AGENDA REQUEST FORM
THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

	Special Order Request	
	○ Yes ⦿ No	
	Time	

MEETING DATE Mar 1 2016 10:15AM - Regular School Board Meeting

AGENDA ITEM OPEN ITEMS

ITEM No.:

FF-4.

CATEGORY FF. OFFICE OF ACADEMICS

DEPARTMENT Innovative Learning and Arts

Open Agenda
⦿ Yes   ○ No

TITLE:

BCPS Digital Classrooms Plan 2015-2016

REQUESTED ACTION:

Approve the Broward County Public Schools Digital Classrooms Plan for submission to the Florida Department of Education to receive annual allocation to the School District.

SUMMARY EXPLANATION AND BACKGROUND:

The Digital Classroom Plan was originally presented to the Board on January 12, 2016. All of the feedback from the Board has been incorporated into the updated Digital Classroom Plan that is being presented on March 1. To access the State FEFP Digital Classrooms Plan Allocation, school districts are required to submit to the FLDOE a school board approved Digital Classrooms Plan (DCP) as per s.1011.62(12), F.S. The funds are included in the 2016 Adopted Budget and are allocated in the Information and Technology Department budget. The DCP submitted for approval is aligned to the technology component of the General Obligation Bond, the District Strategic Plan, and the District Technology Strategic Plan. It provides the FLDOE a comprehensive overview of Broward's technology and learning goals and supports plans currently underway to meet these goals. It was developed with input from Academics, Information and Technology, Talent Development, Research representatives and OSPA Cadre Directors' input.

SCHOOL BOARD GOALS:

⦿ Goal 1: High Quality Instruction   ○ Goal 2: Continuous Improvement   ○ Goal 3: Effective Communication

FINANCIAL IMPACT:

There is no additional financial impact to the district. The $4,316,148 will be allocated to the Information and Technology Department budget, with $3,732,903 going to Broward County Public Schools and $583,245 going to Charter schools.

EXHIBITS: (List)

(1) ExecutiveSummary (2) DistrictDigitalClassroomsPlan_Overview (3) Milestones (4) CharterSchoolsDCP (5) FocusonGraduationSuccess (6) The360DegreeTeachingTechnologyModel (7) TIMSummaryDescriptors (8) TIMStudentDescriptors (9) TIMTeacherDescriptors (10) District Superintendent Certification Form

BOARD ACTION:	**SOURCE OF ADDITIONAL INFORMATION:**	
	Name: Daniel F. Gohl, CAO	Phone: 754-321-2618
(For Official School Board Records Office Only)	Name: Tony Hunter, CIO	Phone: 754-321-0400

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

Senior Leader & Title

Daniel Gohl - Chief Academics Officer

Approved In Open Board Meeting On: _____

Signature

Daniel F. Gohl
Tuesday, February 23, 2016 5:38:53 PM

By: _____

School Board Chair

Agenda Item	BCPS Digital Classrooms Plan 2015-2016
Requested Action	Approve the Broward County Public Schools' Digital Classrooms Plan for submission to the Florida Department of Education
Funding Source	Florida Department of Education
Service Locations	All schools
Managing Department/School	Office of Academics Information & Technology
Source of Additional Information	Daniel Gohl, Chief Academic Officer, 754 – 321 – 2618 Tony Hunter, Chief Information Office, 754 – 321 – 0400
Project Description	The Digital Classroom Plan was originally presented to the Board on January 12 2016. All of the feedback from the Board has been incorporated into the updated Digital Classroom Plan that is being presented on March 1. To access the State FEFP Digital Classrooms Plan Allocation, school districts are required to submit to the FLDOE a board approved Digital Classrooms Plan (DCP) as per s.1011.62(12), F.S. to develop a plan with input from the district's Academic Office, Office of Information & Technology, Office of Talent Development, Student Assessment, and Office of School Performance and Accountability. The DCP is intended to be an actionable document that drives improvement in the district and schools. It is aligned to currently approved goals and plans including the technology component of the General Obligation Bond, the District Strategic Plan and the District Technology Strategic Plan. Therefore, it supports efforts currently underway in Broward. Under s.1011.62(12)©, F.S. superintendents must verify approval of the DCP of each charter school that submitted a plan in the district. Unlike the district DCP, the FLDOE does not require charter school plans to be submitted to them for approval. However, in order to receive their DCP allocation, charter schools must submit a DCP to the district office. District superintendents must also certify that the district has provided teachers, administrators, students, and parents access to: 1. Instructional materials in digital or electronic format, as defined in s.1006.29 2. Digital materials, including those digital materials that enable students to earn certificates and industry certifications pursuant to ss.1003.4203 and 1008.44 3. Teaching and learning tools and resources, including the ability for teachers and administrators to manage, assess, and monitor student performance data.

	Broward proposes using its DCP allocation to procure a standard Learning Management System (LMS) for K – 12. The LMS is a key digital resource in a personalized learning environment as it provides individual student and teacher access to instructional content, communication and collaboration tools, and assessments that can be customized and directed to meet individual student needs. The LMS will meet digital learning platform specifications as defined by key stakeholders, and guide the integration of digital curriculum content. The vision is to have a standard learning object repository of instructional applications, instructional frameworks, unit and lesson plans, activities, and assessment items aligned to Florida Standards. From this searchable repository, teachers and students will have access to educational content that has been vetted by curriculum experts to meet content quality standards. Through a district LMS Task Force, Broward will select the appropriate LMS along with a content repository to meet the K – 12 personalized learning vision of providing each student with access to their own learning system. The selected LMS will incorporate Universal Design for Learning (UDL) principles to ensure that students with disability can access and use the system as part of their educational program. The selected LMS and other services identified in the DCP will be brought to the Board for approval following purchasing policy. The Broward plan was developed with input and direction from Academics, Office of Information and Technology, Office of Talent Development, Student Assessment Department, and the Office of School Performance and Accountability. The Digital Content Standards Sub- committee, the Digital Projects Workgroup, and the Technology Advisory Committee provided input and reviewed the DCP. The DCP is aligned to the technology component of the General Obligation Bond, the District Strategic Plan and the District Technology Strategic Plan.
Impact Statement	There is no additional financial impact to the District. The $4,316,148 will be allocated to the Information and Technology Department's budget, with $3,732,903 going to Broward County Public School and $583,245 going to Charter schools.

Authorization

This Proposal which is a continuation of Broward County Public Schools (BCPS) IT Strategic Plan support and is submitted subject to and in accordance with the terms and conditions of the Gartner Inc. Florida Department of Management Services Alternate Contract Source agreement number ACS-973-501-12 which has an effective date of 07 June 2012. When signed by Gartner and BCPS, this SOW will become an attachment to the above referenced contract. These two documents will set forth the relationship between the parties for this engagement. This Statement of Work may be modified at anytime provided such changes are agreed by the parties in writing.

SUBMITTED ON BEHALF OF GARTNER, INC.

_____
SIGNATURE

David Irwin, Managing Partner, Education Practice
PRINT NAME AND TITLE

September 9, 2015
DATE

AGREED ON BEHALF OF BROWARD COUNTY PUBLIC SCHOOLS

_____
SIGNATURE

DANZEL GOHL
PRINT NAME AND TITLE

2015 - 12 - 14
DATE

_____
PO NUMBER (If applicable)

Gartner.

Teacher Experience RFP Support & Selection

Proposal for Broward County Schools

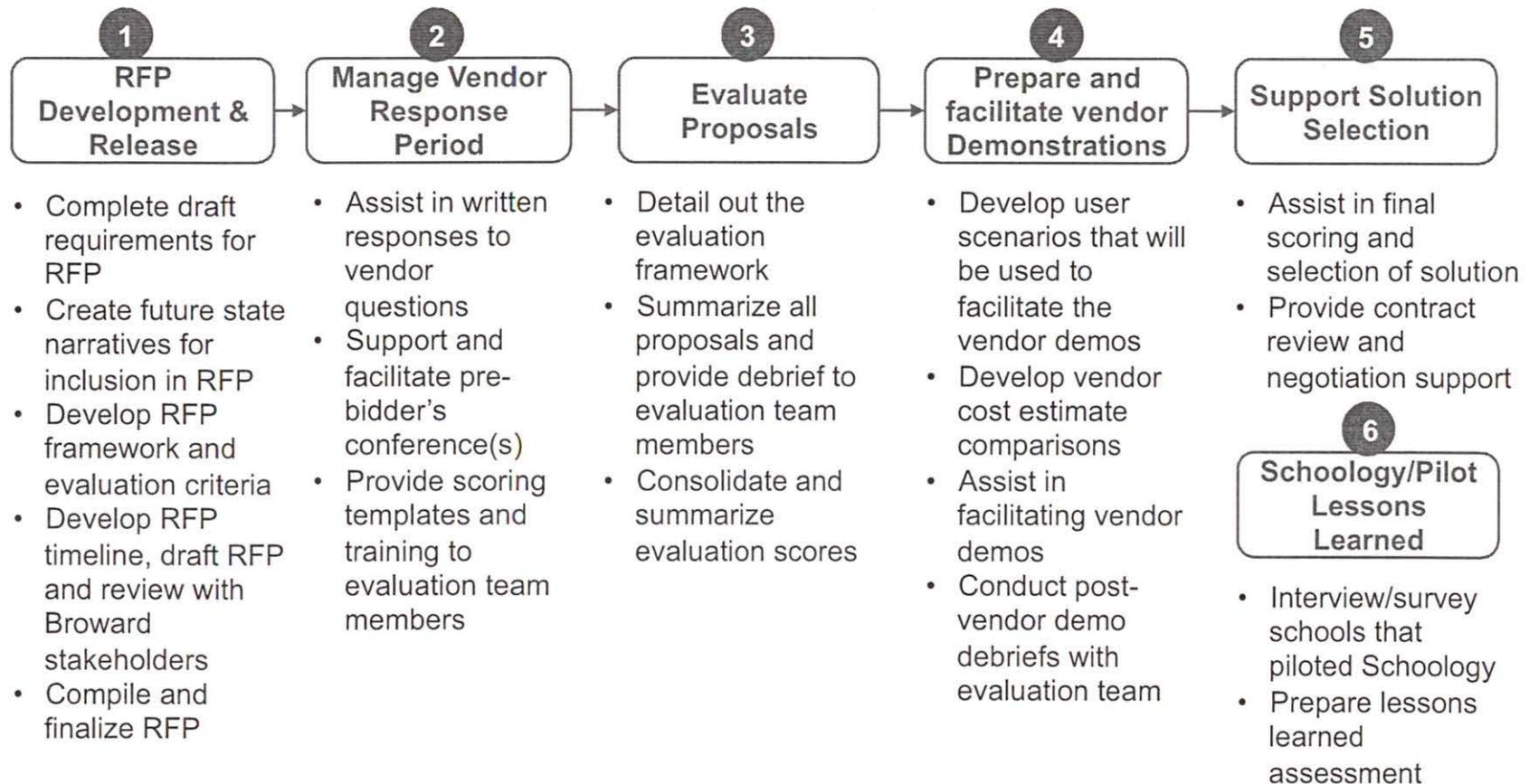September 9, 2015

Gartner

Gartner Understanding and Context

- Broward County Public Schools (BCPS) is the 6th largest school district in the United States with more than 262,000 students, 32,000 employees and 327 schools.

- With support from Gartner, BCPS has developed and released an RFI in order to gather vendor product information in order to determine the set of applications to be acquired and deployed to support BCPS's digital classroom framework

- Based on responses from the RFI, Gartner is in the process of finalizing the roadmap of technologies that will support the digital classroom framework.

- Broward is interested in extending Gartner's support of the next phase of developing an RFP, supporting the procurement process and acquiring the services of technology vendor(s) to support the immediate deployment of technology solutions to support teachers and students.

- As an objective third party and recognized leader in technology with a formidable K-12 education practice and knowledge of BCPS, Gartner is uniquely positioned to work with the BCPS on this initiative.

- This work will be conducted using Gartner's proven methodologies and toolkits; our recommendations associated with this project will be fact-based, data-driven and informed by the latest research.
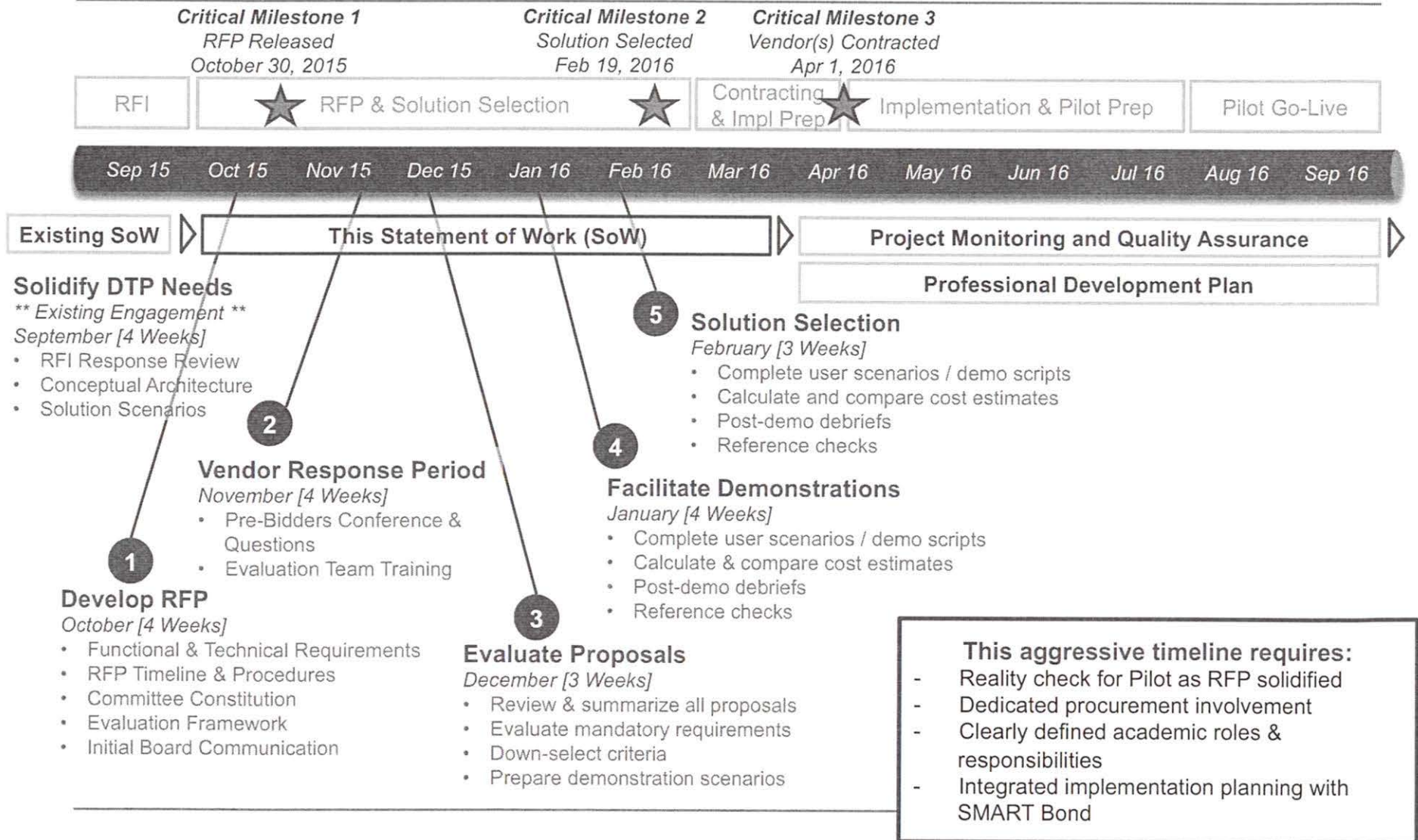
Statement of Work

Gartner.

Overview of Engagement Approach

- Gartner will conduct this engagement through an integrated, six-step approach as outlined below. Detailed task descriptions and deliverables are outlined on the following pages.

1 RFP Development & Release	**2** Manage Vendor Response Period	**3** Evaluate Proposals	**4** Prepare and facilitate vendor Demonstrations	**5** Support Solution Selection
• Complete draft requirements for RFP • Create future state narratives for inclusion in RFP • Develop RFP framework and evaluation criteria • Develop RFP timeline, draft RFP and review with Broward stakeholders • Compile and finalize RFP	• Assist in written responses to vendor questions • Support and facilitate pre-bidder's conference(s) • Provide scoring templates and training to evaluation team members	• Detail out the evaluation framework • Summarize all proposals and provide debrief to evaluation team members • Consolidate and summarize evaluation scores	• Develop user scenarios that will be used to facilitate the vendor demos • Develop vendor cost estimate comparisons • Assist in facilitating vendor demos • Conduct post-vendor demo debriefs with evaluation team	• Assist in final scoring and selection of solution • Provide contract review and negotiation support

6 Schoology/Pilot Lessons Learned

- Interview/survey schools that piloted Schoology
- Prepare lessons learned assessment

Digital Teaching Platform Selection

Critical Milestone 1
RFP Released
October 30, 2015

Critical Milestone 2
Solution Selected
Feb 19, 2016

Critical Milestone 3
Vendor(s) Contracted
Apr 1, 2016

| RFI | RFP & Solution Selection | Contracting & Impl Prep | Implementation & Pilot Prep | Pilot Go-Live |

Sep 15 | Oct 15 | Nov 15 | Dec 15 | Jan 16 | Feb 16 | Mar 16 | Apr 16 | May 16 | Jun 16 | Jul 16 | Aug 16 | Sep 16

Existing SoW | **This Statement of Work (SoW)** | **Project Monitoring and Quality Assurance**

Professional Development Plan

Solidify DTP Needs
*** Existing Engagement ***
September [4 Weeks]
- RFI Response Review
- Conceptual Architecture
- Solution Scenarios

(1) Develop RFP
October [4 Weeks]
- Functional & Technical Requirements
- RFP Timeline & Procedures
- Committee Constitution
- Evaluation Framework
- Initial Board Communication

(2) Vendor Response Period
November [4 Weeks]
- Pre-Bidders Conference & Questions
- Evaluation Team Training

(3) Evaluate Proposals
December [3 Weeks]
- Review & summarize all proposals
- Evaluate mandatory requirements
- Down-select criteria
- Prepare demonstration scenarios

(4) Facilitate Demonstrations
January [4 Weeks]
- Complete user scenarios / demo scripts
- Calculate & compare cost estimates
- Post-demo debriefs
- Reference checks

(5) Solution Selection
February [3 Weeks]
- Complete user scenarios / demo scripts
- Calculate and compare cost estimates
- Post-demo debriefs
- Reference checks

This aggressive timeline requires:
- Reality check for Pilot as RFP solidified
- Dedicated procurement involvement
- Clearly defined academic roles & responsibilities
- Integrated implementation planning with SMART Bond

Gartner.

Detailed Approach

Step 1: RFP Development & Release

Gartner Responsibilities

- Using input from RFI vendor responses and roadmap developed from Gartner's previous effort, complete draft requirements (functional, technical, non-functional), and use cases for RFP
- Provide guidance regarding early communications with identified vendors who should receive the RFP
- Conduct one 2-hour workshop to develop the RFP framework and evaluation criteria
- Prepare draft Request for Proposal ("RFP") describing the scope of work, response requirements, evaluation criteria & selection timeline
- Work with BCPS Procurement to support the development of the RFP package and vendor evaluation process
- Work with the BCPS to develop a timeline of activities for the RFP
- Assist in the formation of the RFP evaluation team and roles & responsibilities
- Conduct one 2-hour workshop with evaluation team to review the final document and prepare for vendor pre-bid session

BCPS Responsibilities

- Schedule interview sessions and work sessions
- Full attendance and active participation at work session by BCPS business and IT stakeholders
- Review and approve all requirements and/or use cases that will be included in RFP
- Submit RFP to vendors, providing single point-of-contact for vendor response interaction
- Timely distribution, review and approval of narratives for inclusion in RFP

Gartner Deliverables

- Requirements (functional, technical, non-functional) and narratives (use cases) documentation for RFP
- RFP package
- RFP framework and evaluation criteria
- Proposal evaluation framework template
- RFP Timeline of Activities
- BCPS evaluation team meeting support

Timeline
- 4 weeks

Detailed Approach

Step 2: Manage Vendor Response Period

Gartner Responsibilities
- Provide advice to BCPS during the vendor response period
  - Help respond to vendor questions as BCPS conducts due diligence
  - Help manage communications to vendors, as needed
  - Provide education to BCPS regarding areas for clarification to ensure consistent responses from vendors to enable "apples-to-apples" comparisons
- Provide conference call logistics and help facilitate a conference call mid-way through the response period to ensure clarification on all vendor questions and provide further insights for implementation assumptions.
- Help prepare BCPS evaluation team for response evaluation as per agreed-to evaluation accountabilities. This can be accomplished via a 1-2 hour WebEx conference call training session just prior to receipt of vendor proposals.

BCPS Responsibilities
- Be available to meet with the vendors to assist with due diligence
- Provide a resource to be the focal point to receive and provide written and verbal responses for the vendors
- Make any pertinent data accessible to the vendors to clarify the capability information being solicited
- Lead a mid-point clarification conference call meeting with the vendors
- Proposal evaluators to participate in training session with Gartner to prepare for response evaluation activities

Gartner Deliverables
- Proposal evaluation training
- Written answers to vendor questions
- Mid-point clarification meeting materials

Timeline
- 4 weeks

Detailed Approach

Gartner Responsibilities

- Provide guidance to the BCPS evaluation team regarding, but not limited to:
  - Key benefits and risks of each response
  - Hidden costs associated with risks of each response
  - Perspectives on vendor's ability to meet critical requirements with minimal customization
  - Perspectives on any 3rd party point solutions included in vendor responses
  - Ensure "apples-to-apples" comparison of responses, including services and pricing
  - Ensure that each vendor's response covers the complete functionality desired, even if the vendor needs to partner with other 3rd parties to provide the coverage.
  - Ensure that vendor's responses are consistent with the scope and role requested
- Facilitate a work session with the BCPS core evaluation team members to review and agree on the detailed evaluation framework
- Collate and summarize evaluator scoring
- Develop initial side-by-side cost analysis based on vendor pricing responses.
- Facilitate a review of the final scoring analysis and make down-select decision. Highlight gaps/risks that need to be addressed during on-site demos/discussions

Gartner Deliverables

- Evaluation framework
- Initial side-by-side Vendor Cost Analysis
- Summary of evaluator scoring
- Vendor Down-Select Decision
- Vendor-Specific Risks

BCPS Responsibilities

- Individual team members score their assigned focus areas for each proposal as per the evaluation framework
- Communicate vendor-specific gaps that need to be addressed by each vendor
- Review benefit information provided by vendors and develop plan to quantify

Timeline

- 3 weeks

Detailed Approach

Gartner Responsibilities

- Provide guidance, as needed, to BCPS vendor demonstration and interview participants to ensure productive sessions that allows a confident final selection based on the Evaluation Framework
- Participate in cost discussions related to vendor implementation services to ensure assumptions are correct and are factored into the overall cost and schedule estimates
- Validate and refine the proposed implementation plans, leveraging the responses from the vendors. Ensure that all missing components are provided and provide risk-adjusted costs for missing implementation components.
- Assist in reference checks and site visits
- Facilitate demonstration evaluation discussions and scoring review sessions at the end of each vendor multi-day session
- Ensure final scoring is captured in the evaluation model
- Prepare final scoring analysis and cost analysis.
- Provide reference check template for use by BCPS
- Develop user stories to facilitate demonstration scenarios to be provided to the vendors
- Document high-level process steps associated with the selected user scenarios to highlight appropriate future-state workflows and functionality.
- Provide samples, templates, and guidance for BCPS staff charged with the development of agendas and questions for vendors
- Facilitate a 1-2 hour conference call training session with BCPS demo evaluation team members to prepare for demos and demo evaluation scoring

Detailed Approach

Gartner Responsibilities	BCPS Responsibilities
	▪ Schedule and attend vendor demonstrations and other presentations. Consistent attendance by those accountable for the evaluation is critical.
	▪ Schedule and attend any follow up sessions
	▪ Score the vendor demos using the agreed to Evaluation Framework. Adjust prior proposal evaluation scores as needed.
	▪ Lead discussions within evaluation teams to present/discuss evaluation comments and scores at the end of each demonstration day
	▪ Participate in a summary session at the end of each multi-day session for each vendor
	▪ Review and discuss refined implementation cost and schedule estimates
	▪ Develop demonstration scenarios and provide to software vendors
	▪ Develop demonstration agendas and provide to software vendors
	▪ Develop any interview questions
	▪ Participate in demonstration prep training

Deliverables	Timeline
▪ Demonstration User Scenarios	▪ 4 weeks
▪ High-Level Future State Process Steps	
▪ Samples and templates for demonstration scenarios and vendor demonstration materials	
▪ Vendor Demonstrations completed	
▪ Updated Scoring Model	
▪ Completed Scoring and Cost Analyses	
▪ Reference Check Template	

Detailed Approach

Step 5: Support Selection

Gartner Responsibilities	BCPS Responsibilities
■ Facilitate selection workshop to review scoring and make final recommendation ■ Provide commentary and advice regarding any associated risks that still remain with the chosen vendors ■ Facilitate discussion of next steps and considerations for BCPS to address during software negotiations and implementation preparation activities	■ Participate in final recommendation meeting ■ Prepare for software contract negotiations and implementation mobilization

Deliverables	Timeline
■ Final Software Vendor Recommendation and associated Executive Summary Report ■ Risk guidance related to chosen vendor(s)	■ 3 weeks

Detailed Approach

Step 6: Schoology/Pilot Lessons Learned	
Gartner Responsibilities	**BCPS Responsibilities**
■ Develop lessons learned interview/survey guide ■ Interview Schoology/pilot users to learn/understand any lessons learned that can be applied to RFP to select technology solutions to support teachers and students. ■ Develop lessons learned assessment	■ Schedule interview sessions and work sessions ■ Review and approve assessment findings
Deliverables	**Timeline**
■ Interview guide/survey ■ Lessons learned assessment	■ 2 weeks

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Gartner Roles and Responsibilities

Gartner Associate	Role	Responsibilities
David Irwin	Quality Assurance	■ Ensure that Gartner activities support BCPS goals ■ Build and maintain a long-standing relationship with BCPS ■ Provide high-level oversight to the project and become more heavily involved should any issue resolution be necessary
Simma Reingold	Project Manager	■ Be responsible for the day-to-day management of project initiatives ■ Ensure that project deliverables are completed on time and meet the Gartner quality standards ■ Act as the primary point of contact for the Gartner team ■ Work closely with BCPS to ensure that Gartner is meeting its needs
Terry Denoyer Christine Pascarella Arvind Rajagopal	Subject Matter Experts	■ Support the core project team by providing subject matter expertise as needed throughout the engagement ■ Participate in deliverable creation, deliverable review and client presentations as needed
TBD, As needed	Business Analyst	■ Provide day-to-day consulting support for project tasks ■ Be supported by additional project consultants as needed
Liz Glowa	Teaching & Learning SME	■ Support the core project team by providing a context-sensitive perspective to issues specific to BCPS based on industry-leading research and practice ■ Participate in analysis and comparisons, and review deliverables as needed

Assumptions – BCPS Participation

The deliverables, schedule and pricing in this proposal are based on the following assumptions:

BCPS Participation

- BCPS will assign a senior-level project sponsor that will be influential in ensuring that project stakeholders across different BCPS colleges, schools and departments participate in project activities as detailed in this statement of work.

- BCPS will designate a project manager to act as the primary point of contact for this project. The BCPS project manager will be expected to work closely with the Gartner employees as needed and will:
  (a) approve project priorities, detailed task plans and schedules; (b) facilitate the scheduling of Gartner interviews with appropriate client personnel; (c) notify Gartner in writing of any project or performance issues; and (d) assist in resolving project issues that may arise.

- The work effort described in this proposal assumes that BCPS personnel are available to assist in the project as defined in this Proposal. In the event that BCPS personnel are not available, a change of scope may be necessary.

- The level of detail (i.e., order of magnitude cost estimates) and quality of deliverables will be dependent on the information provided by BCPS within the available time for the project.

- BCPS will review and approve documents within five business days. If no formal approval or rejection is received within that time, and as a direct result of the delay the Project schedule extends or Gartner incurs documented additional costs, BCPS and Gartner will negotiate a mutually agreeable change order to account for such schedule change and/or additional costs.

- BCPS is to schedule BCPS resources for project activities and provide meeting facilities as necessary.

- BCPS personnel will be made available per the final project schedule.

Assumptions
Data Collection and Key Personnel

Data Collection

- The due diligence (as-is) data are reasonably available via interviews and documentation review.

- BCPS will provide timely access to all appropriate personnel to be interviewed. These personnel will have the ability to provide data necessary to complete this project, answer questions, provide existing documentation and attend working sessions.

- Project pricing assumes that Gartner will conduct interviews and workshops as detailed in the statement of work at BCPS and that BCPS will arrange all sessions with BCPS personnel.

- BCPS will be responsible for identifying and establishing the evaluation team and the steering committee.

- Project pricing assumes that Gartner will review up to ten (10) RFP submissions.

- Project pricing assumes that Gartner will facilitate up to three (3) 2-day vendor demonstrations.

- Project pricing assumes that Gartner will conduct workshops as needed during the engagement and that BCPS will arrange all sessions with BCPS personnel.

- All data collection and interviews/workshops will take place via telephone or in person at location as described in this proposal and/or as agreed to at the project kickoff.

Key Personnel

- Resumes of key personnel provided in this proposal assume a project start date of September 15, 2015. If the actual project start date is different, proposed individuals may not be available. In this event, we will work with BCPS to identify alternative personnel with appropriate skills and background.

Assumptions
Place of Performance, Deliverables and Changes to Scope

Place of Performance

- With the exception of interviews and workshops, Gartner work will be performed at Gartner locations.

- All workshops and meetings are detailed on each of the project tasks of this SOW.

- Office space, telephones and access to the open Internet will be made available to Gartner staff at BCPS locations for on-site project time.

- Gartner will have access to printing/copying services at BCPS locations.

Deliverables and Changes to Scope

- Any requests for additional information (beyond the details described in the tasks above) that are made by BCPS will be considered a change in scope for this engagement and will be handled accordingly (see Changes to Scope section of this proposal).

- All deliverables will be developed using Microsoft products (for example, Project, Excel, Word and PowerPoint).

Investment Summary and Authorization

Investment Summary and Invoicing

- Based on the scope described in this SOW, Gartner's fixed professional fee is $325,000 and is exclusive of all applicable taxes.

- Travel and other project related expenses are included in our fees.

- Gartner will submit invoices for payment as follows:
  - 25% of the professional fee will be invoiced upon completion of phase 1 & 2.
  - 50% of the professional fee will be invoiced upon completion of the deliverable defined in phases 3 & 4
  - The remaining balance of the professional fee will be invoiced upon completion of deliverables in phase 5 & 6.
  - All professional fees and project expenses will be invoiced and paid in $US Dollars.

- Invoices are payable 30 days from the date of invoice

- While we do not itemize billing for professional services, we agree and will comply with any reasonable requests for records substantiating our invoices

- If BCPS requires a purchase order (PO) number, please specify the PO number in the Authorization section and forward a copy of the PO, with this agreement, to name/address or fax of appropriate individual. Ensure that the PO includes all labor and travel expenses quoted in this Statement of Work. Any pre-printed terms on the PO that are in addition to or in contradiction of the terms of this agreement shall be inapplicable.

Investment Summary and Invoicing

- Gartner's cost estimate is both reasonable and realistic. Our rates are reasonable for the following reasons:

  - Gartner's consulting staff rely heavily on Gartner's research. Our consultants utilize the research in a variety of ways, including leveraging the content directly and including it in Gartner deliverables. Consultants will also have the analysts participate directly by reviewing deliverables or taking part in the project directly. Each use of research provides significant value, and comes with a real opportunity cost. This resource is built into our hourly rates.

  - Gartner comes to the table with a complete set of tools and templates developed through prior engagements and applied subject matter expertise. This enables more-effective use of resources by both Gartner and Andover, which results in fewer hours required to complete tasks and deliverables and less risk of rework or wasted effort.

  - Gartner does not charge for administrative, contracts management or deliverable production. All of those associated costs are built into our labor rates. In other words, our administrative and secretarial personnel, our contracts management personnel, and our editors, graphics and production staff are all funded from overhead. These activities contribute to the hourly rates charged.

  - Gartner is a senior-leveraged practice. Our rates reflect the heightened level of experience of our associates. The value of Gartner's senior-leveraged practice is typically realized through greater engagement team efficiency.
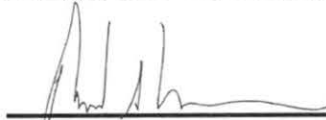
Gartner.

Changes to Scope

- The scope of this engagement is defined by this Statement of Work. All BCPS requests for changes to the SOW must be in writing and must set forth with specificity the requested changes. As soon as practicable, Gartner shall advise BCPS of the cost and schedule implications of the requested changes and any other necessary details to allow both parties to decide whether to proceed with the requested changes. The parties shall agree in writing upon any requested changes prior to Gartner commencing work.

- As used herein, "changes" are defined as work activities or work products not originally planned for or specifically defined by this SOW. By way of example and not limitation, changes include the following:

  - Any activities not specifically set forth in this SOW

  - Providing or developing any deliverables not specifically set forth in this SOW

  - Any change in the respective responsibilities of Gartner and BCPS set forth in this SOW, including any reallocation or any changes in engagement or project manager staffing

  - Any rework of completed activities or accepted deliverables

  - Any investigative work to determine the cost or other impact of changes requested by BCPS

  - Any additional work caused by a change in the assumptions set forth in this SOW

  - Any delays in deliverable caused by a modification to the acceptance criteria set forth in this SOW

  - Any changes requiring additional research analyst time or changes to research analyst resources

Authorization

This Proposal which is a continuation of Broward County Public Schools (BCPS) IT Strategic Plan support and is submitted subject to and in accordance with the terms and conditions of the Gartner Inc. Florida Department of Management Services Alternate Contract Source agreement number ACS-973-501-12 which has an effective date of 07 June 2012. When signed by Gartner and BCPS, this SOW will become an attachment to the above referenced contract. These two documents will set forth the relationship between the parties for this engagement. This Statement of Work may be modified at anytime provided such changes are agreed by the parties in writing.

SUBMITTED ON BEHALF OF GARTNER, INC.

_____
SIGNATURE

David Irwin, Managing Partner, Education Practice
PRINT NAME AND TITLE

September 9, 2015
_____
DATE

AGREED ON BEHALF OF BROWARD COUNTY PUBLIC SCHOOLS

_____
SIGNATURE

_____
PRINT NAME AND TITLE

_____
DATE

_____
PO NUMBER (If applicable)

Statement of Work Validity Period and Further Assurances

- The Proposal, including the Statement of Work, is valid for 60 days from September 9, 2015.

- Gartner Research and Consulting recommendations are produced independently by the Company's analysts and consultants, respectively, without the influence, review or approval of outside investors, shareholders or directors. For further information on the independence and integrity of Gartner Research, see "Guiding Principles on Independence and Objectivity" on our Web site, www.gartner.com or contact the Office of the Ombudsman at ombudsman@gartner.com or +1 203 316 3334.

Attachments

Project Team Biographies

Gartner.

Project Team Biographies
David Irwin, Quality Assurance

David Irwin joined Gartner in 2003 and currently leads Gartner Consulting K-12 Education Practice. David has worked with both K-12 school districts and K-12 education technology providers for more than 10 years helping them to solve their toughest business problems. David's representative experience includes:

- For Houston Independent School District (TX), Lake County Schools (FL) and Pinellas County Schools (FL) led a team that developed personalized learning strategy and roadmap to transform teaching and learning at each of these districts.

- For Broward County Schools (FL), developed a district-wide IT strategy and roadmap in order to ready the district to support next gen teaching and learning.

- For the State of Louisiana Department of Education led a team that developed a state-wide IT strategy and roadmap in order to ready the state to support next gen teaching and learning in each of their 69 districts and charter management organizations.

- For Fulton County Schools (GA), led several initiatives including provided a strategic assessment of their technology plan that led to voter referendum and approval of a 5 year $250 million technology plan, developed a strategy and roadmap for personalized learning and oversaw the implementation of their instructional improvement system.

- For the New York City Department of Education, serve as the engagement manager on a project that provided PM/QA services for the implementation of a $80 million special education student information system used by more than 160,000 users (more than 10,000 daily).

- For Leander Independent School District (Austin,TX) led a team that helped develop a business case and roadmap for the replacement of administrative and instructional systems

- Led a team that performed an applications portfolio assessment (APM) for the province of Alberta, Canada's Ministry of Education in support of their goal of implementing a competency-based learning system.

- For the New York City Department of Education, led a team that oversaw the implementation of a blended learning initiative to 250 schools(largest in the US) that included a learning management system platform and 21 content providers to provide District-wide blended learning, credit recovery and distant learning for district students.

- For the Twin Towers Fund (at the direction of Mayor Giuliani) served as the project manager on an engagement that created policies and procedures, business and technical requirements, and developed an application to aid in the administration (record, data enter, deposit, and process) of over 220,000 individual donations that totaled over $150 million. Additionally, created business processes for administering the distribution of $48 million in funds to 406 families.

David holds a Master of Public Administration degree from New York University and a Bachelor of Arts degree from Hobart and William Smith Colleges. Mr. Irwin is a certified Project Management Professional (PMP)

Project Team Biographies
Simma Reingold, Engagement Manager

- Simma Reingold focuses on empowering education institutions and healthcare providers to improve performance and outcomes through the use of technology. She applies her experiences with software implementations, business process redesign, and project management to increase automated processes, workflow standardization, analytics and reporting capabilities, and overall end-user system confidence.

- A sample of Simma's recent experiences include:

  - For a large K-12 school district, developed a strategic plan to support their digital content transformation. Conducted a thorough evaluation of districts to identify innovators and leading practices that support digitalization. Identified district-wide capabilities necessary to support curation of third-party and teacher-created content, facilitation of differentiated and personalized instruction, and management of enterprise information.

  - For the Bill and Melinda Gates Foundation, assisted a large K-12 school district to build an actionable 5-year strategic plan in support of personalized learning. Worked closely with academic and technology stakeholders to develop a district-wide personalized learning vision and strategic goals. Conducted a thorough assessment of current environment to identify gaps and potential barriers to success. Defined the timeline and budget to support the implementation of personalized learning.

  - For a leading academic medical center, participated in the development of an enterprise informatics and analytics strategy. Identified business analytic needs and developed a prioritization and alignment exercise to the organization's strategic imperatives. Assisted with the development of a three-year road map for EIM efforts which sequenced recommendations for closing people, process, and technology gaps.

- Simma started her career in implementation services at Epic, a leading healthcare software company based in Wisconsin. While there, she worked with integrated care delivery networks to design, configure, test, and bring live their outpatient clinical and patient portal solutions. To expand her experiences outside of Epic, Simma joined PricewaterhouseCoopers' Health Information Technology practice. During her time with PWC, Simma focused on engagements related to the design and optimization of clinical and revenue cycle applications. She also gained experience with large program project management, vendor selections, IT due diligence reviews, and end-user testing and validation processes.

- Simma holds the following academic degrees:

  - MHA, Cornell University, Ithaca, NY

  - BS, Policy Analysis and Management, Cornell University, Ithaca, NY

Project Team Biographies
Terry Denoyer, Subject Matter Expert

Terry Denoyer has been with Gartner since 2006. As an Associate Director, Terry has led and supported a number of recent K-12 projects at the district, state and provincial levels. Mr. Denoyer holds a Computer Information Systems degree and is a Certified Usability Analyst (CUA). Representative work includes:

- For the Bill and Melinda Gates Foundation, providing advisory services to six K-12 school districts (CA, FL(2), GA, CO, TX) aiming to personalize learning for all students system-wide. Worked closely with school and district personnel to conduct current state assessments and craft actionable strategic plans.

- For Houston Independent School District (TX), collaborated with Academics staff to craft a digital curriculum strategy for the district to transition away from textbooks and towards digital resources.

- For Austin Integrated School District (AISD), supported the District Technology Planning Committee in the development of a strategic plan for integrating technology with learning.

- For the State of Louisiana Department of Education(La DOE), supported a strategic planning effort to define the goals and initiatives to undertake in providing technology services to local districts.

- For Fulton County Schools (GA) conducted a K-12 landscape analysis of personalized learning in North America, assessed the district's current state capabilities, and collaborated with district staff on the development of a business case and roadmap to implement personalized learning system-wide.

- For an e-learning company, developed a market scan and roadmap for the client's product management teams in the area of web/app accessibility. Conducted interviews and workshops with product/UX/technical staff to understand current methods, and crafted a roadmap of initiatives to make all products accessible.

- For Fulton County Schools (GA), supported the oversight and risk management services for the implementation of an instructional improvement system

- For the New York City Department of Education (NY), provided oversight and project management services in the implementation of a Special Education Student Information System across 1600+ schools.

- For the New York City Department of Education (NY), provided oversight and risk management services for the implementation of a blended learning platform in 200+ schools.

- For the Ministry of Education in Alberta, Canada, conducted an applications rationalization (portfolio management) assessment, developed a competency-based learning conceptual architecture (technology), and developed a strategic plan and roadmap for the Ministry.

- Additional client work performed for the NYC Department of Homeless Services, NYC Department of Buildings, NYC Department of Correction, US Centers for Disease Control and Prevention, US Agency for Toxic Substances and Disease Registry, US Internal Revenue Service, US Food and Nutrition Service

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Project Team Biographies
Christine Pascarella, Subject Matter Expert

Christine Pascarella has over 20 years experience working with commercial enterprises, government, and international non-profit sectors with proven results in technology improvement leadership, IT operations, implementation of technical and business strategy, marketing, and human resources management. Ms. Pascarella has advised Gartner clients on IT strategy, application assessments, IT governance, application and operational improvements, system and performance testing, customer relationship management, vendor management strategy, and the creation of application support frameworks.

- Representative Gartner engagement experience includes:

  - For the City of New York, conducted multiple application solutioning projects on key re-architecture projects which included creation of conceptual business and technical architectures, analysis of applicable solutions on the market and development of evaluation and selection criteria.

  - For multiple insurance firms: led application strategy projects to help determine IT strategy including the future-state application, data and integration initiatives and the requisite IT capabilities.

  - For a technology start up, led a software development risk and architectural assessment and formulated recommendations to fill development-focused gaps.

  - For the City of New York, served as the technical lead for the development and implementation of a web-based procurement and financial management system designed to manage large scale, multi-year health and human service contracts.

  - For a global telecom provider, led an application assessment and IT strategy project.

  - For multiple global pharmaceutical firms, led website strategy assessments, detailing gaps in governance policies, IT processes and organizational structures, and provided roadmaps for ongoing activities.

- Prior to joining Gartner Consulting, Ms. Pascarella was the Chief Information Officer (CIO) and Assistant Commissioner for Agency Operations and Technology for the New York City of Small Business Services (SBS), an agency whose mission is to serve the City of New York's small businesses, jobseekers and commercial districts. At SBS Ms. Pascarella led the day-to-day management of all critical Agency operations and network infrastructure, software applications, and databases.

- Ms. Pascarella has been the founder of two web hosting firms and designed high-availability infrastructure solutions and managed the technical implementation of hosted platforms. Her clients included small, mid-size and Fortune 500 companies with significantly high-traffic websites.

- Ms. Pascarella received a B.A. in International Studies and German from Dickinson College and a MPIA from the University of Pittsburgh's Graduate School of Public and International Affairs.

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Project Team Biographies
Arvind Rajagopal, Subject Matter Expert

- A Senior Director of Gartner Consulting, Arvind has led a wide range of engagements including: sourcing strategy development, vendor selection, contract negotiations, IT strategy development, Enterprise Architecture assessment and development, IT risk assessment, IT process optimization, and independent verification and validation of key programs. He has deep experience improving operational efficiency, and developing eBusiness applications. Representative experiences include:

  - Developed an IT Infrastructure sourcing strategy for a major insurance provider. The client had outsourced their entire infrastructure services to an external provider and was facing service delivery issues. The engagement approach included: developing a deep understanding of current issues and future expectations, assessing service cost/performance and retained organization, developing options for the future (renegotiate, rebid) and establishing a roadmap.

  - Developed an application sourcing strategy for one of the largest Oil & Gas companies. Developed a tailored approach to: analyze a large application portfolio (2000+ applications), identify logical groupings and evaluate sourcing potential. Based on the evaluation, recommended an appropriate sourcing model for the application groups (in-source, leverage a staff augmentation model, outsource to offshore location or utilize captive centers).

  - Led the renegotiation of the IT outsourcing agreement (applications and infrastructure) for a pharmaceutical company to reduce costs, improve service delivery and position the organization towards attaining their global sourcing strategy. The engagement included: identification of key gaps in the current contract, development of a negotiation strategy, facilitation of at-the-table negotiations and finalization of contractual documents.

  - Led the assessment of an IT applications outsourcing agreement for a major defense contractor. Based on the assessment against industry best practices, improvements in the Statements of Work, Service Levels and Pricing Model were recommended.

- Prior to joining Gartner, Arvind worked for Syclo LLC., where he played a significant role in the development of mobile product suites for field services personnel. Prior to Syclo, he was a senior consultant in Xpedior Inc., with responsibilities for project management and enterprise architecture.

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Project Team Biographies
Elizabeth Glowa, Ph.D., K-12 Subject Matter Expert

- Elizabeth (Liz) Glowa is a recognized national leader of design and pedagogy of K-12 online learning with an emphasis on 21st Century instructional strategies and the use of instructional technology for diverse groups of learners to support student achievement and extended learning opportunities.

- A sample of Liz's experience includes:
  - Serving as a consultant to the International Association for K-12 Online Learning (iNACOL) to develop design specifications for information systems for their CompetencyWorks project
  - Served as a subject matter expert for the NYC Department of Education in support of their Virtual Learning project and ensure that they had the benefit of the most comprehensive and current thinking regarding K-12 virtual education
  - Served as the coordinator for the budget for the Maryland State Department of Education's distance learning program, Maryland Virtual Learning Opportunities Program (MVLO) and was responsible for providing leadership, direction and oversight for the implementation of online student and teacher courses as part of the MVLO
  - Served as the Director of the Instructional Technology Support Team for Montgomery County Public Schools (MCPS) responsible for the implementation of the policy on educational technology

- Liz has been focused on transforming K-12 education for more than 40 years as a teacher, special education assistant, assistant principal, principal, district leader and instructional technology consultant. Liz has he BA in Elementary Education from American University, a Masters in Teaching from Trinity College and a Ph.D in Learning and Behavior Disorders from American University.

Contacts

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