Q. What is DMPS’s current technology and data architectural environment?
A. DMPS uses Infinite Campus, Tableau, SunGard Business Plus, and Applitrack. Each system has data that may need to accessed and pulled into the Leader Tracking System being developed.

Q. Can you provide the name of each data source and the estimated number of data elements that will be loaded in the Data Warehouse solution? Do you have a conceptual and/or logical architecture view of your “as is” and “to be” environment and data sources to support your LTS? If so, can you share with us?
A. DMPS uses Infinite Campus, Tableau, SunGard Business Plus, and Applitrack. Each system has data that may need to accessed and pulled into the Leader Tracking System being developed. The number of data elements that will be pulled from each is yet to be determined. We plan to work with the selected Vendor to fully build out the vision of the Leader Tracking System.

Q. Are any of the LTS requirements for specific data sets summarized or calculated?
A. Yes, the LTS will gather data from multiple data sources for calculations and summary data.

Q. Is there a data dictionary for all data that will be loaded into the Data Warehouse solution?
A. DMPS uses Infinite Campus, Tableau, SunGard Business Plus, and Applitrack. Each system has a data dictionary but has also been personalized to meet the needs of DMPS. Some of the functionality is unique to DMPS.

Q. Is the development of a Data Warehouse in the scope or do you already have one in use?
A. Not clear on the question, please clarify.

Q. How often will the data in the LTS solution need to be refreshed (i.e., daily, weekly, monthly or as scheduled)?
A. Daily or even hourly as our vision of development would encompass data collection from classroom instruction.

Q. Is DMPS data quality and data governance in scope for this project (e.g. vendor to resolve customer data quality issues prior to LTS development)?
A. Not clear on the question. But possibly yes, vendor may need have the need to become fully acquainted with the current data challenges of the district and ensure that the LTD being developed addresses those challenges.

Q. Knowledge transition usually starts on day 1 or shortly after the start of a project, to that end, does the DMPS IT Department have staff who have been assigned to support this project?
A. Not yet as the lead department on this project is the Office of Schools.

Q. What level of support (if any) will be required for dashboard/report build? Do you currently use or have a preference for a Business Intelligence tool?
A. DMPS uses Tableau as a data dashboard for data from the student database-Infinite Campus. Development of the LTS may require accessing data from Infinite Campus and the development of data dashboards and reports.

Q. Do you have a Wallace Foundation LTS roadmap in terms of what DMPS has committed to develop and deliver in Phase I (Year 1)? If so, can you share this with us?
A. It is a working plan with Wallace. We do not have established phase goals yet, those will be developed in conjunction with the selected vendor.

Q. After the Phase I (Year 1) LTS solution is delivered, what is your expectation for post-implementation support (years 2 – 5)?
A. We expect to establish a partnership that will fully support the LTS beyond development as needed, yet the solution shall include solution that may be fully sustained by the district after development.
Q. What is your target budget or not to exceed amount for Phase I (Year 1)?
A. The District was awarded $700,000 from the Wallace Foundation for the development of a LTS: Leader Tracking System. It is anticipated that if those funds are not fully utilized in year 1 that the Wallace Foundation will allow use of those funds to carry over into the next fiscal year. The District is committed to developing a solution that supports the vision “becoming the model for urban education in the United States,” therefore development of the LTS may encompass professional development costs that would exceed the scope of the awarded Wallace funds and may require seeking additional funding sources to fully develop the vision beyond the LTS.

Q. Page 16, Section V: Company Qualifications, Bulleted List Where should the executive summary of our company qualifications, to include the bulleted items (e.g.: Primary Source Verifications, Protocols, etc.), be located? Which tab or section?
A. Tab # 2

Q. Page 1 states the “services to be initiated on 11/17/15”, page 8 states, “The District intends services to begin January 1, 2016.” When will services begin?
A. The start date will be negotiated

Q. Are there reporting requirements to the District and the Wallace Foundation?
A. To the district – some questions may be sent to Wallace but all requirements are to the district the district will communicate with Wallace

Q. It's not clear what contract(s) are to be used as the starting point for this transaction, are the "General Terms and Conditions" those specified in Section III of the RFP?
A. The Terms and Conditions of this RFP along with the District’s General Terms and conditions, the Scope of Services, the Provider's Proposal, written letters, addenda and the subsequent Purchase Order are collectively an integral part of the contract between the District and the selected Provider. The selected provider will be asked to enter into a contract with the District after the Board’s approval at the conclusion of the process. District’s general terms and conditions can be found @ http://www.dmschools.org/wp-content/uploads/2015/08/General-Terms-Conditions-New.pdf

Q. If so, would the DMPS please provide a copy of the "service contract"?
A. The service contract would be based upon the RFP and General Terms and Conditions, as well as the provider's proposal, written letters, addenda as stated above.

Q. Are vendors permitted to propose exceptions, clarifications modifications to the "service contract" or the RFP itself?
A. Yes section VII Exceptions

Q. What SDLC methodology does your organization use or is most comfortable with? (Agile, Waterfall)
A. If you are referring to systems development life cycle, then we do not employ this methodology

Q. Does your organization have a release management process? If so, what is it?
A. No

Q. Does your organization have a change management process? If so, what is it?
A. No

Q. Does your organization work with any third party vendors that currently house relevant Leader Tracking System data? If so, who?
A. GALLUP, VAL-ED

Q. Does your organization use a ticketing tool?
A. Yes, but unsure of the question, we have several depending upon the application

Q. Does your organization have a version control tool? If so, how do you manage version control?
A. Yes, but not automated
Q. Can you please list the data sources you would like included in the solution?
A. DMPS uses Infinite Campus, Tableau, SunGard Business Plus, and Applitrack. Each system has data that may need to accessed and pulled into the Leader Tracking System being developed. We do have third party data sets that may need to be pulled into the LTS – VAL-ED and GALLUP for example.

Q. How many flat file data sources do you have that would be included in this solution (i.e. Val-Ed csv’s, surveys, etc.)
A. Gallup, Val-Ed

Q. Do you have a meta/master data implementation? Please attach details.
A. Not currently. We have a goal of creating this by the end of the school year

Q. How many users do you anticipate using the Leader Tracking System?
A. DMPS has 5,000 employees all may have a role TBD

Q. Does your organization have an infrastructure diagram you can share?
A. If needed yes, please submit your request

Q. Can you breakdown a list of on premise and cloud data sources that currently would be pulled into the leader tracking system?
A. DMPS uses Infinite Campus, Tableau, SunGard Business Plus, and Applitrack. Each system has data that may need to accessed and pulled into the Leader Tracking System being developed. We do have third party data sets that may need to be pulled into the LTS – VAL-ED and GALLUP for example.

Q. What is the name of your Student Information System, ERP system, Applicant Tracking System, Professional Development systems?
A. Student Information System – Infinite Campus Applicant – Applitrack

Q. How many environments are required for this solution (Development, Production, Testing, and Training)?
A. Test and production

Q. Will this solution be built with Des Moines IT staff in collaboration with vendor staff or is this something that the vendor staff will build in its entirety and knowledge transition over?
A. Primarily vendor staff and knowledge transition

Q. What is your current authentication provider? (I.e. Windows Active Directory)
A. Windows Active Directory

Q. Does the leadership tracking system have requirements around different roles having different access to parts of the application?
A. Yes

Q. For the development and implementation of a five-year, transformative, districtwide plan – does the District expect the proposal to include costs to manage the program for five years, or only the planning and first year implementation?
A. Annual estimates for 5 years

Q. Of the below mentioned Principal Pipeline aspects, what components are you expecting to be integrated into the data warehouse and included in reporting:
   Leader Preparation
   Selective Hiring and Matching
   Professional Development and Support
   Evaluation
   Succession Planning
   Others (i.e., Central Office Organization, etc.)
A. Potentially all aspects
Q. Do you participate in the Wallace Required Data submissions for the LTS/PSI?
A. Yes

Q. Are there any data entry requirements for the project? If so, what is the expectation for what mechanism will be used to capture the data?
A. Yes, need clarification on the second part of the question

Q. Which business applications are currently being used for Recruiting, Human Resources, Professional Development, Evaluation, and Succession Planning? If they are to be implemented what is the timelines, or is it expected to be part of this project?
A. AppliTrack, Microsoft Office; timeline TBD

Q. What does the District currently track for sitting principals and all employees? What tenure and demographic information do you track? What performance information is available? Is it based on the Marzano competencies, other competencies, or not at all?
A. Basic contact information, and annual evaluations. Not currently but expected in the LTS. Annual evaluations based on the Iowa Standards

Q. Do you have the criteria defined for vacancy matching and vacancy projection or is that to be developed during this project?
A. TBD

Q. Are the student and teacher achievement data and metrics pre-calculated in another system or to be calculated as part of this project?
A. It is expected to be integrated into this project

Q. Does the District intend to purchase an off-the-shelf solution or design and develop a fit-for-purpose solution in partnership with the selected provider?
A. Design and develop specific to DMPS

Q. What is the expected user count and roles of these users?
A. DMPS has 5,000 employees all may have a role TBD

Q. Will principals themselves be users of any LTS tools, or will it be purely focused on the principal supervisors?
A. All school leaders may use

Q. What are the estimated number of data sources for the LTS? What platform do they reside on or what type of source are they (such as a database, flat file, spreadsheet, etc.)? Are there any data sources that are external to the District or provided by a third party?
A. DMPS uses Infinite Campus, Tableau, SunGard Business Plus, and Applitrack. Each system has data that may need to accessed and pulled into the Leader Tracking System being developed. We do have third party data sets that may need to be pulled into the LTS—VAL-ED and GALLUP for example.

Q. Are there any known issues with source data quality that you are hoping will be resolved prior to putting that data into a data warehouse or resolved during ongoing extraction of the data?
A. Not at this time but there may be

Q. Beyond the originating data sources, will this system need to integrate with any other systems?
A. TBD

Q. What existing analytics/reporting technologies are in use in the District?
A. DMPS uses Infinite Campus, Tableau, SunGard Business Plus, and Applitrack.

Q. Does the District currently have any data warehouses implemented, and what technologies are those built with?
A. DMPS uses Infinite Campus, Tableau, SunGard Business Plus, and Applitrack.
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Q. What infrastructure and technology systems or standards do you expect to use for the leader tracking system (from data movement and warehousing to reporting and analytics)?
   Database Platform = SQL
   Application Development Library Standards = Uncertain of the question
   Data Migration and Transformation (ETL) tools = SSIS
   Reporting and Analytics tools = SSRS, Tableau

Q. Does a single-sign-on (SSO) framework exist and what technology is currently used?
   A. SQML, Microsoft

Q. Does the District have an existing cloud infrastructure or cloud provider?
   A. Microsoft

Q. Is the District seeking a public or private cloud? Housed internally or by the vendor/third party?
   A. Proposers may price both hosted and on premises

Q. Does the District expect the provider to submit hardware and firmware costs in the proposal, as well as procure and implement the infrastructure?
   A. If specialized hardware is needed please provide

Q. Does the District have a department or team specifically for principal talent management and if so, what is the structure of the organization?
   A. Human Resources & Office of Schools

Q. Who from the District would the provider be partnering with in order to deliver the desired scope and what % allocation are those individuals dedicated to this effort?
   A. Human Resources & Office of Schools

Q. Does the District have an enterprise architect, business/data analyst(s), or other IT/technical staff that would participate in project? What is their level of involvement expected to be?
   A. Yes, depends on the requirements of the selected provider

Q. If this Leader Tracking System were to be transitioned internally for long-term support at the conclusion of the project, are there internal team members that would be available to provide technical support of the project? What types of technical skill sets does the internal technology team currently have?
   A. Varied and extensive

Q. Please define any critical milestone dates specific to delivery of tools to support key components of the LTS that should be considered for the project schedule.
   A. To be mutually agreed upon post selection

Q. What is the specific evaluation criteria and weighting that will be used to select a provider?
   A. To be developed.

Q. We understand that the district is looking for a vendor to assist in developing a strategic roadmap for the initiative, along with supporting the development and implementation of a cloud-based solution. While we are highly knowledgeable in this capacity, our firm does not directly provide system integration or development services – remaining objective for our client’s needs and independent from individual software vendors. If awarded this project, we would work with the District to determine the required systems integration and development services required, and assist the district in securing and managing those resources – whether internal or external to existing district resources. We would then serve as a strategic advisor, overseeing and managing the implementation. Is this type of a solution agreeable to the district?
   A. Possibly, depending on the limitations
Q. Page 22, Section VIII of the proposal requests fee estimates for implementation and annual software costs. Until the requirements of the solution are more fully understood (not provided in the proposal request) and a specific solution identified, along with understanding the existing IT software landscape, estimates of fees would be premature. Is that information available to be shared with us? If not, what is an acceptable way to respond to this request? We can certainly estimate our proposed fees for assisting the district in building the requirements and identifying a solution — with further phases to be determined, once the solution requirements are established.

A. Estimated range is acceptable

Q. Will the district entertain amendments to the indemnity language as stated on page 9, such as more specific scope or a cap associated with the fees paid under this project? As drafted, this term is extremely broad in that our firm would be subject to indemnification for any claim that is in any way “associated” with our work. If agreeable, we can propose some alternate language in our proposal response.

A. Please record all exceptions in Section VII of the RFP

Q. Can you elaborate on the “prompt payment discount” described on page 11?

A. I.E. Payment terms such as 1% 10, Net 30

Q. We typically bill for direct out-of-pocket expenses at the actual amounts incurred. These expenses include but may not be limited to air and ground transportation, lodging and meals, and are estimated at 10-15% of fees. In addition, we charge a flat rate of 3% of hourly professional fees to cover otherwise unbilled items such as telephone and conferencing charges, computer use, technology and software license fees and other internal services. Is this practice consistent with the districts’ expectation for expense estimates to be included in the proposal?

A. Yes, however the District may request supporting documentation for all expenditure

Q. Page 18 of the RFP asks for a description of current contracts with “public entities that have the same characteristics and complexities” as DMPS. Can you clarify the purpose of this section and the level of detail that you are looking for? We are not clear on how this request differs from the request for client references.

A. The district is trying to determine if the respondent is currently engaged in the requested service whereas a reference indicates past performance.