acceptance process to accept or reject UAT testing results.

6.11.5.4 Performance Tuning and Stress Testing

6.11.5.4.1 Scope

The scope of performance testing is to measure the system level metrics critical for the development of the applications infrastructure and operation of the applications in the production environment. It also includes the measurement of response rates of the application for end-user transactions and resource utilization (of various servers and network) under various load conditions. These response rates become the basis for changes and retesting until optimum system performance is achieved.

The application transactions are identified with specific roles and selected transactions are recorded for the performance measurements. These can then be compared to baselines to determine if object performance increases as changes are made.

Performance testing considers the full scope of the application infrastructure with emphasis on the most heavily used or shared transactions. Performance testing of the application profiles the identified user transactions and assists in the identifying performance gaps to improve the most critical parts of the applications.

Performance testing and tuning should occur in the final production environment and use a copy of the final production database to provide the best results.

6.11.5.4.2 Test types

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Performance testing uses two different types of testing to determine the stability of the application. They are baseline tests and load tests

Baseline Tests: Baseline tests collect performance data and load analysis by running scripts where the output is broken down into business transactions or functions. The test is like a single user executing a defined business transaction. During baseline testing, each individual script is run to establish a baseline for transaction response time, throughput and other user-based metrics. Usually each business transaction is executed multiple times during a single test run to obtain an average for the user-based metrics required for the performance testing evaluations. It must be noted that changes made to the code after baseline testing is completed will skew the results collected to date. All effort must be made to provide a code test base that is tested in the environment for problems prior to the establishment of the baseline which is used in future testing and tuning efforts. Any changes introduced into the environment after performance testing has started can compromise the accuracy of the results and will force a decision to be made whether baseline results need to be recreated.

Load Tests: Load testing determines if the behavior of a system can be sustained over a long period of time while running under expected conditions. Load test helps to verify the ability of the application environment under different load conditions based on work load distribution. System response time and utilization is measured and recorded.

6.11.5.4.3 Tuning: Tuning occurs during both the development of the application and load testing. Tuning is the process whereby the application performance is maximized. This can be the result of making code more efficient during development as well as making tuning parameter changes to the environment.

For infrastructure tuning, parameters must be identified for all components prior to undertaking the load testing effort. This should include a list of the variables, their definitions, the default settings, range of acceptable settings and the settings as testing begins. This will permit the team to identify the areas of most potential gain and a starting point. Tuning is a process which is repeated until the team feels that the systems are running at or near optimum performance.

6.11.5.4.4 Implementing Performance and Stress Test: Performance and Stress test Tools used by the State of New Hampshire are Tivoli ITM and ITCAM and CA Spectrum. The Vendor is open to use any open source product with the approval of State Project Team. Consideration must be given to licensing with respect to continued use for regression testing if tools, other than those which we are licensed for, are being recommended for this part of the project.

6.11.5.4.5 Scheduling Performance and Stress Testing: The Vendor needs to perform test planning.

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The steps for planning include identification of application functionality as well as what percentage of normal daily use is represented by each function. This information will become the foundation for scripting so that tests closely represent what loads in production will look like.

The Vendor must also provide definition and expectations from testing. This definition should include who is in charge of testing and coordinating results, anticipated run times, logs required for tracking, their locations and which technician is responsible to track and provide them following each test to the team.

Initial test runs must be completed to establish that the tests and data sets can be run to completion without errors. The ratio of types of transactions which makeup the test should be reviewed prior to the beginning of testing and then again once testing has begun to make sure that testing accurately reflects the system performing in production. If the ratios of different types of transactions needs adjustment this would be the time to do it.

Initial tests will also be used to establish a baseline from which all subsequent tests will be compared. Tests will be considered for baseline status once two of them have been run within 2% of each other in key and overall performance areas. No changes to the test scripts or data sets (with the exception of restores after each test) can be done to the test environment once tuning has begun so as to not damage the comparison to baseline results. The systems must be restarted prior to each test run to assure all cache is cleaned out. All effort must be made to run these tests at a time when system and network infrastructure utilization doesn't impact the results. Tests are to be run in close proximity to our infrastructure so as to eliminate the public network from our environment.

Post test reporting and result assessment must be scheduled following each test. The team must compare these results to the baseline and a determination must be made to make additional changes to the parameter being tuned or return to the prior configuration and select another parameter to tune while keeping in mind that significant changes to any one parameter may require the retesting of some others. Careful work on identifying dependencies up front should minimize this impact.

If defects are identified in the application during testing they must be identified however changes to the application code should be avoided if possible so as not to affect baseline comparisons. If a change to the application is required new baselines must be established (and possibly the execution of prior tests to validate changes with the new application) before testing can continue.

When performing capacity testing against a GUI the focus should be on the ability of the interface to respond to user input.

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During stress/load testing the tester attempts to stress or load an aspect of the system to the point of failure. The goal being to determine weak points in the system architecture. The tester identifies peak load conditions at which the program will fail to handle required processing loads within required time spans.

During Performance testing the tester designs test case scenarios to determine if the system meets the stated performance criteria. In both cases the tester is trying to determine the capacity of the system under a known set of conditions.

6.11.5.5 Test Plan

The Test Plan will guide all testing. The Vendor will be responsible for all testing prior to UAT. State resources will participate in testing prior to UAT as outlined in the Test Plan and agreed upon Work Plan to support the Vendor. The testing for UAT will be conducted by the State, or its designee, in a test environment independent from the Vendor's development environment. The Vendor must assist the State with testing as requested by the State, at no additional cost, primarily for UAT coordination, bug tracking, issue resolution, status preparation, and analysis. Within five (5) business days of receiving Certification from the Vendor that the System is installed, complete, ready for State testing, and that all unit, and integration testing have been successfully completed as specified in the Test Plan, and the State's personnel have been trained, the State will commence User Acceptance Testing.

6.11.5.5.1 Systems and Integration Testing

The Systems and Integration testing includes all the discrete parts and the System as a whole. The State will provide support as the Vendor conducts and coordinates Systems and Integration testing utilizing scripts developed, as identified in the Test Plan, to validate the functionality of the System, module or function, or element under review. Integration testing will be conducted utilizing test data as identified in the Test Plan, to validate modifications, fixes, or other interfaces with the System.

6.11.5.5.2 User Acceptance Testing

The Vendor will coordinate and support the State effort on User Acceptance Testing (UAT). State resources will perform and execute UAT test scripts and scenarios utilizing test and live data, as identified in the Test Plan, to validate reports, conduct stress and performance testing, and any other final actions expected of the module or function.

Upon successful conclusion of UAT, a Letter of UAT Acceptance will be issued by the State for that Deployment, as described in 6.11.5.4.3 below.

6.11.5.5.3 Letter of UAT Acceptance

The State will issue a Letter of UAT Acceptance for each User Acceptance Test cycle if there are no Class A or Class B Deficiencies upon completion of the User Acceptance Tests.

6.11.5.5.4 Letter of Deployment Acceptance

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The State will issue a Letter of Deployment Acceptance if the Deployment has no Class A or Class B Deficiencies after the modules, functions and elements tested during a UAT cycle have been moved into Production and have officially been deployed.

Absence of Class A and Class B Deficiencies is required before the State will issue the Vendor a Letter of Deployment Acceptance.

6.11.5.5 Letter of Final Acceptance

The State will provide the Vendor a Letter of Final Acceptance, notifying the Vendor of the State's Acceptance of the total System as specified under the Contract Documents after the final Warranty Period has expired if no Class A or B Deficiencies exist at conclusion of the Warranty Period.

6.11.5.6 Failure of Test; Retesting

For each failure of Acceptance Tests the State will notify the Vendor, in writing, in what respects the testing failed.

The Vendor shall notify the State no later than five (5) business days from the Vendor's receipt of written notice of the test failure, when the Vendor expects the corrections to be completed and ready for retesting by the State. The Vendor will have up to fifteen (15) business days to make corrections to the problem unless specifically extended in writing by the State.

If a Class A or B Deficiency is identified, and the System becomes unusable in whole or in part, then the test period for that function or module may start over, at the sole discretion of the State. If a Deficiency occurs that the Vendor cannot resolve then the State will notify the Vendor in writing and give the Vendor a thirty (30) day cure period as outlined in the Warranty Section of this RFP to remedy the issue to the State's satisfaction per the requirements of the RFP. If the Vendor is unable to remedy the Deficiency during the cure period, then the State may declare the Vendor in default, pursuant to Appendix G-4, Section 8, and immediately pursue its remedies at law and in equity.

6.12 Warranty

6.12.1 Warranties

6.12.1.1 System

The Vendor shall warrant that the System, including but not limited to the Software and the individual modules or functions, must operate in conformance with the specifications, terms, and requirements of the Contract, including but not limited to all elements, i.e., the software, hardware, and any interfaces.

6.12.1.2 Software

The Vendor shall warrant that the Software, including but not limited to the individual modules or functions furnished under the Contract, is properly

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functioning within the System, compliant with the requirements of the Contract, and will operate in accordance with the specifications.

6.12.1.3 Viruses; Destructive Programming

The Vendor shall warrant that the Software will not contain any viruses, destructive programming, or mechanisms designed to disrupt the performance of the Software in accordance with the specifications.

6.12.1.4 Compatibility

The Vendor shall warrant that all components, including but not limited to the individual modules or functions, including any replacement or upgraded Software components provided by the Vendor to correct deficiencies or as an enhancement, shall operate with the rest of the Software without loss of any functionality.

6.12.1.5 Services

The Vendor shall warrant that all Services to be provided under the Contract will be provided in a professional manner in accordance with industry standards and that Services will comply with performance standard.

6.12.2 Warranty Services

The Vendor shall agree to maintain, repair, and correct deficiencies in the Solution, including but not limited to the individual modules or functions during the Warranty Period, at no additional cost to the State, in accordance with the specifications and terms and requirements of the Contract, including without limitation, correcting all errors, and defects and deficiencies; eliminating viruses or destructive programming; and replacing incorrect, defective or deficient Software and documentation.

Warranty Services shall include, without limitation, the following:

- a.** Maintain the Solution in accordance with the Specifications, terms, and requirements of the Contract;
- b.** Repair or replace the Solution or any portion thereof so that it operates in accordance with the Specifications, terms, and requirements of the Contract;
- c.** The Vendor shall have issue tracking available to the State, twenty four (24) hours per day and seven (7) days a week with an email / telephone response within two (2) business hours of request, with assistance response dependent upon issue severity;
- d.** Maintain a record of the activities related to warranty repair or maintenance activities performed for the State;
- e.** For all Warranty Services calls, the Vendor shall ensure the following information will be collected and maintained: 1) nature of the deficiency; 2) current status of the deficiency; 3) action plans, dates, and times; 4) expected and actual completion time; 5) deficiency resolution information;
- f.** The Vendor must work with the State to identify and troubleshoot potentially large-scale Software failures or deficiencies by collecting the following information: 1) mean time between reported deficiencies with the Software; 2) diagnosis of the root

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cause of the problem; and 3) identification of repeat calls or repeat Software problems; and

- g. All deficiencies found during the Warranty Period and all deficiencies found with the Warranty Releases shall be corrected by the Vendor no later than five (5) business days, unless specifically extended in writing by the State and at no additional cost to the State. (See Section 6.11.5.4.6: *Failure of Test; Retesting*)

In the event the Vendor fails to correct the deficiency within the allotted period of time (see above), the State shall have the right, at its option: 1) declare the Vendor in default, terminate the contract, in whole or in part, without penalty or liability to the State; 2) return the Vendor's product and receive a refund for all amounts paid to the Vendor, including but not limited to, any applicable license fees within ninety (90) days of notification to the Vendor of the State's intent to request a refund; 3) and to pursue its remedies available at law or in equity.

Notwithstanding any provision of the Contract, the State's option to terminate the Contract and pursue the remedies above will remain in effect until satisfactory completion of the full Warranty Period. (See section 6.12.3: *Warranty Period*, below).

6.12.3 Warranty Period

The Warranty Period will initially commence upon the State issuance of a Letter of Acceptance for UAT and will continue through 120 days.

For subsequent modules or functions, the Warranty Period will extend for 120 days after each of the remaining major functions or modules, integrated successfully with the entire system, receives a Letter of Acceptance from the State.

If within the last thirty (30) calendar days of the Warranty Period, the Software fails to operate as specified, the Warranty Period will cease; the Vendor will correct the deficiency, and a thirty (30) calendar day Warranty Period will begin. Any further deficiencies with the Software must be corrected and run fault free for thirty (30) calendar days.

6.12.4 Ongoing Software Maintenance and Support Levels

The Vendor must include provision for ongoing Software maintenance and support Services. The Vendor shall submit copies of its proposed maintenance and support agreement which shall not contain any terms or provisions that conflict with this RFP, including but not limited to, the State's terms and conditions or warranty requirements set forth in Section 6: *General Contract Requirements* and Appendix G: *General Standards and Requirements*, respectively. The Vendor's standard Software maintenance and support form will not be acceptable.

Ongoing software maintenance and support levels shall include:

- a. All new Software releases as part of the Software licensing maintenance agreement;

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- b. **Class A Deficiencies** - for all Class A Deficiencies, the Vendor shall have available to the State on-call telephone assistance, with issue tracking available to the State, twenty four (24) hours per day and seven (7) days a week with an email / telephone response within two (2) business hours of request; and the Vendor shall provide support on-site or with remote diagnostic Services, within four (4) business hours of a request;
- c. **Class B & C Deficiencies** – for all Class B & C Deficiencies the State will notify the Vendor of such Deficiencies during regular business hours and the Vendor shall respond back within four (4) business hours of notification of planned corrective action;
- d. Repair or replacement of the Software, and maintenance of the Software in accordance with the Specifications and terms and requirements of the Contract;
- e. Maintain a record of the activities related to warranty repair or maintenance activities performed for the State;
- f. For all maintenance Services calls, the Vendor shall ensure the following information will be collected and maintained: 1) nature of the Deficiency; 2) current status of the Deficiency; 3) action plans, dates, and times; 4) expected and actual completion time; 5) Deficiency resolution information; and
- g. The Vendor must work with the State to identify and troubleshoot potentially large-scale System failures or Deficiencies by collecting the following information: 1) mean time between reported Deficiencies with the Software; 2) diagnosis of the root cause of the problem; and 3) identification of repeat calls or repeat Software problems.

In the event the Vendor fails to correct a Deficiency within the allotted period of time stated above, the State shall have the right, at its option to: 1) declare the Vendor in default, terminate the support Contract, in whole or in part, without penalty or liability to the State; 2) return the Vendor's product and receive a refund for all amounts paid to the Vendor, including but not limited to, applicable license fees within ninety (90) days of notification to the Vendor of the State's intent to request a refund; 3) and to pursue its remedies available in law or in equity.

6.13 Administrative Specifications

6.13.1 Reasonable Travel Expenses

The Vendor must assume all travel and related expenses. All labor rates will be "fully loaded", including, but not limited to:

- Meals;
- Hotel;
- Airfare;
- Car rentals;
- Car mileage; and

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- Out-of-pocket expenses

6.13.2 Shipping and Delivery Fee Exemption

The State will not pay for any shipping or delivery fees unless specifically itemized in the Contract.

6.13.3 Project Workspace and Office Equipment

The State will provide the following workspace and office equipment for the project:

- Workspace for the Vendor staff ;
- Furnishings for workspace;
- Meeting facilities sufficient to satisfy project needs (the Vendor and State will agree to these needs during the finalization of the Project Work Plan);
- Shared office equipment, including printers and photocopiers.

The State will not provide personal computers for Vendor staff.

If a Vendor has specific requirements, they must be included in the Vendor's Proposal.

6.13.4 Access/Cooperation

As applicable, and subject to the applicable laws and regulations, the State will provide the Vendor with access to all program files, libraries, personal computer-based systems, software packages, network systems, security systems, and hardware as required to complete the Contracted IT Services.

The State will use reasonable efforts to provide approvals, authorizations, and decisions reasonably necessary to allow the Vendor to perform its obligations under the Contract.

6.13.5 State-Owned Documents and Copyright Privileges

The Vendor shall provide the State access to all State-owned documents, materials, reports, and other work in progress relating to this RFP. Upon expiration or termination of the Contract with the State, the Vendor shall turn over all State-owned documents, material, reports, and work in progress relating to this RFP to the State at no additional cost to the State. Documents must be provided in both printed and electronic format.

6.13.6 Intellectual Property

The State shall hold all ownership, title, and rights in any Custom Software developed in connection with performance of obligations under the Contract, or modifications to the software, and their associated documentation including any and all performance enhancing operational plans and Vendors' special utilities. The State shall have sole right to produce, publish, or otherwise use such software, modifications, and documentation developed under the contract and to authorize others to do so.

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6.14 Pricing

6.14.1 Activities/Deliverables/Milestones Dates and Pricing

The Vendor must include, within the fixed price for IT service activities, tasks, and preparation of required Deliverables, pricing for the Deliverables required based on the proposed approach, and methodology and tools. A fixed price must be provided for each Deliverable. A worksheet is provided in Appendix F-1, Table F-1-1:

Activities/Deliverables/Milestones Pricing Worksheet.

6.14.2 Software Maintenance, Enhancements, and Support Pricing

The Vendor must provide the minimum software support and services through software maintenance, enhancements, and support as detailed in Section 6.12.4: *Ongoing Software Maintenance and Support Levels*.

For software maintenance, and support costs, complete a worksheet including all costs in the table. A worksheet is provided in Appendix F-5: *Pricing Worksheets*, Table F-5: *Software Licensing, Maintenance, and Support Pricing Worksheet*.

6.14.3 Invoicing

The Vendor shall submit correct invoices to the State for all amounts to be paid by the State. All invoices submitted must meet with the approval of the State and said approval shall not be unreasonably withheld. The Vendor shall only submit invoices for Services or Deliverables as permitted by the Contract. Invoices must be in a format as determined by the State and contain detailed information, including without limitation: itemization of each Deliverable and identification of the Deliverable for which payment is sought, and the Acceptance date triggering such payment; date of delivery and/or installation; monthly maintenance charges; any other Project costs or retention amounts if applicable.

6.14.4 Over Payments to the Vendor

The Vendor shall promptly, but no later than fifteen (15) business days, pay the State the full amount of any over payment or erroneous payment upon discovery.

6.14.5 Credits

The State may apply credits due to the State against the Vendor's invoices with appropriate information attached.

6.14.6 Records Retention and Access Requirements

The Vendor shall agree to the conditions of all applicable State laws and regulations, which are incorporated herein by this reference, regarding retention and access requirements relating to all records relating to the Contract. The record retention policies of this agreement shall be consistent with the Federal Acquisition Regulations (FAR) Subpart 4.7 Contractor Records Retention except where they are in conflict with State laws and regulations.

The Vendor shall also agree to the following:

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The Vendor and any of its Subcontractors shall maintain books, records, documents, and other evidence of accounting procedures and practices, which properly and sufficiently reflect all direct and indirect costs, invoiced in the performance of the Contract. The Vendor and its Subcontractors shall retain all such records for three (3) years after the final payment on the Contract. Records relating to any litigation matters regarding the Contract shall be kept for one (1) year following the termination of litigation, including all appeals if the litigation does not terminate within six (6) years from the date of expiration or termination of the Contract.

Upon prior notice and subject to reasonable time frames, all such records shall be subject to inspection, examination, audit and copying by personnel so authorized by the State and federal officials so authorized by law, rule, regulation or Contract, as applicable. During the term of this Contract, access to these items will be provided within Merrimack County of the State of New Hampshire, unless otherwise agreed by the State. Delivery of and access to such records will be at no cost to the State during the three (3) year period after the Contract term or six (6) year term following litigation. The Vendor shall include the record retention and review requirements of this section in any of its subcontracts.

The State agrees that books, records, documents, and other evidence of accounting procedures and practices related to the Vendor's cost structure and profit factors shall be excluded from the State's Review unless the cost or any other material issued under the Contract is calculated or derived from these factors.

6.14.7 Accounting Requirements

The Vendor shall maintain an accounting in accordance with generally accepted accounting principles. The costs applicable to the Contract shall be ascertainable from the accounting and the Vendor shall maintain records pertaining to the services and all other costs and expenditures.

6.15 Contract Security/Performance Bond

NOT APPLICABLE

6.16 Project Holdback

The State will withhold ten (10) percent of the agreed deliverables pricing tendered by the Vendor in this FIRM FIXED PRICE (FFP) engagement until successful completion of the Warranty Period as defined in Section 6.12.3: *Warranty Period*.

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APPENDIX A: BACKGROUND INFORMATION

A-1 Department of Education

The Mission of the Department of Education is:

“To provide educational leadership and services which promote equal educational opportunities and quality practices and programs that enable New Hampshire residents to become fully productive members of society”.

The Department offers a wide variety of programs and services in support of New Hampshire's students, teachers, educators, administrators, families, and community members. The department is currently organized into three major divisions: the Division of Instruction, the Division of Program Support, and the Division of Career Technology and Adult Learning. Additional information regarding the organization of the Department can be found using the following link:

<http://www.ed.state.nh.us/education>

A-2 Current Data Collections

Data collections relevant to this RFP are reported at different intervals throughout the year on approximately 204,000 students. Data collections include the following:

Initiative for School Empowerment and Excellence (i4see)

New Hampshire DOE has developed a student level data collection with extensive validation checking, replacing the collection of aggregate data where data validity errors could not be addressed. The i4see data collection processes enable schools to submit and verify their data through an automated system. Once the data submission is complete and signed-off, the data is migrated to the Student Level Education Data (SLED) data mart. This central repository allows for meaningful data analysis.

The i4see data system integrates the i4see submissions with data from other DOE student data systems. This integration is accomplished by linking the student records in these other systems, using the i4see State Assigned Student Identification (SASID). By including the SASID in migrant student records, for example, the migrant records can be linked to i4see student records.

Once the SASID key enables two systems to be connected, then the data that are commonly used for analysis from these other student systems are replicated in the SLED data mart.

Additional information: <http://www.ed.state.nh.us/education/datacollection/i4see.htm>

Data Dictionary: <https://ww4.ed.state.nh.us/datadictionary>

New Hampshire Special Education Information System (NHSEIS)

NHSEIS is the State's special education system. This database tracks special education students in both public and private schools. These students are cross referenced to the I4See

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system via a SASID. The SASID and the Special Education Information System ID (SPEDISID) are stored in the SLED data mart.

Migrant

Migrant students are tracked in a system, and for each record in the migrant system a corresponding SASID is identified. This information is also stored in the SLED data-mart.

English for Speakers of Other Languages (ESOL)

The ESOL system collects data regarding Limited English Proficient students. This data is collected at several points during the year and is linked to the i4see data via SASID. The SASID is now a mandatory element in the ESOL collections.

ESOL database tables are included in Appendix I: Database Tables

Education Information System (EIS)

The EIS system collects data regarding Teacher certification. This system is the primary state repository for credentialing data about all NH educators. This system will process educator applications and renewals, and store information about an educator's primary and secondary assignments. This system is currently under contract for development and will be up and running by September 2008.

Career and Technical Education (CTE)

The CTE system collects student level enrollment and academic performance of CTE students. These students are cross referenced to the I4See system via a SASID. The SASID and the CTEId are stored in the SLED data mart. This system is currently under development and will be up and running by September 2008.

NH DOE Database Descriptions

UPIdentifier Database:

Information collected via the I4See submission is stored in the UPIdentifier database. This database contains several annual submissions of student enrollment and demographic information. Student data include: SASID, date of birth, school attended, grade level, entry date, exit date, attendance, and other student information. Student names are never included in the i4see database.

Student Level Education Database:

The Student Level Education Database (SLED) contains summary tables using i4see data, ESOL, Migrant, NHESIS, CTE, NECAP (Statewide Assessment data), CTE, Free and Reduced and GED data , along with code description (dimension) tables.

The SLED database allows the State to share data with schools/districts and analyze data for improved policy decisions. The data received from the districts as well as the data to be linked from other systems is integrated into the SLED database. This centralized data allows the State to conduct data analysis and reporting in order to help meet the goal of "making sound policy decisions." SLED data can also be used to generate ad-hoc reports including year-to-year comparisons.

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SAM (State Assessment NECAP and Alternative)

SAM stores the student level testing results for the NECAP and Alternative assessments for grades 3 to 8 and 11 in Reading, Writing and Mathematics. A file of released items and scored data is received from the testing company (Measured Progress). This file is then modified by DOE to remove identifying information and is then exported to SLED.

Common Database

The Common Database contains data on SAU's, Districts and Schools. The data includes SAU and school addresses, Superintendent and principal names

Common database tables are included in Appendix I: *Database Tables*

Educational Statistics System (ESS)

Educational Statistics System (ESS) is used to collect aggregate data from the school districts. Data is entered directly on line or can be uploaded to the NH DOE. Currently all SAU's have a user name and password to gain access to ESS.

ESS database tables are included in Appendix I: *Database Tables*

Northwest Evaluation Association (NWEA)

A student level csv file is received from NWEA containing assessment results on students that have taken this test. A cumulative file is received every week. This data is then imported into the SAM database and is processed to give every student a SASID. This file is then sent to Performance Pathways where this data is posted for schools to evaluate and analyze performance of students.

DIBELS

A student level text file is received from The Dynamic Indicators of Basic Early Literacy Skills (DIBELS). DIBELS are a set of standardized, individually administered measures of early literacy development. This data is then imported into the SAM database and is processed to give every student a SASID. This file is then sent to Performance Pathways where this data is posted for schools to evaluate and analyze performance of students.

National Clearinghouse Data

A student level file of all students in grade 12 and students that graduated in grade 11 is sent to the National Student Clearinghouse to verify degree and enrollment status. Aggregate reports are received in Excel and student level reports are received in a csv format from the Clearinghouse. This data is then imported into the SAM database. The data imported will then be used to analyze how well our students are doing after grade 12. What are they graduating with? Are our dropout students eventually going to college?

A-2.1 Data Description for Current Data Collection

Table A-2.1 Data Description for Current Data Collection - This table lists the department's major sources of data for input for Phase I and Phase II. Not all tables are listed.

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						Initial Data Load	
Interface	Level	Approximate Yearly Increment	Current Record Count	Approximate Dimension Table Count	Approximate Data Table Count	Starting School Year	Ending School Year
ESOL (English for Speakers of Other Languages)	Student	4,500	9,000	4	5	2005-06	Present
Common Database (Directory, School Personnel, etc.)	School / Staff	10 / 200	500 / 75,000	9	16	1999-2000	Present
UPIdentifier (Unique Student Identifier)							
I4see (student-level data collections) Initial student information and assignment of SASID	Student	12,000	285,000	3	5	2004-05	Present
I4see (student-level data collections) Beginning of Year Collection	Student	200,000	211,874	5	2	2006-07	Present
I4see (student-level data collections) End of Year Collection	Student	200,000	217,028	5	2	2006-07	Present
I4see (student-level data collections) End of Year Academic Collection	Student	50,000	95,042	2	1	2006-07	Present
I4see (student-level data collections) Free and Reduced Collection	Student	2,000	39,500	1	1	2006-07	Present
I4see (student-level data collections) Special Education	Student	60,000	48,000	2	2	2006-07	Present
I4see (school-level data collections) Courses	School	20,000	19,949	1	1	2007-08	Present
I4see (student-level data collections) Student Class	Student	350,000	330,000	1	1	2007-08	Present
I4see (student-level data collections) 21 Century	Student	200	191	1	1	2007-08	Present
EIS (Educator Information System)	Teacher	2,000	90,000	12	15		
State Assessments (NECAP and Alternative)							
Final Scores	Student	125,000	92,000	5	25	2005-06	Present
Released Items	Student	100,000	297,000		3	2005-06	Present
Raw Data File	Student	100,000	297,000		3	2005-06	Present
Scored Data File	Student	225,000	667,000		3	2005-06	Present
NHSEIS (Special Education)	Student	1,000	32,000			2006-07	Present
CTE (Career & Technical Ed)	Student	7,000	100,000	13	16	2006-07	Present

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Migrants	State	10	0	0	1	2005-06	Present
Educational Statistical System (ESS - Aggregate Counts)							
ESS (School Level enrollment)	School	134,000	1 mm	6	10	1999-2000	Present
ESS (District Level Data enrollment)	School	n/a	1 mm	6	15	1999-2000	Present
ESS (School/District Level Other)	School	10,000	1 mm	3	10	1999-2000	Present
Testing/Other							
Northwest Evaluation Association (NWEA)	Student	100,000	750,000		15	2005-06	Present
DIBELS	Student	5,000	50,000		6	200-06	Present
National Clearinghouse Data	Student	25,000	60,000		1	2007-08	Present

A-2.3 Technical Interfaces:

myNHDOE – NH Single Sign on

The New Hampshire Department of Education's myNHDOE single sign on security implementation will provide a mechanism for NHDOE staff, SAU and school staff, and other users of NHDOE's web-based system to gain access to all web-based systems for which they have security rights with a single user name and password. Implementation of myNHDOE is planned for June, 2008.

EDFacts

EDFacts is a collaborative effort of the U.S. Department of Education (USED), state education agencies (SEAs) and industry partners to centralize state-reported K through 12 educational performance data into one federally coordinated data repository located in USED. EDFacts relies on the Education Data Exchange Network (EDEN), a centralized web portal through which states submit their educational data to the U.S. Department of Education.

Performance Pathways

The New Hampshire Department of Education utilizes Performance Tracker software. This software is part of i4see Follow The Child Assistance Center and enables districts and schools to analyze state assessment data in conjunction with student demographics, enrollment and academic data.

Measured Progress

Measured Progress provides customized student assessment programs and teacher professional development services. They are the provider for the assessment programs for our general and special education students.

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Components of the DOE's technical environment include:

- Hardware Platform(s)
 - Application Hardware – HP, Compaq and Dell servers
 - Desktop Hardware - Dell
- Operating System(s)
 - Application Hardware - Windows NT 4.0, 2000 & 2003
 - Desktop Hardware - Windows 2000, XP and Vista
- Software Development Environment - Microsoft .NET, Perl, JAVA and MS Access
- Database(s) – MS SQL Server 7, 2000, 2005, 2008, MS Access
- Print / File Platform(s) – TCPIP/Raw
- Email Platform – MS Exchange 2003

The DOE network is comprised of two locations, LAN resources at headquarters and DMZ at a remote location. DMZ would house front end or application servers. Database servers would be housed at the LAN location. The two sites are connected via dedicated ATM and fiber. Further documentation will be provided to the successful bidder as needed to accomplish the requirements of this RFP.

A-3 Office of Information Technology and Technology Status

The Project will be conducted in cooperation with the New Hampshire Office of Information Technology (OIT). Created in the summer of 2003, OIT oversees implementation of all statewide Information Technology activities.

A-3.1 New Hampshire Information Technology Plan (NHITP)

The Office of Information Technology recently published a State of New Hampshire four (4) year New Hampshire Information Technology Plan (NHITP) 2005-09. The October 2005 NHITP 2005-09 contains the vision, goals, and strategy for the electronic delivery of government services on the Internet and details future e-government direction and implementation strategy. The NHITP 2005-09 helps government leaders anticipate and respond to significant external changes, accelerates IT learning across State agencies, and leverages investments in Information Technology across State agencies.

A-3.2 Technical Architecture

Components of the State's technical architecture include:

- State Network Environment: The State operates ten (10) independent, wide-area networks using frame relay technology. Some State agencies support their own networks, some out-source the support, and some use the resources of another agency.
- Internet Access: All State agencies are connected to the State's intranet, New Hampshire Granite Core. This WAN provides access to email, the Internet, and the State's financial applications. Some agencies have their own Internet service providers in addition to the NH Granite Core.

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- Electronic Payment Processing: Paymentech of Salem, New Hampshire, provides credit card processing services for the State. Most electronic credit card transactions are processed through the State's payment engine. Transactions are sent to the credit card processor via name/value pairs or XML format.

A-3.3 Future Systems Environment

Future design and development efforts should conform to the emerging environment as defined by current Information Technology initiatives, the New Hampshire Information Technology Plan 2005-09, and the State's e-Government Architecture Plan. This environment is end user centric, utilizing the Internet and Web whenever possible, promoting electronic transactions, and centralized common services (security, e-payment, content search), where possible.

The selected Solution must be able to integrate with the State standard components described above (NH Granite Core (State's Intranet), e-licensing, e-payment, electronic content management - FileNET).

The process and software application should integrate with the State of New Hampshire standard application for electronic content management. This includes but is not limited to imaging, web content management, document management, record management, report management, web publishing, case management, workflow, and electronic forms.

A-4 Related Documents Required

- a. Certificate of Good Standing/Authority
(Dated after April of the current year and available from the Office of the Secretary of State by calling (603) 271-3244 or (603) 271-3246. Forms are also available on:
www.sos.nh.gov/corporate/index.html)
- b. Certificate of Vote (Appendix G-6)
- c. Proof of Insurance Compliance with Appendix G-4: *State of New Hampshire Terms and Conditions*, Section 14: *Insurance*.

A-5 State Project Team

State high-level staffing for the project will include:

A-5.1 Program Sponsor

The Program Sponsor, Commissioner Lyonel Tracy, is responsible for securing financing and resources, addressing issues brought to his attention by the State Program Director, and assisting the State Program Director in promoting the project throughout the State. The Program Sponsor or an appropriate designee will be available to resolve issues on a timely basis.

A-5.2 Program Director

The Program Director, Judith Fillion, is responsible for ensuring that the project objectives are met and to address issues brought to her attention by the State Project Manager. The State Program Director, in coordination with the Program Sponsor, will promote the project to stakeholders throughout the State.

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A-5.3 Project - Co Directors

The Project Co-Directors are Sallie Fellows and Chris Hensel. Major responsibilities include:

- Ensure project remains on schedule;
- Ensure department staff members work with the SLDS team in a timely manner;
- Coordinate with state OIT staff;
- Ensure hardware and software support;
- Provide technical expertise to support the project;
- Provide data analysis expertise to support the project;
- Provide project updates to OIT senior management.

A-5.4 State Project Manager

The Project Manager, Irene Koffink, has the primary responsibility for seeing to the Project's success. Major duties include:

- Maintain knowledge of the status and progress of the Vendor's efforts;
- Coordinate state resources necessary for the project;
- Facilitate communication between different state agencies as needed;
- Engage and manage all Vendors;
- Manage stakeholders' concerns;
- Deliverables acceptance sign-off;
- Resolution of project issues;
- Escalation of outstanding/high priority issues;
- Conduct regular and ongoing reviews of the project to confirm that it meets all objectives and requirements;
- Document important project decisions;
- Update the Project Sponsor with project status and appropriate issues, risks and successes.

A-5.5 Data Base Administrator

The Data Base Administrator has the primary responsibility of managing the warehouse data. In partnership with the Vendor, major responsibilities include:

- Perform detail data analysis and develop the dimensional data model;
- Translate the dimensional model into physical table structures;
- Assist with the ETL process;
- OLAP Expertise to develop customized interfaces for the users;
- Provide training and support to users;
- Analyze data and create reports;
- Transfer student and assessment data to Performance Pathways;
- Will have ongoing responsibility for the day-to-day operational support of the database, ensuring data integrity, database availability and performance.

A-5.6 Business Analyst

The Business Analyst primary responsibilities include:

- Defining Department business requirements, systems requirements, and operational procedures;
- Data Analysis;

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- Works with the Vendor Project Team and the State DBA in the development of functional specifications, system specifications and process specifications for the data warehouse;
- Works with the Vendor Project Team and the State DBA for the development of data models, metadata, extract/transform/load processes and user access requirements for the educational decision support system;
- Coordinates testing and acceptance of the Vendor proposed Solution;
- Provides training and support for the DOE user community;
- Assists the State Project Manager and State DBA in all aspects of the project.

A-5.7 Consultant

The Consultant provides an additional area of expertise to the project as a resource for educational data and related systems.

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APPENDIX B: MINIMUM STANDARDS FOR PROPOSAL CONSIDERATION

Information is requested in Section 4.20: *Proposal Content*, to enable the State to contract for project implementation with an experienced Vendor. Coverage in Appendix B is limited to specific minimum requirements. A Proposal that fails to satisfy the requirements in this section may be rejected without further consideration.

B-1 Proposal Submission

The Proposal must be submitted on time, as defined in this RFP in Section 1.6: *Schedule of Events* and include the properly completed Transmittal Form Letter contained in Section 4.20.2: *Transmittal Form Letter*.

B-2 Compliance with Requirements

Requirements and Deliverables are listed in Appendix C: *Requirements and Deliverables* in this RFP. The proposed Vendor's Solution must be able to satisfy all *Mandatory* requirements listed.

B-3 Vendor Implementation Service Experience

The implementation Vendor must have completed projects comparable in size and complexity, to the proposed Solution for at least two (2) clients, preferably government clients within the last five (5) years. The specific Vendor proposed Solution and functionality must be described.

B-4 Proposed Vendor Project Team

The proposed Vendor Project Team must include individuals with substantial experience in education, data warehouse development and implementation, and decision support systems implementation. The State requires that the Vendor provide experienced professionals to work with, and transfer knowledge to, State project staff in all areas of this project.

For the purpose of evaluating compliance with this requirement, the Vendor team is permitted to include Subcontractors. Also, one (1) team member may be identified to fulfill the experience requirement in multiple areas.

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APPENDIX C: REQUIREMENTS AND DELIVERABLES

Requirements and Deliverables for the Statewide Longitudinal Data System Solution, as described in this RFP, are listed in Table C.1 *Requirements -Vendor Response Checklist* and Table C.2 *Deliverables*.

Vendors shall complete a checklist based on the following format. Requirements are identified as Mandatory Phase I (M), Mandatory Phase II (MP2) and Optional (O). Indicate whether the requirement is included without modification, with modification, or not at all in the proposed Solution. If modifications are needed to meet requirements, those modifications must be included in the cost. In the Vendor Response column enter the page number in the Proposal where this requirement is discussed and/or include descriptions of how the Vendor proposed Solution will meet the requirement.

Phase I of this project will consist of Design and Implementation.

Design will include:

- Project Work Plan submitted by the Vendor
- State Approval of the Project Work Plan
- Logical and technical design documents for each component of the project explaining the process for each.
- State Approval of logical and technical design documents for each component of the project.

Implementation will include:

- With State approval to proceed, the Vendor will fulfill the remaining requirements and deliverables for Phase I of this RFP.

Phase II will include Requirements and Deliverables identified as MP2 which include the School District Profile Redesign, workshops to analyze NECAP results, and creation of automatic extracts that pull data from the warehouse to send to Performance Pathways.

It is expected that the selected Vendor will complete contracted deliverables for both Phase I and Phase II of this project by the grant program end date of July 31st, 2010.

Note: Examples provided with the requirement are provided solely for clarification and not to describe the full extent of the requirement.

Table C.1 Requirements and Deliverables -Vendor Response Checklist

REQ #	Requirement/Deliverable	M or O	Included Without Mod	Included With Mod	Not Included	Vendor Response
1.0	Overall					
1.1	Review the current environment by meeting with the State Project Team to determine the best approach for the complete Solution.	M				
1.2	Must submit analysis and design documents for all components of the proposed Solution for State approval.	M				
1.3	Must submit a Project Work Plan for State approval.	M				

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REQ #	Requirement/Deliverable	M or O	Included Without Mod	Included With Mod	Not Included	Vendor Response
1.4	The proposed Solution should be as simple as possible to allow state staff to maintain and expand the implementation.	M				
1.5	Scalability must be incorporated into the data warehouse Solution. Expansion to include additional data items and additional years of data, other data storage needs, further end-user access, and additional functionality.	M				
1.6	Must provide accessibility of data to the NH DOE Staff and robust analytic capabilities for policy-makers and researchers.	M				
1.7	Must provide the ability to produce and analyze longitudinal education data, including but not limited to, student-level academic, personal, physical and social growth measures based on NECAP and other assessment results.	M				
1.8	Must provide the ability to create statistics that involve comparisons of district, school, student.	M				
1.9	The Solution must easily interface with standard PC applications (Word, Excel, e-mail) so that DOE staff may integrate data analysis into their daily routine.	M				
1.10	Must create, implement and document a thorough testing approach for all components of the Solution both independently and system-wide. (refer to testing requirements defined in 6.11 Deliverables)	M				
2.0	ETL COMPONENT REQUIREMENTS					
2.1	Must have the ability to transfer data from heterogeneous data sources and targets.	M				
2.2	Must have the ability to perform joins on tables contained in different databases, and handle type conversion and concatenation/splitting of data between different sources and target models.	M				
2.3	Must have the ability to do summarizations.	M				
2.4	Must have the ability to populate calculated fields with the appropriate level of precision.	M				
2.5	Must have data-cleansing functionality to identify data quality errors (e.g. invalid codes). The Department currently utilizes Certica Solutions, Certify Software.	M				
2.6	Must have logging capability (e.g. Error logs, successful completions) .	M				
2.7	Must provide notification of errors and successful completions.	M				

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REQ #	Requirement/Deliverable	M or O	Included Without Mod	Included With Mod	Not Included	Vendor Response
2.8	Provide electronic mail notifications of errors and successful notifications.	O				
2.9	Must implement a process for data conversion (e.g. Race codes across systems not all the same)	M				
2.10	Must implement scheduled routines, including dependencies, that will initiate ETL routines.	M				
2.11	Prefer smart updates—loading and/or updating only the records that have been added or updated since the last iteration.	O				
2.12	Must develop and implement ETL scripts for a minimum of the following systems to enable reporting as specified in this RFP: Data collections identified in Appendix A, Table A-2.1 Data Description for Current Data Collections. Descriptions of these data collections are included in Appendix A. All ETL requirements should be implemented for all items in Table A-2.1.	M				
2.13	Must have automated processes to ensure data quality (e.g. # of records loading into the warehouse = # of records extracted)	M				
2.14	Must seamlessly integrate with the data warehouse.	M				
2.15	Must support data integration and data sharing with other computer systems using SIF certified applications or other industry standard protocols.	M				
2.16	Must include a user friendly interface for DOE staff to add ETL processes.	M				
3.0	DATA WAREHOUSE COMPONENT REQUIREMENTS					
3.1	Must be constructed using industry standards for data warehouse development and data modeling techniques.	M				
3.2	Must provide the capacity to store 20 years of student and related education data.	M				
3.3	Must provide information consistency by bringing data from disparate sources into a central repository so that similar data is not stored multiple times.	M				
3.4	Must be able to longitudinally store newer detailed unit record data (e.g. student level data) with older aggregate data in a fashion that can be easily accessed and reported	M				

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REQ #	Requirement/Deliverable	M or O	Included Without Mod	Included With Mod	Not Included	Vendor Response
	longitudinally.					
3.5	Must provide automated optimization tools.	M				
3.6	Provide automated testing tools.	O				
3.7	Must provide automated performance monitoring tools.	M				
3.8	Must build the initial data warehouse to fulfill all the requirements in this RFP.	M				
3.9	Must have the ability to extract data directly from the data warehouse. Microsoft SQL 2008 preferred.	M				
3.10	Must have the ability to store data indefinitely. An archiving strategy shall be included in the data management plan.	M				
3.11	Initial data load will include: All the data as identified in Appendix A, Table A-2.1.	M				
3.12	Must provide the ability for the State DBA to expand the data warehouse to include additional information.	M				
3.13	Provide Data Dictionary for all information stored in the data warehouse. Metadata should include such items as the following: • ID NO • Name • Type • Format • Minimum Length • Maximum Length • Long Name • Purpose • Description/Definition • Permitted Values • Validation Rules • Source : Collection and Tbl name • Where Used: - o Table Names - o Report Names - o Calculated elements • Views • For Calculated Element: - o ID of elements in calculation - o Description of calculation • Owner • Preferred screen label • Alternate screen label • History of change (date, change) • Date loaded to warehouse	M				

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REQ #	Requirement/Deliverable	M or O	Included Without Mod	Included With Mod	Not Included	Vendor Response
	Please describe the types of objects that you can store in the Data Dictionary (e.g. data tables, dimension tables).					
3.14	Must have the ability to include graphical images as part of the Data Warehouse. (e.g. NECAP test question)	O				
4.0	DECISION SUPPORT SYSTEM REQUIREMENTS					
4.1	Must implement a decision support system that uses the data warehouse described above. Must support the analysis of numeric, text and digital image elements.	M				
4.2	Must provide Meta data (i.e. file and element definitions as described in the warehouse section) that will be available to both power and casual users to assist them in selecting the correct elements for analysis. DSS must support lengthy file/element names. Meta data integrated within the DSS tool is strongly preferred.	M				
4.3	Must include features that allow DOE staff, and in the future district administrators, principals, and teachers, to manipulate and summarize information and to conduct in-depth analyses of student performance in user-friendly formats.	M				
4.4	Must include drill-down and roll-up features that allow users to see the data at different levels of detail and include multi-dimensional features that allow users to select specific data for retrieval or for further exploration, data mining and analysis.	M				
4.5	Must provide options that allow the user to select a choice of output— report, chart, graph (line, bar, pie chart, etc.), PDF, HTML, export to file (.xls, .csv, .text, .tab, .doc, .xls, etc.) or digital image.	M				
4.6	Must show longitudinal trends based on student level and aggregate data.	M				
4.7	Must support analysis and presentation of any student demographic data stored in the warehouse.	M				
4.8	Must support analysis and presentation of student achievement data by grade levels, school, district, and classroom to show the areas where differences in academic performance exist.	M				
4.9	Must support analysis and presentation of	M				

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	achievement data by student subgroups, and/or program participation across years and across schools and districts to identify trends relating to student achievement.					
4.10	Must provide for easy navigation for casual users and sophisticated users.	M				
4.11	Must provide analytical tools for casual users.	M				
4.12	Must provide robust analytical procedures for power users.	M				
4.13	Must protect the confidentiality of student and staff information by suppressing cells (not report) when the cell population is below a specified threshold to ensure that individual students and staff are not personally identifiable. This includes student counts and percents. The threshold may vary for different reports and for different user groups.	M				
4.14	The decision support system must provide the ability to restrict access to certain tables.	M				
4.15	The decision support system must provide the ability to restrict access to certain data elements.	M				
4.16	The decision support system must protect confidentiality by restricting access to different levels of aggregation based on user group. For example, restrict access to grade level, but not school level.	M				
4.17	Must have the ability to perform ad hoc data analysis and reporting.	M				
4.18	For report creation, must have dropdown boxes or a comparable approach to allow users to select tables and elements from a list. Therefore, both casual and power users will not need to keep separate documentation of table and element names.	M				
4.19	Ability to certify a predefined standard report saved in PDF format. A graphic would be used as an official State seal.	O				
4.20	Must have the ability to develop ad hoc calculations.	M				
4.21	Must have the ability to easily provide statistical calculations on aggregate totals as well as unit records.	M				
4.22	Must have the ability to save aggregation or intermediate aggregation steps to save time. (e.g. School to district, district to state)	M				
4.23	Must have the ability to view the summary data used in a graph or table and export/copy that data to Excel to allow for further analysis.	M				

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4.24	Must provide the ability to have predefined reports and the ability for those reports to be accessible by other users based on security rights.	M				
4.25	Must have the ability to create user parameterized reports and the ability for those reports to be accessible by other users based on security rights.	M				
4.26	For entering report parameters/filters, the user must be able to first select a district, and then a school within that district from a drop-down list or similar method. (There are nearly 500 schools, but no more than 40 per district.)	M				
4.27	Must have the option for at least ten criteria to select subpopulation for analysis (example year, school, program participation, race/gender, etc.).	M				
4.28	Ability to self-define groups for comparison. For example, a dropout report that would let the user define three subgroups of 10 by selecting schools from a dropdown box. Output would graph summary statistics for those three groups. Authorized users could then drill down.	O				
4.29	Ability for power user to develop queries where a casual user could self-define groups for comparison. For example, a dropout report that would let the user define three subgroups of 10 by selecting schools from a dropdown box. Output would graph summary statistics for those three groups.	O				
4.30	Ability to further drill-down on a selected subpopulation by adding new criteria without restarting the query.	O				
4.31	Ability to display three-dimensional analysis.	O				
4.32	Feature to select output statistics and graphs based on quartiles, quintiles and deciles, without programming to identify and save the rank order.	O				
4.33	Report outputs must including summary counts, tables, cross-tabs, and pivot tables.	M				
4.34	Power users must be able to perform analysis that includes both tables within the warehouse and tables that are not in the warehouse (personal tables).	O				
4.35	Must have the ability to display longitudinal results by combining older years of aggregate data with newer years of unit record data in a way that is transparent to the casual user.	M				

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4.36	Must have the ability to display correlation between aggregated data (such as student unit records or NECAP results) with non-aggregated data such as school size.	M				
4.37	Must have the ability to calculate an annual student growth value for each subject (e.g. Math, English) by comparing each year's score with a growth target table.	M				
4.38	Must have the ability for a power user to modify standard calculated values to answer "what if" questions.	M				
4.39	Provide the ability to schedule a report to run and direct the report to email and/or a report repository. (Provide a description of the recommended methodology for controlling file sizes transmitted via email.)	O				
4.40	Must have the ability to develop complex reports that include such items as subtotals, filters, metrics, totals, and graphs.	M				
4.41	Must provide the ability for descriptive statistical calculations such as performance measures, confidence intervals, means, medians, standard deviations, min, max, row/column/total percents and percentiles are all examples of calculations required.	M				
4.42	Ability to run statistical correlations, linear regression or other basic statistical analysis.	O				
4.43	Must have the ability to modify data presentation with a user friendly mechanism (e.g. straightforward row/column drag-and-drop). Addition and deletion of row/column dimensions shall also be easily accomplished while defining the report structure.	M				
4.44	Ability for user to modify the scale and titles of a standard graphical output and add extensive text (e.g. footnotes).	O				
4.45	Must provide the ability to automatically apply the date and user name to any output.	O				
4.46	Allow the user to apply a personal (name and title) certification seal to a report.	O				
4.47	Must provide DOE staff with the ability to save their user designed report and/or query definitions for future use.	M				
4.48	Functionality that would allow general public users to save their report and/or query for future use. (for future implementation)	O				
4.49	Must have the ability to modify a standard report or query and save the original version.	M				
4.50	Must have the ability to use formulas to	M				

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	calculate elements and to both calculate those elements on the fly and to store those elements.					
4.51	The Solution must provide a state average for all applicable elements that is based on all unit records or a weighted average. For example, the state dropout rate is not an average of school rates.	M				
4.52	Must provide the ability to track student records across multiple schools, districts and years and apply selection criteria to a specific year or any year. (e.g. Select students who were not promoted at least once within a ten year range)	M				
4.53	The decision support system must be able to include graphical data elements in reports (e.g. NECAP related item).	O				
4.54	Must have imbedded prompts or help features to direct beginning, intermediate, and advanced users in the use of the product/tool.	M				
4.55	Must allow DOE staff to create web pages customized to individuals or groups. The web pages would include such features as predefined reports, customizable reports, data downloads and views restricted to just those of interest.	M				
	Vendor Provided Programming for Reports/FileExports/Calculated Elements					
4.56	Required Calculated Elements: Using the data warehouse and/or decision support tool, the Vendor must develop twenty to thirty automated formulas, functions or views to make required calculated elements available to the casual and power user. It must be possible for the power user (and preferably the casual user also) to apply the calculation to any meaningful sub-group. The following are examples of required calculated elements: • Attendance Rate: End of year total days of attendance divided by the sum of days in attendance plus days absent. This can be calculated for a single student or aggregated. • Average Class Size Per School: Per Grade, divide total grade BOY enrollment by number of classes. (When the number of classes element is blank it should be treated as a missing value) Average the class size for each grade.	M				

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	• Average Daily Membership in Attendance(ADM-A): Sum of half days in attendance and half days absent divided by the number of half days school is in session. • Average Daily Membership in Residence(ADM-R): Sum of ADM-A of students that reside in a town and attend one or more schools. Those schools may have different total half days in session. • Annual Dropout Rate: This rate is the percentage of students that dropped out during the school year and did not return at the beginning of the following school year. The number of dropouts for the school year divided by the October 1st enrollment count plus the Pre-October dropout count for that same year. • Estimated Cumulative Dropout Rate: This rate represents an estimate of the percentage of current students who will drop out before reaching graduation. The annual rate is applied to a progressively declining base population to arrive at the cumulative rate. The formula is: $1-(1-\text{annual rate})^4$. • Completer Rate = 100% - Estimated cumulative Dropout rate. • On-time graduation Rate = to be developed. Plus other calculated elements to be determined.					
4.57	Must provide standard and ad-hoc extract capabilities to meet federal and state reporting requirements. At a minimum the Vendor must generate the following files that can be submitted to the US Department of Education through the EDEN system: Required EdFacts reports: • N003-Children with Disabilities (IDEA) - Assessment Completed • N089-Children with Disabilities (IDEA) - Early Childhood • N009-Children with Disabilities (IDEA) - Exiting Special Education • N004-Children with Disabilities (IDEA) - Not Assessed • N002-Children with Disabilities (IDEA) -	M				

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	School Age • N029-Directory • N032-Dropout (rate or count/) • N040-Graduates/Completers • N041-Graduation Rate • N052-Membership • N075-Student Performance in Mathematics • N078-Student Performance in Reading/Language Arts • N079-Student Performance in Science • N081-Student Tested/Not Tested These files contain two record formats (header and data). Additional information: http://www.ed.gov/about/inits/ed/edfacts/index.html					
4.58	The Vendor shall create reports for the following: • Identify the number of dropouts, the annual rate and estimated cumulative rate. • Identify the number of students that have graduated and the on time graduation rate. • Identify attendance rate. The casual user shall be able to identify the population for the report (schools, by race or gender, etc.) and output format (table, graph). Including the state average for the selected population shall be an option.	MP 2				
4.59	School District Profile Redesign: The department currently supports an older School District Profile and a newer School District Profile(based on NCLB requirements). The “Profiles” allow the public to look up a district or school and view many years of a variety of information. The old profile provides basic assessment information and information on school performance. The new profile provides more detailed information regarding assessment results and also includes a report card for each school/district. Additionally, the Department would like to develop a report card that can be printed. The printed report card is referred to as the Commissioner’s Report Card. The DOE wishes to combine these three pieces, add content, and present the information through a redesigned interface. This involves developing additional views,	MP 2				

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	reports, extracts, and summary calculations to provide a consolidated view of a district's demographics and performance. The layout of the current State Report Card (under the new Profile) must be modified to create a more user-friendly report. The State Report Card must comply with State and Federal reporting requirements. The vendor will be required to understand the requirements of the old Profile, new Profile and the Commissioners Report Card, collect and document reporting requirements, facilitate design meetings and provide a structure using the tools within the proposed solution to provide this information in an understandable format for stakeholders. The vendor will develop on-line interactive reports and a report card that can be printed. The general public must be able to navigate without special instructions. The user must be able to search by town (some towns are served by different districts at different grade levels), district and school. The system must accommodate unlimited years of data and be initially loaded with 5 most recent years of data. The reports must draw directly from the data warehouse, decision support system or from a separate static source. New features to incorporate: Side by side comparison of the selected districts/schools or multiple years of the same school; graphs/charts when appropriate. Should accommodate at least 3 selected values. Profile link: For the newer profile: http://reporting.measuredprogress.org/NHProfile/default.aspx To access the older profile select "More about Schools" on the above link or use the following link:					

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	http://www4.measuredprogress.org/NHProfile Commissioner's Report Card: To be developed.					
4.60	Develop automatic extracts, to be scheduled as needed, that pull data from warehouse to Performance Pathways. Extracts must be in .csv format. Extracts will identify students in each of the following categories: Title 1- Math Title 1- Reading Free and Reduced Homeless Reading Recovery Limited English Proficiency Absences Suspension/Expulsion Promotion Alt Assessment Number of Schools Attended Drop outs Individualized Education Plan In addition, create output file of student enrollment demographics (e.g. school, race, gender).	MP 2				
4.61	Lead a workshop with system users (approximately 10 users) to facilitate use of the new data warehouse and decision support Solution. The workshop should help the users consider possible answers to the following critical questions. It should be expected that the data warehouse created as part of this RFP should suffice to consider the questions. The workshop should consist of a minimum of two six hour working sessions. This workshop should help the users better understand how to run reports and leverage the new solution to consider the questions below as well as future questions. Questions to consider: Provide the ability for users to perform the following NECAP Analysis: 1. For all students (include non – IEP and IEP students):	MP 2				

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	A. For all subject areas, identify and analyze the high performing schools by grade level. B. Analyze scale scores and achievement levels (only available for total content area), % of total pts available (available for strands (sub-categories) and overall content). C. How do the patterns of the high performing schools compare with other schools? Do the high performing schools perform high in all areas? • Analyze the difference in writing between all boys and all girls by subcategory and genre and by grade. • Analyze the difference in reading between all boys and all girls by all strands and by grade. • Analyze the difference in math between all boys and all girls by NO, FA, GM, DSP and by grade. 2. Same as above for Non-IEP students. 3. Same as above for IEP Students. 4. Analyze data by gender, by race, by SES (Socio-economic status – this data can be retrieved from the Free and Reduced Lunch) and by LEP (Limited English Proficiency). What is the percentage of total enrollment of grade by subgroup? 5. Identify and analyze schools with greatest change over three year period (grades 3 through 8) in all subject areas. 6. HQT – Compare and analyze the years of experience of teachers in the low performing schools with the years of experience of teachers in the high performing schools. 7. Analyze the performance of grades 3 through 8 with the performance of grade 11 by district.					
5.0	INTERNET ACCESS REQUIREMENTS:					
5.1	The Decision Support System must be	M				

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	accessible via the Internet and must provide the DOE staff, and in the future, school districts and the general public access via a web interface.					
5.2	Client software should not be required.	M				
5.3	Must employ industry standards for web development.	M				
5.4	State standards for web development must be employed. The links to Statewide Policies/Standards are located at: http://www.nh.gov/oit/internet/divisions/wsd/standards.php	M				
5.5	Must meet the following browser requirements: Netscape 7.x or higher, IE 5.x or higher, Mozilla Firefox 2.x or higher	M				
6.0	SYSTEM ADMINISTRATION AND SECURITY REQUIREMENTS:					
6.1	Must provide the capacity to monitor refreshment of data within the data warehouse.	M				
6.2	Must provide tools for Performance Management.	M				
6.3	The proposed Solution must prohibit the disclosure of personally identifiable information depending on security rights.	M				
6.4	Must be able to securely transfer data to and from educational entities over the Internet or network infrastructure.	M				
6.5	The proposed Solution must implement security to ensure that the information in the data warehouse is protected against unauthorized disclosure, transfer, modification, or destruction, whether accidental or intentional.	M				
6.6	The data warehouse Solution must use SSL 128-bit encryption or equally robust or a greater industry accepted standard.	M				
6.7	The Solution must comply with FERPA and HIPPA privacy and security standards for data in transit and data at rest.	M				
6.8	Login requirements: Login for DOE staff and school district staff required and must interface with the new NH single sign-on system: myNHDOE (currently under development). Must have option for no login required (for future public access).	M				
6.9	Audit trail detailing access to sensitive data	O				

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	(e.g. Special Education and Free and Reduced) which user accessed, from where and when.					
6.10	Online reporting of data warehouse activities (list) and end user activities.	M				
6.11	Backup tools to schedule and maintain backups.	M				
6.12	Capability of setting a time-out and terminate session by type of end user.	M				
6.13	Ability to provide field level encryption.	M				
6.14	Must have the ability to encrypt/decrypt data.	M				
6.15	Must provide the ability to implement access privileges through the security model. Must provide tools to assign users different levels of access based on role, assigned user groups or other group mechanism.	M				
6.16	Must provide security processes and/or products that will allow one-way encryption of student and teacher ID numbers when data is transferred from production systems to the data warehouse and/or decision support system. To support longitudinal analysis, each ID number must always have the same encryption result.	M				
6.17	The preferred Solution should provide for SQL 2008 clustering technology. If an alternate Solution is proposed it must provide similar technology.	M				
6.18	Must enable multi-level access. The system must be able to restrict field level access (e.g. no access to free and reduced field) and row level access (e.g. no access to records unless school number = 20020) based on user group.	M				
6.19	Must support 175 DOE employees as casual users with up to 20 accessing the decision support system concurrently. Must support 20 power users with up to 10 accessing the decision support system concurrently.	M				
7.0	TRAINING					
7.1	Training must be provided for DOE key staff. Training shall provide instruction in ways they can use the decision support system to gain information and knowledge to assist them in analysis and decision making. The level of understanding should include the ability to: - View a pre-programmed state total drop out rate; - Make user modifications to drill down for males, females and each of the race	M				

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	categories; • Drill down to a school level report with the same subcategories; • Recognize when information is suppressed due to small cell size; • Display the data in different formats; table, various graphs, file export to Excel • Save the graphical display as a PDF file with text added by the user. These are examples and not all inclusive.					
7.2	Must provide training materials for both power and casual users in the form of integrated help features, on line training manuals, videos and/or PowerPoint presentations. Training materials shall include examples relevant to DOE staff such as reporting daily attendance and graduation percentages for student subgroups.	M				
7.3	Must provide hands-on training sessions for power and casual users.	M				
7.4	Must provide the State Project Team with adequate training so they can continue with the expansion, maintenance and daily operation of the data warehouse. Knowledge transfer must include: • Adding additional source data and calculated data to the data warehouse; • Data cleansing techniques; • Fact and dimension table modeling; • Designing OLAP cubes or similar design; • Modeling and reporting skills specific to the proposed decision support system; • Performance monitoring of the complete Solution; • Creating standard reports, file exports and ad hoc queries; • Developing advanced queries; • Downloading tables to a database; • Backup and Recovery • Ability to use and maintain all features utilized to meet the requirements of this RFP.	M				
8.0	DOCUMENTATION					
8.1	All documentation must be provided in MS Office format and/or in a format that is web accessible.	M				
8.2	Must provide design documentation that specifies why the system is designed as it is, mainly for the benefit of present and future	M				

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	maintainers of the system. Documentation should provide the rationale for interface and abstract design decisions, for the choice of particular algorithms and data structures, versus alternatives. The document should be designed with a table of contents and index for quick reference. Target audience for this documentation will be DOE technical personnel.					
8.3	Must provide detailed documentation for the ETL process, data warehouse and decision support system implementation.	M				
8.4	Must provide code documentation that specifies how the components are implemented—coding details and design decisions that are not obvious from the code. Target audience for this documentation will be DOE technical personnel. (for Non COTS applications)	M				
8.5	Must provide detailed documentation on system operation and maintenance, including detailed documentation on system backups and restore.	M				
8.6	Must provide detailed documentation on system administration. Documentation shall include instructions to the systems administrator on adding or removing users, changing constant values, editing text, etc. The document should be designed with a table of contents and index for quick reference. Examples and visuals should be incorporated into the instruction. Target audience for this documentation will be DOE technical personnel.	M				
9.0	MISC					
9.1	The completed Solution must physically reside at a DOE designated facility. (reference 4.3 Vendor Conference , i.e. suggestions or changes to the RFP that could improve the RFP competition or lower the offered price)	M				
9.2	Must have a sound backup and recovery plan for applications and data.	M				
9.3	One key Vendor staff must work on site for the duration of the project. (The State would like the option of having a Vendor staff member on site full time for the duration of Phase I. Please include, in Appendix F, any additional costs for this option that would be	O				

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	above and beyond any costs for knowledge transfer already built into the cost for Phase I.)					

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C.2 Deliverables

These are high level deliverables to be incorporated into the development of the complete Solution. The Vendor should update the table with anticipated deliverable types and dates in the proposal.

Deliverable	Deliverable Type	Deliverable Date
Phase I		
Design		
Preliminary Project Work Plan and Schedule	Written	
Kick off meeting	Non -Software	
Final Project Work Plan and Schedule	Written	
State Approval of Project Work Plan		
Logical and Technical Design Documents for proposed Solution: ETL, data warehouse, Decision Support System	Written	
State Approval of Design Documents		
Implementation		
ETL Programming	Software	
Data Warehouse Build and Load	Software	
Decision Support System Installation	Software	
Develop EdFacts Reports	Software	
Unit and System Testing	Software	
System Administration Documentation	Written	
Systems Operation Documentation	Written	
User Documentation	Written	
Acceptance Testing	Software	
Performance/Tuning Documentation	Written	
System Production Reports Creation	Software	
Data Migration Plan	Written	
Web interaction Testing and Implementation	Software	
Conduct End User Training	Non-Software	
Implementation plan	Written	
Implementation	Software	
Phase I Wrap-up		

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Phase II		
Drop Out and Graduation Rate Reporting (Appendix C Req # 4.58)	Software	
School District Profile Redesign (Appendix C Req # 4.59)	Software	
Develop automatic extract that pull data from warehouse to Performance Pathways. (Appendix C Req # 4.60)	Software	
Workshop - NECAP Analysis (Appendix C Req # 4.61)	Software	

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APPENDIX D: TOPICS FOR MANDATORY NARRATIVE RESPONSES

Vendors must describe the Software, Technical, Services and Project Management topics defined for this RFP project. The following table identifies specific topics for narratives. A page limit is identified for each topic. If a response to a topic exceeds the page limit, the State will limit its consideration to the prescribed page limit. This section should provide a clear understanding of how the requirements in Appendix C: *Requirements and Deliverables* will be included in the Vendors Solution.

For all topics discuss ETL, Data Warehouse and Decision Support System.

Topic	Page Limit
Software Topics	
Topic 1 - Design and Overall Functionality	12
Topic 2 - Architecture	3
Topic 3 – Reporting and Analysis Capabilities	5
Topic 4 - Assurance	3
Topic 5 – Software Releases	5
Topic 6 – System Security	5
Technical Topics	
Topic 7 - Interface Standards	2
Topic 8 - Backup and Recovery	2
Topic 9 - Environment Setup, Testing/Tuning	3
Topic 10 - Technical Knowledge Transfer	5
Topic 11 - Documentation	5
Service Topics	
Topic 12 – Development and Implementation Approach	10
Topic 13 - Acceptance Testing	6
Topic 14 - Migration Strategy	3
Topic 15- User Training Approach	6
Topic 16 - Acceptance Criteria	6
Project Management Topics	
Topic 17 – Communication and Agency Outreach Approach	3
Topic 18 - Status Meetings and Reports	3
Topic 19 - Risk and Issue Management	3
Topic 20 - Scope Control	2
Topic 21 - Preparation of State Staff	3
Topic 22 - Quality Assurance Approach	6
Topic 23 - Project Work Plan	No Limit

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D-1 Software Topics

This section provides a series of topics related to the proposed Solution.

Topic 1 – Design and Overall Functionality

Response Page Limit: 12

The State will evaluate the degree to which the proposed Solution meets the functional needs of Department staff, can be maintained by state staff with the least amount of effort and expense, can be easily expanded to include more data sets (types and years), and can be operated with the least amount of technical staff support and cost.

- Provide a brief overview of all the components of the proposed Solution including hardware, software, design services, programming services and training.
- Provide an overview of how the Solution will meet the needs of the end users by addressing the following:
 1. Describe how technical staff could create web-based reports which could be accessed by a user who has no special training.
 2. Describe how the decision support system will meet the needs of casual users with an understanding of the subject area, but little or no knowledge of data structure or programming skills. What would be the training requirements for a casual user?
 3. Describe how the Solution will meet the needs of power users performing ad hoc analysis.
 4. Describe how a data dictionary and/or meta data will be integrated with other tools.
- Describe how the State project staff will work with the Vendor staff to accomplish the following tasks and how this will result in the transfer of technical expertise, tools, processes, and training to the State project staff.
 1. Development of the data warehouse design.
 2. Development of a data dictionary and/or meta data for the data warehouse.
 3. Development of ETL processes.
 4. Development and/or implementation of the decision support system.
 5. Development of standard web-based reports.
 6. Development of reports, or report shells, for casual users.
 7. Development of reports, or report shells, for power users.
- The State has limited staff members to maintain and expand the data warehouse. Describe how the proposed Solution saves time, effort and cost with regard to daily operation and future expansion. Explain why the proposed Solution is the correct balance between ease of use, cost effectiveness, and robust functionality.
- If the Vendor is to build a Solution that requires licensing then describe all proposed software licensing needs and provide copies of any proposed license agreements.

Topic 2 – Architecture

Response Page Limit: 3

The State will evaluate the degree to which the technical architecture can be supported over an extended period, including the ease of support and potential cost savings.

The State prefers a Solution that includes a Web-based component with browser user interface.

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Although the State is open to alternatives that are proven to provide better value, it prefers to operate its database tier on Microsoft SQL server database and would need compelling information to change. The State prefers standard software be the current version with a clear upgrade path for future releases identified.

Provide a description of the technical architecture of the proposed Solution. The following topics, at a minimum, should be addressed:

- Is the proposed Solution based upon an n-tiered, browser-based architecture?
- Does any part of the proposed Solution require software (other than a browser) to be installed on the client workstation? If yes, describe software that must be installed and the access authorization level required to install it.
- Are there any components of the Solution that must reside on another platform?
- What application servers are used to support the proposed Solution?
- What add-on or third-party software is required to support the functionality desired by the State?
- What programming languages are used for development, configuration, and customization of the proposed Solution?
- What components of the software, such as middleware, are proprietary?
- What is the growth potential of the proposed?
- What is the timeframe for technical obsolescence of the proposed software? (For the purpose of this question, the version of the proposed software would be considered obsolete when support is no longer available.)
- What type of staffing is typically required to support the proposed product for a client of the size and complexity of the State of New Hampshire? (Discuss both number of staff and skills required.)

Topic 3 – Reporting and Analysis Capabilities

Response Page Limit: 5

The State will evaluate reporting and analysis functionality for robustness and ease of use.

In this Solution, the State seeks robust capability to produce ad hoc reports and to perform various analyses. The State will evaluate proposed products, design and processes for functionality, sophistication, ease of use, skill set required and training required.

Describe how the proposed Solution will address the following analyses. Provide an example if appropriate:

- Longitudinal analysis involving trend analysis at the student level. For example, display an analysis of three years of performance data for those students that performed below proficient three years ago. How many are still below proficient; how many moved to proficient and when?
- Longitudinal analysis of student data that uses unit record data for recent years and aggregate data for earlier years.
- Statistics that involve comparing a district, school or individual to the state average. State averages are always computed using state totals. For example, would multiple passes be

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required to compare the daily attendance rate of a school to the state average? Daily attendance = total student days in attendance divided by total of student days in attendance and absent.

- What data dictionary or meta data would be available to someone doing an ad hoc analysis?
- What forms of output (files, excel, graphs, charts) are available?
- Describe the process for changing the scale, titles and descriptive comments on graphs and charts. What features can be changed and which can not?
- Provide screen snapshots for selecting data files and elements for ad hoc analysis.

Topic 4 - Assurance

Response Page Limit: 3

The State will evaluate the degree to which data integrity assurances are incorporated.

Describe the assurance provisions incorporated into the proposed Software. At a minimum, discuss the following:

- What process or methodology is employed within the proposed software to ensure data integrity?
- To what degree does the approach rely on assurance capabilities of the relational database management (RDMS)?
- If multiple databases are employed, what extra procedures are employed to ensure synchronization among databases?

Topic 5 – Software Releases

Response Page Limit: 5

The State will evaluate the degree to which the Software appears likely to evolve and the burden, if any, of keeping pace with the expected evolution.

Discuss the following aspects of anticipated future releases of any proposed software. Coverage should include but not limited to the following:

- What types (maintenance, enhancement, other) of releases are planned?
- What is the historical (past 5 years) and expected frequency of each type of new release?
- What is the current version of the current release?
- How is the content of future releases determined?
- How is the content of a release communicated to the client?
- Do government clients have input through a users' group or some other mechanism? Where do user groups meet?
- What specific enhancements are planned for release within the next 24 months?
- What resources, planning, and technical skills are required to install a release of each type?
- Can components of a release be applied individually or by module without adversely affecting the overall functionality of the system?
- Do configuration settings carry forward from one release to the next or must they be reinstalled?
- Do patches carry forward from one release to the next, or must they be reinstalled?
- How long is a release supported?

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Topic 6 - System Security

Response Page Limit: 5

The State will evaluate the degree to which system issues can be avoided.

Software systems must be reliable, regardless of how they are delivered. The State's workers and customers expect government services and information to be reliable and available on an ongoing basis to ensure business continuity. Describe the system security design and architectural features incorporated into the proposed Solution. At a minimum, discuss the following:

- The identification and authentication methods used to ensure that users and any interfacing applications are identified and that their identities are properly verified.
- The authorization methods used to ensure that users and client applications can only access data and services for which they have been properly authorized.
- Describe all types of authorization: by aggregate level, by element value, by element, by cell size, etc..
- The immunity methods used to ensure that unauthorized malicious programs (e.g., viruses, worms and Trojan horses) do not infect the application.
- The methods used to ensure that communications and data integrity are not intentionally corrupted via unauthorized creation, modification or deletion.
- The intrusion detection methods used to ensure the detection and recording of attempted access or modification by unauthorized individuals.
- The privacy methods used to ensure that confidential data are kept private.
- The system maintenance methods used to ensure that unauthorized system maintenance does not unintentionally disrupt the security mechanisms of the application or supporting hardware.
- The testing methods conducted to load and stress test the Solution to determine its ability to withstand Denial of Service (DoS) attacks.
- Any software patch schedule employed to protect the software from new security vulnerabilities as they arise.

D-2 Technical Topics

This section provides a series of technical topics that the State of New Hampshire will consider in selecting the proposed Solution. A maximum length of response for each topic is defined.

Topic 7 – Interface Standards

Response Page Limit: 2

The State will evaluate the ease of interfacing custom Software from State Agencies and business partners with the proposed Vendor Solution product.

The State anticipates that some agencies and business partners will need to interface custom Software to the State's System. Describe the mechanisms and tools included in the proposed System to implement these interfaces. At a minimum be sure to address the following aspects of this topic:

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- What types of interfaces are possible with the proposed Solution?
- What tools are provided for the development of interfaces?
- What programming languages and/or query languages are required for development of interfaces?
- What scheduling tools are required for initiation of interfaces? Are these tools included with the proposed software?
- Does the System employ standard definitions or file layouts for interfaces? If so, include a sample in an appendix.
- What standard interface formats are used with the proposed software? What degree of flexibility is available?

Topic 8 – Backup and Recovery

Response Page Limit: 2

The State will evaluate the degree to which proposed backup and recovery processes protect mission-critical Data, ease of use of these processes, and impact of these processes on operation of the System.

The State seeks a sound backup and recovery provision as part of the Solution. Describe the tools used for backup and recovery of applications and data. Describe the impact of the proposed backup process on the operation of the Solution. Also, address the following:

- Use of and method for logging and journaling;
- Single points of failure and recommended approaches for their elimination;
- Approach to redundancy.

Topic 9 – Environment Setup, Testing/Tuning

Response Page Limit: 3

The State will evaluate whether proposed environments are sufficient to satisfy Project needs, including phased Implementation.

- Describe the different software and hardware environments required for the development, testing, and production of the proposed Solution. Discuss how the proposed environments support the implementation of the Solution, including all necessary training.
- Describe your deployment method and define State or Vendor staff responsibilities with regard to deployment. (e.g. Do software application installations run off CDs or MSI?)
- Describe the scalability of the proposed Solution. How will the Solution be capable of expansion to include other data storage needs, further end use access and additional functionality?
- Describe how the proposed software and hardware environments will be maintainable by DOE staff utilizing their current skill set.
- Describe your methodology for testing/tuning the application infrastructure.

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Topic 10 – Technical Knowledge Transfer

Response Page Limit: 5

The State will evaluate whether the technical knowledge transfer described in the Proposal will prepare State staff to accept full responsibility for maintaining the Vendor proposed Solution, for continuing with future expansion of the data warehouse, and for assisting users in performing difficult analyses using the decision support system.

- Discuss your plan for the transfer of knowledge that will be provided for each component of the Solution; ETL process, data warehouse build, decision support system, on going maintenance, security and performance tuning, specifically addressing the following:
 - Data cleansing techniques;
 - Fact and dimension table modeling;
 - Designing OLAP cubes;
 - Modeling and reporting skills specific to the proposed decision support system;
 - Performance monitoring of the complete Solution;
 - Developing advanced queries;
 - Downloading spreadsheets to another database;
 - Backup and Recovery
- The State believes the best approach for knowledge transfer is for the experts to be on site at the Department of Education working side by side with the State Project Team. Explain your plans for Vendor staff to be on site identifying staff members and the amount of time they will be on site. Include an option for having a staff member on site, full time, for the duration of Phase I. (See Appendix C Req # 9.3)
- Use specific examples from past implementations to explain how your proposed approach to technical training and knowledge transfer would allow the State to operate independently when the implementation ends.

Topic 11 – Documentation

Response Page Limit: 5

The State will evaluate the degree to which Vendor provided documentation will facilitate knowledge transfer and ensure that appropriate personnel are able to support and maintain the deliverables provided under this project.

Each deliverable should be documented to facilitate knowledge transfer. Describe the documentation you will provide to meet the criteria for end-user, design, code, maintenance, and administration documentation described below:

- End-user documentation should specify what an end-user needs to know to use the data analysis tools. The target audience for these materials will be DOE personnel, administrators, and educational researchers.

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- Design documentation should specify why the software is designed as it is, mainly for benefit of present and future maintainers of the software; giving the rationale for interface and abstract design decisions, for the choice of particular algorithms and data structures, versus alternatives. Target audience for this documentation will be DOE technical personnel.
- Code documentation should specify how the components are implemented—coding details and design decisions that are not obvious from the code. Target audience for this documentation will be DOE technical personnel.
- Maintenance and administration documentation of the data warehouse Solution should be created to support the transfer of knowledge to the DOE technical staff. Target audience for this documentation will be DOE technical personnel.

D-3 Service Topics

This section provides a series of topics related to proposed Services that the State of New Hampshire will consider in selecting the proposed Solution. A maximum length of response for each topic is defined.

Topic 12 – Development and Implementation Approach

Response Page Limit: 10

The State will evaluate the quality of analysis, effectiveness, efficiency, reasonableness, and flexibility evident in the proposed Implementation approach.

Provide one or more feasible development and implementation plans. For each plan provided:

- Identify timeframes for major milestones;
- Discuss cost implications of the plan, including implications on maintenance fees; and
- Address the level of risk associated with the plan.

To assist the State in evaluation of the Development and Implementation Plan or plans discussed, include:

- A listing of modules that constitute the proposed Solution;
- Identification of modules that should be considered core;
- Identification of modules that are neither required nor proposed to satisfy State requirements; and
- A general description of functionality contained in each module.

Conclude by recommending a single Implementation Plan, which is used as a basis for the cost proposal.

Topic 13 – Acceptance Testing

Response Page Limit: 6 – Appendix Required

The State will evaluate the quality of support the Vendor will supply to assist State testing staff and the effectiveness of the proposed defect tracking and resolution. The ability of the

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State Project leadership to participate in analysis, classification, and establishment of priorities for suspected defects will also be evaluated.

State staff will conduct Acceptance Testing, but support from the selected Vendor is required, refer to Section 6.13: Testing and Acceptance. To define the type of support that will be provided, address the following questions:

- Will the Solution be delivered in functional components for State Acceptance Testing?
- How much time should the State plan to complete User Acceptance Testing of a component?
- What test management and test driver tools will be employed in quality assurance testing prior to product delivery to the State? Will these tools be available to the State for use in Acceptance Testing?
- What support will be provided to prepare State staff for conducting acceptance tests?
- How will members of the testing team be prepared to test the configured software?
- What documentation of configured software will be available to the testing team?
- How will on site support for the State testing team be provided?
- Based on experience in similar projects, how many and what types of defects are likely to be encountered in Acceptance Testing? (Include metrics from other projects to support this response.)
- How much time is available for comprehensive testing and correction of defects prior to implementation? Based on metrics from similar projects, is it sufficient? (Provide information from other projects to support this response.)
- If frequency exceeds the expected level, what corrective actions will be instituted?
- How quickly will a suspected defect be investigated, and what classifications are planned for suspected defects?
- What specific software tools will be used to isolate performance problems?
- What tools will be used to document and track status of suspected defects?
- Will these tools be available to the State after the project is completed?
- What role will the State play in classification of suspected defects?
- How quickly will software defects be corrected?
- How will the State participate in defining priorities for defect correction?
- Will performance be measured and documented using the State's infrastructure and data? If yes, how?

Provide a sample User Acceptance Test plan from a completed project as an appendix.

Topic 14 – Migration Strategy

Response Page Limit: 3

The State will evaluate the degree to which the Vendor will ensure that data conversion is effective and burdens State staff to the minimum extent possible.

- Provide recommendations for assessing data quality and conducting data cleansing prior to conversion, and discuss use of automated tools in conversion.
- Also, address procedures for populating the initial production database and data transfer procedures. Distinguish between State and Vendor roles. Discuss approach for dealing

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with incomplete records. References to approaches employed successfully in other projects should be provided where appropriate.

Topic 15 – User Training Approach

Response Page Limit: 6

The State will evaluate whether the training approach is likely to prepare users adequately to use the new System from the day of Implementation, including maximum knowledge transfer to allow the State to conduct its own training in the future.

- The State understands the importance of training to achieve a successful implementation. The State seeks detailed discussion of a recommended training approach for power users as well as alternative approaches to training for power users.
- Describe training that will be provided for power users and how the training will prepare the power users to perform data analysis and ad-hoc reporting.
- Describe the recommended training approach for casual users. How will the Vendor provide support to State staff to conduct its own training in the future.
- Questions to address include, but are not limited to, the following:
 - What type of training (instructor led vs. computer based) will be used for each purpose and why?
 - What methods will be employed to evaluate training activities?
 - Will manuals be adequate to enable trained users to research answers to their own questions?
 - Are manuals easily updated to meet the needs of the users?
 - Are training manuals on-line and maintained as part of a maintenance agreement?

Topic 16 – Acceptance Criteria

Response Page Limit: 6

The State will evaluate whether proposed acceptance criteria will assure the State that the new system is functioning effectively before being turned over for State maintenance.

- Propose measurable criteria for State final acceptance of the Solution. Discuss how the proposed criteria serve the interest of the State.

D-4 Project Management Topics

This subsection provides a series of topics related to management of the project that the State of New Hampshire will consider in selecting the Solution Vendor. A maximum length of response for each topic is defined.

Topic 17 – Communication and Agency Outreach Approach

Response Page Limit: 3

The State will evaluate the level of communication planned with key stakeholders.

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Stakeholders for the SLDS project participated actively in definition of requirements. The State seeks to build on this base with an effective communication program that will broaden awareness of the project, foster continued involvement and set the stage for training and agency outreach programs.

- Describe the proposed communication approach in terms of goals, timing or frequency of activities and media to be employed.

Topic 18 – Status Meetings and Reports

Response Page Limit: 3

The State will evaluate the degree to which Project reporting will serve the needs of State Project leaders.

- The State believes that effective reporting through meetings and written reports is essential to project success. At a minimum, the State expects the following:
 - Introductory Meeting: Participants will include key Vendor staff and State project leaders from both the Department of Education and the Office of Information Technology. This meeting will enable leaders to become acquainted and establish any preliminary project procedures.
 - Kickoff Meeting: Participants will include the State and Vendor Project Teams. This meeting is to establish a sound foundation for activities that will follow.
 - Status Meetings: Participants will include project leaders from the Vendor and the State. These meetings, which will be conducted at least biweekly, will address overall project status and any additional topics needed to remain on schedule and within budget. A status report from the Vendor will serve as the basis for discussion.
 - Special Meetings: Need may arise for a special meeting with State leaders or project stakeholders to address specific issues.
 - Exit Meeting: Participants will include project leaders from the Vendor and the State. Discussion will focus on lessons learned from the project and on follow up options that the State may wish to consider.

The State expects the Vendor to prepare agendas, background information and minutes of meetings. Background for each status meeting must include an updated Project Work Plan. Drafting of formal presentations, such as a presentation for the kickoff meeting, will also be a Vendor responsibility.

- Vendor shall submit reports in accordance with the Schedule and terms of the Contract. All reports shall be prepared in formats approved by the State. The Vendor's Project Manager shall assist the State's Project Manager, or itself produce reports related to Project Management as reasonably requested by the State. Vendor shall produce project status reports, which shall contain, at a minimum, the following:
 - Project status as it relates to Project Work Plan
 - Deliverables status
 - Accomplishments during weeks being reported
 - Planned activities for the upcoming two (2) week period
 - Future activities

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- Issues and concerns requiring resolution
- Report and remedies in case of falling behind schedule

Describe the process that will be employed. Be sure to cover the following:

- Timing, duration, recommended participants and agenda for the kickoff meeting;
- Frequency and standard agenda items for status meetings;
- Availability for special meetings; and
- Agenda for the exit meeting.

As an appendix, provide an example of status reports prepared for another project. Names of the project and of any individuals involved may be removed.

Topic 19 – Risk and Issue Management

Response Page Limit: 3

The State will evaluate the extent to which the proposed approach will contribute to the timely identification and effective action on issues and risks. The State will also evaluate whether the approach recognizes and addresses appropriate State involvement in risk and issue management.

- Provide proposed methodologies for risk and issue management. Discuss State and Vendor responsibilities. The State seeks a clear means to compare planned versus actual status, including percentages, at a sufficiently detailed level to ensure the State can adequately monitor the progress of the project. Be sure to identify any essential time constraints on State actions. Escalation procedures will be defined in a contract between the State and the Vendor.

Topic 20 – Scope Control

Response Page Limit: 2

The State will evaluate the degree to which proposed modifications in scope are scrutinized to ensure that only absolutely essential changes are approved. Evaluation will also address the quality and timeliness of information that will be available about a proposed scope change.

- Suggest an approach for scope control. Describe how the approach has been employed effectively on another project.

Topic 21 - Preparation of State Staff on the Project Team

Response Page Limit: 3

The State will evaluate whether the provisions to prepare State staff participating in the Project will enable the staff to contribute appropriately.

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- Describe how State staff assigned to the Project Team will be prepared to contribute. Provide an overview of interactions and dependencies between functions.

Topic 22– Quality Assurance Approach

Response Page Limit: 6

The State will evaluate the degree to which proposed procedures will ensure that Deliverables require limited modification when submitted for approval.

- The State has identified three categories of deliverables:
 - Written Deliverables, such as a training plan;
 - Software Deliverables, such as a configured software module, implementation of data analysis tool; and
 - Non-software Deliverables, such as conducting a training course.
- Describe the methodology that will be employed to assure that each type of deliverable is of high quality before submission for State consideration. Discussion should include but not limited to:
 - Provision for State input to the general content of a written deliverable prior to production;
 - The standard for Vendor internal review of a written deliverable prior to formal submission; and
 - Testing of software deliverables prior to submission for acceptance testing.

Topic 23 - Project Work Plan

Response Page Limit: None – Appendix Required

The State will evaluate whether the Vendor’s preliminary proposed Project Work Plan includes a description of the Schedule, tasks, Deliverables, critical events, task dependencies, and a payment schedule. This narrative should reflect current Project management “best practices” and be consistent with narratives on other topics.

- The State sees a Project Work Plan as essential to reaching a comprehensive agreement with a Vendor. Consequently, the State will seek to refine the proposed Project Work Plan during contract negotiation with the selected Vendor and to incorporate the refined Work Plan by reference into a contract.
- Provide a preliminary Project Work Plan depicting tasks, task dependencies, schedule, milestones, deliverables, and payment schedule. Define both proposed written and software deliverables. Include sufficient detail that the State will be able to identify departures from the plan in sufficient time to seek corrective action. In particular, provide information about staffing.
- Describe all deliverables to be produced in the project. Ensure that all Deliverables and milestones are identified in the Project Work Plan. Identify and discussion the following:
 - All assumptions upon which the Project Work Plan is based;
 - Descriptions of recommended roles by activity and time required for both State and Vendor members of the Project Team;

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- Assignments of members of the Vendor's team identified by role to specific tasks; and
- Critical success factors for the project.
- Discuss how this Project Work Plan will be used and State access to plan details, including resource allocation. Also, discuss frequency for updating the plan, at a minimum bi-weekly, and for every status meeting. Explain how the State will know whether the project is on schedule and within budget.

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APPENDIX E: STANDARDS FOR DESCRIBING VENDOR QUALIFICATIONS

To facilitate evaluation of Vendor qualifications, the State seeks information about: (1) corporate qualifications of each Vendor proposed to participate in the project, (2) proposed team organization and designation of key staff, (3) individual qualifications of candidates for the role of project manager, and (4) individual qualifications of candidates for other key staff roles. This appendix identifies specific information that must be submitted.

E-1 Required Information on Corporate Qualifications

Information is required on all Vendors that will participate in the project.

E-1.1 Vendor and Subcontractors

The Vendor submitting a Proposal to this Project must identify any subcontractor(s) and provide the following for the Vendor and each subcontractor identified:

E-1.1.1 Corporate Overview (2 page limit)

Identify the proposed role of the firm on the project. Describe the major business areas of the firm. Provide a high-level description of the firm's organization and staff size. Discuss the firm's commitment to the public sector, experience with this type of project implementations, and experience in New Hampshire.

E-1.1.2 Financial Strength

Provide the following:

1. The current Dunn & Bradstreet report on the firm;
2. The firm's two most recent audited financial statements; and
3. The firm's most recent un-audited, quarterly financial statement.

E-1.1.3 Litigation

Identify and describe any litigation filed by clients during the last ten (10) years. Discuss merits, current status and, if available, outcome of each matter.

E-1.1.4 Prior Project Descriptions (3 limited to 3 pages each)

Provide descriptions of no more than three (3) similar projects completed in the last five (5) years. Each project description should include:

1. An overview of the project covering type of client, objective, project scope, role of the firm and outcome;
2. Project measures including proposed cost, actual project cost, proposed project schedule and actual project schedule;
3. Names and contact information (name, title, address and current telephone number) for one or two references from the client; and

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4. Names and project roles of individuals on the proposed team for the New Hampshire project that participated in the project.

E-2 Team Organization and Designation of Key Vendor Staff

Provide an organizational chart depicting the Vendor Project Team. This chart should identify key staff required from the Vendor, any Subcontractors, and the State.

Define the responsibilities and length of assignment for each of the roles depicted in the organizational chart. Identify the positions that should be designated key staff. Ensure that designation of key Vendor staff includes subject matter experts in the following areas:

Education, preferably K-12;
Education data Solutions;
Education data initiatives including Eden, FERPA and best practices in regards to Education data;
Project management;
Data Analysis;
Database Normalization;
Data Modeling;
Data Warehouse Design;
ETL Processing;
Data Integration;
Data Quality Processes;
Decision Support Modeling;
Decision Support Reporting;
Training;
Hardware Configuration, Testing/Tuning;
Microsoft Windows Server 2005 or later.

A single team member may be identified to fulfill the experience requirement in multiple areas.

E-2.1 State Staff Resource Worksheet

Append a completed State Staff Resource Worksheet to coverage of organization. The required format follows.

Table E-2 – 1: Proposed State Staff Resource Hours Worksheet for Phase I

State Role							
	Project Design and Analysis	ETL	Data Warehouse Configuration	Decision Support System	Training	Develop EdFacts Reports	Total
Project Manager							
Position 1							
Position 2							
Position 3							

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Position 4							
Position 5							
State Total							

Table E-2 – 2: Proposed State Staff Resource Hours Worksheet for Phase II

State Role					
	Drop out and Graduation Rate Reporting	School District Profile Redesign	Extracts to Performance Pathways	Workshop NECAP Analysis	Total
Project Manager					
Position 1					
Position 2					
Position 3					
Position 4					
Position 5					
State Total					

E-3 Candidates for Project Manager

Although the State recognizes that staff availability is somewhat uncertain, qualifications of the Project Manager are particularly critical. Therefore, the State requires that the Project Manager be identified with some degree of certainty.

The State requires that the Project Manager be assigned full time.

The project manager's responsibilities, at minimum, include:

- Develop and maintain project plan;
- Coordinate activities of Project Team members: schedule work assignments, set priorities, problem resolution;
- Evaluate the work product of Project Team members;
- Maintain risk management document
- Maintain records of work completed and deliverables;
- Ensure all program and system documentation is complete before approvals and payments are made;
- Assist Project Team members to resolve barriers in the completion of their assignments;
- Create status reports

For the Project Manager candidate, provide a resume not to exceed five (5) pages in length addressing the following:

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- The candidate's educational background;
- An overview of the candidate's work history;
- The candidate's project experience, including project type, project role and duration of the assignment;
- Any significant certifications held by or honors awarded to the candidate; and
- At least three references, with contact information that can address the candidate's performance on past projects.

E-4 Candidates for Key Vendor Staff Roles

Provide a resume not to exceed three (3) pages for each key Vendor staff position on the Project Team. Each resume should address the following:

- The individual's educational background;
- An overview of the individual's work history;
- The individual's related project experience, including project type, project role and duration of the assignment;
- Any significant certifications held by or honors awarded to the candidate; and
- At least three references, with contact information that can address the individual's performance on past projects.

Although the State recognizes that staff availability is somewhat uncertain, qualifications of key staff assigned to the project are critical. Describe any assurances that will enable the State to have confidence that individuals proposed for key Vendor staff positions will be available for and assigned to the proposed project Solution.

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APPENDIX F: PRICING WORKSHEETS

A Vendor's Cost Proposal must be based on the worksheets formatted as described in this appendix. Additional pricing worksheets may be requested as part of the RFP review process.

F-1 Activities/Deliverables/Milestones Pricing Worksheet – Deliverables List

The Vendor must include, within the Firm Fixed Price for IT service activities, tasks and preparation of required deliverables, pricing for the deliverables required based on the proposed approach, methodology and tools. The following format must be used to provide this information.

Pricing for Mandatory Phase I and Mandatory Phase II requirements is required and will be used as the total cost for required deliverables. Optional items will be considered separately.

Table F-1-1: Activities/Deliverables/Milestones Pricing Worksheet for requirements detailed in Appendix C: *Requirements and Deliverables*.

Activity, Deliverable or Milestone	Delivery Date	Payment
Phase I	MM/DD/YY	
Design		
Preliminary Project Work Plan and Schedule	MM/DD/YY	
Kick off meeting	MM/DD/YY	
Final Project Work Plan and Schedule	MM/DD/YY	
State Approval of Project Work Plan	MM/DD/YY	
Logical and Technical Design Documents for proposed Solution: ETL, data warehouse, Decision Support System	MM/DD/YY	
State Approval of Design Documents	MM/DD/YY	
Implementation		
ETL Programming	MM/DD/YY	
Data Warehouse Build and Load	MM/DD/YY	
Decision Support System Installation	MM/DD/YY	
Develop Edfacts Reports	MM/DD/YY	
Unit and System Testing	MM/DD/YY	
System Administration Documentation	MM/DD/YY	
Systems Operation Documentation	MM/DD/YY	
User Documentation	MM/DD/YY	
Acceptance Testing	MM/DD/YY	
Performance/Tuning Documentation	MM/DD/YY	
System Production Reports Creation	MM/DD/YY	

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Data Migration Plan	MM/DD/YY	
Web Interaction Testing and Implementation	MM/DD/YY	
Conduct End User Training	MM/DD/YY	
Implementation plan	MM/DD/YY	
Implementation	MM/DD/YY	
Hold Back Payment (At end of Warranty Period)	MM/DD/YY	
Project Wrap-up/ Exit meeting	MM/DD/YY	
Phase I Subtotal		
* Additional cost for Vendor staff member on site full time for duration of Phase I (if applicable). (Appendix C Req # 9.3)		
Phase I Total Cost		
Phase II		
Drop out and Graduation Rate Reporting (Appendix C Req #4.58)	MM/DD/YY	
School District Profile Redesign (Appendix C Req # 4.59)	MM/DD/YY	
Develop automatic extract that pull data from warehouse to Performance Pathways. (Appendix C Req # 4.60)	MM/DD/YY	
Workshop - NECAP Analysis (Appendix C Req # 4.61)	MMDDYY	
Phase II Total Cost		
Additional Cost for Optional Requirements (if applicable)		
Provide electronic mail notifications of errors and successful notifications. (Appendix C Req # 2.8)	MM/DD/YY	
Prefer smart updates—loading and/or updating only the records that have been added or updated since the last iteration. (Appendix C Req # 2.11)	MM/DD/YY	
Provide automated testing tools. (Appendix C Req # 3.6)	MM/DD/YY	
Provide the ability to include graphical images as part of the data warehouse. (e.g. NECAP test question) (Appendix C Req # 3.14 and 4.53)	MM/DD/YY	
Ability to certify a predefined standard report saved in PDF format. A graphic would be used as the official State seal. (Appendix C Req # 4.19)	MM/DD/YY	
Ability to self-define groups for comparison. For example, a dropout report that would let the user define three subgroups of 10 by selecting schools from a dropdown box. Output would graph summary statistics for those three groups. Authorized users could	MM/DD/YY	

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then drill down. (Appendix C Req # 4.28)		
Ability for power user to develop queries where a casual user could self-define groups for comparison. For example, a dropout report that would let the user define three subgroups of 10 by selecting schools from a dropdown box. Output would graph summary statistics for those three groups. (Appendix C Req # 4.29)	MM/DD/YY	
Ability to further drill-down on a selected subpopulation by adding new criteria without restarting the query. (Appendix C Req # 4.30)	MM/DD/YY	
Ability to display three-dimensional analysis. (Appendix C Req # 4.31)	MM/DD/YY	
Feature to select output statistics and graphs based on quartiles, quintiles and deciles, without programming to identify and save the rank order. (Appendix C Req # 4.32)	MM/DD/YY	
Power users must be able to perform analysis that includes both tables within the warehouse and tables that are not in the warehouse (personal tables). (Appendix C Req # 4.34)	MM/DD/YY	
Provide the ability to schedule a report to run and direct the report to email and/or a report repository. (Provide a description of the recommended methodology for controlling file sizes transmitted via email.) (Appendix C Req # 4.39)	MM/DD/YY	
Ability to run statistical correlations, linear regression or other basic statistical analysis. (Appendix C Req # 4.42)	MM/DD/YY	
Ability for user to modify the scale and titles of a standard graphical output and add extensive text (e.g. footnotes). (Appendix C Req # 4.44)	MM/DD/YY	
Must provide the ability to automatically apply the date and user name to any output. (Appendix C Req # 4.45)	MM/DD/YY	
Allow the user to apply a personal (name and title) certification seal to a report. (Appendix C Req # 4.46)	MM/DD/YY	
Functionality that would allow general public users to save their report and/or query for future use. (for future implementation) (Appendix C Req # 4.48)	MM/DD/YY	
Audit trail detailing access to sensitive data (e.g. Special Education and Free and Reduced) which user accessed, from where and when. (Appendix C Req # 6.9)	MM/DD/YY	

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* The State would like the option of having a Vendor staff member on site full time for the duration of Phase I. Please include any *additional costs* for this option that would be above and beyond any costs for knowledge transfer already built into the cost for Phase I.

F-2 Proposed Position – Initial Contract Term Vendor Rates Worksheet

Using the format provided in the following table, list titles of proposed positions on the Project Team to be filled by Vendor staff. Include hours and rates for all staff on the Vendor Project Team through June 30, 2010.

Table F-2.1: Proposed Position –Vendor Rates Worksheet Phase I

Position Title	Number of Staff	Hours	Hourly Rate	Subtotal (Hours X Rate)
Position #1				
Position #2				
Position #3				
			Total	

Table F-2.2: Proposed Position –Vendor Rates Worksheet Phase II

Position Title	Number of Staff	Hours	Hourly Rate	Subtotal (Hours X Rate)
Position #1				
Position #2				
Position #3				
			Total	

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F-3 Proposed Vendor Staff and Resource Hours Worksheet

Use the Proposed Vendor Staff Position and Resource Hours Worksheet to indicate the individuals that will be assigned to the project. Names must be provided for individuals designated for key roles, but titles are sufficient for others. Information is required by phase and hours should be designated as on or off site.

Table F-3.1: Proposed Vendor Staff and Resource Hours Worksheet - Phase I

Title	Name	Location			Data Warehouse Configuration	Decision Support System	Training	Develop EdFacts Reports	Total
			Project Design and Analysis	ETL					
Project Manager		On Site							
		Off Site							
Position 1		On Site							
		Off Site							
Position 2		On Site							
		Off Site							
Position 3		On Site							
		Off Site							
Total		On Site							
		Off Site							

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Table F-3.2: Proposed Vendor Staff and Resource Hours Worksheet - Phase II

Title	Name	Location					
			Drop out and Graduation Rate Reporting	School District Profile Redesign	Extracts to Performance Pathways	Workshop NECAP Analysis	Total
Project Manager		On Site					
		Off Site					
Position 1		On Site					
		Off Site					
Position 2		On Site					
		Off Site					
Position 3		On Site					
		Off Site					
Total		On Site					
		Off Site					

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F-4 Future Vendor Rates Worksheet

The State may request additional services from the selected Vendor and requires rates in the event that additional service is required. The following format must be used to provide this information. "SFY" refers to State Fiscal Year. The New Hampshire State Fiscal Year runs from July 1 through June 30 of the following calendar year. For example, SFY 2010 runs from July 1, 2009 through June 30, 2010. Positions not identified in the Proposed Position Worksheet may be included in the Future Vendor Rates Worksheet.

Table F-4: Future Vendor Rates Worksheet

Position Title	SFY 2010	SFY 2011	SFY 2012	SFY 2013	SFY 2014
Project Manager					
Position #1					
Position #2					
Position #3					

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F-5 Software Licensing, Maintenance and Support Pricing Worksheet

This table should detail any applicable per license cost for all tool(s) to be utilized by the State and tools to be utilized by external stakeholders for accessing the decision support system that are not covered under this contract. Ongoing licensing, maintenance and support should be clearly described. Include Vendor (e.g. Microsoft, Oracle) Government rates for these components.

Table F-5: Software Licensing, Maintenance, and Support Pricing Worksheet

Software	Software License Cost	Post Warranty Maintenance & Support Pricing (specify licensing pricing separate from support - if appropriate)										
		Year										
												Total:
Mandatory Functions – Prices Required												
										Grand Total:		

F-6 Hardware Pricing Worksheet

This table should detail the costs for the system hardware required to support the proposed Solution. Include vendor (e.g. Microsoft, Oracle) Government rates for these components.

Table F-6: Hardware Pricing Worksheet for proposed Solution

Hardware	Product Cost	Post Warranty Maintenance & Support Pricing										
		Year										Total:
Include Hardware costs separately.												
											Grand Total:	

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F-7 Additional Costs Worksheet

Table F7: Additional Costs should detail additional costs that will be charged to the State, not already included in Table F-1-1: Activities/Deliverables/Milestones Pricing Worksheet, Table F-5: Software Licensing, Maintenance, and Support Pricing Worksheet, and Table F-6: Hardware Pricing Worksheet for proposed Solution.

Any costs detailed in Table F-7 will be considered additional to charges detailed in Tables F-1-1, F5 and F6. The Vendor may choose to fully load Tables F-1-1, F5 and F6 and leave Table F7 blank.

Table F-7: Additional Costs

Cost Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	\$	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$	\$

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APPENDIX G: GENERAL STANDARDS AND REQUIREMENTS

G-1 IT Required Work Procedures

1. All work done must conform to standards and procedures established by the Office of Information Technology and the State.
2. All products developed (requirements, Specifications, Documentation, program code, other) are work for hire and ownership is in accordance with the New Hampshire Contract Terms and Conditions.
3. Any technical education needed by the Vendor to successfully complete the assumed assignment will be at the sole expense of the Vendor and provided by the Vendor.
4. Vendor must agree to provide an “equal or better” replacement for any personnel who leave employment of the Vendor during the course of the Contract.
5. Vendor must make the individuals available to be interviewed by the State prior to the Project assignment.
6. Vendor and its employees assigned to this Project must sign a “Computer Access and Use Agreement.”
7. The State may require a detailed background check on any individual assigned to the Project, as this Project may involve confidential or sensitive information.
8. Personnel assigned to the State must be available to work within ten (10) business days of the contract signing.

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G-2 Computer Access and Use Agreement

PLEASE READ THIS AGREEMENT CAREFULLY. IT CONTAINS IMPORTANT INFORMATION ABOUT THE DUTIES YOU MUST UNDERTAKE AND THE RULES YOU MUST ADHERE TO ONCE YOU ARE GRANTED ACCESS TO USE THE STATE OF NEW HAMPSHIRE'S COMPUTER FACILITIES.

G-2.1 Computer Use

In consideration for receiving access to and use of the computer facilities, network, licensed or developed software, software maintained or operated by any of the State entities, systems, equipment, Documentation, information, reports, or data of any kind (hereinafter "Information"), User understands and agrees to the following rules:

- That numerous security and privacy regulations, both State and federal apply to client and business information contained in all State of New Hampshire's information systems. Every Authorized User has the responsibility to assure the protection of Information from unauthorized access, misuse, theft, damage, destruction, modification, or disclosure.
- That any person or any use not specifically known by the User as being authorized to access or use Information shall be promptly reported to the appropriate supervisor.
- That information shall be used solely for conducting official State business, and all other use or access is strictly forbidden including, but not limited to, personal, or other private and non-State use.
- That at no time shall User access or attempt to access any information without having the express authority to do so.
- That at no time shall User access or attempt to access any information in a manner inconsistent with the approved policies, procedures, and /or agreements relating to entry/access.
- That all software licensed, developed, or being evaluated by the State cannot be copied, shared, distributed, sub-licensed, modified, reverse engineered, rented, or sold, and that at all times User must use utmost care to protect and keep such software strictly confidential in accordance with the license or any other Agreement executed by the State.
- That only equipment or software owned, licensed, or being evaluated by the State, can be used by User. Personal software (including but not limited to palmtop sync software) shall not be installed on any equipment.
- That at no time shall User's confidential computer password(s) or premises access card be shared with or used by any other person.

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- That at no time shall User share or use another person's confidential computer password(s) or premises access card.
- That at no time shall User leave a workstation without first ensuring that the workstation is properly secured from unauthorized access.
- That User must report any and all violations of this Agreement to the appropriate supervisor promptly upon learning of such violation.
- That if User is found to be in violation of any of the above-stated rules, the User may face removal from the State contract, and/or criminal or civil prosecution, if the act constitutes a violation of law.
- That from time to time circumstances may require that this Agreement be modified by the State to reflect any changes in procedure or policy. The User will be notified in writing of any changes and will be required to adhere to such changes.
- That the User acknowledges that he or she has read, fully understands, and agrees to abide by each of the above-stated rules as a condition of being granted access to use Information.

G-2.2 Email Use

Mail and other electronic communication messaging systems are State of New Hampshire property and are to be used for business purposes only. Email is defined as "internal Email system" or "State-funded Email system". The Authorized User understands and agrees that email shall not contain or be used for:

1. Any unlawful purpose.
2. Material that may be viewed as insulting. Demeaning, harassing or threatening (including sexual harassment).
3. Distribution of pornographic or obscene material.
4. Profane or abusive language.
5. Distribution of non-business materials including but not limited to jokes, chain letters, cartoons, sound files, amusement or entertainment purposes or executables not specifically business related.
6. Creating or transmitting statements, messages, languages, images, that might constitute hostile or offensive material likely to be disparaging of others based on race, national origin, sex, sexual orientation, age, disability, religious beliefs, or political beliefs.
7. Personal business or commercial business.
8. Invasion of the privacy of others.
9. Any use that compromises the integrity of the system, network, other network users, or any interruption or disruption of services or equipment.
10. Any use that reflects poorly on a State entity or the State of New Hampshire.
11. Any lobbying contact or effort in support of such contacts, or causing others to make contact with members of the legislature or legislative committees including but not limited to: preparation and planning activities, research, and other background work that is intended at the time performed, to influence the approval, modification, or

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rejection of any legislation by the legislature of the State of New Hampshire or any committee thereof without the explicit consent of the Chief Information Officer (CIO) or its designee.

12. Misrepresentation of the Authorized User's identity, including using another's Authorized User ID and password.

Technical support personnel shall not review the content of an Authorized User's communications out of personal curiosity or at the behest of another without the required authorization. Authorized Users shall not intercept, disclose or assist in intercepting or disclosing any electronic communications, except as authorized by this policy.

Authorized Users shall move important information from email message files to shared folders and drives to ensure proper backup. Messages no longer needed shall be purged periodically from personal storage areas. Technical support personnel shall monitor storage usage and advise when limits are approaching storage limits or have been reached and purging is required.

G-2.3 Internet/Intranet Use

The Internet/Intranet is to be used for access to and distribution of Information in direct support of the business of the State of New Hampshire.

1. Authorized Users are given State provided access to Internet and Intranet resources to assist them in the performance of their jobs.
2. Internet/Intranet Authorized Users are responsible for all material accessed under their user ID.
3. Software for browsing is provided to Authorized Users for State related business use only.
4. The Authorized User understands and agrees that the Internet/Intranet shall not be used for:
 - a. Chat rooms, interactive games, and personal message boards
 - b. Downloading graphics, sound files, video clips or other files for personal use
 - c. Access to or the distribution of pornographic or obscene materials
 - d. Anything that interrupts or disrupts other network Authorized Users, services or equipment
 - e. Violations of the privacy of other Authorized Users or their data
 - f. Intentional copying of any software, program(s), or data without a prior, good faith determined that such copying is permissible. (Efforts to obtain permission shall be documented)
 - g. Intentional misrepresentation of yourself electronically as another, unless specifically authorized to do so by that Authorized User
 - h. Intentionally developing programs designed to harass users or to infiltrate a computer or computing and/or damage or alter the software components of same
 - i. Fund raising or public relations activities not specifically related to State business
 - j. Any purpose not directly related to the mission or intent of the agency

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G-3 New Hampshire Certificate of Authority or Certificate of Good Standing

(VENDORS NEED TO SUBMIT)

As a condition of contract award, the Vendor must furnish a Certificate of Authority/Good Standing dated after April 1, 2008, from the Office of the Secretary of State of New Hampshire. If your company is not registered, an application form may be obtained from:

Secretary of State
State House Annex
25 Capitol Street
Concord, New Hampshire 03301
603-271-3244

If your company is registered, a Certification thereof may be obtained from the Secretary of State.

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G-4 State of New Hampshire Terms and Conditions

All RFP terms and conditions including but not limited to the following Terms and Conditions, shall constitute the basis for any and all contracts resulting from the RFP.

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G-4.1 Effective Date: Completion of Services

G-4.1.1 The Contract and all obligations of the parties hereunder shall become effective on the date the Governor and Executive Council of the State of New Hampshire approves this Contract (the "Effective Date").

G-4.1.2 The State does not require the Vendor to commence work prior to the Effective Date; however, if the Vendor commences work prior to the Effective Date, such work shall be performed at the sole risk of the Vendor. In the event that the Contract does not become effective, the State shall be under no obligation to pay the Vendor for any costs incurred or services performed; however if the Contract becomes effective all costs incurred prior to the Effective Date shall be paid under the terms of the Contract.

G-4.2 Conditional Nature of Contract

Notwithstanding any provision in the Contract to the contrary, all obligations of the State, including, without limitation, the continuance of payments, are contingent upon the availability and continued appropriation of funds, and in no event shall the State be liable for any payments in excess of such available appropriated funds. In the event of a reduction or termination of those funds, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to terminate the Contract immediately upon giving the Vendor notice of such termination.

The State shall not be required to transfer funds from any other account to the account identified in block 1.5: *Account No.* of the *Contract Agreement*, in the event funds in that account are reduced or unavailable.

G-4.3 Contract Price: Limitation on Price: Payment

G-4.3.1 The contract price, method of payment, and terms of payment are identified and more particularly described in Exhibit B: *Price and Payment Schedule*, of the Contract.

G-4.3.2 The payment by the State of the contract price shall be the only, and the complete reimbursement to the Vendor for all expenses, of whatever nature, incurred by the Vendor in the performance hereof, and shall be the only and the complete compensation to the Vendor for the services provided under the Contract. The State shall have no liability to the Vendor other than the contract price.

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G-4.3.3 The State reserves the right to offset from any amounts otherwise payable to the Vendor under the Contract those liquidated amounts required or permitted under the Contract, by RSA 80:7 through 7-C, or any other provision of law.

G-4.3.4 Notwithstanding anything in the Contract to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made, exceed the total price limitation of the Contract set forth in Exhibit B: *Price and Payment Schedule* of the Contract.

G-4.4 Compliance by Vendor with Laws and Regulations: Equal Employment Opportunity

G-4.4.1 In connection with the performance of the Contract, the Vendor shall comply with all statutes, laws, regulations, orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Vendor, including, but not limited to, civil rights and equal opportunity laws. The Vendor shall also comply with all applicable local, State, and federal licensing requirements and standards necessary in the performance of the Contract.

G-4.4.2 During the term of the Contract, the Vendor shall not discriminate against employees or applicants for employment in violation of applicable State or federal laws, including but not limited to non discrimination because of race, color, religion, creed, age, sex, handicap or national origin and will take affirmative action to prevent such discrimination.

G-4.4.3 If the Contract is funded in any part by monies of the United States, the Vendor shall comply with all the provisions of Executive Order No. 11246 ("Equal Employment Opportunity"), as supplemented by the regulations of the United States Department of Labor (41. C.F.R. Part 60), and with any rules, regulations and guidelines as the State of New Hampshire or the United States issue to implement these regulations. The Vendor further agrees to permit the State or United States, access to any of the Vendor's books, records, and accounts for ascertaining compliance with all rules, regulations and orders, and the covenants and conditions of the Contract.

G-4.5 Regulatory/Governmental Approvals

Any contract awarded under the RFP shall be contingent upon the Vendor's obtaining all necessary and applicable regulatory or other governmental approvals.

G-4.6 Personnel

G-4.6.1 The performance of the Vendor's obligations under the Contract shall be carried out by the Vendor. The Vendor shall at its own expense provide all personnel, materials and resources required under the Contract and as necessary to perform the services under the Contract.

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G-4.6.2 The Vendor shall not hire, and shall permit no subcontract or other person, firm or corporation with whom it is engaged in a combined effort to perform the services, to hire any person who has a contractual relationship with the State, or who is a State officer or employee, elected or appointed.

G-4.6.3 The Contracting Officer or his/her successor shall be the State's representative. In the event of any dispute governing the interpretation of the Contract, the Contracting Officer's decision shall be final for the State.

Prior to the filing of any formal proceedings with respect to a dispute (other than an action seeking injunctive relief with respect to intellectual property rights), the party believing itself aggrieved (the "Invoking Party") shall call for progressive management involvement in the dispute negotiation by written notice to the other party. Such notice shall be without prejudice to the Invoking Party's right to any other remedy permitted by this Agreement.

The parties shall use all reasonable efforts to arrange personal meetings and/or telephone conferences as needed, at mutually convenient times and places, between negotiators for the parties at the following successive management levels, each of which shall have a period of allotted time as specified below in which to attempt to resolve the dispute:

Dispute Resolution Responsibility and Schedule Table

LEVEL	<VENDOR>	<u>The State</u>	<u>CUMULATIVE ALLOTTED TIME</u>
Primary	<NAME> <TITLE>	Irene Koffink State Project Manager	5 Business Days
First	<NAME> <TITLE>	Dr. Judith Fillion Project Director	10 Business Days
Second	<NAME> <TITLE>	Commissioner Lyonel Tracy State Project Sponsor	15 Business Days

The allotted time for the first level negotiations shall begin on the date the Invoking Party's notice is received by the other party. Subsequent allotted time is days from the date that the original Invoking Party's notice is received by the other party.

G-4.7 Termination

G-4.7.1 Termination for Default

G-4.7.1.1 Unless otherwise provided in the Contract, the State shall provide the Vendor written notice of default, and the Vendor must cure the default within thirty (30) days, unless otherwise indicated within by the State ("Cure Period"). If the Vendor fails to cure the default within the Cure Period, the State may

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terminate the Contract, at its sole discretion, and pursue its remedies at law or in equity or both.

G-4.7.1.2 In the event the State declares the Vendor in default and terminates the contract, the State may, at a minimum, take any or all of the following actions:

G-4.7.1.2.1 Set off against any other obligations the State may owe to the Vendor;

G-4.7.1.2.2 Procure services that are the subject of the Contract from another source and the Vendor shall be liable for all damages up to the Contract price, including but not limited to (1) the cost difference between the original Contract price for services acquired from another source and (2) if applicable, all administrative costs directly related to the replacement of the Contract, such as costs of competitive bidding, mailing, advertising, applicable fees, charges or penalties, and staff time costs; and

G-4.7.1.2.3 Treat the Contract as breeched and pursue any of its remedies at law or in equity, or both.

G-4.7.1.3 The Vendors shall provide the State with written notice of default, and the State shall cure the default within thirty (30) days.

G-4.7.1.4 No remedy conferred under the Contract is intended to be exclusive of any other remedy, and each remedy is cumulative and in addition to every other remedy in the Contract. The State's election or non-election of any or more remedies shall not constitute a waiver of its right to pursue other available remedies.

G-4.7.1.5 Subject to applicable laws and regulations, in no event shall the Vendor be liable for any consequential, special, indirect, incidental, punitive or exemplary damages and the Vendor's liability to the State shall not exceed two (2X) the total Contract price, except as otherwise provided in Appendix G-4 Section 13: *Indemnification*.

G-4.7.1.6 Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant shall survive termination or Contract Conclusion.

G-4.7.2 Termination for Convenience

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G-4.7.2.1 The State may, at its sole discretion, terminate the Contract, in whole or in part, by thirty (30) days written notice to the Vendor. In the event of such termination for convenience, the State shall pay the Vendor the agreed upon price, if separately stated, for Deliverables for which Acceptance has been given by the State. Amounts for services or Deliverables provided prior to the date of termination for which no separate price is stated will be paid, in whole or in part, generally in accordance with Appendix F: *Pricing Worksheets*, Tables F-1: *Activities/Deliverables/Milestones Pricing Worksheet* and F-2: *Proposed Position- Initial Contract Term Vendor Rates Worksheet* in the RFP.

G-4.7.2.2 During the thirty (30) day period, the Vendor shall wind down and cease its Services as quickly and efficiently as reasonably possible, without performing unnecessary Services or activities and by minimizing negative effects on the State from such winding down and cessation of Services.

G-4.7.3 Termination for Conflict of Interest

G-4.7.3.1 The State may terminate the Contract by written notice if it is found that a conflict of interest exists, including but not limited to, a violation by any of the parties hereto of applicable laws regarding ethics in public acquisitions and procurement and performance of contracts.

G-4.7.3.2 In the event the Contract is terminated as provided above pursuant to a violation by the Vendor, the State shall be entitled to pursue the same remedies against the Vendor as it could pursue in the event of a default of the Contract by the Vendor.

G-4.7.4 Termination Procedure

G-4.7.4.1 Upon termination of the Contract, the State, in addition to any other rights provided in the Contract, may require the Vendor to deliver to the State any property, including without limitation, Software and Written Deliverables, for such part of this Contract as has been terminated.

G-4.7.4.2 After receipt of a notice of termination, and except as otherwise directed by the State, Vendor shall:

- a. Stop work under this Contract on the date, and to the extent specified, in the notice;
- b. Promptly, but in no event longer than thirty (30) days after termination, terminate its orders and subcontracts related to the work which has been terminated and settle all outstanding

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liabilities and all claims arising out of such termination of orders and subcontracts, with the approval or ratification of the State to the extent required, which approval or ratification shall be final for the purpose of this Section;

- c. Take such action as the State directs, or as necessary to preserve and protect the property related to this Contract which is in the possession of Vendor and in which State has an interest;
- d. Transfer title to the State and deliver in the manner, at the times, and to the extent directed by the State, any property which is required to be furnished to State and which has been accepted or requested by the State; and
- e. Provide written Certification to the State that Vendor has surrendered to the State all said property.

G-4.8 Force Majeure

Neither Vendor nor the State shall be responsible for delays or failures in performance resulting from events beyond the control of such party and without fault or negligence of such party. Such events shall include, but not be limited to, acts of God, strikes, block outs, riots, and acts of War, epidemics, acts of Government, fire, power failures, nuclear accidents, earthquakes, and unusually severe weather.

G-4.9 Information

G-4.9.1 In performing its obligations under the Contract, the Vendor may gain access to information of the State, including confidential information. The Vendor shall not use information developed or obtained during the performance of, or acquired, or developed by reason of the Contract, except as is directly connected to and necessary for the Vendor's performance under the Contract.

G-4.9.2 The Vendor agrees to maintain the confidentiality of and to protect from unauthorized use, disclosure, publication, and reproduction, all information of the State that becomes available to the Vendor in connection with its performance under the Contract, regardless of its form. Subject to applicable federal or State laws and regulations, Confidential Information shall not include information which: (i) shall have otherwise become publicly available other than as a result of disclosure by the receiving party in breach hereof; (ii) was disclosed to the receiving party on a non-confidential basis from a source other than the disclosing party, which the receiving party believes is not prohibited from disclosing such information as a result of an obligation in favor of the disclosing party; (iii) is developed by the receiving party independently of, or was known by the receiving party prior to, any disclosure of such information made by the disclosing party; or (iv) is disclosed with the written consent of the disclosing party. A receiving party also may disclose Confidential Information to the extent required by an order of a court of competent jurisdiction.

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G-4.9.3 Any disclosure of the State's information shall require prior written approval of the State. The Vendor shall immediately notify the State if any request, subpoena or other legal process is served upon the Vendor regarding the State's information, and the Vendor shall cooperate with the State in any effort it undertakes to contest the subpoena or other legal process.

G-4.9.4 In the event of unauthorized use or disclosure of the State's information, the Vendor shall immediately notify the State, and the State shall immediately be entitled to pursue any remedy at law, including, but not limited to injunctive relief.

G-4.9.5 Insofar as the Vendor seeks to maintain the confidentiality of its confidential or proprietary information, the Vendor must clearly identify in writing the information it claims to be confidential or proprietary. The Vendor acknowledges that the State is subject to the Right to Know law, RSA Chapter 91-A. The State shall maintain the confidentiality of the identified confidential information insofar as it is consistent with applicable laws or regulations, including but not limited to, RSA Chapter 91-A. In the event the State receives a request for the information identified by the Vendor as confidential, the State shall notify the Vendor and specify the date the State will be releasing the requested information. Any effort to prohibit or enjoin the release of the information shall be the Vendor's sole responsibility and at the Vendor's sole expense. If the Vendor fails to obtain a court order enjoining the disclosure, the State shall release the information on the date specified in the State's notice to the Vendor without any State liability to the Vendor.

G-4.9.6 This Section G-4.9 shall survive termination or Contract Conclusion.

G-4.10 Change of Ownership

In the event that the Vendor should change ownership for any reason whatsoever, the State shall have the option of continuing under the Contract with the Vendor or its successors or assigns for the full remaining term of the Contract; continuing under the Contract with the Vendor or its successors or assigns for such period of time as determined necessary by the State; or immediately terminating the Contract without liability to the Vendor, its successors or assigns.

G-4.11 Vendor's Relation to the State

In the performance of the Contract, the Vendor is in all respects an independent contractor, and is neither an agent nor an employee of the State. Neither the Vendor nor any of its officers, employees, agents, or members shall have authority to bind the State or receive any benefits, worker's compensation or other emoluments provided by the State to its employees.

G-4.12 Assignment, Delegation and Subcontracts

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G-4.12.1 The Vendor shall not assign, delegate, subcontract, or otherwise transfer any of its interest, rights, or duties under the Contract without the prior written consent of the State. Such consent will not be unreasonably withheld. Any attempted transfer, assignment, delegation, or other transfer made without the State's prior written consent shall be null and void.

G-4.12.2 The Vendor shall remain wholly responsible for performance of the entire Contract regardless of whether assignees, delegates, Subcontractors or other transferees ("Successor") are used, unless otherwise agreed to in writing by the State and the Successor fully assumes in writing any and all obligations and liabilities under the Contract. In the absence of a written assumption of full obligations and liabilities of the Contract, any permitted assignment, delegation, subcontract or other transfer shall neither relieve the Vendor of any of its obligations under the Contract nor shall it affect any remedies available to the State against the Vendor that may arise from any event of default of the provisions of the Contract. The State will consider the Vendor to be the sole point of contact with regard to all contractual matters, including payment of any and all charges resulting from the Contract.

G-4.13 Indemnification

The Vendor shall indemnify, defend and hold harmless the State, its officers and employees, from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based or resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the Vendor, its personnel or agents during the course of performance of the Services hereunder.

Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State.

This Section G-4.13 shall survive termination or Contract Conclusion.

G-4.14 Insurance

G-4.14.1 The Vendor shall, at its sole expense, obtain and maintain in force, and shall require any Subcontractor or assignee to obtain and maintain in force, both for the benefit of the State, the following insurance:

G-4.14.1.1 Comprehensive general liability insurance against all claims of bodily injury, death or property damage, in amounts of not less than \$250,000 per claim and \$2,000,000 per incident; and

G-4.14.1.2 The policies shall be the standard form employed in the State of New Hampshire, issued by underwriters acceptable to the State, and authorized to do business in the State of New Hampshire. Each policy shall contain a clause prohibiting cancellation or

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modifications of the policy earlier than ten (10) days after written notice thereof has been received by the State.

G-4.15 Waiver of Event of Default

No failure by the State to enforce any provisions hereof after any event of default shall be deemed a waiver of its rights with regard to that event, or any subsequent event. No express failure of any default shall be deemed a waiver of the right of the State to enforce each and all of the provisions hereof upon any further or other default on the part of the Vendor.

G-4.16 Notice

Any notice by a party to the other party shall be deemed to have been duly delivered or given at the time of mailing by registered mail, postage prepaid, in a United States Post Office addressed to the parties at the following addresses.

TO VENDOR:

[Name]
[Address]

[City, State] [Zip]
[Telephone Number]

TO STATE:

State of New Hampshire
Department of Education
Attention: Irene Koffink
101 Pleasant Street
Concord, NH 03301
(603) 271-3855

G-4.17 Amendment

The Contract may be amended, waived, or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver, or discharge by the Governor and Executive Council of the State of New Hampshire.

G-4.18 Construction of Contract and Terms

The Contract shall be construed in accordance with the laws of the State of New Hampshire, and is binding upon and inures to the benefit of the parties and their respective successors and assigns. Any action may only be brought in the State of New Hampshire Merrimack County Superior Court.

G-4.19 Third Parties

The parties hereto do not intend to benefit any third parties and the Contract shall not be construed to confer any such benefit.

G-4.20 Headings

The headings in the Contract shall not be held to explain, modify, amplify, or aid in the construction or interpretation of the Contract provisions, and are for reference purposes only.

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G-4.21 Exhibits

The Exhibits referred to in and attached to the Contract are made a part of it as if fully included in the text.

G-4.22 Survival

The terms, conditions and warranties contained in the Contract that by their context are intended to survive the completion of the performance, cancellation or termination of the Contract shall so survive.

G-4.23 Entire Contract

The Contract, which may be executed in a number of count arts, each of which shall be deemed an original, constitutes the entire Contract and understanding between the parties, and supersedes all prior Contracts and understandings.

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G-5 HIPAA Standards for Privacy – Business Associate Agreement

STANDARD EXHIBIT H

The Contractor agrees to comply with the Health Insurance Portability and Accountability Act, Public Law 104-191, and with the Standards for Privacy of Individually Identifiable Health Information, 45 CFR Parts 160 and 164. As defined herein, “Business Associate” shall mean the Contractor and “Covered Entity” shall mean the state of New Hampshire, Department of Administrative Services.

G-5.1 Business Associate Agreement

G-5.1.1 Definitions

- a. “Designated Record Set” shall have the same meaning as the term “designated record set” in 45 CFR Section 164.501.
- b. “Data Aggregation” shall have the same meaning as the term “data aggregation” in 45 CFR Section 164.501.
- c. “Health Care Operations” shall have the same meaning as the term “health care operations” in 45 CFR Section 164.501.
- d. “HIPAA” means the Health Insurance Portability and Accountability Act of 1996, Public Law 104-191.
- e. “Individual” shall have the same meaning as the term “individual” in 45 CFR Section 164.501 and shall include a person who qualifies as a personal representative in accordance with 45 CFR Section 164.501(g).
- f. “Privacy Rule” shall mean the Standards for Privacy of Individually Identifiable Health Information at 45 CFR Parts 160 and 164, promulgated under HIPAA by the United States Department of Health and Human Services.
- g. “Protected Health Information” shall have the same meaning as the term “protected health information” in 45 CFR Section 164.501, limited to the information created or received by Business Associate from or on behalf of Covered Entity.
- h. “Required by Law” shall have the same meaning as the term “required by law” in 45 CFR Section 164.501.
- i. “Secretary” shall mean the Secretary of the Department of Health and Human Services or his/her designee.
- j. Other Definitions all terms not otherwise defined herein shall have the meaning established under 45 CFR Parts 160, 162 and 164, as amended from time to time.

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G-5.1.2 Use and Disclosure of Protected Health Information (PHI)

- a. Business Associate shall not use or disclose PHI except as reasonably necessary to provide the services outlined under Exhibit A: *Contract Deliverables* of the Agreement, as amended to include this Standard Exhibit H. Further, the Business Associate shall not, and shall ensure that its directors, officers, employees, and agents do not, use, or disclose PHI in any manner that would constitute a violation of the Privacy Rule if so used by Covered Entity.
- b. Business Associate may use or disclose PHI:
 - i. For the proper management and administration of the Business Associate.
 - ii. As required by law, pursuant to the terms set forth in paragraph c. below.
 - iii. For data aggregation purposes for the health care operations of Covered Entity.
- c. To the extent Business Associate is permitted under the Agreement to disclose PHI to a third party, Business Associate must obtain, prior to making any such disclosure, (i) reasonable assurances from the third party that such PHI will be held confidentially and used or further disclosed only as required by law or for the purpose for which it was disclosed to the third party; and (ii) an agreement from such third party to immediately notify Business Associate of any breaches of the confidentiality of the PHI to the extent it has obtained knowledge of such breach.
- d. The Business Associate shall not, unless such disclosure is reasonably necessary to provide services under Exhibit A: *Contract Deliverables* of the Agreement, as amended to include this Standard Exhibit H, disclose any PHI in response to a request for disclosure on the basis that it is required by law, without first notifying Covered Entity so that Covered Entity has an opportunity to object to the disclosure and to seek appropriate relief. If Covered Entity objects to such disclosure, the Business Associate shall refrain from disclosing the PHI until Covered Entity has exhausted all remedies.
- e. If the Covered Entity notifies the Business Associate that Covered Entity has agreed to be bound by additional restrictions on the uses or disclosures of PHI pursuant to the Privacy Rule, the Business Associate shall be bound by such additional restrictions and shall not disclose PHI in violation of such additional restrictions.

G-5.1.3 Obligations and Activities of Business Awards

- a. Business Associate shall report to the designated Privacy Officer of Covered Entity, in writing, any use or disclosure of PHI in violation of the

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Agreement, as amended to include this Standard Exhibit H, of which it becomes aware, within two (2) business days of becoming aware of such unauthorized use or disclosure.

- b. Business Associate shall use appropriate safeguards to prevent the use or disclosure of PHI other than as permitted by the Agreement, as amended to include this Exhibit H.
- c. Business Associate shall make available all of its internal policies and procedures, books, and records relating to the use and disclosure of PHI received from or created or received by the Business Associate on behalf of Covered Entity to the Secretary for purposes of determining Covered Entity's compliance with HIPAA and the Privacy Rule.
- d. Business Associate shall require all of its directors, officers, employees, agents, Subcontractors, and third parties that receive, use, or have access to PHI under the Agreement, as amended to include this Exhibit H, to agree in writing to adhere to the same restrictions and conditions on the use and disclosure of PHI contained herein, including the duty to return or destroy the PHI as provided under Section (3) k herein. Business Associate shall also require its agents, Subcontractors, and third parties to indemnify, defend, and hold harmless Covered Entity from and against any claim, liability, or expense arising out of or relating to any non-permitted use or disclosure of PHI by the agents, Subcontractors, and third parties.
- e. Within five (5) business days of receipt of a written request from Covered Entity, Business Associate shall make available, during Normal Business Hours, at its offices, all records, books, agreements, policies and procedures relating to the use and disclosure of PHI to the Covered Entity, for purposes of enabling Covered Entity to determine Business Associate's compliance with the terms of the Agreement, as amended to include this Exhibit H.
- f. Within ten (10) business days of receiving a written request from Covered Entity, Business Associate shall provide access to PHI, in a designated record set, to the Covered Entity, or as directed by Covered Entity, to an individual in order to meet the requirements under 45 CFR Section 164.524.
- g. Within ten (10) business days of receiving a written request from Covered Entity for an amendment of PHI or a record about an individual contained in a designated record set, the Business Associate shall make such PHI available to Covered Entity for amendment and incorporate any such amendment to enable Covered Entity to fulfill its obligations under 45 CFR Section 164.526.
- h. Business Associate shall document such disclosures of PHI and information related to such disclosures as would be required for Covered

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Entity to respond to a request by an individual for an accounting of disclosures of PHI in accordance with 45 CFR Section 164.528.

- i. Within ten (10) business days of receiving a written request from Covered Entity for a request for an accounting of disclosures of PHI, Business Associate shall make available to Covered Entity such information as Covered Entity may require to fulfill its obligations to provide an accounting of disclosures with respect to PHI in accordance with 45 CFR Section 164.528.
- j. In the event any individual requests access to, amendment of, or accounting of PHI directly from the Business Associate, the Business Associate shall, within two (2) business days, forward such request to Covered Entity. Covered Entity shall have the responsibility of responding to forwarded requests. However, if forwarding the individual's request to Covered Entity would cause Covered Entity or the Business Associate to violate HIPAA and the Privacy Rule, the Business Associate shall instead respond to the individual's request as required by such law and notify Covered Entity of such response as soon as practicable.
- k. Within ten (10) business days of termination of the Agreement, as amended to include this Standard Exhibit H, for any reason, the Business Associate shall return or destroy, as specified by Covered Entity, all PHI received from or created or received by the Business Associate in connection with the Agreement and shall not retain any copies or back-up tapes of such PHI. If return or destruction is not feasible, Business Associate shall continue to extend the protections of the Agreement, as amended by this Exhibit H, to such PHI and limit further uses and disclosures of such PHI to those purposes that make the return or destruction infeasible for so long as Business Associate maintains such PHI. If Covered Entity, in its sole discretion, requires that the Business Associate destroy any or all PHI, the Business Associate shall certify to Covered Entity that the PHI has been destroyed.

G-5.1.4 Obligations of Covered Entity and Activities of Business Awards

- a. Covered Entity shall notify Business Associate of any changes or limitation(s) in its Notice of Privacy Practices provided to individuals in accordance with 45 CFR Section 164.520 to the extent that such change or limitation may affect Business Associate's use or disclosure of PHI.
- b. Covered Entity shall promptly notify Business Associate of any changes in or revocation of permission provided to Covered Entity by individuals whose PHI may be used or disclosed by Business Associate under this Agreement, pursuant to 45 CFR Section 164.506 or 45 CFR Section 164.508.

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- c. Covered entity shall promptly notify Business Associate of any restrictions on the use or disclosure of PHI that Covered Entity has agreed to in accordance with 45 CFR 164.522 to the extent that such restriction may affect Business Associate's use or disclosure of PHI.

G-5.1.5 Term and Termination

- a. Term. The Agreement, as amended to include this Standard Exhibit H, shall become effective as of the date approved by Governor and Executive Council and shall continue in effect until (i) termination of the Agreement, (ii) termination as provided herein, or (iii) termination by mutual agreement of the parties.
- b. Termination for Cause. Covered Entity may immediately terminate the Agreement, as amended to include this Standard Exhibit H, if it determines that Business Associate has violated the Agreement. Upon Covered Entity's knowledge of a breach by Business Associate, Covered Entity may either immediately terminate the Agreement or provide an opportunity for Business Associate to cure the alleged breach within a timeframe specified by Covered Entity. If Covered Entity determines that neither termination nor cure is feasible, Covered Entity shall report the violation to the Secretary.

G-5.1.6 Miscellaneous

- a. Definitions and Regulatory References. All terms used but not otherwise defined herein shall have the same meaning as those terms in the Privacy Rule, as amended from time to time. A reference in the Agreement, as amended to include this Standard Exhibit H, to a Section in the Privacy Rule means the Section as in effect or as amended.
- b. Amendment. Covered Entity and Business Associate agree to take such action as is necessary to amend the Agreement, as amended to include this Standard Exhibit H, from time to time as is necessary for Covered Entity to comply with the changes in the requirements of HIPAA, the Privacy Rule, and applicable federal and State law.
- c. No Third Party Beneficiaries. Nothing express or implied in the Agreement, as amended to include Standard Exhibit H, is intended or shall be deemed to confer upon any person or entity other than the Covered Entity, the Business Associate, and their respective successors and assigns, any rights, obligations, remedies or liabilities whatsoever.
- d. Data Ownership. The Business Associate acknowledges that it has no ownership rights with respect to the PHI provided by or created on behalf of Covered Entity.

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- e. Interpretation. The parties agree that any ambiguity in the Agreement, as amended to include this Standard Exhibit H, shall be resolved to permit Covered Entity to comply with HIPAA and the Privacy Rule.
- f. Indemnification. Business Associate shall indemnify, defend, and hold harmless Covered Entity from and against any claim, liability, or expense arising out of or relating to any non-permitted use or disclosure of PHI by the Business Associate, including without limitation its directors, officers, and employees.
- g. Segregation. If any term or condition of this Standard Exhibit H or the application thereof to any person(s) or circumstance is held invalid, such invalidity shall not affect other terms or conditions which can be given effect without the invalid term or condition; to this end the terms and conditions of this Standard Exhibit H are declared severable.
- h. Survival. Provisions in this Standard Exhibit H regarding the use and disclosure of PHI, return or destruction of PHI, extensions of the protections of the Agreement in Section 3k. , the defense and indemnification provisions of Section 3d., and Section 6g. shall survive the termination of the Agreement.

IN WITNESS WHEREOF, the parties hereto have duly executed this Amendment.

STATE OF NEW HAMPSHIRE
DEPARTMENT

Name of Authorized Representative
Title of Authorized Representative

Date: _____

CONTRACTOR NAME

Name of Authorized Representative
Title of Authorized Representative

Date: _____

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G-6 Escrow Agreement (Not Applicable)

G-7 Sample Certificate of Vote

CERTIFICATE

(Corporation without Seal)

I, _____, Clerk/Secretary of the
_____, do hereby certify that:

- (1) I am the duly elected and acting Clerk/Secretary of the _____, a
_____ corporation (State of incorporation) (the "Corporation");
- (2) I maintain and have custody and am familiar with the minute books of the Corporation;
- (3) I am duly authorized to issue certificates with respect to the contents of such books;
- (4) The following are true, accurate and complete copies of the resolutions adopted by the Board of Directors of the Corporation at a meeting of the said Board of Directors held on the _____ day of _____, 2005, which meeting was duly held in accordance with _____ (State of incorporation) law and the by-laws of the Corporation:

RESOLVED: That this Corporation enter into a contract with the State of New Hampshire, acting by and through the <AGENCY/DIVISION NAME> of the <DEPARTMENT NAME>, providing for the performance of certain IT Consulting services, and that the President (and Vice President) (and the Treasurer) (or any of them acting singly) be and hereby (is) (are) authorized and directed for and on behalf of this Corporation to enter into the said contract with the State and to take any and all such actions and to execute, acknowledge and deliver for and on behalf of this Corporation any and all documents, agreements and other instruments (and any amendments, revisions or modifications thereto) and (she) (he) (any of them) may deem necessary, desirable or appropriate to accomplish the same;

RESOLVED: That the signature of any officer of this Corporation affixed to any instrument or document in or contemplated by these resolutions shall be conclusive evidence of the authority of said officer to bind this Corporation thereby;

- (5) the foregoing resolutions have not been revoked, annulled, or amended in any manner whatsoever and remain in full force and effect as of the date hereof;

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(6) the following person(s) (has) (have) been duly elected to and now occupy the office(s) indicated below:

_____ President
_____ Vice President
_____ Treasurer

and;

(7) the corporation has no seal.

IN WITNESS WHEREOF, I have hereunto set my hand as the Clerk/Secretary of the Corporation this _____ day of _____, 2005.

Clerk/Secretary

STATE OF _____

COUNTY OF _____

On this the ____ day of _____, 2005, before me,
_____, the undersigned Officer, personally appeared
_____, who acknowledged her/himself to be the
_____, of _____, a corporation,
and that she/he, as such _____ being authorized to do so, executed the
foregoing instrument for the purposes therein contained, by signing the name of the corporation by
her/himself as _____.

IN WITNESS WHEREOF, I hereunto set my hand and official seal.

Notary Public/Justice of the Peace

My Commission Expires: _____

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APPENDIX H: TERMS AND DEFINITIONS

The following terms and definitions apply to this RFP and any resulting contract

[ADD OTHERS AS APPROPRIATE FOR THIS RFP]

Acceptance	An Acceptance Letter provides notice from the State that a Deliverable has satisfied Acceptance Tests or Review.
Acceptance Period	The timeframe during which the Acceptance Test is performed.
Acceptance Test Plan	The Acceptance Test Plan provided by the Vendor and agreed to by the State that describes at a minimum, the specific acceptance process, criteria, and schedule for Deliverables.
Acceptance Test and Review	Tests performed to determine that no Defects exist in the Application Software or the.
Agency	"Agency" shall mean any board, department, commission, hospital, sanitarium, home, library, school, college, prison or other institution conducted or operated by or for the state of New Hampshire, per reference RSA 21-I:11.
Best and Final Offer (BAFO)	For negotiated procurements, a contractor's final offer following the conclusion of discussions. www.sba.gov/gcbd/glossary.htm
Casual User	This user typically has professional level content expertise in some, but not all, categories of information within the warehouse. The level of technical expertise is typically one college statistics course, general web navigation skills, and basic-intermediate Excel and Word skills. This user will receive the DSS training as specified in the training section so that he/she is able to modify and save standard queries, select different graphic displays, and modify and save pdf output.
CCP	C hange C ontrol P rocedures
CR	C hange R equ e st
COTS SYSTEM	C ommercial O ff- T he- S helf Software applications
CM	C onfiguration M anagement
Certification	The Vendor's written Certification and full supporting and written documentation (including without limitation test results as applicable) that the Contractor has completed development of the Deliverable and certified its readiness for applicable Acceptance Testing or Review.
Confidential Information	Information required to be kept Confidential from unauthorized disclosure.
Contract	Contract means a binding legal agreement between the State of New Hampshire and the Contractor. The Contract includes, without limitation, the Request for Proposal, the Offer submitted in response to the RFP, the Contract Award, the standard Purchase Terms and Conditions, Supplemental Terms and Conditions if any, Specifications, and any addenda and amendments thereto.

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Contract Conclusion	Refers to the conclusion of Contracts, for any reason, including but not limited to, the successful Contract completion, termination for convenience, or termination for default.
Contract Managers	The persons identified by the State and the Vendor who shall be responsible for all Contractual authorization and administration of the Contract. These responsibilities shall include but not be limited to processing Contract documentation, obtaining executive approvals, tracking costs and payments, and representing the State in all Contract administration activities.
Contractor	The Contracted Vendor Company that will perform the duties and specifications of the RFP. (Contractor's address info)
CSPR	The Consolidated State Performance Report (CSPR) is the required annual reporting tool for of each State, the District of Columbia, and Puerto Rico as authorized under Section 9303 of the Elementary and Secondary Education Act (ESEA), as amended by the No Child Left Behind Act of 2001 (NCLB). There are two parts. Part I of the Consolidated State Performance Report collects data related to five NCLB Goals: 1. By SY 2013-14, all students will reach high standards, at a minimum attaining proficiency or better in reading/language arts and mathematics. 2. All limited English proficient students will become proficient in English and reach high academic standards, at a minimum attaining proficiency or better in reading/language arts and mathematics. 3. By SY 2005-06, all students will be taught by highly qualified teachers. 4. All students will be educated in learning environments that are safe, drug free, and conducive to learning. 5. All students will graduate from high school. Part II of the Consolidated State Performance Report collects information related to state activities and outcomes of specific ESEA programs. This data is used in conjunction with data collected in Part I to monitor States' progress in implementing NCLB and to identify technical assistance needs and program management and policy needs.
Data	State's records, files, forms, data and other documents or information that will be converted by Vendor for processing.
Data Mart	A data mart is a specialized version of a data warehouse. Like data warehouses, data marts contain a snapshot of operational data that helps people to strategize based on analyses of past trends and experiences. The key difference is that the creation of a data mart is predicated on a specific, predefined need for a certain grouping and configuration of select data.
Deficiencies	A failure, deficiency, or defect in a Deliverable resulting in a Deliverable, the Software, or the, not conforming to its Specifications. Class A Deficiency – Software - Critical, does not allow to operate,

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	no work around, demands immediate action; Written Documentation - missing significant portions of information or unintelligible to State; Non Software - services were inadequate and require re-performance of the service. Class B Deficiency – Software - important, does not stop operation and/or there is a work around and user can perform tasks; Written Documentation - portions of information are missing but not enough to make the document unintelligible; Non Software - services were deficient, require reworking, but do not require re-performance of the service. Class C Deficiency – Software - minimal, cosmetic in nature, minimal effect on, low priority and/or user can use; Written Documentation - minimal changes required and of minor editing nature; Non Software - services require only minor reworking and do not require re-performance of the service.
Deliverables	A deliverable is any Written, Software, or Non-Software Deliverable (letter, report, manual, book, other), provided by Vendor to the State or under the terms of a contract requirement.
Department	New Hampshire Department of Education
Digital Images	The NECAP test uses questions which include line drawings. The proposed Solution must accommodate this type of image.
Documentation	All information that describes the installation, operation, and use of the Software, either in printed or electronic format.
DOE	New Hampshire Department of Education
DSS	Decision Support System/Business Intelligence component of the proposed Solution.
EDEN	Education Data Exchange Network. The EDEN submission system is designed to provide state education agencies and the federal government the capacity to transfer and analyze information about education programs. (Reference: http://www.ed.gov/about/inits/ed/pbdmi/index.html)
EDFacts	EDFacts is a collaborative effort of the U.S. Department of Education (ED), state education agencies (SEAs) and industry partners to centralize state-reported K through 12 educational performance data into one federally coordinated data repository located in ED. EDFacts relies on the Education Data Exchange Network (EDEN), a centralized web portal through which states submit their educational data to the U.S. Department of Education.
Effective Date	The date on which an agreement, such as a contract, takes effect.
Enhancements	Updates, additions, modifications to, and new releases for the Software, and all changes to the Documentation as a result of Enhancements, including, but not limited to, Enhancements produced by Change Orders
EOM	End of Month
EOY	End of Year
ETL	Extraction, transformation and loading processes. Three database

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	functions that are combined into one tool to pull data out of one database and place it into another database, to form data marts and data warehouses and also to convert databases from one format or type to another. Extract is the process of reading data from a database. Transform is the process of converting the extracted data from its previous form into the form it needs to be in so that it can be placed into another database. Transformation occurs by using rules or lookup tables or by combining the data with other data. Load is the process of writing the data into the target database.
Firm Fixed Price Contract	A firm-fixed-price contract provides a price that is not subject to increase, i.e., adjustment on the basis of the Contractor's cost experience in performing the contract.
GAAP	Generally Accepted Accounting Principles
General Public User	This user possesses typical Internet navigation skills, no special content knowledge of public education and has no special DSS training.
Governor and Executive Council	The New Hampshire Governor and Executive Council.
Implementation	The process for making the fully operational for processing the Data.
Implementation Plan	Sets forth the transition from development of the System to full operation, and includes without limitation, training, business and technical procedures.
Information Technology (IT)	Refers to the tools and processes used for the gathering, storing, manipulating, transmitting, sharing, and sensing of information including, but not limited to, data processing, computing, information s, telecommunications, and various audio and video technologies.
Installation Date	The date that Vendor completes installation and certifies such completion in writing to the State.
Licensee	The State of New Hampshire.
Longitudinal	Relating to length; Concerned with the development of persons or groups over an extended period time.
Longitudinal Data	Longitudinal Data is data collected over a period of time; the sample (instances or cases) may or may not be the same each time but the population remains constant.
Longitudinal Data Warehouse (LDS)	A data warehouse is a repository of subject oriented, time-variant, historical data used for information retrieval and analysis. A Longitudinal Data Warehouse stores data collected over a period of time for a specific population.
NECAP	The New Hampshire Department of Education, Rhode Island Department of Education, and Vermont Department of Education have developed a common set of Grade-Level Expectations, known as the New England Common Assessment Program Grade-Level Expectations (NECAP GLEs), and test specifications in Mathematics, Reading, and Writing. NECAP testing is administered in October in grades 3-8 and 11 in

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	Mathematics and Reading. Writing is assessed in grades 5, 8, and 11 at the same time. Science will be administered for the first time in May 2008 in grades 4, 8, and 11.
No Child Left Behind (NCLB)	NCLB was signed into law January 8, 2002. It is the latest revision of the 1965 Elementary and Secondary Education Act (ESEA). The overall purpose of the law is to ensure that each child in America is able to meet the high learning standards of the state where he or she lives. NCLB requires schools to have 100 percent proficiency among students in math, reading and language arts by 2014. They must also meet graduation and attendance standards.
Non Exclusive Contract	A contract executed by the State that does not restrict any State Agencies from seeking alternative sources for the product or service.
Non-Software Deliverables	Deliverables that are not Software Deliverables, e.g., meetings, help support, services, other.
Normal Business Hours	Normal Business Hours – 8:00 a.m. to 5:00 p.m. EST, Monday through Friday excluding State of New Hampshire holidays. State holidays are: New Year’s Day, Martin Luther King Day, President’s Day, Memorial Day, July 4 th , Labor Day, Veterans Day, Thanksgiving Day, the day after Thanksgiving Day, and Christmas Day. Specific dates will be provided.
Notice to Proceed (NTP)	The State Contract Manager’s direction to the Contracted Vendor to begin work on the Contract on a given date and time.
Office of Information Technology (OIT)	The Office of Information Technology established under RSA 4-D within the Office of the Governor.
Operational	The System is operating fully functional, all Data has been loaded into the System, the System is available for use by the State in its daily operations, and the State has issued an Acceptance Letter.
Order of Precedence	The order in which Contract Activities/Documents preside in the event of a conflict or ambiguity.
Power User	This user will run ad hoc queries, develop new standard reports, define new calculated elements, run statistical analysis, and export/import files for data analysis. This user will receive the DSS training as specified in the training section.
Production Cut Over Date	The date that the State has successfully completed User Acceptance Testing and signoff, the software has been placed into production, and the Warranty Period commences.
Project	The planned undertaking regarding the entire subject matter of an RFP Contract and the activities of the parties related hereto.
Project Team	The group of State employees and vendor staff responsible for managing the processes and mechanisms required such that the Services are procured in accordance with the Project Plan on time, on budget and to the required specifications and quality.
Project Management Plan	A document that describes the processes and methodology to be employed by Vendor to ensure a successful project.
Project Managers	The persons identified who shall function as the State’s and Vendor’s representative with regard to Review and Acceptance of Contract Deliverables, invoice sign off, and review and approval of

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	Change Requests (CR) utilizing the Change Control Procedures (CCP).
Proposal	The submission from a Contractor in response to the RFP.
Review	The process of reviewing Deliverables for acceptance.
Review Period	The period set for Review contained in the Statement of Work for a Deliverable. If none is specified then five (5) business days will apply.
Report Card	The report card provides summary information to interested parents, school, and community members about student assessments, accountability status, teacher quality, and other school and district data. The report card includes topics such as: average class size, enrollments, school safety data, attendance and graduation rates, NCLB accountability status, teacher quality information, assessment data trends, school rankings, and student participation and performance data.
RFP (Request for Proposal)	A Request For Proposal which solicits Vendor proposals to satisfy State functional requirements by supplying data processing product and/or service resources according to specific terms and conditions.
Schedule	The dates described in the Work Plan for deadlines for performance of Services and other project events and activities under the Contract.
Service Level Agreement (SLA)	A signed agreement between the Contractor and the State specifying the level of service that is expected and provided by the Contractor during the term of the Contract.
Services	The work or labor to be performed by the Contracted Vendor on the Project as described in the Contract.
Software	All custom Software and COTS Software provided by the Contractor under the Contract
Software Deliverables	All custom Software and COTS Software provided by the Contractor under the Contract
Software License	Licenses provided to the State under this Contract.
Solution	The Solution consists of the total Solution, which includes, without limitation, Software and Services, addressing the requirements and terms of the Specifications. The off-the-shelf Software and configured Software customized for the State provided by the Contractor in response to this RFP.
Specifications	The written specifications that set forth the requirements which include, without limitation, this RFP, the Proposal, the Contract, any performance standards, Documentation, applicable state and federal policies, laws and regulations, State technical standards, subsequent State-approved Deliverables, and other specifications and requirements described in the Contract Documents. The Specifications are, by this reference, made a part of the Contract as though completely set forth herein.
Standard Report	Popular reports that are routinely run in the same format. Criteria for these reports are predefined by developer. School year, district and school are the most common filter/parameter.
State	STATE is defined as:

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	State of New Hampshire Department of Education Londergan Hall 101 Pleasant St Concord, NH 03301 Reference to the term “State” shall include applicable Agencies.
Statement of Work (SOW)	A Statement of Work clearly defines the basic requirements and objectives of a project. The Statement of Work also defines a high level view of the architecture, performance and design requirements, the roles and responsibilities of the State and Vendor. The SOW defines the results that Vendor remains responsible and accountable for achieving.
State’s Confidential Records	State’s information regardless of its form that is not subject to public disclosure under applicable state and federal laws and regulations, including but not limited to RSA Chapter 91-A.
State Data	Any information contained within State systems in electronic or paper format.
State Fiscal Year	The New Hampshire State Fiscal Year extends from July 1 st through June 30 th of the following calendar year
State’s Project Manager (PM)	State’s representative with regard to project management and technical matters. Agency Project Managers are responsible for review and acceptance of specific contract deliverables, invoice sign off, and review and approval of a Change Proposal (CP).
State Assigned Student Identifier (SASID).	The state student identifier is a unique, random number issued by the NHDOE upon request by a school district. Each student who must be tracked by a public school system will be issued a student identifier.
Subcontractor	A person, partnership, or company not in the employment of or owned by The Contractor, which is performing Services under this Contract under a separate Contract with or on behalf of The Contractor.
System	All Software, specified hardware, and interfaces and extensions, integrated and functioning together in accordance with the Specifications.
TBD	To Be Determined.
Technical Authorization	Direction to Contractor, which fills in details, clarifies, interprets, or specifies technical requirements. It must be: (1) consistent with Statement of Work within Statement of Services; (2) not constitute a new assignment; and (3) not change the terms, documents of specifications of the SOW.
Vendor/Contractor	Any individual, firm, or corporation invited to submit a Proposal to supply data processing software and services capable of satisfying State specified requirements.
Warranty Period	That period following the Acceptance Date during which Contractor will provide Software product support and/or maintenance to the State at no charge, subject to any extensions for defect correction.
Warranty Services	The services to be provided during the Warranty Period.
Warranty Releases	Software code that is provided to the State as a remedy for defects

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	documented during the Warranty Period.
Work Plan	The overall plan of activities for the Project created in accordance with the Contract. Each revision to the Work Plan accepted by the State shall be incorporated herein by reference upon its Acceptance by the State.
Written Deliverables	Non-software written deliverable documentation (letter, report, manual, book, other) provided by Vendor either in paper or electronic format.

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APPENDIX I: DATABASE TABLES

These reports identify the major tables within each system, some tables may not be included.

Database: CommonDatabase

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Table: Admin

Description: Contains name, title, phone, fax, email start date and stop date on school/sau personnel.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
AdminID	int	Yes					
OrgID	int		Yes				
AdminType	varchar(3)		Yes				
FName	varchar(30)		Yes				
MI	varchar(2)		Yes				
LName	varchar(30)		Yes				
Title	varchar(30)		Yes				
AdminPhone	varchar(20)		Yes				
AdminFax	varchar(20)		Yes				
AdminEmail	varchar(50)		Yes				

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AdminStartDate	datetime		Yes				
OldAdmntype	varchar(10)		Yes				
SchID	varchar(5)		Yes				
adminStopDate	datetime		Yes				
TeacherNo	int		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
------	---------------	-------------

Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
AdmnStopDateType			BTREE	ASCENDING	90
PK_Admin	Yes	Yes	BTREE	ASCENDING	90

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Table: District

Description: Contains all the districts along with their organization id, sau id, grade span and whether the district is a cooperative district or not.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
DstID	int	Yes					
OrgID	int		Yes				
SauID	int		Yes				
CoopYN	bit		Yes				
DistGradeSpan	varchar(20)		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
------	---------------	-------------

Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
PK_District	Yes	Yes	BTREE	ASCENDING	90

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Table: dm_AdminType

Description: Dimension table for the various Administrative types.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
AdminType	varchar(3)	Yes					
AdminTypeDesc	varchar(50)		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
------	---------------	-------------

Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
aaaaadm_AdminType_PK	Yes		BTREE	ASCENDING	90

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Table: dm_County

Description: Dimension table for county's.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
CountyID	int	Yes					
CountyName	varchar(50)		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
------	---------------	-------------

Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
CountyID			BTREE	ASCENDING	90
aaaaadm_County_PK	Yes		BTREE	ASCENDING	90

[Table of Contents](#)

Table: dm_Grade

Description: Dimension table that lists grades

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
GradeLvl	varchar(10)	Yes					
GrdDesc	varchar(30)		Yes				
GradeOrder	tinyint		Yes				
intCodeESS	int		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
FK_SchGrade_dm_Grade	SchGrade	aaaaadm_Grade_PK

Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
aaaaadm_Grade_PK	Yes		BTREE	ASCENDING	90

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Table: dm_Loc

Description: Dimension table for all the locations/towns.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
LocID	int						
LocName	varchar(50)		Yes				
CountyID	int		Yes				
RegionID	varchar(3)		Yes				
FIPS	varchar(30)		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Name	Unique	Clustered	Type	Collation	Fill Factor
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Table: dm_OrgType

Description: Dimension table for the various organizations.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
OrgType	varchar(10)	Yes					
OrgDescr	varchar(50)		Yes				
TableName	varchar(50)		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
------	---------------	-------------

Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
aaaaadm_OrgType_PK	Yes		BTREE	ASCENDING	90

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Table: dm_Region

Description: Dimension table for regions.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
RegionID	varchar(3)	Yes					
RegionDescr	varchar(50)		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
------	---------------	-------------

Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
RegionID			BTREE	ASCENDING	90
aaaaadm_Region_PK	Yes		BTREE	ASCENDING	90

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Table: dm_SchApproval

Description: Dimension table that lists various approval level's a school can have.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
SchAprLvl	varchar(3)	Yes					
SchAprLvlDesc	varchar(50)		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
aaaaadm_SchApproval_PK	Yes		BTREE	ASCENDING	90

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Table: dm_SchType

Description: Dimension table that lists various school type's.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
SchType	varchar(3)	Yes					
SchTypeDesc	varchar(50)		Yes				
IsPrivate	bit		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
FK_SchTypeGroup_dm_SchType	SchTypeGroup	PK_dm_SchType

Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
PK_dm_SchType	Yes	Yes	BTREE	ASCENDING	90

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Table: dm_SchTypeGroup

Description: Dimension table that groups the various school types.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
GroupId	varchar(4)	Yes					
GroupDesc	varchar(50)		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
FK_SchTypeGroup_dm_SchTypeGroup	SchTypeGroup	PK_dm_SchTypeGroup

Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
PK_dm_SchTypeGroup	Yes		BTREE	ASCENDING	90

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Table: dm_States

Description: Dimension table that lists states.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
StateCode	varchar(2)		Yes				
StateName	varchar(25)		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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Table: Org

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Description: Lists the various organizations such as sau, district and school along with the address, phone, fax, start and stop date.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
OrgID	int	Yes					
OrgType	varchar(10)		Yes				
OrgName	varchar(50)		Yes				
OrgAdr1	varchar(50)		Yes				
OrgAdr2	varchar(50)		Yes				
OrgCity	varchar(50)		Yes				
OrgState	varchar(4)		Yes				
OrgZip	varchar(10)		Yes				
OrgPhone	varchar(20)		Yes				
OrgFax	varchar(20)		Yes				
OrgEmail	varchar(50)		Yes				
OrgWeb	varchar(50)		Yes				
OrgPhysAdr	varchar(50)		Yes				
VenID	varchar(11)		Yes				
OrgStartDate	datetime		Yes				
OrgStopDate	datetime		Yes				
orgLocID	int		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
------	---------------	-------------

Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
PK_Org	Yes	Yes	BTREE	ASCENDING	90

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Table: OrgLoc

Description: Contains all the organizations along with the locations.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
OrgiD	int						
LocID	int						
JoinType	char(4)		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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Table: SAU

Description: Contains all the school administrative units.

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Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
SauID	int	Yes					
OrgID	int		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
------	---------------	-------------

Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
PK_SAU	Yes	Yes	BTREE	ASCENDING	90

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Table: SchHistory

Description: Contains the school type and approval level for schools along with the school year.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
SAUID	int		Yes				
DSTID	int		Yes				
YearID	int						
SchID	int						
SchType	varchar(3)		Yes				
SchAprLvl	varchar(3)		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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Table: School

Description: Contains all the schools along with the sau and district they belong in. Also contains the school type, approval level and grade span offered.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
SchID	int	Yes					
OrgID	int		Yes				
SauID	int		Yes				
DstID	int		Yes				
SchType	varchar(3)		Yes				
SchAprLvl	varchar(3)		Yes				
GradeSpan	varchar(50)		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Name	Unique	Clustered	Type	Collation	Fill Factor
PK_School	Yes	Yes	BTREE	ASCENDING	90

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Table: SchTypeGroup

Description: Contains all the school types and groups them to be either public, private or other.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
GroupId	varchar(4)	Yes					
SchType	varchar(3)	Yes					

Foreign Keys

Name	Foreign Table	Primary Key
FK_SchTypeGroup_dm_SchType	SchTypeGroup	PK_dm_SchType
FK_SchTypeGroup_dm_SchTypeGroup	SchTypeGroup	PK_dm_SchTypeGroup

Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
PK_SchTypeGroup	Yes		BTREE	ASCENDING	90

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Table: dm_AdminType

Description: Dimension table for the various Administrative types.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
AdminType	varchar(3)						
AdminTypeDesc	varchar(50)		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Name	Unique	Clustered	Type	Collation	Fill Factor
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Table: dm_County

Description: Dimension table for county names.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
CountyID	int						
CountyName	varchar(50)		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
------	---------------	-------------

Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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Table: dm_Gender

Description: Dimension table that lists gender.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
intCode	int						
Code	char(2)						
Description	varchar(80)		Yes				
ShortTitle	char(10)		Yes				
LongTitle	char(20)		Yes				
Inactive	bit		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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[Table of Contents](#)

Table: dm_Grade

Description: Dimension table that lists grades.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
intCode	int						
Code	char(2)		Yes				
Description	char(10)		Yes				
ShortTitle	char(10)		Yes				
LongTitle	char(10)		Yes				
Inactive	char(10)		Yes				

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GradeOrder	int		Yes				
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Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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Table: dm_GradeRange

Description: Dimension table that groups grades and puts them into grade ranges.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
intCode	int						
Code	char(2)						
Description	varchar(80)		Yes				
ShortTitle	char(10)		Yes				
LongTitle	char(20)		Yes				
Inactive	bit		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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Table: dm_GradStatusType

Description: Dimension table that lists the various post graduate types.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
intCode	int						
Description	varchar(100)		Yes				
NoOfYears	int		Yes				
Inactive	bit		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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[Table of Contents](#)

Table: dm_Loc

Description: Dimension table for all the locations/towns.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
LocID	int						

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LocName	varchar(50)		Yes				
CountyID	int		Yes				
RegionID	varchar(3)		Yes				
FIPS	varchar(30)		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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[Table of Contents](#)

Table: dm_OrgType

Description: Dimension table for the various organizations.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
OrgType	varchar(10)						
OrgDescr	varchar(50)		Yes				
TableName	varchar(50)		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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Table: dm_Race

Description: Dimension table that lists race.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
intCode	int						
Code	char(2)						
Description	varchar(80)		Yes				
ShortTitle	char(10)		Yes				
LongTitle	char(20)		Yes				
Inactive	bit		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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Table: dm_Region

Description: Dimension table for region's.

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Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
RegionID	varchar(3)						
RegionDescr	varchar(50)		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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[Table of Contents](#)

Table: dm_TuitionType

Description: Dimension table that lists tuition types.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
intCode	int						
Code	char(2)						
Description	varchar(80)		Yes				
ShortTitle	char(10)		Yes				
LongTitle	char(20)		Yes				
Inactive	bit		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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[Table of Contents](#)

Table: dm_Withdraw

Description: Dimension table that lists all the withdrawal reasons.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
intCode	int						
Code	char(2)						
Description	varchar(80)		Yes				
ShortTitle	char(10)		Yes				
LongTitle	char(20)		Yes				
Inactive	bit		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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Table: NHDSTAdm

Description: Contains the calculated average daily membership for all districts.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
SAUId	int						
DSTId	int						
YearID	int						
cd_GradeRange	int						
Value	numeric(11,1)		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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[Table of Contents](#)

Table: NHDSTAttendance

Description: Contains half days in session, aggregate attendance and absence for all districts.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
SAUId	int						
DSTId	int						
YearID	int						
cd_GradeRange	int						
HDSess	int		Yes				
AggAtt	int		Yes				
AggAb	int		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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[Table of Contents](#)

Table: NHDSTCoopADM

Description: Contains the calculated average daily membership for all cooperative districts.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
SAUId	int						
DSTId	int						
YearID	int						
LocID	int						
cd_GradeRange	int						
Value	numeric(11,1)		Yes				

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Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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Table: NHDSTGraduates

Description: Contains graduate information from districts as per the aggregate (A3) end of year collection.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
SAUId	int						
DSTId	int						
YearID	int						
cd_Gender	int						
Grad	int		Yes				
MidGrad	int		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
------	---------------	-------------

Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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[Table of Contents](#)

Table: NHDSTHomeADM

Description: Contains ADM information on home schooled students

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
SAUId	int						
DSTId	int						
YearID	int						
DistID	int						
cd_GradeRange	int						
Value	numeric(11,1)		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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Table: NHDSTHomeStudy

Description: Contains counts of students that are home-schooled as per the aggregate (A3) end of year collection.

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Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
SAUId	int						
DSTid	int						
YearID	int						
cd_Grade	int						
cd_HomeStudy	int						
Value	int		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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Table: NHDSTTeacherAttainment

Description: Contains information in regards to Teacher Attainment (Less than bachelors, bachelors, masters and beyond masters).

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
SAUId	int						
DstId	int						
YearId	int						
A12aTotal	decimal(5,1)		Yes				
LessThanBachelors	decimal(5,1)		Yes				
Bachelors	decimal(5,1)		Yes				
Masters	decimal(5,1)		Yes				
BeyondMasters	decimal(5,1)		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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Table: NHDSTTeacherSalary

Description: Contains average teacher salary by district.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
SAUId	int						
DSTid	int	Yes					
YearID	int	Yes					
AvgTeachSal	money		Yes				

Foreign Keys

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Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
PK_NHDSTTeacherSalary	Yes		BTREE	ASCENDING	90

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Table: NHDSTTuitionRates

Description:

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
SAUid	int						
YearID	int						
cd_GradeRange	int						
DistID	int						
Rate	money		Yes				
status	bit						

Foreign Keys

Name	Foreign Table	Primary Key
------	---------------	-------------

Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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Table: NHDSTTuitionTotal

Description: Contains tuition charged and membership data as reported on the A13EandS collection.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
SAUid	int						
DSTid	int	Yes					
YearID	int	Yes					
SendDist	int	Yes					
MunicipID	int	Yes					
cd_TuitionType	int	Yes					
cd_GradeRange	int	Yes					
TuitionCharged	money		Yes				
Membership	int		Yes				
IsEnterTotalOnly	bit		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
------	---------------	-------------

Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
PK_NHDSTTuitionTotal	Yes	Yes	BTREE	ASCENDING	90

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Table: NHDSTWithdrawals

Description: Contains withdrawal counts of students by withdrawal reasons.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
SAUId	int						
DSTId	int						
YearID	int						
cd_grade	int						
cd_Withdraw	int						
Value	int		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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Table: NHSAUStaff

Description: Contains counts of sau personnel in full time equivalents.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
SAUId	int						
YearID	int						
cd_Gender	int						
Super	numeric(6,2)		Yes				
AsstSuper	numeric(6,2)		Yes				
TeachCons	numeric(6,2)		Yes				
BusAdm	numeric(6,2)		Yes				
OtherNonTeach	numeric(6,2)		Yes				
Clerical	numeric(6,2)		Yes				
OtherSupport	numeric(6,2)		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
------	---------------	-------------

Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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Table: NHSCHEenroll

Description: Contains counts of students as of October 1.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
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SAUId	int						
DSTId	int						
SCHId	int	Yes					
YearID	int	Yes					
cd_Race	int	Yes					
cd_Grade	int	Yes					
cd_Gender	int	Yes					
Value	int		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
PK_NHSCHEnroll	Yes		BTREE	ASCENDING	90

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Table: NHSCHGradStatus

Description: Contains counts of graduated/completed students with their post graduate plans.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
SAUId	int						
DstId	int						
SchId	int						
YearId	int						
cd_StatusType	int						
cd_gender	int						
Value	int		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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Table: NHSCHGradTime

Description: Contains counts of graduates based on time (Early June or summer).

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
SAUId	int						
DstId	int						
SchId	int						
YearId	int						
cd_gender	int						
EarlyJune	int		Yes				

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Summer	int		Yes				
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Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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Table: NHSCHGradType

Description: Contains count of students that received a certificate of attendance or a diploma that is not a standard diploma.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
SAUId	int						
DstId	int						
SchId	int						
YearId	int						
cd_gender	int						
SpProgram	int		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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Table: nhSchHqtClasses

Description: Contains information in regards to highly qualified teachers.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
SAUId	int						
DSTid	int						
SCHid	int						
YearID	int						
cd_ClassType	int						
ClassNum	int		Yes				
HqtNum	int		Yes				
NonHqtNum	int		Yes				
TotTeachNum	int		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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Table: NHSCHStaff

Description: Contains counts of school personnel in full time equivalents.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
SAUId	int						
DSTid	int						
SCHid	int						
YearID	int						
cd_Gender	int						
cd_GradeRange	int						
Princ	numeric(4,1)		Yes				
AsstPrinc	numeric(4,1)		Yes				
Counselors	numeric(4,1)		Yes				
Librarians	numeric(4,1)		Yes				
LibSupport	numeric(4,1)		Yes				
SpecEdNon	numeric(4,1)		Yes				
Clerical	numeric(4,1)		Yes				
OtherSupport	numeric(4,1)		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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Table: NHSCHTeachers

Description: Contains counts of teachers in full time equivalents.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
SAUId	int						
DSTid	int						
SCHid	int						
YearID	int						
cd_Gender	int						
cd_GradeRange	int						
PreSchool	decimal(4,1)		Yes				
Kindergarten	decimal(4,1)		Yes				
FullTime	decimal(4,1)		Yes				
PartTime	decimal(4,1)		Yes				
InstAides	decimal(4,1)		Yes				
SpEdFullTime	decimal(4,1)		Yes				
SpEdInstAides	decimal(4,1)		Yes				

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Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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Database Report: English for Speakers of Other Languages (ESOL)

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Table: *dm_ExitEsol*

Description: Dimension table that defines service status.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
ExitID	int						
ExitDesc	char(76)		Yes				
Display	bit		Yes				
OrderBy	int		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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Table: *dm_SvceMin*

Description: Dimension table that defines service minutes.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
minID	int	Yes					
minutes	int		Yes				
description	varchar(50)		Yes				
Display	bit		Yes				
OrderBy	int		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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PK_dm_SvceMin	Yes	Yes	BTREE	ASCENDING	90
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Table: dm_YearID

Description: Dimension table that defines school years.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
YearID	int	Yes					
YearDesc	nvarchar(50)		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
EsolScores_FK01	EsolScores	aaaaadm_YearID_PK

Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
YearID			BTREE	ASCENDING	90
aaaaadm_YearID_PK	Yes		BTREE	ASCENDING	90

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Table: EsolAccessScores

Description: Table that stores annual test results.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
RecID	int	Yes					
YearID	int						
SchoolNum	char(8)		Yes				
DOB	varchar(12)		Yes				
SASID	varchar(20)						
Grade	varchar(2)		Yes				
Cluster	varchar(50)		Yes				
Tier	varchar(50)		Yes				
IEPStat	varchar(50)		Yes				
A504Plan	varchar(50)		Yes				
NoAddlSvce	varchar(50)		Yes				
ContentAreaTutoring	varchar(50)		Yes				
DevBilingual	varchar(50)		Yes				
DualLang	varchar(50)		Yes				
HeritageLang	varchar(50)		Yes				
ShelteredInst	varchar(50)		Yes				
TransitionalBilingual	varchar(50)		Yes				
ContentBasedESL	varchar(50)		Yes				
StructuredImmersion	varchar(50)		Yes				
PullOut	varchar(50)		Yes				

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InclusionarySupport	varchar(50)	Yes				
PullOutIndSupport	varchar(50)	Yes				
SelfCont	varchar(50)	Yes				
ParentalRefusal	varchar(50)	Yes				
StateSupportDeliverNotAvail	varchar(50)	Yes				
BrailleTestOrWriter	varchar(50)	Yes				
LargePrintBooklet	varchar(50)	Yes				
MagnificationLowVision	varchar(50)	Yes				
ShortSegment	varchar(50)	Yes				
ComputerAssisted	varchar(50)	Yes				
Scribe	varchar(50)	Yes				
StudentMadeTapeReadTest	varchar(50)	Yes				
OtherApprAccommodation	varchar(50)	Yes				
ScoreCntrUse	varchar(50)	Yes				
FormNum	varchar(50)	Yes				
ListRawItemResp	varchar(50)	Yes				
SpeakRawItemResp	varchar(50)	Yes				
ReadRawItemResp	varchar(50)	Yes				
WriteRawScoreTask1	varchar(50)	Yes				
WriteRawScoreTask2	varchar(50)	Yes				
WriteRawScoreTask3	varchar(50)	Yes				
WriteRawScoreTask4	varchar(50)	Yes				
ListScoredResp	varchar(50)	Yes				
SpeakScoredResp	varchar(50)	Yes				
ReadScoredResp	varchar(50)	Yes				
ListScaleScore	varchar(50)	Yes				
SpeakScaleScore	varchar(50)	Yes				
ReadScaleScore	varchar(50)	Yes				
WriteScaleScore	varchar(50)	Yes				
Comprehension	varchar(50)	Yes				
OralScaleScore	varchar(50)	Yes				
LiteracyScaleScore	varchar(50)	Yes				
Composite	varchar(50)	Yes				
ListProficiency	varchar(50)	Yes				
SpeakProficiency	varchar(50)	Yes				
ReadProficiency	varchar(50)	Yes				
WriteProficiency	varchar(50)	Yes				
CompreProficiency	varchar(50)	Yes				
OralProficiency	varchar(50)	Yes				
LiteracyProficiency	varchar(50)	Yes				
CompositeProficiency	varchar(50)	Yes				

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CompreSIRaw	varchar(50)	Yes				
CompreLARaw	varchar(50)	Yes				
CompreMathRaw	varchar(50)	Yes				
CompreScienceRaw	varchar(50)	Yes				
CompreSSRaw	varchar(50)	Yes				
SpeakSIRaw	varchar(50)	Yes				
SpeakLASSRaw	varchar(50)	Yes				
SpeakMathSciRaw	varchar(50)	Yes				
WriteSIScores	varchar(50)	Yes				
WriteMathScores	varchar(50)	Yes				
WriteScienceScores	varchar(50)	Yes				
WriteLASSScores	varchar(50)	Yes				
AbsentList	varchar(50)	Yes				
AbsentSpeak	varchar(50)	Yes				
AbsentRead	varchar(50)	Yes				
AbsentWrite	varchar(50)	Yes				
InvalidList	varchar(50)	Yes				
InvalidSpeak	varchar(50)	Yes				
InvalidRead	varchar(50)	Yes				
InvalidWrite	varchar(50)	Yes				
RefusedList	varchar(50)	Yes				
RefusedSpeak	varchar(50)	Yes				
RefusedRead	varchar(50)	Yes				
RefusedWrite	varchar(50)	Yes				
ExemptSpedList	varchar(50)	Yes				
ExemptSpedSpeak	varchar(50)	Yes				
ExemptSpedRead	varchar(50)	Yes				
ExemptSpedWrite	varchar(50)	Yes				
ListConfidenceHigh	varchar(50)	Yes				
ListConfidenceLow	varchar(50)	Yes				
SpeakConfidenceHigh	varchar(50)	Yes				
SpeakConfidenceLow	varchar(50)	Yes				
ReadConfidenceHigh	varchar(50)	Yes				
ReadConfidenceLow	varchar(50)	Yes				
WriteConfidenceHigh	varchar(50)	Yes				
WriteConfidenceLow	varchar(50)	Yes				
CompreConfidenceHigh	varchar(50)	Yes				
CompreConfidenceLow	varchar(50)	Yes				
OralConfidenceHigh	varchar(50)	Yes				
OralScaleConfidenceLow	varchar(50)	Yes				
LitConfidenceHigh	varchar(50)	Yes				

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LitConfidenceLow	varchar(50)		Yes				
CompositeConfidenceHigh	varchar(50)		Yes				
CompositeConfidenceLow	varchar(50)		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
PK_EsolAccessScores	Yes	Yes	BTREE	ASCENDING	90

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Table: EsolStudents

Description: Table that stores ESOL student demographic information.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
ID	int				Yes		
SASID	bigint	Yes					
PriLang	int		Yes				
MoUsEntered	int		Yes				
YrUSEntered	int		Yes				
YrsUS	int		Yes				
YrsForeign	int		Yes				
Cohort	varchar(50)		Yes				
StudComments	varchar(150)						
Gender	char(1)		Yes				
LName	varchar(50)						
MName	varchar(50)						
FName	varchar(50)						
DOB	datetime		Yes				
SPED	bit						
Lang2	int		Yes				
Lang3	int		Yes				
YrEntered	int		Yes				
YrsESOL	int		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
EsolStudents_ID			BTREE	ASCENDING	90
PK_EsolStudents	Yes	Yes	BTREE	ASCENDING	90

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Table: Language

Description: Dimension table that stores world languages.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
ID	int						
Language	nvarchar(50)		Yes				
Display	bit		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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Table: StudentRoster

Description: Table that stores ESOL student annual school data.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
yearid	int	Yes					
sasid	bigint	Yes					
studid	int		Yes				
schoolNbr	int		Yes				
servicemin	decimal(5,0)		Yes				
exitstatus	int		Yes				
selfcontclass	bit		Yes				
comments	varchar(100)		Yes				

Foreign Keys

Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
PK_StudentRoster	Yes	Yes	BTREE	ASCENDING	90

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Table: TitleIIISchools

Description: Table that stores annual Title II eligible schools.

Columns

Column Name	Data Type	Is in Key?	Is Nullable?	Is Computed?	Is AutoKey?	Default	Description
DistrictName	nvarchar(50)		Yes				
Dstid	int		Yes				
Year	nvarchar(50)		Yes				
Consortium	varchar(50)		Yes				
FiscalAGent	varchar(50)		Yes				

Foreign Keys

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Name	Foreign Table	Primary Key
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Indexes

Name	Unique	Clustered	Type	Collation	Fill Factor
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