HISD REQUEST FOR PROPOSAL FOR A STUDENT INFORMATION SYSTEM

Project Number 15-10-09

Section 3

SCOPE OF WORK

AND SPECIFIC CONDITIONS
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1.0 Overview

1.1 Statement of Purpose

The Houston Independent School District (HISD) is developing a comprehensive digital ecosystem that will support personalized and flexible learning environments to meet individual student needs and prepare students for the future. To realize this vision, HISD is preparing to replace the legacy student information system (SIS) and procure a new SIS that will serve as one of the key foundational layers for this new environment. The SIS will complement the digital teaching platform (DTP) and other ancillary applications to provide leaders in schools and the District easy access to reliable, actionable, and integrated instructional and administrative data. This solution will also serve as a platform to engage today’s digitally connected teachers, students and families.

This selection process will engage users of student data from across the schools and District office to review available and scalable student information solutions. These users will evaluate the solution’s capabilities to meet the functional and technical requirements outlined in this RFP, along with evaluating the Proposer’s ability to enable the District’s long-term vision of an integrated data ecosystem centered on the student.

The purchase, installation and implementation of a new enterprise SIS is expected to provide the District with a comprehensive, secure, Web-based platform for maintaining student information, while also providing extended real-time access to data for students, teachers, parents and administrators.

The new SIS will encompass modules for advanced reporting, self-service portals, integration with other external and cloud-based software services, and greater flexibility for customization and innovative school models.

1.2 Procurement and Implementation Schedule

At the conclusion of this RFP cycle, the District will recommend a new SIS platform and implementation partner to the HISD Board of Trustees. Upon approval, implementation of the new system will begin in April 2016 and require approximately 16 months to complete in time for use during the 2017 HISD summer school program and the 2017–2018 school year. The Provider’s response should include a proposed detailed schedule indicating how the Provider is able to meet the desired schedule.
1.3 Objectives and Goals for Student Information

HISD is looking for a partner to support long-term student and District goals. Below is a summary of District priorities and goals as they relate to a student information solution — encompassing academic, technical and user needs. Providers should note that RFP responses will be evaluated in accordance to how the solution supports the achievement of these priorities.

- **Personalize the Learning Environment for Students**
  - Promote anytime/anywhere learning
  - Track individual student performance toward graduation
  - Proactively address the diverse needs and interests of all students

- **Build a Coherent Digital Ecosystem**
  - Support a student’s choice for mobility across campuses
  - Interoperability/integration across the spectrum of applications and data
  - Enable proactive and predictive analytics in the data warehouse

- **Engage Users**
  - Empower users (District staff, school staff) by providing access to the information they need, when they need it, in one location (either as part of the SIS solution or a partner application within the digital ecosystem)
  - Be transparent with students and families
  - Provide on-the-go, 24/7 access

2.0 Relevant Background Information

The Houston Independent School District’s “A Declaration of Beliefs and Visions” has been the District’s road map to success for two decades. A statement of HISD’s instructional and operational philosophy, the basic tenet of that document is HISD’s commitment to focusing all
its resources on students and schools. This foundational work formally put our schools front and center by focusing on the student-teacher relationship, decentralization, performance over compliance, a common core of academic subjects for all students, accountability, empowerment and capacity.

HISD is a district of choice. While students can always attend their neighborhood school, parents and students can choose to attend any school in the District as long as there is space available and entrance requirements can be met for schools or specific programs that have them.

To learn more about the District, students served and services provided, please see: [www.houstonisd.org/achievements](http://www.houstonisd.org/achievements).

### 2.1 User Base

HISD views the users of student data as the centerpiece of this request. A Steering Committee has been formed to ensure that user needs and perspectives are being accounted for across the District, school, family and community. Here is a sample list of User Types that produce and consume student data:

**Figure 2. User Types**

Users identified many challenges that currently exist within the user community related to the creation, retrieval, management and use of student information across all functional areas. Many of the processes users must follow to accomplish their goals fail to meet the test of usability, efficiency and effectiveness. The student data solution that best meets the needs of the District will demonstrate that the Proposer’s system can meet these process requirements effectively and efficiently within the HISD ecosystem.

As of June 2015, there are more than 15,000 active SIS users:

- More than 11,000 of these users are teachers who access the attendance and gradebook functionality daily
- 3,000 users have campus administrative roles
- 1,000 users have District administrative roles
2.2 HISD Schools

HISD is a large urban school district serving a population of more than 212,000 students and their parents through the District’s 283 campuses. The student population of the District matches the diversity of the City of Houston. The District serves 16,000 students with disabilities, 30,000 students identified as gifted and talented, 35,000 career and technology education students, 64,000 English Language Learners who speak more than 100 languages, 142,000 students at risk, and an economically disadvantaged population exceeding 75% of the whole.

HISD schools are also highly diverse in their focus and structure, as they have the autonomy to design their programs to meet the specific needs of the student populations they serve. Schools adhere to District policy and guidelines, but can also obtain waivers when it meets the need of their community. Consequently, the District supports a variety of practices in the schools which also change over time as schools and academic programs evolve.

HISD schools include:

- 187 Elementary Schools
- 46 Middle Schools
- 55 High Schools

HISD’s various types of schools include:

- Early Childhood Centers
- Grade Level K–8 Schools
- Grade Level 6–12 Schools
- Neighborhood Schools
- Magnet Schools and Academies
- International Baccalaureate (IB) Schools
- Contract/Charter Schools
- Alternative Schools
- Virtual School
- Montessori Schools
- Early College High Schools
- Linked Learning Schools
- Dual-Language Schools
- Newcomer Schools

2.3 HISD Schedule Options, Course Offerings and Grading Practices

Consistent with the “Declaration of Beliefs and Visions,” HISD school autonomy has promoted a variety of school types along with a wide set of accompanying school attributes. All schools rely on the District’s SIS; therefore, configuration options to cover these differences are necessary.

Scheduling practices and bell schedules include:
Traditional day  
Rotating block  
Accelerated block  
Days of the week  
Variations and combinations  
Evening and weekend classes  
Summer School programs  
Intercessions between fall and spring semesters

Course offerings include:
- Credit courses
- Non-credit courses
- Year-long courses
- Semester-long or quarter-long courses
- Distance learning courses for original credit or credit recovery
- Courses offered between semesters or at spring break
- Dual-credit courses

Grading practices include:
- Numeric grades
- Alpha grades
- Conduct grades
- Work habit grades
- Narrative grades
- International Baccalaureate (IB) grades
- Pass/Fail grades
- Composite or whole-credit grades

2.4 Digital Transformation and Personalized Learning

In 2014, HISD launched PowerUp, a District-wide initiative aimed at transforming teaching and learning. PowerUp is about creating a personalized learning environment for today’s 21st-century learners and enabling teachers to more effectively facilitate instruction and engage today’s digitally wired students. To create this environment, HISD partnered with itslearning to launch a K–12 online platform that will eventually become the center of collaboration, personalization, curriculum, instruction and communication for all HISD staff, students and parents. It’s called the PowerUp:HUB, or HUB for short. See the following link for more information: [http://www.houstonisd.org/PowerUp](http://www.houstonisd.org/PowerUp).

HISD envisions the HUB as the main access point for digital learning by teachers and students, and requests that Proposers propose creative solutions for an integrated environment in which the LMS, SIS and other critical applications are accessed through a common entry point
HISD has also developed an HISD graduate profile that identifies the six qualities of an HISD graduate. Student data is critical in supporting student achievement of these qualities. See the following link for more information:


In order to achieve the learner-centered environment and “global graduate” profile described above, HISD has adopted IMS Global Interoperability Standards, including OneRoster®. To that effect, HISD is an IMS Global “Contributing Member” and we expect our partners to have the same level of commitment to the consortium, as the best way to ensure that these open source standards work properly. Being a contributing member requires active participation in the technical working groups, as well as in important committees that work together to solve digital ecosystem challenges in K12. This includes sending a strategic representative, and a technical expert to quarterly meetings.

2.5 Current SIS Environment

The District purchased and implemented its current enterprise Student Information System (SIS), “Chancery SMS” during school year 2005–2006 and went live with all District schools in August 2006. The District purchased and implemented the District grade book system “Gradespeed” during 2009 and went live with all teachers in August 2009. These two systems have been closely integrated since 2009 with data transferring both ways to meet certain functional requirements of grading, attendance and a parent student portal. The current release of Chancery is (7.7 Hotfix 3), and the current release of Gradespeed is (4.7.3).

In 2011, the District went live with a dedicated Special Education system, “EasyIEP,” which is the system of record for all special education ARD and IEP services provided to students served by Special Education department teachers and staff. There is two-way data integration between the SIS and EasyIEP. Basic demographic and enrollment data plus Special Education and 504 referrals are passed to EasyIEP, while minimal data primarily related to compliance reporting is passed back to the SIS.

With the exception of Special Education data, the SIS is the system of record for all critical electronic student information and records, including enrollment and demographic data, classroom and daily attendance records, grades and academic achievement records, course and subject assignments, high school credits and transcripts, health information, parental and emergency contacts, and special program details. The SIS is regularly used by all secretaries, clerks, counselors, librarians and nurses, as well as school-based and central office administrators. See Section 2.1 “User Base” for more information user information.

As the official system of record, the data contained within the SIS is critical to the production of hundreds of local, State, federal and legally mandated documents and reports that the District is required to provide on a routine basis.

Since system go-live in 2006, the district has maintained a team of technical professionals to support the implementation. Performance and scalability issues became evident early in the implementation in end-user processes and back-end processes, as well as in system reporting. Performance monitoring and tuning has been a constant and necessary activity to maintain the highest levels of system response possible throughout the life of the product.

The legacy SIS has been highly customized by the District. Data entry pages and panels have been developed and implemented to meet various data collection requirements, business functions and process workflows. Examples include Truancy incidents and court filings, documentation for RTI/PGP, HISD Promotion Standards, CTE Certifications, and GT teacher
recommendations. Additionally, the District has developed custom database triggers on some areas to facilitate data entry and enforce data integrity.

The District has developed many customized database processes to provide levels of functionality not satisfied by the base product. Secondary grade and credit calculations, GPA calculations, and elementary and middle school promotion standards calculations are examples of processes developed and supported at the District level that both align with District policy and guidelines and relieve school staff of the requirement to run and manage these processes independently.

The legacy SIS is a highly normalized SQL database with a user interface (UI) that is tedious to navigate and lacks data entry and process controls in many critical areas. One result has been that the system allows errors to occur that are not correctible via end-user UI processes and require back-end database scripting to resolve. System users can be significantly and adversely affected while waiting for problem resolution to be identified, tested and deployed. To provide this level of technical support in-house has been expensive for the District, and therefore unsustainable.

The current SIS has come to the end of its useful life. It has been identified as a hindrance to the District in terms of transactional efficiency and effectiveness, service delivery quality, and adaptability to new educational delivery paradigms, (e.g. non-standard calendars, multiple scheduling models, various grading methods, etc.). There is no viable upgrade path for the existing system.

3.0 Pre-qualification Requirements

The Pre-qualification Requirements represent those items that must be addressed in a satisfactory manner in order for the proposal to be considered responsive and to be further evaluated by the RFP Technical Proposal Evaluation Committee.

- Proposer must provide a detailed, three year product development plan. The plan should include:
  1. Future technical development activities and timelines;
  2. Future enhancements to existing product functionality and timelines;
  3. Future development of new product functionality and timelines.

- Proposer must demonstrate that they have completed a software implementation in a K-12 school district of at least 75,000 students.

- Proposer must specifically describe or demonstrate how the product will integrate with a third-party Learning Management System (LMS).

- Proposer must submit two (2) Cost Proposals.
  - One version with an ‘on premise’ solution (i.e., Hosted at HISD location)
  - A second version with a ‘hosted’ solution (i.e., Hosted at Proposer location).

- Proposer must respond with a hosting solution that meets HISD’s minimum technical architecture standards. Whether the proposer responds with a vendor hosted solution, a district hosted solution or both solutions (preferred), one of the proposed solutions must meet HISD’s minimum technical architecture standards to merit further consideration.
  - On premise
1) Must be compatible with Windows 2012 R2 (and later), SQL Server 2012 (and later), and Internet Information Server 8.0 (and later)
2) Must be compatible with all the browsers listed in TR 4.2
3) Must support HTML 5 and not require any client installed components including but not limited to Flash

Hosted
1) Must be hosted at a Tier 3 or above data center
2) Must meet all FERPA and other government requirements for managing student data
3) Must be compatible with all the browsers listed in TR 4.2
4) Must support HTML 5 and not require any client installed components including but not limited to Flash

4.0 Functional Scope

The Solution proposed must meet or exceed all the Business/Functional Requirements outlined in Attachment C of the RFP package. The requirements outlined are only for information purposes. The proposal is for a comprehensive solution that meets the actual needs of various HISD stakeholders. Detailed functional requirements must be elicited as part of a “Gap-Analysis” by the Provider during the Implementation Phase of the project. The Provider must add/customize the product/solution to meet HISD requirement to the satisfaction of stakeholders, whenever there is a gap between available features/functionalities of the standard system vs. HISD requirements.

4.1 Functional Scope Summary

The new solution will support the production and management of student data across HISD. It will also enable administrative services at individual school sites while providing the operational and compliance reports necessary to support the students, schools and administrators across the District. A key component to this solution will be the ability to enable the self-service needs of students and families attending HISD schools.

There are 12 core functions that are included as part of the scope of this RFP, depicted below:
Within and across these core functions, the solution scope of work should enable the following needs of students, users and administrators. This is intended to highlight critical users’ expectations and requirements. It is anticipated that Proposers will include screen shots of their product where it can help evaluators understand their response.

1. Support the multiple school structures and maintain the independence and flexibility of HISD schools. The solution should provide configuration options for individual schools in the following areas: student scheduling options, teacher and staff assignment options, grading options, GPA calculations, attendance options, course options, calendaring/extended days, and Summer School options.

2. Support users to understand a student’s story with ease. The solution should provide a student profile that intuitively displays: current and historical data, student performance, attendance, demographic data, State test/assessment data, and which captures student interests and needs.

3. Monitor students and data through administrative, intervention, and instructional lenses. The solution should have automated logic, clear workflows and handoffs, and triggers that support users while they perform critical tasks related to: track special populations, track student participation in programs/grants, comply with federal and State requirements, support student mobility and school transitions (internal or external), trigger alerts to improve coordination, and correlate student indicators (discipline, grades, attendance).

4. Provide a complete view of student attendance in support of both Average Daily Attendance requirements and school tracking methods, including: attendance tracking over time, correlations analysis with student performance, truancy processes and procedures.

5. Coordinate state and/or district testing and associated support structures to: document accommodations, deliver the right test to the right student, and cover retesting processes.

6. Automate workflow and process controls, including: processes both within schools and across schools, replace paper-based processes, provide clear handoffs, auditing, transaction logging, time stamping, accommodate document attachments.

7. Reduce time consuming back-end processes, including: master scheduling, maintenance — currently highly customized and complicated scripts for year-end processes.
8. Provide access on-the-go in a mobile-friendly, responsively designed interface across all workflows in the SIS, including: parent/student data access across platforms, mobility for the classroom.

9. Empower student success, including: on-time graduation (academic and graduation planning); allow for tracking toward multiple graduation pathways; support individualized, non-building based, non-course-based credits (college, internship).

10. Support the whole student: Track services provided to students and families, provide for confidentiality of sensitive student data, improve care coordination with providers and school staff.

In evaluating the proposed solutions, HISD will pay particular attention to the features and functions that address the overall usability of the product for all district personas. The quality of the user experience will be a critical factor in the selection process. In the written response proposers should describe how their product has been designed to offer full functionality in combination with ease of use. Additionally, proposers should also clearly describe the reporting capabilities of the system such as built-in reports, ad hoc reports, state reporting, data base queries, and custom reports development. The goal is to enable all system users to perform efficiently and effectively in their roles serving students, parents, teachers and other stakeholders.

4.2 Business Processes (Functional Requirements)

In recognition of the needs of the user base and the current challenges that they face, the District has compiled an inventory of processes related to the creation and use of student information. These processes are critical to the daily operation of schools and to serving the individual needs of students, parents, teachers and administrators. Additionally, these student information processes are critical for compliance reporting of all kinds and at all levels. This list of processes is not exhaustive, but rather is intended to highlight the critical student-related workflows that users engage in every day.

*Please download the Microsoft Excel document “Attachment C Functional Requirements Process Inventory,” provided as a separate attachment to this RFP package.*

5.0 Technical Environment

5.1 Technical Overview of Planned SIS Environment

The District will be procuring a turnkey Student Information System, including all software, hosting, hardware, training and implementation support. HISD seeks a solution that provides all the resources necessary for successful deployment, adoption and ongoing support. The Proposer must fully enumerate all one-time and recurring resources, costs and requirements that would be assumed either partially or fully by the District in terms of procurement and support.

Attachment D of the RFP package details the required “technical” elements of the Student Information System, which responding proposers should address in full.
Please download the Microsoft Excel document “Attachment D Technical NF Requirements,” provided as a separate attachment to this RFP package.

The attachment includes requirements organized by the following categories:

- Hosting
- Proposer/Company Characteristics
- Hardware
- System Architecture
- Methodology
- Performance
- Integration
- Application Monitoring and Error Logging

Security
- Backup and Disaster Recovery
- Supporting Documentation
- Roles and Responsibilities
- External Parties
- Information and Security Policy and Procedures
- Risk Assessment
- Compliance with Legal Requirements
- During Employment — Training, Education, Awareness
- Background Checks
- Termination or Change in Employment
- Secure Areas
- Application and Information Access Control
- Encryption
- Vulnerability Assessment and Remediation
- Monitoring
- Identity and Access Management
- Identity Management
- Entitlement Reviews
- Antivirus
- Network Defense and Host Intrusion Prevention Systems
- Security Monitoring
- Media Handling
- Secure Disposal
Segregation of Computing Environment
Change Management
Process and Procedures
Disaster Recovery Plan and Backups
Product Security Development Lifecycle
Crypto Materials and Key Management
Federated Identity Management and Web Services
Contact Information

Non-functional Requirements
Reliability
Scalability and Extensibility
Data Management
Usability
User Access Management
Workflow Management
Search
Page Layout
Adaptability and Accessibility

In addition to the detailed Technical Requirements listed in Attachment D of the RFP Package, The District expects the responding proposer to describe the technology components of the proposed solution in plain terms, both graphically and in narrative form.

5.2 Future-State Conceptual Architecture

Below is a visual depiction of the future SIS architecture illustrating the key users and functions that enable student data to be captured, managed and reported. The application functions listed in the middle of the diagram represent the core functionality that HISD has considered as part of a student information solution, and all of those functions are considered within the scope of this RFI. The key is overall functionality and seamless integration within the ecosystem, and alternative approaches that achieve that goal, are welcomed.

Overall, HISD desires an architecture that is scalable for use across all campuses. Integration will be necessary with the enterprise data warehouse, along with plans for how data will flow to and from key administrative and instructional applications. HISD’s focus is on providing a high-quality education and opportunities for all students. Therefore, the District seeks a partner that provides the resources necessary for successful deployment, adoption and ongoing support.
5.2.1 PowerUp:HUB

As mentioned in Section 2.4, HISD has launched a K–12 online platform that will eventually become the center of collaboration, personalization, curriculum, instruction and communication for all HISD staff, students and parents. It is called the PowerUp:HUB, or HUB for short. The HUB is currently comprised only of the District’s Learning Management System (LMS), (itslearning). HISD would like responding proposers to envision a solution in which HISD users (primarily students and teachers) access both the LMS and SIS from a single access point without the need for multiple logins. The SIS would presumably be branded as a key component of the HUB, and users would navigate seamlessly among the applications as necessary.

This will require proposers with extensive systems integration experience and capabilities. Proposers (and their partners) should consider HISD’s current environment and design a solution accordingly to be illustrated and described in their response to this RFP — including the costs of such a solution in the pricing/fees. HISD will give additional consideration to Proposers that present innovative and efficient solutions to this challenge. HISD is considering internal development of this portal-like capability, but would first like to explore the ideas and proposals of the marketplace.

5.2.2 Enterprise Data Warehouse

In 2010, HISD developed a plan to align with its Board’s Declaration of Beliefs and Visions to meet the needs of HISD’s students, parents and community. Five core initiatives were established to help transform HISD, including one focused on Data-Driven Accountability, so
that “every decision in schools and offices [is] made using real-time data to support student success.”

One key strategy was building “better systems for collecting, retrieving, analyzing and reporting data.” In 2011, HISD initiated a three-year, $10.5M project to build an Enterprise Data Warehouse (EDW), a database containing information drawn from many sources, plus ready-to-consume Analytics for Education (A4E) dashboards and reports for principals, teachers and administrators, as well as an ad hoc reporting Power User Environment (PWR) and reporting/query tools for PWR Users.

Using Microsoft (MS) SQL Server, Informatica Power Center and IBM Cognos, and created by a cross-functional team of HISD Information Technology (IT), School Support, Student Support and Academics staff, the evolutionary A4E and PWR resources are the result of this extensive effort. For the first time in HISD’s history, these tools have put current and historical data directly in the hands of those who need it most to help them make a difference for HISD’s diverse student population.

Given the pivotal role A4E and PWR play in HISD, it is essential that the selected SIS be able to integrate seamlessly with EDW as enumerated in the data/integration question in Attachment D.

### 5.3 Hosted and On Premise

HISD is open to either hosted or On Premise delivery models. A responding Proposer must clearly indicate key differences between the two delivery models in their proposals so that HISD may evaluate all options equally.

- A Hosted model is defined as any scenario in which the hardware resides and application resides outside of the HISD data center. This includes, but is not limited to, Infrastructure as a Service (IaaS), Software as a Service (SaaS), Platform as a Service (PaaS), or some form of Internet cloud-based solution. The Proposer is responsible for all support of the solution. In this context, support includes, but is not limited to, software patches and upgrades, OS licensure, maintenance, backups, etc. The proposer must provide information regarding the hosting facility, including hosting company name, contact person, contact number, and any service-level agreements that exist between respective companies. See Section 6.0 for service level information request and attachment D for more requirements.

- An On Premise model is defined as a scenario in which the hardware resides on site at an HISD facility. HISD is responsible for maintaining the servers, operating systems, and other systems software. The Proposer is responsible for supporting all components of the solution through a monitored remote connection and/or limited on-site access. In this context, support includes, but is not limited to, software patches and upgrades, 3rd party software licensing, performance tuning, maintenance, etc.

All proposal responses should specify detailed requirements for network connectivity and bandwidth capacity, as well as ancillary requirements (if any) for specialized network services such as remote VPN access, firewall policy exemptions, or customized LAN configurations. Solution robustness and capacity should be verifiable via Web performance and load testing software/service reporting, and capable of sustaining adequate simultaneous client/Web connections for the intended use/audience. Hosted solutions should be equipped to provide increased bandwidth on demand, as needed.
See Section 6.0 for service level information request and attachment D for more requirements and requested information.

5.4 Planned Data Integration Points

Integration with key District applications is paramount in achieving the goals and objectives of this implementation. Irrespective of the hosting model proposed by the proposer, the SIS must facilitate secure data exchanges to/from the proposed solution to existing District applications (both hosted internally and externally) and the data warehouse.

Below is a list of the highest-priority integration points, with which the current SIS has scheduled or persistent data exchanges in existence today. Providers will detail experience with these integrations, as well as process, data standards and integration granularity in Attachment D in the RFP Package.

Table 1. Highest-Priority Integration Points

<table>
<thead>
<tr>
<th>Application Name</th>
<th>Application Purpose</th>
<th>Data Type — Out</th>
<th>Data Type — In</th>
</tr>
</thead>
<tbody>
<tr>
<td>itslearning (HUB)</td>
<td>Student Instruction Learning Management System (LMS)</td>
<td>Active Students</td>
<td>School Applications</td>
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<td></td>
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<td>Active Teachers and Courses Taught</td>
<td>School Acceptance</td>
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<td>Active Courses/Subjects</td>
<td>Transportation Requests</td>
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<td>Student Schedules</td>
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<tr>
<td>Smart Choice</td>
<td>School Applications</td>
<td>Active Students</td>
<td>School Applications</td>
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<td>Contact Information</td>
<td>School Acceptance</td>
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<td>Transportation Requests</td>
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<tr>
<td>ELLevation</td>
<td>English Language Learners</td>
<td>From Data Warehouse</td>
<td>Compliance Data</td>
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<tr>
<td>EasyIEP</td>
<td>Special Education</td>
<td>Active Students</td>
<td>Compliance Data</td>
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<td>Referral Information</td>
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<td>EdPlan</td>
<td>Assessments</td>
<td>From Data Warehouse</td>
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<td>Naviance</td>
<td>Student Graduation</td>
<td>Active Students</td>
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<td>Student Course History</td>
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<td>Contact Information</td>
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<td>Destiny</td>
<td>Library</td>
<td>From Data Warehouse</td>
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<td>TipWeb</td>
<td>Textbook/Asset Inventory</td>
<td>Active Students</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Student Schedules</td>
<td></td>
</tr>
<tr>
<td>Trapeze</td>
<td>Transportation</td>
<td>Active Students</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Transportation Requests</td>
<td></td>
</tr>
<tr>
<td>PlascoTrac</td>
<td>Attendance</td>
<td>Active Students</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Student Schedules</td>
<td></td>
</tr>
<tr>
<td>Primero</td>
<td>Food Service</td>
<td>Active Students</td>
<td>Lunch Codes</td>
</tr>
<tr>
<td>iStation</td>
<td>Learning App</td>
<td>From Data Warehouse</td>
<td>Assessment Results</td>
</tr>
<tr>
<td>APEX</td>
<td>Learning App</td>
<td>From Data Warehouse</td>
<td>Completed Courses and Grades</td>
</tr>
<tr>
<td>Battelle for</td>
<td>Learning App</td>
<td>Active Students</td>
<td></td>
</tr>
<tr>
<td>Application Name</td>
<td>Application Purpose</td>
<td>Data Type — Out</td>
<td>Data Type — In</td>
</tr>
<tr>
<td>------------------</td>
<td>---------------------</td>
<td>-----------------</td>
<td>---------------</td>
</tr>
<tr>
<td>Kids/EVAAS</td>
<td></td>
<td>Student Schedules</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Active Teachers and courses taught</td>
<td></td>
</tr>
<tr>
<td>SAP/PeopleSoft</td>
<td>Teacher Master</td>
<td></td>
<td>Staff Master</td>
</tr>
<tr>
<td>TADS-SP</td>
<td>Teacher Information</td>
<td>Active Students</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Student Schedules</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Active Teachers and courses taught</td>
<td></td>
</tr>
<tr>
<td>eSHARS</td>
<td>Medicaid Finance</td>
<td>Active Students</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contact Information</td>
<td></td>
</tr>
<tr>
<td>PEIMS</td>
<td>Compliance</td>
<td>All PEIMS Required Data and Data Standards (<a href="http://www.tea.texas.gov">www.tea.texas.gov</a>)</td>
<td></td>
</tr>
<tr>
<td>Office of Civil Rights</td>
<td>Compliance</td>
<td>Discipline information</td>
<td>Biannual Reporting</td>
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<td>DAEP</td>
<td>Compliance</td>
<td>Disciplinary Referral Information</td>
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<td>TREx</td>
<td>Compliance</td>
<td>Student Transcripts</td>
<td>As Requested, Transcripts</td>
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<td></td>
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<td>Student Withdrawals</td>
<td></td>
</tr>
<tr>
<td>Data Warehouse</td>
<td>All</td>
<td>Various views, see Section 5.2.2 for more information</td>
<td>Assessment Data</td>
</tr>
</tbody>
</table>

As mentioned in Sections 2.4 and 5.2, the District also requests that the Proposer provide an integrated access approach given HISD’s existing DTP: “HUB”. HISD reserves the right to work with the Proposer to redesign the proposed access approach post-award.
5.5 Estimated Data Conversions

The legacy SIS currently contains approximately 852,000 discrete student records. The volume and quality of records in each of these categories vary significantly, which include, but are not limited to:

- Student Demographic Records
- Student Contacts
- Student Enrollment History
- Student Attendance Records
- Student Academic History/Transcript Data
- Student Health and Immunization Records
- Student Special Populations Data and Academic Program Indicators
- Student Assessment Data

The Proposer will be responsible for converting all student-level data from the HISD legacy system, along with any required data from the HISD Educational Data Warehouse (EDW), to the proposed solution. The Proposer will provide recommendations as to the amount of data and/or the number of years of data to be converted. Decisions related to the data migration will be
made based on HISD business requirements and Proposer recommendations, and will consider system performance and scalability concerns, as well as data growth expectations.

As part of the response to this proposal, please provide your proposed SIS Data Conversion Strategy that will inform the District with your knowledge of, and intended approach to, data conversion. This should be included in the proposed scope section.

- Approach to Data Conversion, including activities, timeline, roles, responsibilities and contingencies
- Overview of the Data Conversion Process, covering the electronic file conversion and manual data conversion processes, and when each one is applied
- Conversion Communication to describe how you document the procedures, conversion results, validation, etc., with HISD stakeholders

Upon project initiation, the Proposer will be required to provide an overall Data Conversion Plan that will help guide HISD through a structured and seamless transition from the existing solutions to the new SIS. This transition includes the identification of data, location of data, extraction of data, cleansing of data, movement of data, and validation of data into the new solution. This Data Conversion Plan must describe all related tasks, preparatory actions, required resources, time frames, work products and success criteria for the conversion.

- Software conversion includes the technological transition from the existing environment to the new SIS environment
- Data conversion includes the automated and manual conversion of existing and historical data to the new SIS environment

As part of the Data Conversion Plan, the Proposer will provide recommendations and definitions for data types to be in scope for the conversion. The Proposer will direct HISD on how to assess the integrity of the student data flagged for migration, with the understanding that the findings of this assessment may impact the initial Data Conversion Plan.

HISD expects that all data must pass consistency and audit checks prior to final data conversion into the production environment. Inconsistencies must be documented and resolved. The data conversion process may need to be replicated and modified until the conversion of the data into the new SIS meets HISD standards. Migrated data will be used for User Acceptance Testing, the Pilot Run, as well as the Training.

### 6.0 Service-Level Agreement (SLA) Requirements

Service-Level Agreements (SLAs) represent the formal service expectations for which HISD will hold the Proposer accountable. It is critical for the Proposer to define which objectives will be set and maintained across the implementation and support of the proposed solution, so that this may be communicated throughout HISD’s user base. Proposers are expected to consistently meet or exceed these SLAs. For each SLA, please provide a definition/explanation, measurement/calculation, performance target/objective, and source.

HISD is looking for Proposers to provide their own SLAs, with a sample set of categories listed below (not all will apply to every proposer). See also Attachment D:

- Uptime/Availability (Total, School Hours: 7 a.m.–11 p.m. CST)
- Data Center
- Asset Management
Technical Support/Service Desk
End-User Computing
Application
Security

7.0 Implementation, Project Management and Ongoing Support Requirements

7.1 Implementation

Considering the HISD’s current-state environment of student data systems, HISD seeks the Proposer’s insights and expertise in creating a recommendation for its implementation approach and phasing relative to the scope of functionality and technology being implemented. HISD would like Proposers to consider the sequencing of implementation phases and activities, as well as any core assumptions your response is based on, and factors that would materially affect the duration of the implementation.

Proposers should clearly and succinctly describe their relevant implementation support services (i.e., services provided during the implementation activities prior to go-live) and provide implementation service cost and rate information in the Pricing Response section, as instructed. Implementation services should include, but not be limited to: business change management, communications program development and execution, stakeholder engagement, and management and cultural change management.

Preference will be given to a Proposer that provide a comprehensive implementation approach with stakeholder engagement throughout the implementation which addresses specific issues related to HISD’s multiple and diverse stakeholder environment.

7.2 Training

HISD is looking for Proposers to detail their training strategy, methodology, materials, training environments and services provided (number of people, location and number of days), and provide examples of training tools/artifacts, where appropriate. Proposers are expected to follow all security guidelines (e.g., FERPA, HIPAA) and leverage HISD training best practices, policies, branding/communication guidelines, procedures and workflows.

Proposers are expected to provide a dedicated Lead Trainer to work in conjunction with the training team, SIS Subject Matter Experts (SMEs) and the HISD Project Manager. Training must include all the modules associated with a new SIS. Proposers will provide train-the-trainer knowledge transfer to the HISD Training Team and HISD SMEs. Proposers must also provide trainers to conduct training for end users, as determined during the development of the training plan.

Proposers should provide multiple options for training (i.e., computer-based training, instructor-led, and train-the-trainer). Proposers should assume that all users are new to their role for training purposes only. Furthermore, Proposers must list all documentation that exists for end users, administrators and developers. Ultimately, the goal of end-user training is to prepare the SIS users with the necessary tools needed to perform the functional processes associated with their job, with minimal errors and improved efficiency.

Other areas for Proposers to consider as they develop their training plan are as follows:
The training plan must be accepted and approved by HISD. All training deliverables must be submitted to HISD for final approval. At least five days must be allowed for the review and to provide feedback.

Proposers will work with HISD SMEs and training teams to develop HISD-specific scenarios to be used for each module in training.

Proposers will hand over all training documentation in editable formats (Microsoft Word, PowerPoint, etc.). Proposers will also allow HISD to modify these documents to fit the needs of HISD during and after implementation.

Proposers will provide training environments to conduct training. No identifiable student data can be used in the trainings or in any training materials.

Proposers will be required to use the HISD IT training team Five-Step Model for training.

Proposers will develop a knowledge transfer plan for sustainability of support and training.

Proposers will adhere to and provide data for HISD IT training KPIs and/or metrics. For example, the vendor will evaluate training courses by conducting surveys to maintain a satisfaction rating of 85% or higher for the training sessions.

Proposers must perform criminal background checks on all trainers or employees of the vendor entering an HISD building.

For estimating Proposer’s training plan, the current number of users by functional capability in the SIS (as of June 2015) is as follows:

**Table 2. Number of Users by Functional Capability**

<table>
<thead>
<tr>
<th>User Types</th>
<th>Estimated Number of Users</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distinct Active Chancery Users</td>
<td>15,111</td>
</tr>
<tr>
<td>Distinct Active Users with Teacher Roles</td>
<td>12,000</td>
</tr>
<tr>
<td>Distinct Active Users with non-Teacher Roles</td>
<td>3,811</td>
</tr>
<tr>
<td>Estimated Users with District Admin-Level Roles</td>
<td>900</td>
</tr>
<tr>
<td>Estimated Users with Campus-Level Admin Roles</td>
<td>2,900</td>
</tr>
<tr>
<td>Registration and Enrollment</td>
<td>2,200</td>
</tr>
<tr>
<td>Student Demo and Family Management</td>
<td>2,200</td>
</tr>
<tr>
<td>Student Success Planning (Guidance and Counseling) Non-Teachers</td>
<td>1,800</td>
</tr>
<tr>
<td>Master Schedule/Student Scheduling</td>
<td>1,800</td>
</tr>
<tr>
<td>Attendance Tracking</td>
<td>1,200</td>
</tr>
<tr>
<td>Student (Sp Pops) and School Programs</td>
<td>3,200</td>
</tr>
<tr>
<td>Gradebook (Teachers Only)</td>
<td>12,000</td>
</tr>
<tr>
<td>Student Progress and Grade Reporting</td>
<td>1,000</td>
</tr>
<tr>
<td>Academic History (HS Registrar/Transcripts)</td>
<td>200</td>
</tr>
<tr>
<td>Behavior and Discipline</td>
<td>1,200</td>
</tr>
<tr>
<td>Student Health</td>
<td>400</td>
</tr>
<tr>
<td>Compliance Reporting</td>
<td>800</td>
</tr>
</tbody>
</table>
7.3 Support

HISD is looking for Proposers to detail their support services, both during release go-live and post-release, and service levels to ensure that a high-quality release management strategy can be executed during and after implementation. Support services should include, but not be limited to:

- Call center and problem ticket support services and service levels to ensure that responsive, reliable, and knowledgeable support be provided during and after implementation.
- Details describing Proposer’s size and structure of its call center services team.
- Support tools or techniques used to more quickly diagnose and resolve critical or escalated problems. The escalation process should also be described.
- Differences in call center support for client-hosted vs. single-tenant SaaS vs. multi-tenant SaaS support vs. any other models offered (if appropriate).
- Any continuous improvement efforts underway or planned to improve the quality of call center support services.

7.4 User Community

Proposers must clearly and succinctly describe any user group forums/events that are available to Proposer’s customer base that are either managed by Proposers or are self-managed by customers. Proposer’s description should include the frequency, format, cost and locations of these forums/events, along with summary agendas from forums/events recently held.

If applicable, Proposers should describe if and how user group collaboration forums/events are used to inform Proposer’s product strategy going forward. If applicable, Proposers should describe any knowledge-based or Web-based sites that allow your customer base to contribute and leverage lessons learned and/or specific solutions related to problems or challenges a particular client has faced. Finally, Proposers should describe any continuous improvement efforts underway or planned to improve the quality of user group collaboration.

7.5 Project Management

This project will be managed and exclusively owned by a Project Manager from the HISD/IT. The Project Manager will determine and involve other resources from HISD. Proposers must identify a Project Manager who will act as single point of contact (SPOC) for the Proposer. The Proposer’s Project Manager will manage all Proposer-assigned resources and project activities. The Proposer’s Project Manager will also report to the HISD Project Manager during the course of the implementation.

Proposers must describe their project management approach used to manage the design, configuration and implementation of the new SIS. The project management components that the Proposer will be responsible for include, but are not limited to, the project management areas as follows:

7.5.1 Task Definition and Prioritization

Preference will be given to Proposers that provide detailed definition of project phases, work streams, tasks and prioritization of work on various tasks in the event of conflicts.
7.5.2 **Resource Management**
Preference will be given to Proposers that address appropriate management of onshore and offshore resources (if any), availability of appropriately skilled resources, and resource balancing across tasks.

7.5.3 **Dependency Management**
Preference will be given to Proposers that address identification of critical-path items and potential bottlenecks, with viable approaches to address bottlenecks, and workarounds to ensure schedule adherence in the event of slippage.

7.5.4 **Scope Management**
Preference will be given to Proposers that provide a comprehensive approach to managing scope and scope changes.

7.5.5 **Project Change Management**
Preference will be given to Proposers that provide a comprehensive approach to change management, including review and approvals by HISD.

7.5.6 **Issue Management**
Preference will be given to Proposers that provide comprehensive approach to issue identification, management of issues at work-stream or PM level, and a clear escalation and resolution process.

7.5.7 **Risk Management and Mitigation**
Preference will be given to Proposers that address identification and tracking of risks, and have clear and comprehensive risk mitigation approaches, escalation procedures and methods to eliminate risks.

7.5.8 **Quality Management**
Preference will be given to Proposers that provide a comprehensive approach to managing deliverable and output quality.

7.5.9 **Project Rigor**
Proposers may use their own Project Management Tool for any activity that is managed internally to them; however, they must use the HISD Enterprise Project and Portfolio Management (EPM) tool for all activities and deliverables that are shared with HISD, including but not limited to capturing the Implementation Master Schedule, the Proposer's detailed WBS, Project Assignments and Artifacts, Project Requests, Change Control, Change Management, Quality Management(QA/QC), Risk/Issue Management, Resource Management, Scope Management, Contract Management, Project Communications, and Project Document Control, as well as recording of Meeting Minutes, Lessons Learned, Action Items, Decision Items, Time Sheets, Invoices, other Project Financials, etc. HISD will provide access to at least three full licenses to its EPM for the duration of the project.

Proposers must follow the project processes below and must provide, at minimum, the District-required deliverables shown below within their Innotas Project Attachments repository to the District Project Manager for inclusion within the project deliverables.
Figure 6. HISD PM-Led Project — Key Artifacts by Phase

Please see the above diagram for various Phases and Gates involved in the IT PM process. Proposer will utilize the District’s Project Management methodology and templates and must adhere to a proven, comprehensive, repeatable and rich implementation methodology to streamline projects. The project must be managed according to the process established by HISD IT. The above diagram also denotes the various deliverables/artifacts that must be produced at each phase. Provider will ensure the delivery of all artifacts on time and will subsequently incorporate HISD comments/suggestions before finalizing the documents/artifacts. All artifacts and deliverables listed under each of the above phases must be prepared by the Provider and submitted to HISD for review and approval. HISD may suggest changes, or return the document for not meeting the required quality. Provider must incorporate all comments and suggestions by HISD and produce a final document for approval. The project schedule should indicate draft date, review period, and the date for producing the final document. The HISD IT Project Manager will seek Gate Approval at the completion of each Gate after ensuring that the provider has completed all activities and provided the final versions of all deliverables, thus confirming readiness for the Gate Review.

7.5.10 Project Artifacts

Accomplishing the delivery of project artifacts is a joint effort between the two organizations. HISD employs the RACI model to determine the role each organization has to play in
accomplishing the project artifacts. Using the RACI model, each deliverable is categorized in terms of responsibility. Each organization is assigned a separate RACI definition for each artifact. There may be additional artifacts identified throughout the project to support project needs.

Please see below for the Project RACI chart, with detailed role/responsibility assignments for various activities/deliverables. HISD (at its discretion) may be open to negotiation on required artifacts and roles/responsibilities during the contracting stage.

### 7.5.10.1 Project RACI Chart

The following are the definitions for RACI:

- **R** — Responsible. Has the duty and obligation to do the work. Also has duty to exercise independent judgment to raise appropriate issues.

- **A** — Accountable. Has the authority to decide and is the recipient of any consequences. There can only be one “A” per process. The accountable party to a Deliverable is also obligated to perform the related Deliverable work if the “Responsible Party” is not defined for that same Deliverable.

- **C** — Consulted. Must be given the opportunity to influence plans and decisions prior to finalization by “R”. Any Artifacts or activity must be reviewed and approved by the “Accountable Party.” In short, the Accountable party is the one to produce the artifacts and the Consulted Party is the one to review and comment.

- **I** — Informed. Is informed of progress, key decisions and artifacts by “R.”

#### Table 3. Project RACI Chart

<table>
<thead>
<tr>
<th>Artifacts and/or Activities</th>
<th>Provider</th>
<th>HISD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Plan</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>Staffing Plan</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>Risk and Issues Management Plan</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>Change Management Plan</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>Change Control Plan</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>Communication Plan</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>Training Plan</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>Quality Assurance and Testing Plan</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>Sandbox Environment</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>Project Requirements Documents</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>Interface Strategy</td>
<td>Responsible/Accountable</td>
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</tr>
<tr>
<td>Business Blueprint Document</td>
<td>Responsible/Accountable</td>
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</tr>
<tr>
<td>Fit-Gap Analysis</td>
<td>Responsible/Accountable</td>
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</tr>
<tr>
<td>Vendor Organizational Structure</td>
<td>Responsible/Accountable</td>
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</tr>
<tr>
<td>Business Process Master List</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>Development Standards</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>Artifacts and/or Activities</td>
<td>Provider</td>
<td>HISD</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------------------</td>
<td>-------------------------------</td>
<td>--------------</td>
</tr>
<tr>
<td>Development Plan</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>Data Migration (Conversion) Plan</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>Workflow Strategy</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>Functional Specifications</td>
<td>Responsible/Accountable</td>
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</tr>
<tr>
<td>Technical Landscape Design and Strategy</td>
<td>Responsible/Accountable</td>
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<tr>
<td>Transport Strategy</td>
<td>Responsible/Accountable</td>
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<tr>
<td>Security Strategy</td>
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<tr>
<td>Reporting Framework</td>
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<tr>
<td>End-User Training Plan</td>
<td>Responsible/Accountable</td>
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<td>Knowledge Transfer Plan</td>
<td>Responsible/Accountable</td>
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<td>Detail Testing Plan</td>
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</tr>
<tr>
<td>Testing Strategy</td>
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</tr>
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<td>Development Environment</td>
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<tr>
<td>Security Plan</td>
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<td>Design of Security Roles</td>
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</tr>
<tr>
<td>Complete Development</td>
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</tr>
<tr>
<td>QA Review of Blueprint</td>
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<td>Review of Blueprint</td>
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<td>Configuration Cycle 1 — Baseline Configuration</td>
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<tr>
<td>Configuration Cycle 2 — Master Data, Basic Transactions</td>
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<td>Consulted</td>
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<tr>
<td>Configuration Cycle 3 — Complex Scenarios</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>System Integration</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>Complete Technical Unit Testing</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>Functional Unit testing of Development Objects and Configuration</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>Test Scenarios/Test Cases and Scripts</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>Quality Assurance Environment</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>Training Environment</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>Production Environment</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>QA System Ready for Integration Testing with Sample Scripts</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>Integration testing — (Multiple Cycles)</td>
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<tr>
<td>User Acceptance Testing</td>
<td>Responsible/Accountable</td>
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<tr>
<td>Performance Testing</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
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<tr>
<td>Data Conversion (Migration) Including Data Cleansing</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>Obtain Conversion Data Validation and Sign-Off by HISD</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>Detailed Change Management Plan (i.e., transition plan, readiness assessments, end-user role transition)</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
</tr>
<tr>
<td>Artifacts and/or Activities</td>
<td>Provider</td>
<td>HISD</td>
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<td>documents, training, changeover, production support etc.)</td>
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<tr>
<td>Organizational Change Management Plan for Impacted Business Areas</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
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<tr>
<td>Configuration Documentation</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
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<tr>
<td>Business Process Procedures — Definition</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
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<tr>
<td>Business Process Procedures — Writing</td>
<td>Responsible/Accountable</td>
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<td>Rollout Strategy Plan</td>
<td>Responsible/Accountable</td>
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<td>Cutover Plan</td>
<td>Responsible/Accountable</td>
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<tr>
<td>Batch Scheduling</td>
<td>Responsible/Accountable</td>
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<td>Training Schedule</td>
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<td>Training Curriculum</td>
<td>Responsible/Accountable</td>
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<td>Training Materials/Contents</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
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<td>Train the Trainer</td>
<td>Responsible/Accountable</td>
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<tr>
<td>End-User Training-Central Offices</td>
<td>Responsible/Accountable</td>
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<tr>
<td>End-User Training Schools</td>
<td>Responsible/Accountable</td>
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<td>System Configuration Review</td>
<td>Responsible/Accountable</td>
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<td>Go-Live Contingency Plan</td>
<td>Responsible/Accountable</td>
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<td>Knowledge Transfer</td>
<td>Responsible/Accountable</td>
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<td>Production Cutover</td>
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<td>Production Support Plan</td>
<td>Responsible/Accountable</td>
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<td>Production Security Roles</td>
<td>Responsible/Accountable</td>
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<tr>
<td>Production Support — Stabilization Three Months</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
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<tr>
<td>Data Migration (Conversion) Plan</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
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<tr>
<td>Data Migration Implementation</td>
<td>Responsible/Accountable</td>
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<tr>
<td>Data Transfer and Decommissioning of Existing System</td>
<td>Responsible/Accountable</td>
<td>Consulted</td>
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### 8.0 Fees and Licensing

HISD shall pay the Proposer for the implementation services, on a Fixed-Fee/Not-to-Exceed basis, by the agreed-upon payment milestones included in the final negotiated contract. All fees will be tied to concrete deliverables and based on their acceptance by HISD. However, 10% of all fees will be withheld until the completion of the project and successful deployment of the entire solution.

The total fees for implementing the proposed solution (including all implementation fees, software and hardware) as well as ongoing maintenance / support fees must be detailed and summarized in the cost estimation, Attachment E – Cost Proposal (MS-Excel). These fees must be inclusive of travel and other expenses, and exclusive of applicable taxes. HISD will only pay the Provider fees that are specified in the Proposed Cost Workbook.
Please download the Microsoft Excel document “Attachment E Cost Proposal,” provided as a separate attachment to this RFP package.

At the completion of the Detailed Design activities, the Current Target Fee Estimate shall be reviewed and updated by written agreement of the Parties, to address any change in the scope or schedule (or other aspects of the Services) agreed upon during the Detailed Design activities. Such amount shall be the “Final Target Fee Estimate.” The Final Target Fee Estimate may be further adjusted by the Parties through the Project Change Control Procedures.

During negotiations with the Proposer, an agreed-upon incentive plan may be established that encourages the Proposer to complete project milestones in a shorter time frame than the proposed implementation plan.

The terms and conditions provided by the Proposer should include any costs / fees applicable to those terms and conditions such as the cost of termination without cause and the cost of transitioning hardware, software and data to HISD or another designated provider.

9.0 References

Proposer must provide a list of a minimum of three recent (past three years) clients’ references an HISD reference subcommittee may contact if the Proposer is selected to proceed to the demonstration/interview stage of the selection process.

It is preferred that:

- References be as consistent as possible with the HISD organization, size and proposed solution
- References should span technical architecture and hosting options provided in scope of work
- At least some references be provided that have implemented the same solution (i.e., functional scope and modules) as is being proposed for HISD
- If your proposal includes use of third-party subcontractors, it is preferred that reference clients be provided for each third-party subcontractor

The written references will be evaluated as part of the written proposal evaluation. For the Proposers that are selected to proceed to the demonstration/interview stage of the selection process, the references will be contacted and interviewed by HISD.

Each Proposer must utilize copies of the form found in Attachment F – Reference Form. The Proposer should verify the availability of each contact that will be provided so that HISD may contact each reference to verify and clarify all information included in the reference submitted.
10.0 Acceptance Criteria

A Deliverable can be a document, artifacts, activity, software/system-module/function or application, or a group/collection of the same. These Deliverables are contractually obligated and, as such, all Deliverables must be delivered on time and in accordance with the quality requirements of HISD IT PMO. A Deliverable marks the completion of a grouping of activities and/or artifacts.

Provider has agreed as systems integrator to develop, oversee and manage all artifacts (including but not limited to the ones mentioned in the RACI chart) and any attached approved change order. Artifacts include, but are not limited to, documentation on HISD agreed-to templates such as: schedules, workshop presentations, business process documents, configuration and migration strategy document, realization high-level plan and work effort estimates, detailed resource plan, and other documentation.

The District and Provider process for review and acceptance for payment of a Deliverable is as follows:

- Provider Project Manager delivers Deliverable to District Project Manager;
- The District Project Manager will log the Deliverable into Innotas to memorialize date and time of delivery;
- The District Project Manager will schedule a review meeting with appropriate District and Provider personnel within three (3) business days to be held within seven (7) business days of receipt of the Deliverable;
- Requests for change or revisions will be given to Provider PM and logged into Innotas within seven (7) days of District/Provider meeting;
- Provider will return requested revisions within five (5) business days for review;
- This process will repeat until the quality of the Deliverable is deemed satisfactory by the District.

When a Deliverable has satisfied the acceptance criteria, HISD shall give Provider written notice thereof and such Deliverable shall be deemed to be accepted. If written notice is not received, the submission will be deemed not accepted.

11.0 Payment Schedule

Payments will be tied to payment milestones. Each Milestone will be completed by acceptance of specific Deliverables by HISD. Payment milestones will be discussed and agreed during contracting. The following criteria must be met by the Provider prior to payment for each project phase:

11.1 Payment Schedule and Procedures

11.1.1 Payment Schedule

The Provider will invoice the District for all payments based on an agreed-to schedule of Deliverables with associated payment amounts. The pricing for that Deliverable is inclusive of all overhead and out-of-pocket expenses, including but not limited to travel expenses and training. Provider will invoice for a Deliverable based on District’s acceptance of the work described in each Deliverable.
11.1.2 Billing Procedures
The District’s obligation to make payments under this Contract are conditioned upon completion of specific Milestones set forth in the Project Schedule. Payment Schedules are tied to completion of the Acceptance Criteria of completion of a specific Project Milestone. The Provider may only submit invoices for Artifacts accepted by the District. The District will not make payments in advance of the completion of the Milestone and acceptance by the District of all the Artifacts required to complete the Milestone, and will not prorate payments for partial completion of a Milestone. The District may withhold payments that are subject to a good-faith dispute.

11.1.3 Support Documentation
When the Provider delivers an invoice to the District, the invoice will include the Provider’s documentation on level of effort to achieve the artifacts and activities for that Deliverable. In no event will the amount invoiced exceed the fees reflected in the Payment Schedule. The HISD IT Project Manager must review and approve all the invoices prior to submitting to Accounts Payable for payment.

11.1.4 Delivery of Payments
Payments will be mailed to the Provider’s address as set forth herein, unless the Provider agrees in writing that payments will be delivered to the Provider electronically via an electronic payment system offered by the District.

All pricing is inclusive of travel and all related Provider costs. Provider FTEs allocated at 75% or more to the project are to be on site at the District’s offices a minimum of 80% of the time during the District’s business hours. This may be adjusted by mutual agreement of the parties to meet artifact and activity requirements.

12.0 Additional Terms and Conditions

12.1 Provider Resources
Provider will provide District a listing and qualifications (resume) of each of its individual employees who will take part in the project (Consultant) at the outset of the engagement, or prior to work commencement for an individual Consultant in the case of a later start date, or replacement of a Consultant. Consultant is defined as any Provider resource working on the project including employees, contractors and subcontractors. The District will review the selection of Consultants on the project or any replacement. The District reserves the right to interview any candidate prior to the start of said Consultant on the project. The District will share any concern with Provider regarding Consultant, and District and Provider will come to mutual agreement on the Consultant. It is understood that due to tight timelines and that overall responsibility of delivery of scope is Provider’s responsibility; District agreement of Consultant shall not be unreasonably withheld.

Prior to Project completion, Provider shall not reassign the Contract Manager, Project Manager or any Consultant without the prior written consent of the District, which consent shall not be unreasonably withheld, except (a) upon request by the District, or (b) as the result of such individual’s death, illness, termination of employment, resignation, unsatisfactory performance, grave personal circumstances or family or maternity leave. Provider shall furthermore refrain from reassigning or reallocating work on the Project if a reasonably foreseeable consequence of
such reassignment or reallocation would be to require the repetition of work or delay in the completion of the delivery of any Deliverable and associated activities and artifacts.

Notwithstanding the foregoing, upon request by the District for a change in Consultants, Provider and District will discuss action to be taken to modify or improve Consultant behavior or performance. If said action does not result in improved behavior or performance as agreed to by both parties within five (5) business days, Provider agrees to replace Consultant. Provider shall use commercially reasonable efforts to replace such Consultants assigned to the Project in a timely fashion.

12.2 Subcontractors to Provider

Prior to subcontracting any portion of the Services, Provider shall notify the District of the proposed subcontractor, including without limitation any legal entity and/or any individual not in the exclusive employ of Provider who would be involved in any manner in the Services, and subcontract terms. If requested by the District, Provider shall also provide to the District background information with respect to the proposed subcontractor that is appropriate to the nature and scope of the subcontractor’s activities. In the event the District objects in writing to such subcontractor or the terms of any subcontract, Provider shall not use such subcontractor in connection with the Contract. In the event that the District does not object within seven (7) Business Days after notice was given, such subcontractor or subcontract shall be deemed to be accepted. The replacement or reassignment of any subcontractor shall require the District’s prior written approval.

No subcontractors have yet been approved by the District as of the execution of the Contract. No subcontracting or other arrangement shall release Provider from its responsibility for its obligations under the Contract. No subcontractor may be engaged unless such subcontractor providing services on the relevant engagement certifies in writing such certifications and qualifications as are required by the District and under applicable law, and agrees in writing with Provider to guard the confidentiality of Proprietary Information of the District to the same standard of care as binds Provider under the Contract and agrees in writing to terms and conditions with Provider consistent with Provider’s other obligations under the Contract. Unless covered by Provider’s insurance, use of such contractors shall also be conditioned on contractors’ compliance with any insurance requirements otherwise applicable to Provider. The District may require delivery of reasonable evidence of compliance with the insurance requirements as a condition of consent. Provider shall obtain from all subcontractors such rights to intellectual property as are necessary for Provider to grant to District the rights set forth in the Contract.

12.3 District Resources

The following is a list of the District responsibilities and other requirements necessary for the successful completion of the work. In the event an item identified below does not occur in the manner or time frame shown, such circumstance shall constitute a Change Request that may require an adjustment to the Work Order (Schedule and/or Fees). Provider and District will provide written communication regarding a requested adjustment to the Work Order.

During the Project, District is responsible for providing and ensuring the committed and timely participation of District resources required during each phase, including the following:

a) Executive Sponsor: Responsible for providing strategic direction to the Provider team regarding District’s business objectives. Responsible for the overall coordination and execution of District work during this engagement, as related to user, technical, and
management interests. The Executive Sponsor will ensure the committed participation of all appropriate personnel during this effort in work sessions, status meetings and reviews.

b) **District Project Manager:** Responsible for the oversight and activities of all of the work streams of the project. Will be the primary contact for the vendor.

c) **Technical Lead:** Knowledgeable and committed technical resource responsible for gaining knowledge regarding maintenance and support of the application and database architecture.

d) **Business Process Owners:** Responsible for providing Provider with process and content knowledge related to District business functions and operational requirements as they relate to this effort.

e) **Key Stakeholders:** Responsible for representing the key areas the proposed system will touch within their business domain. Responsible for assessing the impact of the proposed system within their business unit and escalating any negative impacts or concerns.

f) **Expert Users (“Power Users”):** Responsible for providing Provider with knowledge of the District business processes; participation and feedback during Integrated testing; and delivering the training to District users.

g) **Information Technology:** Knowledgeable and committed technical resources to provide technical expertise on legacy infrastructure and systems.

h) **Project Management Office (PMO) Director:** Responsible for the oversight and management of Project Managers and coordination of acceptance and approval of artifacts, deliverables and change requests. PMO Director also is also an approver on said artifacts, deliverables and change requests.

i) **Business Solutions Manager:** Responsible for overall product. Is an approver on said artifacts, deliverables and change requests

### 12.4 District Tasks and Obligations

a) Provide relevant information and documentation related to the project five (5) Business Days before the start of services.

b) Work with Provider to ensure timely issue resolution.

c) Ensure that any change requests to the scope of the services is submitted via a written change request notice.

d) Ensure participation of appropriate personnel in deliverable reviews and periodic project status reviews.

e) Ensure the appropriate decision makers will be present at the workshops so that issues can be resolved.

### 12.5 Steering Committee Makeup and Attendance

a) **Biweekly Functional Steering Committee:** Attendees include Core IT/Business Team Members or persons as deemed necessary by HISD.

b) **Monthly Executive Steering Committee:** Including all members of the Steering Committee as well as other stakeholders as required.
c) Attendance by Provider personnel for each meeting to be determined by HISD.

12.6 Vendor (Provider) Responsibilities

a) Degree of Care — Provider is being hired for its experience as a systems integrator. In the performance of its services hereunder, Provider shall exercise that degree of skill and judgment commensurate with that which is normally exercised by recognized professional systems integrators and providers in the same discipline, with respect to services of a similar nature, in accordance with all applicable rules, laws and regulations.

b) Licenses — Provider represents and warrants to the District that it has all licenses, permits, qualifications, insurance and approvals of whatsoever nature, which are legally required of Provider to practice its profession. Provider represents and warrants to District that Provider shall, at its sole cost and expense, keep in effect or obtain at all times during the term of this Contract, any licenses, permits, insurance and approvals which are legally required of Provider to practice its profession.

c) Standards of Performance — The Provider shall be responsible for the adequacy of its own work and that of all Consultants and subcontractors under contract to the Provider for this Project. Where deliverable approval is granted by the District, it does not relieve the Provider of responsibility for complying with all laws, codes, industry standards and liability for damages caused by errors, omission, noncompliance with industry standards, or negligence on the part of the Provider or its Consultants and subcontractors.

d) The Provider expressly declares that the services to be provided under this Contract shall be performed in accordance with all terms and conditions set forth in the Contract and its Appendices. The Provider shall, without additional compensation, correct or revise any errors or deficiencies in its configuration, documentation, programs, specifications, and other services and deliverables.

e) Provider shall provide to the District, on the terms and conditions set forth in this Contract, all services required to complete the scope of this Contract and artifacts for the reimplemention of District's CTS system and the scope set forth herein, and shall be responsible for quality assurance with respect thereto. Without limiting the generality of the foregoing, Provider shall provide all those Services and Artifacts as are set forth in Contract on or before the Due Dates set forth for such Services and Artifacts in the Contract.

f) Provider is responsible for all training required for Provider staff with regard to the Scope of this Contract at no cost to the District.

12.7 Change Control Process

The purpose of the Change Control Process is to control any additions, deletions or modifications to the Scope for any constraint including but not limited to cost, resources or schedules. All requests for changes must be evaluated and approved (or disapproved). The steps required to change this SOW are as follows:

- The Provider Project Manager will create an Innotas CR (Change Request), first describing the proposed change and then enumerating the reasons for it.
- The Provider Project Manager will provide proper documentation as an aid in the analysis process.
The Provider Project Manager will evaluate the effect the change will have on a constraint including the timeline and budget of the project and will forward the request to the District Project Manager and District PMO Director for review.

District Project Manager and District PMO Director will review the CR and prepare it for review at the Functional Steering Committee meeting.

The Functional Steering Committee will review the CR and will either approve or reject the request.

If the request is approved, the District Project Manager will present the CR to the Executive Steering Committee for approval. If approved, the result will be recorded in the Innotas Issues. The District PMO Director will approve the CR. Relevant tasks are then added to the detailed Project Plan of the Project and/or constraint adjustments which may include Scope, Budget, Timeline, Risk, Resources will be made.

If the Project Functional or Executive Steering Committee rejects the request, the Provider Project Manager(s) are notified and alternative steps will be taken to fulfill the work requirements. The scope issue will be closed out in the Innotas Issues and marked as rejected in the Innotas CR.

### 12.8 Confidentiality and Data Security

#### 12.8.1 Proprietary Information

The District is and shall remain the owner of all data regardless of form, including originals, images and reproductions prepared by, obtained by, or transmitted or provided to the Provider by the District in connection with this Contract. The Provider shall not use such data for any purpose other than providing the Services described in the Scope of Work. The Provider will not disclose such data or any data generated in the performance of the Services under this Contract to any third person without the prior written consent of the District.

#### 12.8.2 Protection of Information

Any Personal identifying information, financial account information, or restricted District information, whether electronic format or hard copy, must be secured and protected at all times to avoid unauthorized access. At a minimum, the Provider must encrypt and/or password-protect electronic files. This includes data saved to laptop computers, computerized devices or removable storage devices. Provider shall comply with any additional confidentiality requirements as required by District.

#### 12.8.3 Redaction or Destruction of Unnecessary Information

When personal identifying information, financial account information, or restricted District information, regardless of its format, is no longer necessary, the information must be redacted or destroyed through appropriate and secure methods that ensure the information cannot be viewed, accessed, or reconstructed.

#### 12.8.4 Notice of Breach

In the event that data collected or obtained by the Provider is believed to have been compromised, the Provider shall notify the Executive Steering Committee immediately to begin remediation of compromised data. The Provider agrees to reimburse the District for any costs incurred by the District to investigate breaches of the data protection requirements and, where applicable, the cost of notifying individuals who may be impacted by the breach.
12.8.5 Incorporation of Requirements

The Provider agrees that the requirements of this Section and referenced sections within this Section shall be incorporated into all Consultant and subcontractor agreements, if any, entered into by the Provider in connection with this or any future Contract. It is further agreed that a violation of this Section shall be deemed to cause irreparable harm that justifies injunctive relief in court. A violation of this Section may result in immediate termination of this Contract without notice.

12.9 Ownership of Documents

Provider will save all documentation created for the project in Innotas. All work, as defined under the Contract, shall be deemed “Work Made For Hire” as defined by the United States Copyright Law, and District retains for itself sole ownership of all proprietary rights in and to all designs, engineering details and other data pertaining to any discoveries, inventions, patent rights, software, improvements and the like made by Provider personnel in the course of performing the Work. Provider hereby (i) assigns and agrees to assign to District ownership of the Artifacts, including without limitation all application interfaces, and (ii) grants to District, a non-exclusive, royalty-free, fully paid, worldwide, perpetual, irrevocable, sub-licensable license (and to permit District’s other Providers to use, as well as all District personnel, parents, students, volunteers and contractors with a need to access the Artifacts or Integrated Software), to use any Provider Technology contained in the Artifacts for the purpose of permitting District to make full use of the Artifacts and the Integrated Software, including, but not limited to the right to make copies and modifications. With each Deliverable constituting software (including without limitation the Integrated Software, software for reports, interfaces, conversions, enhancements, forms and workflow, and development objects, but excluding the Licensed Software), Provider shall deliver to the District all Source Code with respect to such Deliverable.

12.10 Reduction of Scope

To the extent that the Project Artifacts and Payment Schedule identifies any Services or Artifacts as being subject to the District’s discretion, the District may determine to eliminate one or more of such Services or Artifacts from the scope of the Project on written notice from the District within the time period, if any, set forth in the Project Deliverable and Payment Schedule. In such event, the line item in the Project Deliverable and Payment Schedule for such eliminated Services or Deliverable shall be automatically deemed to be deleted. If the Project Deliverable and Payment Schedule does not have any line item(s) identified as specifically for the eliminated Services or Artifacts, the parties shall negotiate an equitable adjustment to the Project Deliverable and Payment Schedule and other parts of the Scope of Work. It is understood that any work completed by Provider prior to elimination of such Services or Deliverable will be compensated by District as per District’s determination.

12.11 Termination for Funding Restriction

This contract can be terminated by District for non-appropriation of funds. If the District has not appropriated adequate funds for or to continue services under the Contract, the District shall provide written notification to Provider of non-appropriation of funds. In such event, the District shall have no further liability hereunder except with respect to payment for Services rendered satisfactory to HISD and Artifacts delivered up to the date of Provider’s receipt of the Non-Appropriation Notice. This Contract shall terminate effective as of the date of the Non-Appropriation Notice unless the Non-Appropriation Notice specifically provides otherwise.
12.12 Termination for Change of Control

This Contract can be terminated for Change of Control of Provider. In the event of a sale of all or substantially all of the assets of Provider or sufficient equity of Provider to effect a change in control of Provider (such as, for example, the sale of more than fifty percent (50%) of the equity of Provider or a transaction that results in the change in voting control), the District may terminate the Contract on at least thirty (30) days’ notice to Provider at any time after such change in control is affected.

12.13 Payment on Termination

In the event that the District terminates the Contract prior to its expiration, District shall pay Provider for all Services rendered and Artifacts delivered satisfactory to the District prior to the effective date of termination and for partially completed Artifacts (on a percentage completion basis for any fixed-price Artifacts). In the case of a termination for material breach by Provider, the District shall not be liable for any payments on account of any Services or Artifacts not delivered and accepted as of the effective date of such termination. In no event shall the District be liable for any future payments, costs or expenses of Provider incurred with respect to Services not actually performed or lost profits. Any payments made by District to Provider for Services that Provider did not actually perform for District or Artifacts the District has not yet received or accepted, shall be immediately refunded to District.

12.14 Force Majeure

Neither Party shall be liable for any delay or failure to perform, to the extent caused by a Force Majeure Event provided that such Party complies with the provisions of this Section. Upon occurrence of a Force Majeure Event, the non-performing Party shall be excused from any further performance or observance of the affected obligation(s) for as long as, and to the extent that the Force Majeure Event continues and the non-performing Party (i) continues to perform to the extent practicable; (ii) takes commercially reasonable measures to mitigate the effects of the Force Majeure Event; and (iii) uses commercially reasonable efforts to recommence performance or observance whenever and to whatever extent possible without delay. Any Party whose performance is affected by a Force Majeure Event shall promptly notify the other Party by telephone (to be confirmed in writing within ten [10] Business Days of the inception of such delay) and describe in reasonable detail the circumstances causing such delay.

Force Majeure is defined as an Acts of God (including but not limited to fire, flood, earthquake, storm, hurricane or other natural disaster) or the lingering effects of the Act of God.