

Board Office Use: Legislative File Info.	
File ID Number	14-0166
Introduction Date	2-26-14
Enactment Number	14-0415
Enactment Date	3-12-14



**OAKLAND UNIFIED  
SCHOOL DISTRICT**

*Community Schools, Thriving Students*

# Memo

**To** The Board of Education

**From** Gary Yee, Ph.D., Superintendent  
By: Maria Santos, Deputy Superintendent, Instruction, Leadership & Equity-in-Action  
Vernon Hal, Deputy Superintendent, Business & Operations

**Board Meeting Date**  
(To be completed by  
Procurement)

2-26-14 And 3-12-14

**Subject** Professional Services Contract -  
Otis Educational Systems, Inc. Powder Springs (contractor, City State)  
Quality, Accountability and Analytics (site/department)

**Action Requested** Ratification of a professional services contract between Oakland Unified School District and Otis Educational Systems Inc. Services to be primarily provided to Quality, Accountability and Analytics for the period of 3/13/14 through 6/30/14.

**Background**  
*A one paragraph explanation of why the consultant's services are needed.*

Otis Ed is a proven leader in data management solutions, software research and development, data governance. As part of a larger data management effort within the Oakland Unified School District, the central office seeks to develop a data governance model and process to oversee, manage and inform data management activities within the District.

**Discussion**  
*One paragraph summary of the scope of work.*

Given the scope of involvement and the number of schools involved in the discussion, the central office will need to identify key stakeholders who can represent their respective areas (offices) and schools. The basic premise for the SOW is that OtisEd resources will orient, train, and support, these area and school representatives, who will in turn share their learning with their constituencies upon their return.

**Recommendation** Ratification of professional services contract between Oakland Unified School District and Otis Educational Systems Inc. Services to be primarily provided to Quality, Accountability and Analytics for the period of 3/13/14 through 6/30/14.

**Fiscal Impact** Funding resource name (please spell out) Whole School Improvement  
Whole School Improvement not to exceed \$ 60,000.

**Attachments**

- Professional Services Contract including scope of work
- Fingerprint/Background Check Certification
- Commercial General Liability Insurance Certification
- TB screening documentation
- Statement of qualifications



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OAKLAND UNIFIED  
SCHOOL DISTRICT

## PROFESSIONAL SERVICES CONTRACT 2013-2014

This Agreement is entered into between the Oakland Unified School District (OUSD) and Otis Educational Systems Inc (CONTRACTOR). OUSD is authorized by Government Code Section 53060 to contract for the furnishing of special services and advice in financial, economic, accounting, engineering, legal, and administrative matters with persons specially trained, experienced, and competent to perform such services. CONTRACTOR warrants it is specially trained, experienced, and competent to provide such services. The parties agree as follows:

- Services:** The CONTRACTOR shall provide the ("Services" or "Work") as described in **Exhibit "A,"** attached hereto and incorporated herein by reference.
- Terms:** CONTRACTOR shall commence work on 3/13/14, or the day immediately following approval by the Superintendent if the aggregate amount CONTRACTOR has contracted with the District is below \$81,000 in the current fiscal year; or, approval by the Board of Education if the total contract(s) exceed \$81,000, whichever is later. The work shall be completed no later than 6/30/14.
- Compensation:** OUSD agrees to pay CONTRACTOR for services satisfactorily rendered pursuant to this Agreement, a total fee not to exceed Sixty Thousand Dollars (\$60,000.00). This sum shall be for full performance of this Agreement and includes all fees, costs, and expenses incurred by Contractor including, but not limited to, labor, materials, taxes, profit, overhead, travel, insurance, subcontractor costs, and other costs.

If CONTRACTOR will be compensated hourly for services provided under this Contract, CONTRACTOR shall describe in Exhibit "A," attached hereto, the specific scope of services to be delivered on an hourly basis to OUSD.

OUSD shall not be liable to CONTRACTOR for any costs or expenses paid or incurred by CONTRACTOR in performing services for OUSD, except as follows: Data Governance Services

Payment for Work shall be made for all undisputed amounts in monthly installment payments within forty-five (45) days after the CONTRACTOR submits an invoice to OUSD for Work actually completed and after OUSD's written approval of the Work, or the portion of the Work for which payment is to be made.

The granting of any payment by OUSD, or the receipt thereof by CONTRACTOR, shall in no way lessen the liability of CONTRACTOR to correct unsatisfactory work, although the unsatisfactory character of that work may not have been apparent or detected at the time a payment was made. Work, which does not conform to the requirements of this Agreement, may be rejected by the District and in that case must be replaced by CONTRACTOR without delay.

- Submittal of Documents:** CONTRACTOR shall not commence the Work under this Contract until CONTRACTOR has submitted and OUSD has approved evidence of the following:

1. Individual consultants:

- ☐ Tuberculosis Clearance – Documentation from health care provider showing negative TB status within the last four years.
- ☐ Completion of Pre-Consultant Screening Process – Attach letter from Human Resources Support Services showing completion of Pre-Consultant Screening for this current fiscal year.
- ☒ Insurance Certificates and Endorsements – General Liability insurance in compliance with section 9 herein.

2. Agencies or organizations:

- ☐ Insurance Certificates and Endorsements – Workers' Compensation insurance in compliance with section 9 herein.

- Equipment and Materials:** CONTRACTOR shall provide all equipment, materials, and supplies necessary for the performance of this Agreement except: n/a which shall not exceed a total cost of \$ 0.00.

- CONTRACTOR Qualifications / Performance of Services.**

**CONTRACTOR Qualifications.** CONTRACTOR warrants it is specially trained, experienced, competent and fully licensed to provide the Services required by this Agreement in conformity with the laws and regulations of the State of California, the United States of America, and all local laws, ordinances and/or regulations, as they may apply.

**Standard of Care.** CONTRACTOR warrants that CONTRACTOR has the qualifications and ability to perform the Services in a professional manner, without the advice, control, or supervision of OUSD. CONTRACTOR's services will be performed, findings obtained, reports and recommendations prepared in accordance with generally and currently accepted principles and practices of its profession for services to California school districts.

- Notices:** All notices and invoices provided for under this Agreement shall be in writing and either personally delivered during normal business hours or sent by U.S. Mail (certified, return receipt requested) with postage prepaid to the other party at the address set forth below:



**OUSD Representative:**Name: David Montes De OcaSite /Dept.: Quality, Accountability and AnalyticsAddress: 4551 Steele StreetOakland, CA 94619Phone: 510-336-7549, 510-290-3616**CONTRACTOR:**Name: Tim NallTitle: Chief Operating OfficerAddress: 3845 Powder Springs Road, Suite 202,Powder Springs, GA 30127Phone: 678-859-6032

Notice shall be effective when received if personally served or, if mailed, three days after mailing. Either party must give written notice of a change of address. CONTRACTOR shall submit invoices in a form that includes the name of the person providing the service, the service performed, the date service was rendered, and the hours spent on the work.

**8. Invoicing**

Invoices furnished by CONTRACTOR under this Agreement must be in a form acceptable to OUSD. All amounts paid by OUSD shall be subject to audit by OUSD.

1. Invoices shall include, but not be limited to: Consultant name, consultant address, invoice date, invoice sequence number, purchase order number, name of school or department service was provided to, period of service, number of hours of service, brief description of services provided, hourly rate, total payment requested.
2. Invoices from Agencies or Organizations must include evidence of compliance with section 19 herein:
  - i. Fingerprinting of Employees and Agents: Agency or organization must provide a current list of all employees, agents and volunteers working at an OUSD site when invoicing, and must include the Department of Justice ATI number for each person, and at statement that subsequent arrest records have been requested for each person listed.
  - ii. Tuberculosis Screening: The list must also include a statement that TB Clearance is on file for each person.

9. **Status of Contractor:** This is not an employment contract. CONTRACTOR, in the performance of this Agreement, shall be and act as an independent contractor. CONTRACTOR understands and agrees that it and all of its employees shall not be considered officers, employees, agents, partner, or joint venture of OUSD, and are not entitled to benefits of any kind or nature normally provided employees of OUSD and/or to which OUSD's employees are normally entitled, including, but not limited to, State Unemployment Compensation or Worker's Compensation. CONTRACTOR shall assume full responsibility for payment of all Federal, State, and local taxes or contributions, including unemployment insurance, social security and income taxes with respect to CONTRACTOR's employees. In the performance of the work herein contemplated, CONTRACTOR is an independent contractor or business entity, with the sole authority for controlling and directing the performance of the details of the work, OUSD being interested only in the results obtained.

**10. Insurance:**

1. Commercial General Liability Insurance: Unless specifically waived by OUSD, the following insurance is required:
  - i. If CONTRACTOR employs any person to perform work in connection with this Agreement, CONTRACTOR shall procure and maintain at all times during the performance of such work, Workers' Compensation Insurance in conformance with the laws of the State of California and Federal laws when applicable. Employers' Liability Insurance shall not be less than One Million Dollars (\$1,000,000) per accident or disease.

Check one of the boxes below:

☒ CONTRACTOR is aware of the provisions of Section 3700 of the Labor Code which require every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that code, and will comply with such provisions before commencing the performance of the Work of this Contract.

☐ CONTRACTOR does not employ anyone in the manner subject to the workers' compensation laws of California.


- ii. CONTRACTOR shall maintain Commercial General Liability insurance, including automobile coverage with limits of One Million Dollars (\$1,000,000) per occurrence for bodily injury and property damage. The coverage shall be primary as to OUSD and shall name OUSD as an additional insured. Evidence of insurance must be attached. Endorsement of OUSD as an additional insured shall not affect OUSD's rights to any claim, demand, suit or judgment made, brought or recovered against CONTRACTOR. The policy shall protect CONTRACTOR and OUSD in the same manner as though each were separately issued. Nothing in said policy shall operate to increase the Insurer's liability as set forth in the policy beyond the amount or amounts shown or to which the Insurer would have been liable if only one interest were named as an insured.
- iii. If CONTRACTOR is offering OUSD professional advice under this Contract, CONTRACTOR shall maintain Errors and Omissions insurance or Professional Liability insurance with coverage limits of One Million Dollars (\$1,000,000) per claim.

**OR**

- iv. CONTRACTOR is not required to maintain any insurance under this agreement. (Completed and approved Waiver of Insurance Form is required.) Waiver of insurance does not release CONTRACTOR from responsibility for any claim or demand.

11. **Licenses and Permits:** CONTRACTOR shall obtain and keep in force all licenses, permits, and certificates necessary for the performance of this Agreement.



12. **Assignment:** The obligations of CONTRACTOR under this Agreement shall not be assigned by CONTRACTOR without the express prior written consent of OUSD.
13. **Anti-Discrimination.** It is the policy of OUSD that in connection with all work performed under Contracts there be no discrimination against any employee engaged in the work because of race, color, ancestry, national origin, religious creed, physical disability, medical condition, marital status, sexual orientation, gender, or age and therefore the CONTRACTOR agrees to comply with applicable Federal and California laws including, but not limited to, the California Fair Employment and Housing Act beginning with Government Code Section 12900 and Labor Code Section 1735 and OUSD policy. In addition, the CONTRACTOR agrees to require like compliance by all its subcontractor(s). Contractor shall not engage in unlawful discrimination in employment on the basis of actual or perceived; race, color, national origin, ancestry, religion, age, marital status, pregnancy, physical or mental disability, medical condition, veteran status, gender, sex or sexual orientation.
14. **Drug-Free / Smoke Free Policy.** No drugs, alcohol, and/or smoking are allowed at any time in any buildings and/or grounds on OUSD property. No students, staff, visitors, CONTRACTORS, or subcontractors are to use drugs on these sites.
15. **Indemnification:** CONTRACTOR agrees to hold harmless, indemnify, and defend OUSD and its officers, agents, and employees from any and all claims or losses accruing or resulting from injury, damage, or death of any person, firm, or corporation in connection with the performance of this Agreement. CONTRACTOR also agrees to hold harmless, indemnify, and defend OUSD and its elective board, officers, agents, and employees from any and all claims or losses incurred by any supplier, contractor, or subcontractor furnishing work, services, or materials to CONTRACTOR in connection with the performance of this Agreement. This provision survives termination of this Agreement.
16. **Copyright/Trademark/Patent/Ownership.** CONTRACTOR understands and agrees that all matters produced under this Agreement shall become the property of OUSD and cannot be used without OUSD's express written permission. OUSD shall have all right, title and interest in said matters, including the right to secure and maintain the copyright, trademark, and/or patent of said matter in the name of OUSD. CONTRACTOR consents to use of CONTRACTOR's name in conjunction with the sale, use, performance and distribution of the matters, for any purpose and in any medium. These matters include, without limitation, drawings, plans, specifications, studies, reports, memoranda, computation sheets, the contents of computer diskettes, artwork, copy, posters, billboards, photographs, videotapes, audiotapes, systems designs, software, reports, diagrams, surveys, source codes or any other original works of authorship, or other documents prepared by CONTRACTOR or its Sub-CONTRACTORS in connection with the Services performed under this Agreement. All works shall be works for hire as defined under Title 17 of the United States Code, and all copyrights in those works are the property of OUSD.
17. **Waiver:** No delay or omission by either party in exercising any right under this Agreement shall operate as a waiver of that or any other right or prevent a similar subsequent act from constituting a violation of the Agreement.
18. **Termination:** OUSD may at any time terminate this Agreement upon written notice to CONTRACTOR. OUSD shall compensate CONTRACTOR for services satisfactorily provided through the date of termination. In addition, OUSD may terminate this Agreement for cause should CONTRACTOR fail to perform any part of this Agreement. In the event of termination for cause, OUSD may secure the required services from another contractor. If the cost to OUSD exceeds the cost of providing the services pursuant to this Agreement, CONTRACTOR shall pay the additional cost.
19. **Conduct of Consultant.** CONSULTANT will adhere to the following staff requirements and provide OUSD with evidence of staff qualifications, consistent with invoicing requirements outlined in Section 8, which include:
1. **Tuberculosis Screening**
  2. **Fingerprinting of Employees and Agents.** The fingerprinting and criminal background investigation requirements of Education Code section 45125.1 apply to CONTRACTOR's services under this Agreement and CONTRACTOR certifies its compliance with these provisions as follows: "CONTRACTOR certifies that CONTRACTOR has complied with the fingerprinting and criminal background investigation requirements of Education Code section 45125.1 with respect to all CONTRACTOR's employees, subcontractors, agents, and subcontractors' employees or agents ("Employees") regardless of whether those Employees are paid or unpaid, concurrently employed by OUSD, or acting as independent contractors of CONTRACTOR, who may have contact with OUSD pupils in the course of providing services pursuant to the Agreement, and the California Department of Justice has determined that none of those Employees has been convicted of a felony, as that term is defined in Education Code section 45122.1. Contractor further certifies that it has received and reviewed fingerprint results for each of its Employees and Contractor has requested and reviews subsequent arrest records for all Employees who may come into contract with OUSD pupils in providing services to the District under this Agreement.
- Contractor initial: N/A 
- In the event that OUSD, in its sole discretion, at any time during the term of this contract, desires the removal of any CONSULTANT related persons, employee, representative or agent from an OUSD school site and, or property, CONSULTANT shall immediately upon receiving notice from OUSD of such desire, cause the removal of such person or persons.
20. **No Rights in Third Parties.** This Agreement does not create any rights in, or inure to the benefit of, any third party except as expressly provided herein.
21. **OUSD's Evaluation of CONTRACTOR and CONTRACTOR's Employees and/or Subcontractors.** OUSD may evaluate the CONTRACTOR's work in any way that OUSD is entitled to do so pursuant to applicable law. The OUSD's evaluation may include, without limitation:
1. Requesting that OUSD employee(s) evaluate the CONTRACTOR and the CONTRACTOR's employees and subcontractors and each of their performance.
  2. Announced and unannounced observance of CONTRACTOR, CONTRACTOR's employee(s), and/or subcontractor(s).



22. **Limitation of OUSD Liability.** Other than as provided in this Agreement, OUSD's financial obligations under this Agreement shall be limited to the payment of the compensation provided in this Agreement. Notwithstanding any other provision of this Agreement, in no event, shall OUSD be liable, regardless of whether any claim is based on contract or tort, for any special, consequential, indirect or incidental damages, including, but not limited to, lost profits or revenue, arising out of, or in connection with, this Agreement for the services performed in connection with this Agreement.
23. **Confidentiality.** The CONTRACTOR and all CONTRACTOR's agents, personnel, employee(s), and/or subcontractor(s) shall maintain the confidentiality of all information received in the course of performing the Services. CONTRACTOR understands that student records are confidential and agrees to comply with all state and federal laws concerning the maintenance and disclosure of student records. This requirement to maintain confidentiality shall extend beyond the termination of this Agreement. Contractors will be permitted access to student data only where permissible under state and federal law and only after executing OUSD's Confidentiality Agreement Regarding Student Data.
24. **Conflict of Interest.** CONTRACTOR shall abide by and be subject to all applicable OUSD policies, regulations, statutes or other laws regarding conflict of interest. CONTRACTOR shall not hire any officer or employee of OUSD to perform any service by this Agreement.
- CONTRACTOR affirms to the best of his/her/its knowledge, there exists no actual or potential conflict of interest between CONTRACTOR's family, business or financial interest and the services provided under this Agreement, and in the event of change in either private interest or services under this Agreement, any question regarding possible conflict of interest which may arise as a result of such change will be brought to OUSD's attention in writing.
- Through its execution of this Agreement, CONTRACTOR acknowledges that it is familiar with the provisions of section 1090 *et seq.* and section 87100 *et seq.* of the Government Code of the State of California, and certifies that it does not know of any facts which constitute a violation of said provisions. In the event CONTRACTOR receives any information subsequent to execution of this Agreement, which might constitute a violation of said provisions, CONTRACTOR agrees it shall notify OUSD in writing.
25. **Integration/Entire Agreement of Parties.** This Agreement constitutes the entire agreement between the Parties and supersedes all prior discussions, negotiations, and agreements, whether oral or written. This Agreement may be amended or modified only by a written instrument executed by both Parties.
26. **Litigation:** This Agreement shall be performed in Oakland, California and is governed by the laws of the State of California. The Alameda County Superior Court shall have jurisdiction over any state court litigation initiated to enforce or interpret this Agreement. If litigation is initiated, the prevailing party shall be entitled to reasonable attorney's fees and costs.
27. **Contract Contingent on Governing Board Approval:** The District shall not be bound by the terms of this Agreement until it has been formally approved by the District's Governing Board, and no payment shall be owed or made to CONTRACTOR absent formal approval. This Agreement shall be deemed to be approved when it has been signed by the Board of Education, and/or the Superintendent as its designee.
28. **Signature Authority:** Each party has the full power and authority to enter into and perform this Agreement, and the person signing this Agreement on behalf of each Party has been given the proper authority and empowered to enter into this Agreement.
29. **Counterparts:** This Agreement and all amendments and supplements to it may be executed in counterparts, and all counterparts together shall be construed as one document.
30. **Incorporation of Recitals and Exhibits:** The Recitals and each exhibit attached hereto are hereby incorporated herein by reference.
31. **Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion:** The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals: Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency according to Federal Acquisition Regulation Subpart 9.4, and by signing this contract, certifies that this vendor does not appear on the Excluded Parties List. (<https://www.epls.gov/eplis/search.do>)

**Summary of terms and compensation:**

Anticipated start date: 3/13/14 Work shall be completed by: 6/30/14 Total Fee: \$ 60,000.00

**OAKLAND UNIFIED SCHOOL DISTRICT**

- ☒ President, Board of Education  
☐ Superintendent or Designee

850-44  
 Secretary, Board of Education

3-13-14  
 Date

3-13-14  
 Date

**CONTRACTOR**

[Signature]  
 Contractor Signature

2/5/14  
 Date

Tim Nall, Chief Operating Officer  
 Print Name, Title

OAKLAND UNIFIED SCHOOL DISTRICT  
 Office of General Counsel  
 APPROVED FOR FORM & SUBSTANCE  
[Signature]  
 Attorney at Law

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 By: [Signature]



## EXHIBIT "A" Scope of Work

**DESCRIPTION OF SERVICES TO BE PERFORMED BY CONTRACTOR**

CONTRACTOR's entire Proposal is not made part of this Agreement. [IF A CONTRACTOR PROVIDES AN ACCEPTABLE DESCRIPTION OF SERVICES AS PART OF A PROPOSAL, THAT DESCRIPTION OF SERVICES CAN BE ATTACHED WITHOUT ANY TERMS, CONDITIONS, LIMITATIONS, ETC., FROM THAT PROPOSAL.]

**Summary for Board Memo and Board Agenda** – Must accurately align with scope of work below.

Approval of a Professional Services Contract between Oakland Unified School District and Otis Educational Systems of 845 Powder Springs Road, Suite 202 Powder Springs, GA 30127 for the latter to provide Data Governance Services and training for the period commencing on March 13, 2014 and concluding on June 30, 2014 not to exceed the amount of \$60,000.

**SCOPE OF WORK**

Otis Educational Systems Inc \_\_\_\_\_ will provide a maximum of \_\_\_\_\_ hours of services at a rate of \$ \_\_\_\_\_ per hour for a total not to exceed \$ 60,000.00. Services are anticipated to begin on 3/13/14 and end on 6/30/14.

- 1. Description of Services to be Provided:** Provide a description of the service(s) the contractor will provide. Be specific about what service(s) OUSD is purchasing and what *this* Contractor will do.

Consult with OUSD executive Sponsor and staff. Establish process for choosing OUSD and Executive Data Governance Board. Co-create a charter, formalize an action plan. Develop Metrics. Determine DG approval process. Monitor action plan. Foster data management best practices. Complete detailed SOW attached.

- 2. Specific Outcomes:** What are the expected outcomes from the services of this Contract? Be specific. For example, as a result of the service(s): 1) How many more Oakland children are graduating from high school? 2) How many more Oakland children are attending school 95% or more? 3) How many more students have meaningful internships and/or paying jobs? 4) How many more Oakland children have access to, and use, the health services they need? Provide details of program participation (Students will...) and measurable outcomes (Participants will be able to...). NOT THE GOALS OF THE SITE OR DEPARTMENT.

1. Data Governance Board
2. Data Governance plan, communications
3. Establish Data Governance process.
4. Train OUSD staff on data governance.
5. Foster best practices for data governance.

- 3. Alignment with District Strategic Plan:** Indicate the goals and visions supported by the services of this contract: (Check all that apply.)

- ☐ Ensure a high quality instructional core
- ☐ Develop social, emotional and physical health
- ☐ Create equitable opportunities for learning
- ☐ High quality and effective instruction

- ☐ Prepare students for success in college and careers
- ☐ Safe, healthy and supportive schools
- ☒ Accountable for quality
- ☐ Full service community district

**4. Alignment with Single Plan for Student Achievement (required if using State or Federal Funds)**

Please select:

- ☐ **Action Item included in Board Approved SPSA (no additional documentation required)** – Action Item Number: \_\_\_\_\_
- ☐ **Action Item added as modification to Board Approved SPSA** – Submit the following documents to the Resource Manager either electronically via email of scanned documents, fax or drop off.
1. Relevant page of SPSA with action item highlighted. Page must include header with the word "Modified", modification date, school site name, both principal and school site council chair initials and date.
  2. Meeting announcement for meeting in which the SPSA modification was approved.
  3. Minutes for meeting in which the SPSA modification was approved indicating approval of the modification.
  4. Sign-in sheet for meeting in which the SPSA modification was approved.
-



## OAKLAND UNIFIED SCHOOL DISTRICT

### Data Governance

### Program Implementation

#### Statement of Understanding

The Oakland Unified School District (OUSD) is planning on implementing an enterprise data warehouse. This District Data Warehouse project will start this year (2014), with a Trial Period beginning in February, and the first phase of the project rolling out to end-users by the end of the year. The Data Warehouse will bring together all of the data within the District, and make it easier to report and analyze it. Currently data is available to select stakeholders in the district, but no single, consistent, and convenient system provides all of the information required. The ultimate vision of the District Data Warehouse is to be the “single source of truth” for the District, providing actionable information to the educators and administrators in the District.

As part of this larger data management effort within the Oakland Unified School District, the central office seeks to develop a data governance model and process to oversee, manage and inform data management activities within the District.

The purpose of this document is to outline a proven approach to addressing this challenge that includes action steps, time frames and required resources.

#### Outline of Activities and Deliverables

Given the scope of involvement and the number of schools involved in the discussion, the central office will need to identify key stakeholders who can represent their respective areas (offices) and schools. The basic premise for the plan that follows is that OtisEd resources will orient, train, and support, these area and school representatives, who will in turn share their learning with their constituencies upon their return.

The aforementioned stakeholders will be formed into an Education Data Governance Board (OUSD-EDGB) through a series of training activities designed and documented by Dr. Richard Kesner and facilitated and supported by Ms. Marcia Kaplan and Mr. Kamal Kumar. While Ms. Kaplan would work face-to-face with the OUSD-EDGB, Dr. Kesner would work closely throughout the envision process with Ms. Kaplan and other OtisEd resources to refine documents and learning materials based upon the outcomes of the OUSD-EDGB sessions.





## OAKLAND UNIFIED SCHOOL DISTRICT

### Data Governance

### Program Implementation

#### Scope of Work

The chart below outlines the content and a suggested timeline for achieving the goals of the project:

ACTIVITY	PARTICIPANTS	DESIRED OUTCOMES	TIMELINE
<u>Phase A:</u> Ongoing Project Management	<ul style="list-style-type: none"> <li>▪ OUSD Executive Sponsor</li> <li>▪ OUSD Project Manager</li> <li>▪ Otis Ed Project Manager</li> <li>▪ Otis Ed/TECedge Facilitators</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consult with OUSD Executive Sponsor and Staff to determine key OUSD stakeholder representatives.</li> <li>▪ Develop a contract with Regional/Network/ School Leadership to ensure their commitment to allow their representatives the appropriate time for this effort.</li> <li>▪ Create roles and Responsibilities "covenant" for OUSD-EDGB members to sign regarding their commitment.</li> <li>▪ Establish process for choosing OUSD-EDGB representatives for the following roles:               <ul style="list-style-type: none"> <li>- Board Chair – (e.g., Associate Superintendent for Quality, Accountability and Analytics, Deputy Superintendent, Instruction, Leadership &amp; Equity-in-Action, etc.) responsible for implementing and monitoring the process on the ground.</li> <li>- District Level – (6 permanent and 6 alternates): Education Data Governance Board for policy setting, goal setting, overall program design.</li> <li>- Region/Network/School Level – (6 permanent and 6 alternates): Education Data Governance Board for policy setting, goal setting, overall program design.</li> </ul> </li> <li>▪ Schedule working sessions and ongoing monthly and quarterly meetings for OUSD-EDGB.</li> <li>▪ Conduct ongoing project management including monthly update meetings with OUSD.</li> </ul>	<p>Start: March 13 2014</p> <p>-----</p> <p>End: Jun 30, 2014</p>



## OAKLAND UNIFIED SCHOOL DISTRICT

### Data Governance

### Program Implementation

ACTIVITY	PARTICIPANTS	DESIRED OUTCOMES	TIMELINE
<u>Phase B:</u> Launch Session	<ul style="list-style-type: none"> <li>Empowered OUSD Central Office and Region/Network and School representatives</li> <li>OtisEd/TECedge Facilitators</li> </ul>	<ul style="list-style-type: none"> <li>Define a successful Data Governance process in an educational setting.</li> <li>Define the organizational structure to support and maintain a data governance process.</li> <li>Define the various terms in data governance.</li> <li>Provide an orientation on how a data governance process works.</li> <li>Establish a clear understand and consensus within the OUSD-EDGB concerning the roles, responsibilities, and activities of a data governance board.</li> <li>Review the district's data management priorities.</li> <li>Identify areas of focus and interest for the OUSD-EDGB.</li> <li>Articulate a draft mission statement for data OUSD management.</li> <li>Explore the goals and objectives of Central Office and Region/Network/School participation in this process and to also explore barriers to participation and success.</li> <li>Discuss a draft charter for OUSD-EDGB.</li> </ul>	<p>March 2014</p> <p>4 hours</p>
<u>Phase C:</u> Working Session 1	<ul style="list-style-type: none"> <li>Empowered OUSD Central Office &amp; Region/Network and School representatives</li> <li>OtisEd/TECedge Facilitators</li> </ul>	<ul style="list-style-type: none"> <li>Review, modify, and approve the OUSD-EDGB data management mission statement.</li> <li>Review and modify the OUSD-EDGB charter.</li> <li>Introduce the concept, terms, and components of a data management action plan.</li> <li>Develop metrics for ongoing plan evaluation.</li> <li>Initiate a detailed discussion of how best to disseminate the findings of the OUSD-EDGB to the Central Office and Schools.</li> <li>Determine data governance approval process.</li> </ul> <p>Note: Participants will be expected to work on a homework assignment before Session 2.</p>	<p>March 2014</p> <p>4 hours</p>





**OAKLAND UNIFIED SCHOOL DISTRICT**  
**Data Governance**  
**Program Implementation**

ACTIVITY	PARTICIPANTS	DESIRED OUTCOMES	TIMELINE
<u>Phase D:</u> Working Session 2	<ul style="list-style-type: none"><li>▪ OUSD-EDGB</li><li>▪ OtisEd/TECedge Facilitators</li></ul>	<ul style="list-style-type: none"><li>▪ Finalize and sign the agreed upon charter for the OUSD-EDGB.</li><li>▪ Review, modify, and approve the Education Data Governance Action Plan that identifies:<ul style="list-style-type: none"><li>- Action items</li><li>- Delivery dates</li><li>- Parties responsible</li><li>- Resources required</li><li>- Measures of success</li></ul></li><li>▪ Discuss communications protocol and action steps for the engagement of the Central Office and Regions/Network and Schools in the work of the OUSD-EDGB.</li><li>▪ Discuss charters concerning the roles, responsibilities, and activities of those working on data governance at the school level.</li><li>▪ Discuss key Data Management Working groups and Data Stewards, focused on the action plan.</li></ul> <p>Note: Working Session 2 should be done in person three weeks or later, after Working Session 1.</p>	<p>(early) April 2014</p> <p>6 hours</p>



**OAKLAND UNIFIED SCHOOL DISTRICT**  
**Data Governance**  
**Program Implementation**

ACTIVITY	PARTICIPANTS	DESIRED OUTCOMES	TIMELINE
<u>Phase E:</u> Working Session 3	<ul style="list-style-type: none"> <li>▪ OUSD-EDGB</li> <li>▪ OtisEd/TECedge Facilitators</li> </ul>	<ul style="list-style-type: none"> <li>▪ Formalize an action plan that defines, over a 2-3 year period, the priorities of the OUSD-EDGB.</li> <li>▪ Formalize the process for collaboration between the OUSD-EDGB and the Central Office and Regions/Network and Schools.</li> <li>▪ Formalize the Working Groups and agenda.</li> <li>▪ Plan for initial education activities around data governance with the Regions/Network and Schools, as appropriate.</li> <li>▪ Establish a regular meeting schedule for the ongoing work of the OUSD-EDGB.</li> <li>▪ Establish and implement modes of communication between the OUSD-EDGB and Regions/Network and Schools.</li> </ul> <p>Note: Working Session 3 should be done in person three weeks or later, after Working Session 2.</p>	<p>(late) April 2014</p> <p>4 hours</p>
<u>Phase F:</u> Ongoing OUSD-EDGB Sessions	<ul style="list-style-type: none"> <li>▪ OUSD-EDGB</li> <li>▪ Other OUSD Stakeholders, as appropriate</li> <li>▪ OtisEd/TECedge Facilitators, as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monitor Action Plan milestones by the EDGB.</li> <li>▪ Foster data management best practices.</li> <li>▪ Seek out opportunities to enable and enhance local educational data management activities.</li> <li>▪ Focus resources where they will provide the most benefit, etc.</li> </ul> <p>Note: Ongoing OUSD-EDGB Session can be conducted as a Webinar as well as subsequent meetings.</p>	<p>May through June 2014</p> <p>Monthly for 90 minutes</p>





## **OAKLAND UNIFIED SCHOOL DISTRICT**

### **Data Governance**

### **Program Implementation**

#### **Process**

The operating assumption in this approach is that the OtisEd/TECedge consultants will provide the OUSD-EDGB with the training and tools to establish and maintain a data governance process statewide.

To this end, Dr. Kesner will develop the materials for each session, working with Ms. Kaplan and Mr. Kumar who will facilitate the Launch Session and the three Working Sessions. Thereafter, the OUSD-EDGB and its self-appointed leadership will operate the process on their own without the need for outside support. However, it has been our experience that for the first six months to a year of the process, it may help to have an objective external party involved in OUSD-EDGB sessions as a facilitator.

Dr. Kesner will provide the intellectual property for all sessions which will thereafter become the property of the Oakland Unified School District. He will work closely with Ms. Kaplan to prepare for each session and will be available for Web or voice conferences with the OUSD-EDGB as required. Ms. Kaplan will provide 1.5 days each a month from February through July to facilitate the working sessions and prepare follow-up material. In addition, they will provide at least 2-hour phone consultation during EDGB meetings from April through July 2014 (four sessions).

#### **Cost**

We propose the price for requirements gathering, planning, deploying and supporting the above data governance program to be \$49,700, including travel.

#### **Bios of Principal Consultants to the Project**

##### **Richard M. Kesner, Ph.D.**

Dr. Richard M. Kesner serves Northeastern University as an Executive Professor in the Department of Supply Chain and Information Management within the D'Amore and McKim School of Business. He was named a Center for Practice Oriented Education (POE) Fellow, 2006-7. Prior to his Northeastern appointment, Richard served as the President and Chief Operating Officer of CELT Corporation, and has also served as a senior IT executive for Northeastern University, MetLife, Babson College, Multibank (now part of Bank of America), and the Faxon Company.



## OAKLAND UNIFIED SCHOOL DISTRICT

### Data Governance

#### Program Implementation

At Northeastern, Dr. Kesner serves as the Coordinator of MIS 2301- "Introduction to Information Management within the Enterprise" for the Business School's undergraduates, and the Lead Faculty Member for MGSC 6204 "Introduction to Information Management Systems" for the School's Online MBA program. In addition, he is the Lead Faculty Member for MIS within the University's College of Professional Studies where he has created and taught a number of the program's IT and MIS offerings.

In addition as a Chief Information Officer in his own right, Dr. Kesner has managed large, complex IT projects and services. For example, as part of his ongoing work in data and knowledge management, he has led a twenty-six state government effort to assess the needs and design solutions for State Education Agency (SEA) decision support systems (DSS). In this regard, he has architected data integration, unique student/education ID, and data warehousing and analytics solution sets for both not-for-profit and for-profit organizations.

Dr. Kesner holds CLU and ChFC certifications from The American College, a M.A. and Ph.D. from Stanford University, and an A.B. and M.B. from Oberlin College. He has also completed post-doctoral training in finance and strategic planning at the Wharton School, University of Pennsylvania. He is the author of numerous articles and nine books, including his most recent book from Auerbach, *The Hands-On Project Office: Guaranteeing ROI and on Time Delivery Office* (2004). Richard's current research focuses on knowledge, identity, and data management within the enterprise and across industries – focusing on educational programs and healthcare delivery - as well as on IT systems and services delivery.

#### **Marcia Kaplan, Ed.M.**

Ms. Kaplan is a co-founder of TECedge. She has close to 30 years of experience in all facets of the technology industry including technical training. In her 20 years consulting to education, Ms. Kaplan has worked with higher educational institutions, state departments of education, state education service agencies, and rural, suburban, and large urban districts. Relevant areas of expertise include:

- delivery of professional development and training of educational data warehouses and learning management systems
- professional development planning
- development of user guides and training material for LEA end-users (e.g., district and school administrators, teachers, guidance counselors, etc.)
- evaluation of educational data warehousing / decision support state and federal grants
- instructional / administrative technology audits and strategic / tactical technology planning
- analysis of IT operational processes, organizational restructuring, staff capabilities, and technical support / service delivery models





## OAKLAND UNIFIED SCHOOL DISTRICT

### Data Governance

### Program Implementation

Ms. Kaplan is currently providing training for SD-STARS. She has provided training for the Massachusetts Education Data Warehouse from 2007–2010, she managed the evaluation of the Massachusetts Technology for Data-Driven Decisions (TD3) grant program in over 100 LEAs.

In addition to myriad training and testing materials for technical implementation, the following is a partial list of presentations and publications:

- Kaplan, M. SD-STARS Training Materials for Oakland Unified School District, 2013.
- Kaplan, M., Kelley, S. and Kesner, R. Best Practices in Implementing Data Warehouses in K-12 Education, TECedge: Cambridge, MA, 2010.
- Kaplan, M. and Kelley S., *Technology for Data-Driven Decisions (TD3) Summative Evaluation for the Massachusetts Department of Elementary and Secondary Education and U.S. Department of Education*, TECedge: Cambridge, MA, 2010.
- Kaplan, M., The RTL Data Dilemma: Understanding and Managing Critical Assessment Information, Presented at Association for Supervision and Curriculum Development, 64th Annual Conference, March, 2009.
- Kaplan, M., Response to Intervention: A Three-Tier Model for Student Success, Presented at Association for Supervision and Curriculum Development, 63<sup>rd</sup> Annual Conference, March, 2008.
- Kaplan, M., *Online Assessment Specifications for Broward County Public Schools*, July 2005.
- Kaplan, M., Web-enabled Technology to Empower Data-Driven Decision Making, Association for Supervision and Curriculum Development, 57th Annual Conference, March, 2002.
- Kaplan, M., Learning Management System requirements, technical specifications, end user guides, technical guides, end user training material, technical training material, FAQs, online help, testing scripts, training plan, Colorado Spring School District 11 and Detroit Public Schools, 2000–2005.

Ms. Kaplan a Bachelor of Arts from Mount Holyoke College and a Masters in Education from Harvard Graduate School of Education where she concentrated in Technology in Education and Language and Literacy.

**Bobby L. Hurley, Ed. D.** (as needed)

Dr. Bobby L. Hurley serves Otis Educational Systems, Inc. (OtisEd) as a Senior Business Intelligence Analyst and Director of the iMart Association. Prior to joining OtisEd, Bobby served as Executive Director of Middle Schools within the Office of Leadership and Learning, as well as the Director of Data Integration and Business Intelligence in the Office of Business Intelligence and Decision Support



## OAKLAND UNIFIED SCHOOL DISTRICT

### Data Governance Program Implementation

at Metropolitan Nashville Public Schools (MNPS). Before the MNPS engagement, Bobby served ten years in the Georgia K-12 public school system as a mathematics and business intelligence educator following a ten-year business career in decision support and data warehousing.

Dr. Hurley currently provides consulting and professional development services in the areas of education data sourcing, dimensional data modeling and business intelligence reporting in statewide (P-20) and local district (K-12) educational data warehousing projects in Arizona, Delaware, Louisiana, Nevada, North Dakota, South Dakota and Tennessee.

In the area of professional development, Dr. Hurley combined his experience in teaching and business with his knowledge of professional learning community protocols to collaboratively build and deliver training on the use of data by educators. For example, as Executive Director of Middle Schools, he coached and supported executive principals in the process of informed decision making and data conversations. In his role as Director of Data Integration and Business Intelligence, he provided consulting, coaching and professional development to district data coaches, instructional coaches, school instructional leaders, school instructional support personnel and central office staff.

Dr. Hurley holds a B.A. in Mathematics from King University; a B.S. Ed. in Secondary Mathematics from Kennesaw State University where he received a Georgia Educator certificate in Mathematics and Business Education (grades 6-12); an M.B.A. in Decision Support Systems from the Georgia Institute of Technology (Georgia Tech) and an Ed. D. in Educational Leadership and Professional Practice from Trevecca Nazarene University.

#### Payment Schedule:

ACTIVITY	AMOUNT
<u>Project Kick-off (signed contract, included prep-work)</u>	\$8,000
<u>Phase B: Launch Session (February 2014)</u>	\$11,500
<u>Phase C: Working Session 1 (March 2014)</u>	\$8,000
<u>Phase D: Working Session 2 (April 2014)</u>	\$8,000
<u>Phase E: Working Session 3 (April 2014)</u>	\$8,000
<u>Phase F: Ongoing OUSD-EDGB Sessions (May - June 2014)</u>	\$6,200





**OAKLAND UNIFIED SCHOOL DISTRICT**  
**Data Governance**  
**Program Implementation**

**Optional Offerings (additional cost):**

ACTIVITY	AMOUNT
<u>On-Going Support of Monthly Data Governance Meetings (Remote)</u>	\$2,000/Month
<u>On-Going Support of Monthly Data Governance Meetings (On-Site)</u>	\$3,500/Month
<u>Business Analyst Services</u>	\$ 130/Hour
<u>District Advisor</u>	\$ 150/Hour

## Search Results

Current Search Terms: Otis® education® systems®

**Notice:** This posted document represents only the full view of your SAM search results. More results may be available. To print your complete search results, click GSA download the PDF and print it.

No records found for current search.

## Glossary

[Search](#)[Results](#)[Entry](#)[Exclusion](#)[Search](#)[Filters](#)[By Period  
Status](#)[By  
Functional  
Area - Entry  
Management](#)[By  
Functional  
Area -  
Performance  
Information](#)

SAM | System for Award Management 1.0

DOI V: 5466 20140123 1342

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# Consultant Fingerprint/Criminal Background Check Waiver Request

## Directions

The District requires that all contractors who will have contact with students complete a Fingerprint/Criminal Background Check through OUSD. The OUSD Administrator can request that this requirement is waived for consultants who will never interact with students. Fingerprint waivers require Cabinet level approval (Deputy Superintendent/Superintendent). To request this waiver complete this form and submit it with the contract packet. If your request is denied you will be required to resubmit the packet with documentation verifying that the consultant has completed this requirement.

Contractor Name	Otis Educational Systems		
Originator Name	David Montes de Oca	Site or Department	Quality, Accountability, & Analytics
Which sites or locations will the contractor be working at?		Off site	
<b>TB Clearance Requirement</b> <i>Proof of negative TB status is required for all consultants who will be working with OUSD students <u>or</u> staff. TB clearance waivers are only granted if the contractor will be working remotely or the contractor is a one time speaker with less than 6 hours of contact with OUSD employees.</i>			
<b>How is this contractor going to meet the TB clearance requirement?</b> TB Waiver requested <input checked="" type="checkbox"/> Proof of TB clearance is in the contract packet <input type="checkbox"/>			

## [TO BE COMPLETED BY AUTHORIZED OUSD EMPLOYEE ONLY.]

CONTRACTOR's employees will have only limited contact, if any, with OUSD pupils and OUSD will take appropriate steps to protect the safety of any pupils that may come in contact with CONTRACTOR's employees so that the fingerprinting and criminal background investigation requirements of Education Code section 45125.1 shall not apply to CONTRACTOR for the services under this Agreement. As an authorized OUSD official, I am familiar with the facts herein certified, and am authorized to execute this certificate on behalf of OUSD. (Education Code § 45125.1 (c))

OUSD Representative's Name	David Montes de Oca	Title	Assoc. Sup. QAA
OUSD Representative's Signature			Date

## Approval Cabinet Level approval required (Deputy Superintendent/Superintendent)

Approver Name	Title
Approver Signature	Date
Reason for Approval:	

# SUMMARY OF INSURANCE

Prepared: 1/22/2014

Page 1

For OTIS Educational Systems Inc  
P. O. Box 520  
Powder Springs, GA  
30127

Moore Insurance Agency  
P. O. Box 650  
Perry, GA  
31069 478-987-1832

Coverage	Amount	Company	Policy No	Eff	Exp	Premium
Prof. Errors & Omissions		Genesee General Agency	IT-805734	07/06/13	07/06/14	
Workers Compensation		Auto Owners Insurance	48491047	05/15/13	05/15/14	
Named States: GA TN						
Employer's Liability						
Each Accident	500,000					
Disease Policy Limit	500,000					
Disease Each Employee	500,000					
Other States: AL AR AZ CO FL GA						
Individual Included/Excluded						
Kimberly Nall EXCL						
Timothy Nall EXCL						
Edward Parker Jr EXCL						
All States						
Total Est. Annual Prem.	2,224					
Minimum Premium						
Deposit Premium	4,448					
Umbrella		Auto Owners Insurance	4632210701	03/26/13	03/26/14	
Liability Limit Each Occurrence	3,000,000					
Underlying Insurance						
General Liability		Auto Owners	4632210700	03/26/08	03/26/09	
Each Occurrence	1,000,000					
General Aggregate	2,000,000					
Products & Comp Ops	1,000,000					
Personal & Adv Injury	1,000,000					
Damage to Rented Premises	50,000					
Medical Expense	5,000					
Employer Liability		Auto Owners	new binder	05/15/08	05/15/09	
Each Accident	100					
Disease Policy Limit	500					
Disease Each Employee	100					
Crime		Auto Owners Insurance	48635528-13	07/14/13	07/14/14	
Employee Dishonesty	200,000					
Deductible	1,000					
Blanket						



# SUMMARY OF INSURANCE

Prepared: 1/22/2014

Page 2

For OTIS Educational Systems Inc  
P. O. Box 520  
Powder Springs, GA  
30127

Moore Insurance Agency  
P. O. Box 650  
Perry, GA  
31069 478-987-1832

Coverage	Amount	Company	Policy No	Eff	Exp	Premium
Commercial Application (Continued)						
Commercial Application		Owners Insurance Company	48436511	03/26/13	03/26/14	
Premises						
Premise 1 Building 3845 Powder Springs Road Powder Springs, GA 30127						
Nature of Business: computer service						
Property		Owners Insurance Company	48436511	03/26/13	03/26/14	
Policy Level Information						
Premise 1 Building 3845 Powder Springs Road Powder Springs , GA 30127						
BUS PP -	120,000					
Coins % 80						
Deductible 500						
General Liability		Owners Insurance Company	48436511	03/26/13	03/26/14	
Occurrence						
General Aggregate	2,000,000					
Products/Completed Oper. Aggr.	2,000,000					
Personal & Advertising Injury	2,000,000					
Each Occurrence	2,000,000					
Damage to Rented Premises	300,000					
Medical Expense (Any One Person)	10,000					
GA						
Hired & Non-Owned Au						
Location 1 Building computer & software wholesaler Class Code: 12362 Premium Basis: 1715000						

# SUMMARY OF INSURANCE

Page 3

Prepared: 1/22/2014

For OTIS Educational Systems Inc  
P. O. Box 520  
Powder Springs, GA  
30127

Moore Insurance Agency  
P. O. Box 650  
Perry, GA  
31069 478-987-1832

Coverage	Amount	Company	Policy No	Eff	Exp	Premium
General Liability (Continued)  Location 1 Building computer consulting or programming Class Code: 41675 Premium Basis: 660710						





**EVANSTON INSURANCE COMPANY**  
**InfoPro<sup>SM</sup>**

**DECLARATIONS – INFORMATION TECHNOLOGY PROFESSIONALS  
INSURANCE POLICY**

**Claims Made:** Under certain Coverage Parts of this policy, the coverage afforded is limited to liability for only those Claims that are first made against the Insured during the Policy Period or the Extended Reporting Period, if exercised, and reported to the Company pursuant to the terms herein. Refer to each Coverage Part's opening page to determine if that Coverage Part is Claims Made.

**Notice:** All Coverage Part of this policy contain provisions that reduce the limits of liability stated in the policy by the costs of legal defense and permit legal defense costs to be applied against the deductible, unless otherwise endorsed. Please read the policy carefully.

POLICY NUMBER: IT-805734

RENEWAL OF POLICY: IT-804697

1. **NAMED INSURED:** Otis Educational Systems, Inc.
2. **BUSINESS ADDRESS:** 3845 Powder Springs Rd.  
Powder Springs, GA 30127
3. **POLICY PERIOD:** From July 6, 2013 to July 6, 2014  
12:01 A.M. Standard Time at address of Insured stated above
4. **SPECIFIED SERVICES, PRODUCTS, GOODS, OPERATIONS OR PREMISES:**  
For Coverage A. Professional Services in Addition to Technology Services: See Policy  
For Coverage C. Products, Goods, Operations or Premises: not purchased

**IN RETURN FOR THE PAYMENT OF THE PREMIUM, AND SUBJECT TO ALL THE TERMS OF THIS POLICY, THE COMPANY AGREES WITH THE NAMED INSURED TO PROVIDE THE INSURANCE AS STATED IN THIS POLICY.**

Producer Name and Address
24210 GENESEE GENERAL 1220 Old Alpharetta Road Suite 380 Alpharetta, GA 30005

**6. COVERAGE SCHEDULE:**

This policy includes only those Coverage Parts designated below by "X" as purchased. If a Coverage Part is not expressly designated as purchased, this policy does not include such Coverage Part.

Coverage Part	Coverage Part Purchased	Coverage Part Limits of Liability	Coverage Part Deductible	Coverage Part Retroactive Date
A. Professional Liability Insurance Coverage Part	Yes <u>X</u>	\$1,000,000 Each Claim \$3,000,000 Aggregate	\$5,000 Each Claim \$15,000 Aggregate	July 6, 2005
B. DataBreach <sup>SM</sup> Insurance Coverage Part	Yes <u>    </u> No <u>X</u>	Coverage B.1. Each Claim  Coverage B.2. Each Unauthorized Access  Aggregate	Coverage B.1. Each Claim  Coverage B.2. Each Unauthorized Access	Coverage B.1.
C. General Liability (Including Products and Completed Operations) Insurance Coverage Part	Yes <u>    </u> No <u>X</u>	Coverage C.1. Each Occurrence  Damage to Premises - Any One Premises  Coverage C.2. Each Person or Organization  Aggregate Limit of Liability	Coverage C.1. Each Occurrence  Coverage C.2. Each Person or Organization	Coverage C.1. and Coverage C.2.
D. Electronic Media Liability Coverage Part	Yes <u>    </u> No <u>X</u>	Each Claim  Aggregate	Each Claim  Aggregate	

**6. Coverage Parts Which Share an Aggregate Limit of Liability**

- ☒ A. Professional Liability Insurance Coverage Part  
☐ B. DataBreach<sup>SM</sup> Insurance Coverage Part  
☐ C. General Liability (Including Products and Completed Operations) Insurance Coverage Part  
☐ D. Electronic Media Liability Insurance Coverage Part  
☐ NONE

**7. Combined Aggregate Limit of Liability**

\$3,000,000 All Damages, Regulatory Fines, Loss and Claim Expenses under all purchased Coverage Parts, combined.

**8. PREMIUM FOR POLICY PERIOD:**

9. PREMIUM FOR EXTENDED REPORTING PERIOD: 100% for 12 months; 150% for 24 months; or 200% for 36 months



## EXPERIENCE AND QUALIFICATIONS

Otis Educational Systems, Inc. (OtisEd) brings a rich and extensive background in the area of data warehousing and business intelligence. Prior to forming the company in the year 2000, our staff had over a decade of experience in the private sector. Since the year 2000, we have focused exclusively on K-12 or educational data warehousing, with a recent expansion into the P-20W (Pre-School, K12, Higher Education and Workforce) space.

The purpose of forming the company back in 2000, which also is the current motivation, was to further student achievement by allowing educational organizations to benefit from the rich field of data they possessed. Our goal, with all of our clients, is to provide a data rich environment which can serve the organization to foster a “data centric” culture and promote data driven decision making. We have been successful in doing so across the country, and are pleased to provide this experience to OUSD.

Our initial focus on education was at the district level, and all of our early clients were district users. After some success, we had the opportunity to help SEAs promote and support data use. Our solution has been adopted and is being used in districts within these states, and we continue to grow our offering of services to focus on the use of this information to make decisions.

In reading the Appendix-D (OUSD Stakeholder Engagement Findings and Data Vision) document, there are a number of problems and challenges identified, which are common across Districts around the country. These are some of the same challenges which limit the use of data or slow student performance growth in the District. All too often this sort of data culture needs a reboot, where there needs to be strict standards established in the collection of data to provide the users what they need.

Most Districts with such challenges start with a Data Governance process, which lays out the data foundation and framework for the School District. Representatives from the Schools, and the Central Office participate on a Data Governance Board to identify, discuss and decide on the data management standards. Some of the challenges in the District can be addressed with this Data Warehouse solution, but the data warehouse is dependent on good data to provide accurate and valuable reports to users. The issues described, related to the entry or collection of data on paper, cannot all be corrected with a data warehouse alone, they do require a review of the data standards within the District. As the saying goes; “garbage in – garbage out”, so not having the data entered into the District SIS, an enterprise system, is not a technology issue but, in our opinion, a governance issue.

We are offering an optional District Data Governance process which can bring together School and Central Office representatives to set standards on what data needs to be collected and at what frequency. This sort of data governance process helps communicate the need for data, the standards in reporting data, an inventory of the data within the District and its use. Establishing a Data Governance process is one of the foundational requirements in establishing a solid data centric environment. We train staff on the concepts, needs and processes of data governance, and work with them to support the process for the first 6 months. This gets the ball rolling and the building of a data governance team to oversee the data within the District. Establishing standards and publishing them to the users is a great





way to get user buy-in, and communicate the expectations and requirements for the District. Once the quality of data improves due to the data governance process, the creation of reports/dashboards and analysis capability will highlight the benefits of such a process and the data warehouse as the single authoritative repository for all users within the District. We believe this will help the Data Warehouse project, the District and most importantly improve student performance within the District.

As mentioned, we are capable and experienced in building the data warehouse environment to bring all of your existing data into one central data repository to allow users to analyze and make decisions. This will reduce the burden currently placed on School staff who need to collect, match and analyze data to make decisions.

We can also train your users on the use and interpretation of the data, and have years of experience from across the country. This use of data simplifies the data driven decision making process by introducing users to the concepts of "Root Cause Analysis" and "Cycle of Inquiry". Both of these concepts simplify the steps and process in analyzing data to make informed decisions.

However, the success of the data warehouse depends on the quality of the District data. Collecting timely, complete and accurate data in the District systems is a basic requirement, which also needs to be addressed. We bring resources with large School District experience who can help the OUSD staff improve their data management practices, and tools and processes to validate and report on the quality of data. We want the data warehouse project to be successful, but also the District, and a measure of that success is the success of student within the District.

One excellent example of such success occurred in the summer of 2008. We received a call from a large urban school district, which was struggling with very poor student performance. This district had failed to meet AYP four years in a row, and had been partially taken over by the State DOE. With the looming threat of a full State DOE takeover, due to continued poor performance, they reached out to OtisEd.

The mayor of this large urban city had formed a taskforce to look into ways to salvage the dying school system. One of the recommendations of that taskforce was to implement a data warehouse, and bring data driven decision making into the district. For years the administration was managing on "gut instinct" rather than analyzing the data in front of them, and the resulting student performance suffered.

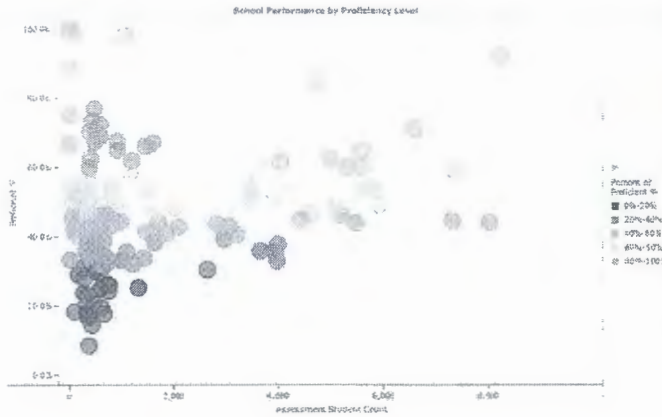
We were able to come in and provide the technical and management expertise to implement a new data warehouse. Within the first year of use of this new data warehouse, the school district met AYP for the first time, and things started looking up. The school district hired staff to coach users on the use of data to make informed decisions, and student performance has continued up.

This is just one small example of the type of experience and knowledge we bring to every engagement. We have staff which are exclusively technologists, other management and yet others former employees from large, urban and complex school districts. Our staff has helped many educational organizations, both LEAs and SEAs, in succeeding in the implementation and use of their data warehouse. This is the experience and skillset we would like to bring to Oakland to help build out your solution.





Our data warehouse solution has been adopted by LEAs and SEAs around the country, varying in size, geography and performance. Our clients are spread all around the U.S., from Delaware, Tennessee, Metro Nashville, Shelby County, and Baltimore County in the east, to North and South Dakota in the north, and Louisiana, and Little Rock in the south and Clovis, Deer Valley, and Nevada in the west. And most recently, we just kicked off the P20W project in the SEA/LEA of the U.S. Virgin Islands.



*Sample Assessment Visualization (Scatter Plot) at the District or School level which can then be further analyzed down to an individual Teacher or Student level.*

Our solution described within, lays out what we consider to be a best practice in data warehousing and business intelligence. We understand all districts are not the same, but at the same time we don't want this to be development effort. So, we come with a framework solution, which can be configured to meet your unique needs. And this configuration is a joint process, where we work with your district staff to design the needs of your users. We come ready to work with you and ensure a system we will both be proud to call our own.

We also bring a very cost-effective and sustainable solution for our customers. Our clients select our solutions not because we are the cheapest, nor are we the most expensive, but because our solution is easier to use, flexible, customizable and sustainable. Our total cost of ownership, plays a big part in our selection. Our clients see the value we bring with our solution, one that is sustainable for the long-term.

OtisEd has been in the educational data warehousing space for the last 14 years, and over those years, we have had the pleasure of working with a variety of LEA and SEA clients. Provided below is a brief description of some of our projects during that time;

<b>Customer:</b>	<b>Metro Nashville Public Schools (MNPS)</b>
<b>Brief Project Description:</b>	OtisEd helped build a data centric culture in MNPS, starting with a data warehouse. The initial data warehouse brought in limited student performance data, and was piloted to users in the schools. From there OtisEd provide knowledge transfer to train MNPS IT staff on how to continue bringing in additional data domains and build reports. After a methodical training and knowledge transfer process, MNPS picked up the ball and continued moving it forward, and today has a best practice in the use of data. By implementing Data Coaches in the district, MNPS was able to



	support their users and provide them the support required to use information in critical educational decisions, from the Superintendent to the Teacher in the classroom.
--	--

<b>Customer:</b>	<b>Clovis Unified School District</b>
<b>Brief Project Description:</b>	Clovis was one of our early adopters, and been a faithful user of the data warehouse. They have matured their use and made the data warehouse an essential enterprise system for the district. Clovis' approach was to build additional reports on the data warehouse, and not expand the data domains as MNPS did. They have been loyal partners with us for nearly ten years now.

<b>Customer:</b>	<b>Deer Valley Unified School District (DVUSD)</b>
<b>Brief Project Description:</b>	Deer Valley is a very similar story to the Clovis Unified School District experience, where they asked us to come in and implement our solution. They have used it for nearly ten years, and recently asked us to come in and upgrade them to current technologies. Their use of the data warehouse has transformed the district into an "information consumer", and the data warehouse has been key to this migration.

<b>Customer:</b>	<b>Nevada Department of Education (NDE)</b>
<b>Brief Project Description:</b>	<p>OtisEd had the opportunity to build the SAIN Data Warehouse almost 9 years ago for the NDE. This was our first SEA Data Warehouse, but was based on the work we had performed in School Districts and private sector over the previous 15+ years. The SAIN Data Warehouse was a first of its kind, by simplifying the data collection process. The SAIN project was able to eliminate the Districts having to submit data to the State, by directly connecting to the District SIS' and "pumping" the data for State reporting purposes.</p> <p>Over the years, based on a recent case study, the NDE and the School Districts within the State of Nevada have saved over \$9M (averaging \$1.3M per year) over the last 7 years, which can go towards the education of students.</p> <p>In addition to this automation, the NDE had a need for a School Report card system which we built nearly 8 years ago, and is still in use by the NDE. Over the years we have assisted the NDE in supporting their SAIN Data Warehouse and allowed them to make it an enterprise level system with the NDE.</p>

<b>Customer:</b>	<b>North Dakota Information Technology Department (NDITD)</b>
<b>Brief Project Description:</b>	The ND Department of Public Instruction (DPI) and the ND Statewide Longitudinal Data System Committee (SLDS) required a solution for collecting data from ND's 180





	<p>school districts on a nightly basis. Requirements of the SLDS are to increase the amount of data collected while not increasing the reporting burden of school districts; provide data quality measures through validations and transformations; and conform the school district data into a single operation data store. The SLDS system supports NCLB federal legislation and maintains assessment, student and personnel level data. Currently building out the P-20 and Workforce domains utilizing the iMart Data Management Framework.</p> <p>Since the successful development and deployment of the K12 SLDS, the State of North Dakota has asked us to help them with their Postsecondary (Higher Ed) Data Warehouse and their Workforce Data Warehouse, both of which are currently in development. North Dakota has three separate data warehouses due to concerns about data being misused or misunderstood, they have chosen the Federated architecture, and use the OtisEd Master Person Identification System (MPIS) to join data across agencies. This will provide them the same capability the State of Nevada is requesting.</p>
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<b>Customer:</b>	<b>Delaware Department of Education (DDOE)</b>
<b>Brief project description:</b>	<p>OtisEd was tasked with delivering a customized instance of iMart in our SQL Server environment that would include five years of historical data loads, along with all the supporting ETL and system analysis tools and that would be the basis for populating the Education Insight Dashboard data stores. Additionally required were ad-hoc reporting analysis tools with the ability to control access to data by role.</p> <p>The project was split into two phases in order to satisfy our Race to the Top obligations, interim phase and final phase. The interim phase included all data necessary to populate the Interim Dashboard project, which we completed 2012.</p> <p>The warehouse interim phase included nine data "domains"; Facilities, Student Enrollment, Student Demographics, Conduct, Attendance, Scheduling, Assessments, Staff and Personnel, and Mark Reporting. This enabled the DDOE to link teachers to their students and students to school.</p> <p>Delaware also uses the Master Person Identification System (MPIS) to match both historical and current data from various sources, so they can uniquely identify a person within the State and all of their records.</p>

<b>Customer:</b>	<b>South Dakota Department of Education (SD-DOE)</b>
<b>Brief Project Description:</b>	<p>The SD-DOE had limited funds, from a federal TIF Grant, and wanted to build its first SLDS. After a competitive bid they selected OtisEd to build out the SD-STARS solution.</p> <p>The SD-STARS SLDS has three (3) years of historical data, and direct connections to all 152 Districts in the State, allowing nightly loading of data into the SLDS. OtisEd and its partners, integrated with the State's Active Directory and SIS authentication systems to generate the userid's for SD-STARS. Users were assigned roles and</p>

	<p>limited access, based on FERPA requirements, to their data. In addition to the security integration, we provided a portal, ODS, reporting, dashboards and a growth model report.</p> <p>We helped the State implement an iterative/phased release, starting with a 10 District Pilot. And based on the feedback we received, we prepared for a statewide release. We are now deployed across the State, based on the Districts schedules, and provide access down to the individual Teacher level. Where class schedules are interrogated to limit the data a Teacher can see.</p>
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<b>Customer:</b>	<b>The U. S. Virgin Islands (SEA &amp; LEA)</b>
<b>Brief Project Description:</b>	<p>OtisEd started the VIVIS project in August of 2013, with the official kick-off attended by the Governor of the USVI. It is a complete P-20-W SLDS, with the following agencies providing data and participating; The Virgin Island Department of Education (VIDE), the University of the Virgin Islands, Department of Health, Department of Labor, and the Department of Finance.</p> <p>It is a cloud hosted solution and will provide much of the same functionality requested by other educational agencies across the country.</p>



## RESUMES:

Mike Hadaway - Project Executive

Cindy Cardoso- Project Manager

Eddie Parker- Architect

Mike McGrath – Lead ETL Developer

Christian Miller- Lead Report Developer

JP O'Connor – Training and QA

## **Mike Hadaway**

A seasoned K-12 Education solution technical professional who has deep experience in technology management, product design, and solution sales. I have worked in the K-12 public sector industry for 11 years selling enterprise data management, virtual school, and education management solutions to cabinet level decision makers.

### ***Achievements***

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- Increased revenue performance of a startup Technology Solution Company by 300% over a four year period
- Executive Account Manager for the Nevada Statewide Education Data Warehouse Project
- Sold and managed a statewide business intelligence architecture for public education
- Developed sales strategy roadmap and product strategy for two startup companies
- Met or exceeded sales quotas providing K12 data analysis solutions to school districts
- Participated as keynote and seminar speaker in multiple venue scenarios

### ***Professional Experience***

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#### **Otis Educational Systems, Inc.**

(5/2012-Present)

Powder Springs/GA

##### *Vice President, Education Solutions*

- Provide executive leadership overseeing product development
- Provide executive leadership overseeing project services delivery
- Develop and execute the overall product strategy
- Develop and execute the OtisEd Project Management office

#### **K12, Inc**

(11/2010-5/2012)

##### *National Account Manager*

- Provide regional sales, marketing, and solution support for the K12 Virtual School Solutions
- Developed and executed regional sales and marketing strategy designed to introduce Virtual Education and Blended learning to the assigned territory

#### **Follett Software Corporation**

(5/2006-11/2010)

Mchenry/IL

##### *Senior Sales Executive (TetraData Data Analysis Solutions)*

- Provided regional sales, marketing, and solution support for the Follett TetraData K-12 Data Analysis solutions. Responsible for revenue generation, contract negotiation, and account management.



- Closed over \$5 million in new TetraData Data Warehouse revenue
- Developed and executed sales strategy and revenue acquisition model for a four state region.
- Follett provides data warehouse solutions for the K-12 industry.

### **Otis Educational Systems, Inc.**

(1/2001-5/2006)

Powder Springs/GA

#### *Vice President, Sales/Marketing/Product Management*

- Provided overall business planning leadership, sales and marketing management, and software product management to the K-12 Business Intelligence marketplace.
- Successfully introduced, marketed, and sold multiple new K-12 software solutions focused on data management and pervasive computing.
- Developed technology architecture and solution design for statewide and district level information management solutions.

## **Education**

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9/1985 State University of West Georgia, Carrollton - GA

Bachelor of Arts

Major: Biology

Minor: Business Management

6/1982 Truett-McConnell College, Cleveland - GA

Associate of Arts

6/1980 South Cobb High School

Diploma

## **Strengths/Experience**

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- Over 12 years of K12 solution experience
- Project Management and Product Development
- Senior Level Technology Skills
- Proven leadership and management experience
- Excellent research and writing skills
- Excellent Presentation and Speaking Skills

# CYNTHIA CARDOSO

## Professional Summary

- Accomplished and insightful technology solutions professional experienced in the guidance and management of successful business technology projects.
- As a strategic solutions consultant, my expertise focuses on developing and articulating strategic vision, business value consultancy, managing deployment teams/projects, creating technology plans and processes and facilitating innovation.
- Engaged across a wide range of sectors and technologies, predominately focused on the Microsoft application platform.
- Successful in influencing and shaping the IT strategies of clients, coupling strong technological awareness with deep business understanding and clear thinking to understand clients' challenges, articulate potential solutions and influence strategic direction.

## Professional Experience

### **Cobblestone Consulting Inc.**, Atlanta, GA (June 2007 to 2013) (CONFIDENTIAL)

#### Strategic Solutions Consultant

- Senior Consultant to Fortune 500/1000 companies on business intelligence strategies and solutions.
- Application development and deployment of Microsoft SharePoint based portal solutions that include strategy, business-technology integration, business intelligence, collaboration platforms and design and support.
- Delivered a business and technology framework and Higher Education PPM solution for large Atlanta based university.
- Facilitated envisioning and requirements capture for a Clarity CA solution for a large retailer.
- Provides Microsoft SharePoint consultancy and solutions to a number of technology organizations.
- Acts as strategic technical advisor for major automotive retail organization.
- Developed KPI programs and dashboard reporting solutions leveraging various technology platforms, both on premise and SAAS solutions.
- Identification of large-scale operational improvement opportunities and the successful staging and prioritization of specific projects for long-term integration and interdependency management with a focus on complexity reduction.
- Spearheaded various internal development initiatives to track and manage scope, effort, timeline and budget

### **DB Schenker (BAX Global)**, Atlanta, GA (May 1999 to April 2007)

#### Senior Project Manager

- Designed and implemented Global Supply Chain multi-country solution for world leading technology client based in Redmond, WA.
- Led team of 40 plus professionals in seamless transition to include real time order fulfillment, customer service, complex IT systems integration and distribution operations.
- Managed complex implementation of all supply chain logistics start-up operations including location sourcing, key process evaluation, standard operating procedures, Warehouse Management System (WMS) configuration, install and training.



## **Technical Summary**

Microsoft® Office Suite: Pro 2010, Visio, Access, Excel, Outlook, Word, PowerPoint.

Project Portfolio Management: EPM Live, Clarity, SharePoint 2010, Foundation, 2007, Office 365.

Microsoft® Business Solutions: SharePoint 2010, Office 365, MS Project 2010.

Data Management: CRM, Zoho, Salesforce.com®, QuickBooks®.

Digital Marketing: Adobe Creative Suite® (Captivate 5.5, Camtasia, Photoshop Suite, Illustrator CS5).

Cloud-based Solutions: E-Commerce, Social Networking, Web Conferencing, GoToMeeting®.

Supply Chain Management: Exceed WMS, I2 TMS, JDE, Manhattan Open Systems.

## **Education and Certification**

B.S. Communications, SUNY Brockport, May 1990

PMP – Project Management Institute, 2001

Certified Project Portfolio Management Professional – EPM Live 2012

- As a Certified Professional and Partner for EPM Live, I can deploy EPM Live within any organization.
- Recognized for my strategic approach of implementing Project Portfolio Management and working with various clients to provide a holistic view of investments in their organization.

# **Eddie Parker (Chief Technology Officer, Otis Educational Systems, Inc.)**

has over 20 years experience in computer engineering and application development. He has held positions within the Georgia Tech Research Institute, Metaphor, Computer Associates, and BellSouth. He has served as Director of Professional Services at Sagent Technologies where he began their consulting practice and launched the Sagent Verticals initiative. He has helped implement numerous successful Decision Support Systems (DSS) for clients including IBM, BellSouth, AT&T, and Coca Cola. He has experience in directing, managing and developing large scale systems, using current dimensional modeling and data warehousing techniques and interfacing with a wide range of legacy systems. Eddie has a Bachelor degree in Electrical Engineering from the Georgia Institute of Technology.

## **Professional Experience**

### ***Otis Educational Systems, Inc.***

*April 2000 to*

*Present*

*Chief Technology Officer, Co-Founder – Co-founded OtisEd and built educational applications around data management, data validation, data cleansing and delivery. Pioneered handheld use in the K-12 space using Pocket PC. Early adoption of .NET and use in K12 for state report cards, data submission, and reporting. Lead Engineer for Nevada Statewide Implementation, North Dakota K12 and P20 Data Management, Louisiana Department of Education Data Warehouse, Delaware Department of Education Data Warehouse, South Dakota Department of Education Data Warehouse and Portal, and University of Tennessee P20 Data Management.*

### ***Sagent Technology.***

*July 1996 to March*

*2000*

*Director of Consulting and Verticals – Began as pre-sells engineer to the East Coast then started the Sagent Consulting division. Recruited, trained, and managed implementations of decision support projects across the nation. Help initiate the verticals initiative and help create the telecom vertical. Clients include Koch Industries, AT&T, British Columbia Ministry of Education, Bell South Cellular, AutoNation, and Commerce One.*

### ***BellSouth***

*August 1990 to June*

*1996*

*Manager of Marketing Information Systems Laboratory, Small Business – managed permanent and contract personnel to deliver decision support capabilities to Bell South Small Business unit. Developed RedBrick Data Warehouse, created Operational Data Stores in Oracle, developed reports in Metaphor and Gentium, implemented Sales Force Automation in sales center, and did research and development with small talk and object oriented database design.*

### ***Metaphor***

*October 1988 to August*

*1990*

*Senior Applications Engineer – responsible for developing decision support applications to*



*Coca-Cola, metaphors largest client in the southeast. Developed reports, data cleansing and validation, database design and maintenance.*

***Computer Associates***

*May 1987 to October*

*1988*

*Presales and Product Developer. Sold computer graphics engine to engineering prospects across the country. Ported Mainframe graphics engine to OS/2.*

***Georgia Tech Research Institute***

*Sept 1979 to April*

*1987*

*Application Specialist – Developed FORTRAN computer simulations for various defense projects. Developed real time data acquisition for radar testing in tempest approved personal computers. Developed database and decision support capabilities for FORTRAN simulations.*

**Professional and Technical Training**

- Georgia Institute of Technology – Bachelor of Electrical Engineering 1984

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**Michael McGrath – Data Management Systems Software Engineer**

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**Abbreviated  
Professional History****Otis Ed, Inc. & M-PoweredApps, LLC, 2005-Current**

- Otis Ed, Inc. - Delaware Department of Education – Lead Developer for implementation of the Otis Ed, Inc. iMart Data Management System.
- Otis Ed, Inc. – Implemented iMart Data Management system for Louisiana Department of Education. Developed additional connectors to support/enhance ETL process.
- Georgia Department of Education – Developed process and software to link Department of Health and Department of Education Data Systems to facilitate tracking of children with disabilities from birth through age 23.
- Albuquerque Public Schools – Implemented Student Information System and developed ETL/Syncing process with legacy systems as well as development of custom applications to enhance those systems.
- Various School Districts – Wrote custom SIS applications and performed upgrades to existing systems. Trained district staff in use of ETL/Reporting tools.

**MAXIMUS, Inc., July 2003 – August 2005**

Managed Technology Environment (Windows NT 4.0, Windows 2000, and AIX)

Responsible for long range IT resource planning and budgeting for IT projects

Analyzed department needs and set system design and implementation priorities

Hands on responsibilities:

- Technical project manager for 85 national accounts.
- New release generation and distribution of all SchoolMAX releases.

**Cobb County Public Schools, Marietta, GEORGIA, Assistant Director – Information Technology Services, and Programming & Data Center Manager, 1997 – June 2003**

- Technical Lead in the implementation of the SchoolMAX Student Information System and primary district interface for coordinating State required data transfers.
- Managed development of specifications and programs written using Sagent Design Tools. Implemented Otis Ed's original data warehouse (currently iMart) and participated in development and execution of the ETL processes necessary to keep the warehouse up to date.
- Responsibilities included Database Administration, LINC Administration, and hands-on programming for highest level of difficulty development and maintenance.

**Georgia State Department of Education, Atlanta, GEORGIA, GENESIS Project Leader, Programming Manager, 1996 – 1997**

- Managed programmers and support desk for the State Fund Accounting System and various other Data Collection Systems.

**Cobb County Public Schools, Marietta, Georgia, Technical Applications Supervisor, 1985-1996**



**Air Express, International, Darien, Connecticut, Systems Accountant and Operations Manager, 1978-1985**

***Education***

Norwalk State University, Accounting, Norwalk, CT, 1979 - Dean's List

Kennesaw State University, Kennesaw, Georgia, 1998 – 2002

- Novell CNA Certification Training
- Oracle 8i Certification Training
- SQL Certification Training
- Microsoft NT Networking, MCP

Sagent Data Warehouse tool set training – SQL Server & Oracle 8i, 9i

# CHRISTOPHER D. MILLER

## Professional Summary

- Dedicated IT professional with exceptional information management development and design, and business intelligence consulting experience.
- Consulting on all phases of business intelligence design and development lifecycle, from gathering requirements to testing, implementation, and support.
- Exceptional background in information management including analysis, design, development, customization, and implementation of enterprise solution environments.
- Demonstrated expertise utilizing Reporting tools, including SQL Server Reporting Services (SSRS), SQL Server Analysis Services, Crystal Reports, Business Objects, Dundas Charts and SharePoint with Performance Point, and RDBM systems like SQL Servers, Oracle, PostgreSQL, Sybase, and DB2.
- Strong leader with experience project managing, managing of offshore resources, mentoring/training junior and offshore developers, information management including designing business intelligence environments and advising/consulting technical groups on T-SQL, SSRS, and business intelligence best practices.
- Excellent technical and analytical skills with clear understanding of design goals of ER modeling for OLTP and dimension modeling for OLAP.
- Team player with excellent communication and problem solving skills and ability to adapt and learn new environments and technologies quickly.

## Professional Experience

**Ceridian**, Atlanta, GA/Orlando, FL (June 2008 to 2013) (CONFIDENTIAL)  
Sr. Information Management Developer

Ceridian LifeWorks is a national work-life and EAP provider working with thousands of companies throughout the United States. Their employees contact us via phone, mail, e-mail or Internet. Our expert consultants give them in-depth consultation and verified referrals to quality providers.

- Design and implement an enterprise solution business intelligence environment that can be leveraged over the whole company with the Microsoft BI Stack including SQL, SSIS, SSAS, SSRS, and SharePoint with PerformancePoint dashboards that is HIPPA compliant.
- Consult with each manager of the other BI support teams to analyses needs for the enterprise BI solution so that it can effectively resolve an information need to support the departments.
- Migrate legacy systems and BI tools from PostGres, Sybase, .Net, Oracle, and Crystal Reports to the Microsoft BI stack enterprise solution.
- Analyze new development of service delivery solutions including CRM to ensure the enterprise BI solution is accurate, current, and does not fault.
- Manage and develop 20+ MS Access databases with cases, clients, supporting data, and multiple reports used for billing and forecasting of business.
- Develop and support Client interactive portals with dashboards and scorecards for over 2000 US clients and 1500 international clients leveraging Share Point, SSAS, SSIS, SSRS, and Performance Point skillsets.
- Design and implement a DR environment.
- Convert reporting files from SSRS 2000 to SSRS 2005/2008 (200+ files).
- Involved with a team that developed all aspects of the SDLC from inception/proof of concept to transition, to maintenance of a business intelligence environment including a data



- warehouse, data marts, and data cubes (OLAP) merging a legacy environment and new applications implemented to meet business needs (MDX/ SQL Server Analysis Services).
- Subject Matter Expert for T-SQL developing 70% - 85% of internal T-SQL statements (Stored Procedures, Triggers, Functions, queries) used in processes for the business intelligence environment and report development team.
  - Implemented detailed HIPPA compliant audits from applications and the use of Performance Point with dashboards and scorecards to help business users maintain more efficient Service Level Agreements (SLAs) and improving overall passage rates from 41% to 85%.
  - Involved in all aspects of report development from requirements gathering with end users to task assignments to end user acceptance testing leveraging Agile/Scrum methodology.
  - Supported other areas of the reporting team with ETL, DBA, and training task including creating DTS/SSIS packages, converted DTS to SSIS, log shipping and backup and restores.

### **Technical Summary**

*Reporting/OLAP:* SQL Server Reporting Services, SQL Server Analysis Services, Hyperion Essbase, Performance Point, Crystal Reports, Business Objects 6.x

*Database/RDBMS:* MS Access, MS SQL Server 2008/2005/2000, MySQL, Oracle 10g/9i, DB2, Sybase, PostgreSQL

*ETL:* SQL Server Integration Services, SQL Server DTS

*OS:* Windows NT/2000/XP/7, UNIX/LINUX

*Programming:* VB.Net, VBScript, ASP, JavaScript, HTML/XML, MDX

*Tools:* Visual Studio.NET, SharePoint, Dundas Charts, Crystal Xcelsius, VisionOne - Agile/Scrum

*Software:* Microsoft Office Suite, Microsoft Dynamics CRM, Microsoft Dynamics GP (formerly Great Plains), Quickbooks, PeopleSoft, Peachtree, MAS 90

### **Certification**

Certified SCRUM Master (CSM) – 2009 - SCRUM Alliance

# JP O'Connor

## SUMMARY

Senior manager, architect, and consultant with 29 years of professional experience. Past 22 years in the areas of Data Warehousing and Decision Support Systems for Fortune 100 corporations and education institutions. Consulting roles have included Department Manager, Project Manager, Architect, Project Lead, Lead Data Administrator, Modeler, Data Analyst, and Software Engineer. Extensive experience in relational, decision support, and multi-dimensional data modeling and design including extensive training and mentoring from Ralph Kimball. Specialties include dimensional modeling, data mining, data visualization, and statistical analysis. Strong architecture, design, and problem solving skills, regardless of technology. Noted for resolving difficult and very complex design problems and for debugging very tricky and subtle program or system errors and anomalies.

## TECHNICAL SKILLS

**HARDWARE:** Wide variety of personal computers and mini-computers, HP, VAX, TI-990, and Sun; Britton-Lee (ShareBase) and TeraData Database Computers, IBM mainframes, Metaphor / IBM Data Interpretation System (DIS), IBM Intelligent Decision Server (IDS - replaced DIS).

**OPERATING SYSTEMS:** MS Windows, UNIX (System V & BSD), VMS, MVS, VM, OS/2 DIS/IDS (Metaphor), and others.

**DATABASES:** SQL Server, Red Brick Warehouse, DB2, SQL/DS, Oracle, OS/2 DBMS, Britton-Lee (ShareBase) and TeraData Database Computers, AS/400 DBMS, Sybase, various PC systems.

**SOFTWARE:** ERwin ERX, Prologa and LogicGem Decision Tables, DSS & EIS software systems including Sagent, Microsoft Project, wide variety of UNIX & PC utilities, applications, and environments, mapping (GIS) systems, all aspects of IBM DIS/IDS (Metaphor).

**LANGUAGES:** SQL, REXX, Pascal, C, BASIC, FORTRAN, and others.

## PROFESSIONAL EXPERIENCE

**2008 – Present: Otis Educational Systems, Inc.,** Powder Springs, GA - Data Warehouse Consulting. As Independent Consultant, managed and performed all phases of DSS software and database development projects, from concept through production use, for education clients.

### Example projects:

- Developed statewide proof-of-concept system designed to collect data from all public school systems each night. Met three month time window with team of four developers. Utilized same architecture as state level system detailed below (2000 – 2006). Responsibilities included writing stored procedures for data validation and for ETL processing, coordinating activities, testing and validation, and client interface and presentations.
- Developed data warehouse for large, metropolitan school district that was not meeting legislative mandates for student performance. Initial areas of concern are attendance, grades, and test scores. Responsible for coordinating all phases of project including project management, mentoring client staff and management, development of ETL, data validation, and reporting, and client training.

**2006 – 2008: Praeos Technologies, Inc.,** a Comsys Company, Atlanta, GA - Data Warehouse Consulting.

As Senior Architect, managed and performed all phases of DSS software and database development projects, from concept through production use, for Fortune 100 clients.



**Example projects:**

- Designed and implemented data warehouse for huge pharmaceutical distribution firm. System allowed monitoring and adjustments to ensure compliance with multi-million dollar supplier agreements. Example responsibilities included: analyze requirements and source systems, design conformed dimensional model, design physical database model and implement, and work closely with DBA and ETL teams.
- Designed and implemented financial data warehouse for large subscription-based web service. System allowed analysis of customer base, churn, and renewal rates. Example responsibilities included: requirements gathering and analysis, source system analysis, design of conformed dimensional model, and document rules and processes.

**2000 – 2006: Otis Educational Systems, Inc., Powder Springs, GA - Data Warehouse Consulting.**

As Senior Architect, managed and performed all phases of DSS software and database development projects, from concept through production use, for commercial and education clients.

**Clients:** Many school districts including Baltimore City Schools, Cobb County (GA) Schools, San Diego City Schools, Gwinnett County Public Schools, Fulton County Public Schools, Atlanta Public Schools, Deer Valley Schools, Unified School District, Clovis Unified Schools, and IBM Corporation.

**Example projects:**

- Designed and implemented data warehouse and world-wide data collection system for IBM Global Marketing. This analytical system successfully brought detailed information from multiple divisions and geographies into an integrated decision support environment to provide senior management with a clear picture of their business. Example responsibilities included: analyze requirements and source systems, design conformed dimensional model, design physical database model and implement, create source to target mappings, and design ETL processes.
- Designed and implemented handheld application and support system architecture to provide student information to school administrators. Systems had instant impact on student safety and emergency communications. Example responsibilities included: design end to end architecture for ETL and device synchronization, design and implement normalized data model and compact physical database for handheld device.
- Designed and implemented state level database systems to perform nightly collection of student information from every public school in the state. System provides new capability for timely state-wide analysis of student and assessment data in support of federal NCLB legislation reporting and other mandated analysis. Example responsibilities included: interview client personnel to gather requirements and constraints, analyze requirements and source systems determine network and systems architecture for complex data collection scheme, design conformed dimensional model, design physical database model and implement, create source to target mappings for multiple and widely varying source systems, and design ETL processes.
- Designed and implemented data matching system that identifies student records from multiple schools and/or school districts that all refer to the same person. Matching, including phonetic name matching, is performed without benefit of a pre-existing unique identifier such as social security number. Achieved 98% match rate. Example responsibilities included: research data matching strategies and methods, design appropriate record matching strategy for this application, design and build normalized database to facilitate data import, matching processes, and results storage.

**PROFESSIONAL AFFILIATIONS**

Association for Computing Machinery (ACM)

Institute of Electronic and Electrical Engineers (IEEE) & IEEE Computer Society



# PROFESSIONAL SERVICES CONTRACT ROUTING FORM 2013-2014

## Basic Directions

Additional directions and related documents are in the School Operations Library (<http://intranet.ousd.k12.ca.us>)

Services cannot be provided until the contract is fully approved and a Purchase Order has been issued.

- Contractor and OUSD contract originator (principal or manager) reach agreement about scope of work and compensation.
- Ensure contractor meets the consultant requirements (including The Excluded Party List, Insurance and HRSS Consultant Verification)
- Contractor and OUSD contract originator complete the contract packet together and attach required attachments.
- Within 2 weeks of creating the requisition the OUSD contract originator submits **complete** contract packet for approval to Procurement.

### Attachment Checklist

- ☐ For individual consultants: HRSS Pre-Consultant Screening Letter for the current fiscal year.
- ☐ For individual consultants: Proof of negative tuberculosis status within past 4 years.
- ☒ For All Consultants: Results page of the Excluded Party List (<https://www.sam.gov/portal/public/SAM/>)
- ☒ For All Consultants: Statement of qualifications (organization); or resume (individual consultant).
- ☒ For All Consultants: Proof of Commercial General Liability insurance naming OUSD as an Additional Insured.
- ☒ For All Consultants with employees: Proof of Workers' Compensation Insurance. (Ref. to Section 10 of the Contract)

OUSD Staff Contact Emails about this contract should be sent to: (required)

## Contractor Information

Contractor Name	Otis Educational Systems Inc	Agency's Contact	Tim Nall
OUSD Vendor ID #	1006231	Title	Chief Operating Officer
Street Address	3845 Powder Springs Road, Suite 202,	City	Powder Springs
Telephone	678-810-0080 Ext. 102	State	GA
		Zip	30127
Email (required)	tim.nall@otised.com		
Contractor History	Previously been an OUSD contractor? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		Worked as an OUSD employee? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

## Compensation and Terms – Must be within the OUSD Billing Guidelines

Anticipated start date	3/13/14	Date work will end	6/30/14	Other Expenses	\$ 60,000
Pay Rate Per Hour (required)	\$	Number of Hours (required)			

## Budget Information

If you are planning to multi-fund a contract using LEP funds, please contact the State and Federal Office before completing requisition.

Resource #	Resource Name	Org Key	Object Code	Amount
0000	Whole School Improvement	9481445201 5825	5825	\$ 60,000.
			5825	\$ 0
			5825	\$ 0

Requisition No. (required) R0409524 Total Contract Amount \$ 60,000

## Approval and Routing (in order of approval steps)

Services cannot be provided before the contract is fully approved and a Purchase Order is issued. Signing this document affirms that to your knowledge services were not provided before a PO was issued.

☒ OUSD Administrator verifies that this vendor does not appear on the Excluded Parties List (<https://www.epls.gov/epls/search.do>)

1.	Administrator / Manager (Originator)	Name	David Montes De Oca, Manisha Patel	Phone	510-290-3616
	Site / Department	Quality, Accountability and Analytics	Fax	510-531-6539	
	Signature	Date Approved		2/28/14	
2.	Resource Manager, if using funds managed by: <input type="checkbox"/> State and Federal <input type="checkbox"/> Quality, Community, School Development <input type="checkbox"/> Family, Schools, and Community Partnerships				
	<input type="checkbox"/> Scope of work indicates compliant use of restricted resource and is in alignment with school site plan (SPSA)				
	Signature	Date Approved			
3.	Regional Executive Officer				
	<input type="checkbox"/> Services described in the scope of work align with needs of department or school site				
	<input type="checkbox"/> Consultant is qualified to provide services described in the scope of work				
4.	Signature		Date Approved		
	Deputy Superintendent Instructional Leadership / Deputy Superintendent Business Operations Consultant Aggregate Under <input type="checkbox"/> Over <input checked="" type="checkbox"/> \$50,000				
	Signature		Date Approved		
5.	Superintendent, Board of Education Signature on the legal contract				
Legal Required if not using standard contract		Approved	Denied - Reason	Date	3/5/14
Procurement	Date Received	PO Number			