# District School Board of Pasco County
## Bid Recommendation

| | | | | |
|---|---|---|---|---|
| **RFP Title** | For Components of a Local Instructional Improvement System | | **Number of Vendors Notified** | 531 |
| **RFP Number** | 15-006-SB | | **Number of Proposals Distributed** | 52 |
| **Date Solicited** | February 5, 2014 | | **Number of Vendors Proposing** | 7 |
| **Date Opened** | March 14, 2014 | | **Number of Vendors Not Bidding** | 0 |
| **Date Board Presentation** | June 17, 2014 | | **Funding Source** | Capital Funds |
| **Total Savings** | N/A | | **Grand Total of RFP** | To be negotiated |

**Recommendation:**
Recommend acceptance of the proposal from Truenorthlogic per the attached evaluation report, as the highest scoring proposal meeting written specifications.

**Term of Contract:**
The purpose of this RFP is to establish a contract with a qualified firm to provide the necessary components of a Local Instructional Improvement System (LIIS). This contract will continue until completion of the negotiated scope of services.

**Notations and Exceptions:**
After the RFP opening and review of all proposals for responsiveness, it was determined that Aptiris Inc., Authentica Solutions LLC, Eduphoria!, Focus School Software LLC, and Thinkgate LLC were disqualified as they did not provide the mandatory opinions from a Certified Public Accountant concerning their financial statements for the last two years.

After meeting the preliminary requirements of this RFP, the remaining two (2) LIIS Proposers, Truenorthlogic and NCS Pearson, underwent a two-stage evaluation and selection process.

Phase I was evaluated based upon the following criteria: LIIS Response Form, Technical Proposal, Customer References, and cost proposal for five year life cycle.

Phase II was evaluated based upon the following criteria: Scores from Phase I LIIS Response Forms, Formal Demonstration of the LIIS Software and Final Clarification and Final Cost Proposal.

The scoring results from the LIIS Software Selection Committee are contained in the attached final evaluation report from the Center for Educational Leadership and Technology (CELT). The District's Steering Committee and the LIIS Software Selection Committee have chosen to recommend the following:

- ❖ Purchase the Truenorthlogic (Professional Growth System) and integrate with existing systems.
- ❖ Explore "best of breed" options for assessments available by piggybacking on other district contracts which include an item bank, assessment delivery, scoring, analysis, and reporting.
- ❖ Explore "best of breed" options for instructional planning available by piggybacking on other district contracts.

A final contract will be negotiated with Truenorthlogic and will be presented to the School Board for final approval.

Offers from the vendors listed herein are the only offers received timely as of the specified opening date and time. All other offers submitted in response to this solicitation, if any, are hereby rejected as late.

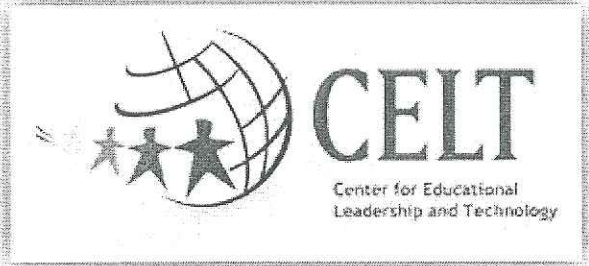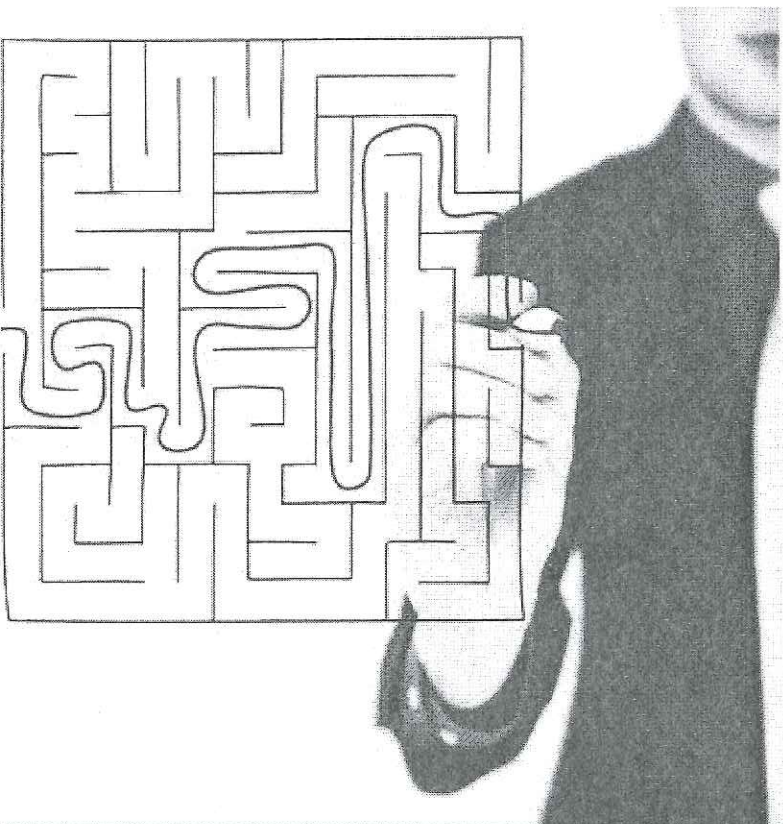**Proposals Evaluated By:**
LIIS Software Selection Committee

**Recommendation Prepared By:**
Stephanie Bunford, CPPB, Buyer, Purchasing Services

**Reviewed and Authorized By:**
Nicole Westmoreland, MBA, Purchasing Agent

# District School Board of Pasco County

## Final Evaluation Report (RFP 15-006-SB)

### Local Instruction Improvement System

Submitted by:

**Center for Educational Leadership and Technology (CELT)**
65 West Boston Post Road,
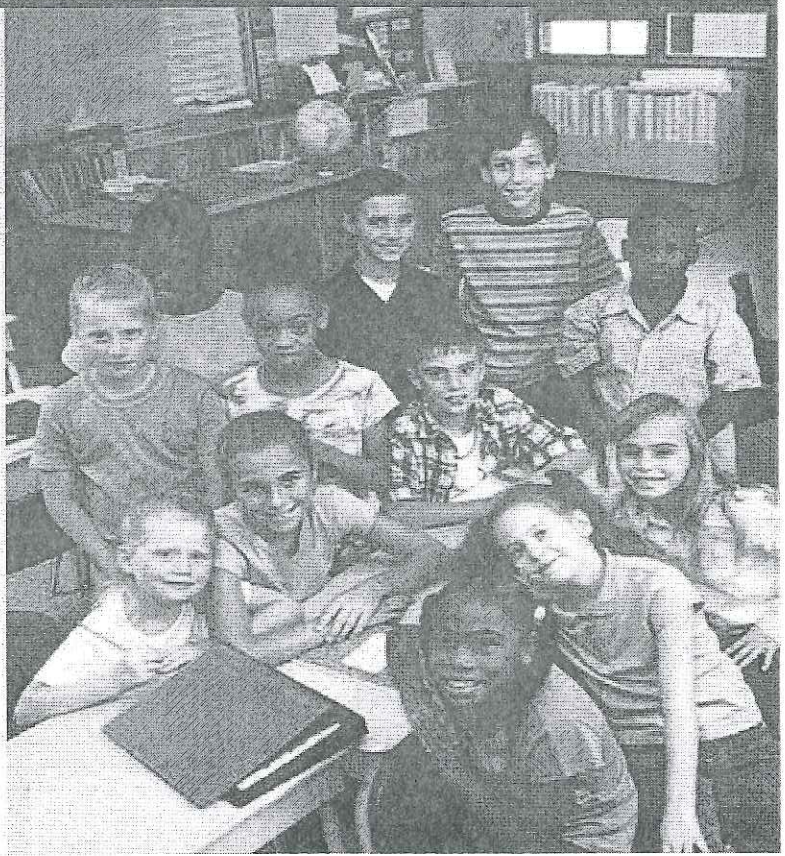Suite 200
Marlborough, MA 01752
Tel. (508) 624-4474

June, 2014

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# Introduction

The District School Board of Pasco County (DSBPC) is seeking to procure a Local Instructional Improvement System (LIIS) to meet its Race to the Top obligations. The Center for Educational Leadership and Technology (CELT) is providing technical assistance to the school district for a phased review process, the development of functional requirements, and the procurement of an LIIS system.  The purpose of this report is to summarize the results of the evaluation of vendor proposals in response to the School District of Pasco County's Request for Proposals (**LIIS RFP # 15-006-SB**).

This RFP represents the second of two RFPs issued by DSBPC for an LIIS. The first RFP was issued in May, 2013, for a combined system including a Student Information System (SIS) and Local Instructional Improvement System (LIIS). A combined system was desired to improve system interoperability.  During the time that the RFP was issued and the proposals were received, reviewed, and demonstrated, it became increasingly apparent that there were overlaps between the district's existing systems, including those that had been purchased recently, and the systems being proposed by vendors. The steering committee discussed this at length and determined that none of the proposed solutions seemed to be an ideal solution for the Florida requirements. It was decided that it might be preferable to purchase components of the LIIS separately to integrate with the current systems.  The SIS section of the RFP was put on hold and the LIIS was revised for reissue.

On February 5, 2014 DSBPC released the **LIIS RFP # 15-006-SB** for a Local Instructional Improvement System for public bid. The RFP was created based on input from multiple needs-gathering events that took place within the district over the previous several months.  These events included convening a district LIIS Software Selection Committee, a review of current and future needs, surveys of district stakeholder groups on needs and desired components, and interviews with focus groups of district staff. Additional, contemporary specifications were also included from the current CELT work that matched the school district's vision.

The Purchasing Department accepted written questions through Wednesday, February 19. A response to all questions was posted on February 25, with a final clarification posted March 5. While initially, the Selection Committee requested that proposals be submitted by teams representing a complete LIIS, it was decided that for this round, proposals for components would be accepted on the condition that, if selected, they are willing to partner with another vendor for the implementation.

The RFP submission deadline was Friday, March 14, 2014 at 1:30 p.m. EDT.  DSBPC received proposals from a total of seven vendors. The proposals were reviewed by the Purchasing Department and five were rejected due to noncompliance. Customer reference checks were conducted and the remaining two proposals were submitted to the Selection Committee for review and scoring. Subsequent to the proposal evaluation, both vendors were invited to demonstrate their systems according to a script; demonstrations were conducted and scored the week of May 5, 2014. This report presents the result of this effort.

# Project Scope

At its most basic level, the desired system is an integrated set of components combining instruction, assessment, and educator effectiveness to empower teachers to guide and manage student achievement more effectively. It is interactive, integrating data related to curriculum standards, instruction, assessment, and teacher proficiencies. The desired system is not a static content management system nor will it be comprised of stand-alone components which cannot be integrated in real-time. The LIIS will support the school district's vision for a system that links professional learning communities, standards-based instruction, and the professional growth system seamlessly and transparently in support of student achievement.  Figure 1below presents a diagram of the district vision for that integrated system.
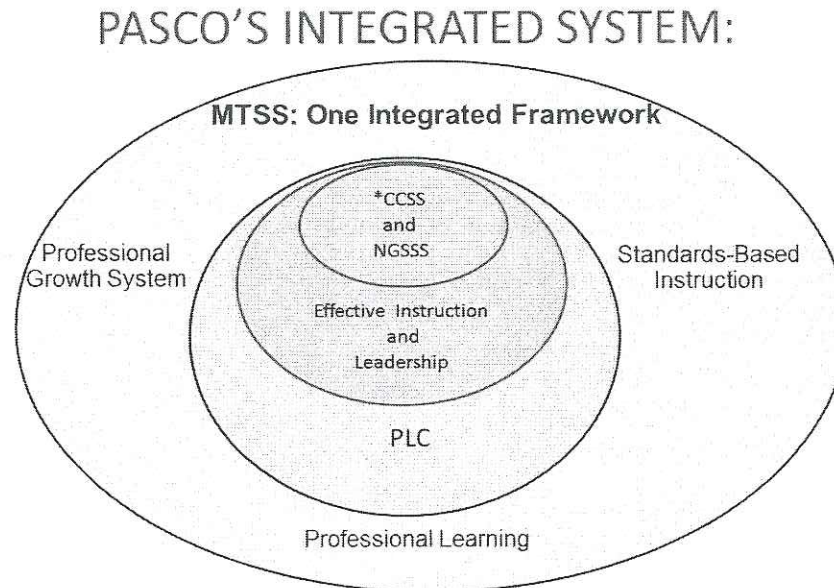
# PASCO'S INTEGRATED SYSTEM:



Figure 1 Pasco's Integrated System.

## Minimum Requirements

At a minimum, the proposed LIIS must include functionality defined in the 2011 Florida Statute in section 1006.281, which in part provides for:

- A system that allows for a single, authenticated sign-on.

- Vertically searches for, gathers, and organizes specific standards-based instructional materials.

- Enables teachers to prepare lessons, individualize student instruction, and use best practices in providing instruction, including the ability to connect student assessment data with electronic and digital instructional material.

- Provides communication, including access to up-to-date student performance data, in order to help teachers and parents better serve the needs of students.

- Provides access for administrators to ensure quality of instruction within every classroom.

- Provides an analytical tool for the strategic use of data, statistical analysis, and explanatory and predictive models to gain insights and make decisions and act on complex issues.

- Enables school district staff to plan, create, and manage professional development and to connect professional development with staff information and student performance data.

- Provides access to multiple content providers and provides the ability to seamlessly connect the local instructional improvement system to electronic and digital content.

The Florida Department of Education FLDOE has published LIIS Minimum Standards with which DSBPC must comply by June 30, 2014. Typically the functionality described in Appendix A is provided in LIIS systems having modules with names such as curriculum, instruction, assessment, professional development, analytics, and reporting.

## Florida District LIIS Approaches

Florida districts are taking different approaches to satisfying these requirements, as shown in the following examples:

- Many districts are purchasing one or more components to integrate with their existing systems. For example, the assessment management system and the professional development/educator effectiveness system are common additions because they provide data that were not previously available to these districts.

- Several districts are purchasing a Learning Management System to store and manage instructional resources and deliver content. Most LMSs interface with the SIS and have many of the elements of the Florida Minimum LIIS Standards.

- A few districts, including Osceola and Alachua, are purchasing a comprehensive LIIS.

## External Interfaces

The proposed LIIS must interface with other DSBPC systems that will share data. There are two types of interfaces: 1) exported data which are used by external systems and, 2) operational systems that are interfacing with the LIIS in real-time. DSBPC has recently been awarded a share in a $1.2 million grant from the Michael & Susan Dell Foundation to implement the Ed-Fi operational data store and dashboard. The operational data store will serve as the intermediary storage area for both types of data.

Figure 2 provides a graphic representation of Ed-Fi's interaction with DSBPC's many data systems.
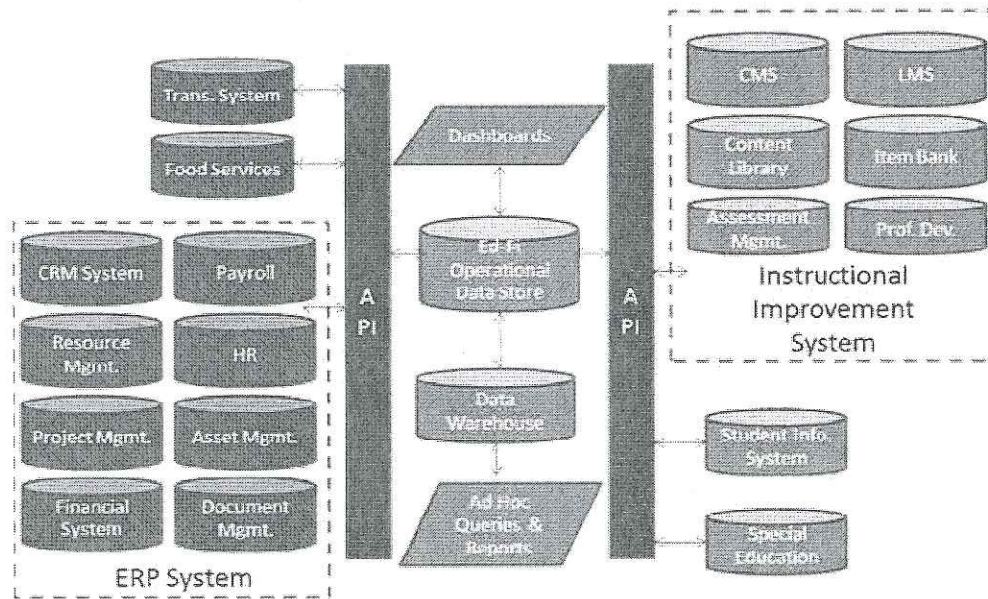


Figure 2  Ed-Fi Conceptual Model

## Current Approach to Requirements

The Pasco County school district does not currently have a complete, integrated LIIS as envisioned by the state of Florida. The school district does, however, have a number of applications that collectively meet many of the LIIS requirements. In addition, the district has selected the Dell Foundation's Ed-Fi operational data store in preparation for implementing the new SIS. Data will be moved from TERMS to Ed-Fi to be archived there and made available to all systems. Ed-Fi will also serve as a warehouse for assessment and other systems' data to be shared. Table 1 summarizes the requirements along

with the solutions that are currently in place (or underway) to meet them.

### Table 1  Current Approach to LIIS Requirements

| Requirement | Current Approach |
|---|---|
| **Instruction** | |
| Content Delivery | Canvas |
| Curriculum aligned to Standards | Canvas (potential for tagging) |
| Gradebook | eSembler |
| Instructional Materials | Teacher Developed and 3$^{rd}$ Party |
| Learner Profile | TERMS (new SIS) |
| Special Education System | FileMaker Pro Solution (new SIS??) |
| **Assessment** | |
| Analytical tool | SPSS and/or SAS (manual) |
| Assessment Items | Being sought from 3$^{rd}$ Party |
| Assessment Management | Discovery Education, Excel, Eduphorium |
| Assessments | State and 3$^{rd}$ Party |
| **Educator Effectiveness** | |
| Facilitator Profile (licensure, credentials) | Munis |
| Professional Development delivery | Canvas |
| Professional Development Tracking | Avatar/FileMaker Pro Solution |
| Teacher Observation Tool | iObservation (Marzano) Developing |
| **Data Tools / Reporting** | |
| Dashboard | PascoStar/Coming with Ed-Fi |
| Data store / warehouse | Coming with Ed-Fi |
| Early Warning indicators (RtI) | PascoStar/Coming with Ed-Fi |
| Graduation Readiness | PascoStar/Coming with Ed-Fi |
| State Reporting | TERMS (new SIS) |
| Longitudinal reporting | Coming with Ed-Fi |

# Proposal Evaluation Process

The district processed as finalists two (2) vendor proposals:

- True North Logic (Professional Development and Educator Effectiveness)

  Headquartered in Utah, Truenorthlogic (TNL) was founded in 2000 and provides solutions that focus on enhancing educator effectiveness. TNL is currently working with five school districts in Florida on meeting the Facilitator Profile requirements for an LIIS.

- NCS Pearson (Schoolnet – LIIS)

  Pearson Education offers a full range of instructional solutions for PK-12 through higher education and offers a variety of products supporting student information, assessment, reporting and business solutions. Pearson has a relationship with the Florida Department of Education for assessment and provides an LMS platform for the Florida Virtual School. In this proposal Pearson is offering the Schoolnet standalone Local Instructional Improvement System.

The NCS Pearson proposal included the most comprehensive set of components as required by the Florida LIIS specifications. The Truenorthlogic proposal was for the educator effectiveness components of the LIIS.

As stated in the RFP document, the components made up the evaluation as listed below. Each component was normalized to a maximum of 280 points.

| Evaluation Criteria | Weighted Value |
| --- | --- |
| Technical Proposal (includes the following sections) | 105 |
| LIIS Response Forms (Appendices A) | 75 |
| **Maximum Weighted Value for Proposer's written RFP (Technical Proposal and Appendices)** | 180 |
| Cost Proposal Five (5) Year Life Cycle Costs | 100 |
| **Maximum Possible Weighted Value for Phase I** | 280 |

The evaluation committee completed the first stage of a two stage evaluation process. This stage consisted of an evaluation of the vendors' technical proposal followed by the analysis and scoring of the vendors' five-year life cycle costs. Both vendors submitted strong proposals; the evaluation results are detailed on the following pages. As a result of the Phase I evaluation, the evaluation committee recommended that both proposers be considered as vendor finalists: Pearson's Schoolnet and Truenorthlogic. The finalists were invited to participate in Phase II of the LIIS software selection process, which consisted of two days of scripted software demonstrations for the complete LIIS (Pearson) and one day for the single component (Truenorthlogic). The scoring for each section is described below.

# Technical Proposal Evaluation

The Technical proposal consisted of an evaluation of the proposer's responses to the technical requirements of the RFP (LIIS Functional Requirements) and an evaluation of the written proposals. A DSBPC LIIS proposal review team was formed consisting of 30 district employees, representing district leadership, curriculum and assessment, information technology, and procurement.

The proposal review team read and conducted an in-depth review of each of the two (2) LIIS RFP written proposals

between March 25, 2014 and April 14, 2014. The evaluation team members formally evaluated appropriate sections of each proposal in ten (10) categories:

1. Firm Qualifications
2. Project Management Approach
3. Proposed Technical Environment
4. Proposed Solution Approach
5. Proposed Program for Enhancements and Customizations
6. Testing Strategy
7. LIIS/SIS Data Conversion Strategy
8. LIIS/SIS Software Support and Maintenance
9. LIIS/SIS Security Strategy
10. LIIS/SIS Training Approach

Scores were submitted confidentially using an online data collection site, then compiled, weighted, and reported.

## Written Proposal Evaluation Results

The LIIS RFP proposal review team's scores were tabulated and averaged to provide an overall rating for each of the major components of the written proposal evaluation. Listed below are the results based on total possible points for each section:

| Vendor: | Pearson Schoolnet | Truenorthlogic |
|---|---|---|
| Firm Qualifications Requirements (12 points) | 9.7 | 9.5 |
| Customer Reference Check (25 points) | 21.7 | 22.5 |
| Project Management Approach (12 points) | 9.1 | 8.2 |
| Proposed Technical Environment (8 points) | 5.8 | 5.6 |
| Proposed Solution Approach (8 points) | 3.1 | 3.1 |
| Proposed Approach to Enhancements (4 points) | 2.6 | 2.8 |
| Testing Strategy (4 points) | 2.9 | 2.9 |
| SIS and PD Data Conversion Strategy (8 points) | 5.4 | 4.7 |
| IIS & SIS Software Support and Maintenance (8 points) | 4.9 | 5.2 |
| Security Strategy (4 points) | 3.1 | 2.9 |
| Training Approach (12 points) | 8.9 | 8.7 |
| Totals | 77.20 | 76.1 |

## Functional Requirements Results

The committee developed a set of functional requirements for a Local Instructional Improvement System (Appendix A) beginning with the Florida Minimum LIIS requirements and adding additional specifications to meet the needs of DSBPC. Vendors were asked to indicate how well their solution met the functional requirements as listed in these appendices. Points were awarded depending on the vendors' responses including "yes", "planned", "under development", "customization". No points were awarded for a "no" response. Listed below are the results of those responses:

### Appendix A - LIIS Requirements

| Section | | Possible Points | Pearson % | Truenorthlogic % |
|---|---|---|---|---|
| 1 | Standards and Curriculum | 435 | 99% | |
| 2 | Instructional Practices | 467 | 94% | |
| 3 | Assessment and Growth | 1330 | 92% | |
| 4 | Facilitator Profile | 936 | 82% | 96% |
| 5 | Learner Profile | 751 | 96% | |
| 6 | Data Analytics | 543 | 81% | |
| 7 | Reporting | 996 | 88% | 91% |
| 8 | Documentation and Support | 338 | 98% | 83% |
| 9 | Data Integration | 226 | 86% | 97% |
| 10 | IT Platform and Security | 658 | 91% | 95% |
| | Total: | 6680 | 90% | 94% |
| | Points (out of 75) | | 67.5* | 70.5* |
| *based on proposed features | | | | |
| Green indicates 90% or greater; | | | Yellow indicates 75% - 89% | |

Ranking at this point, including Technical Proposal and Appendix A , the scoring is listed below:

| Section | #Possible Points | Pearson Schoolnet | Truenorthlogic |
|---|---|---|---|
| Appendix A – LIIS | 75 | 67.5 | 70.5 |
| Technical Proposal | 105 | 77.2 | 76.1 |
| Total Points | 180 | 144.7 | 146.6 |

## Costs Results

Traditionally, vendor finalists are selected based on the highest scoring vendors for the technical proposal and cost evaluations. In this proposal, where one vendor proposed a complete system and the other proposed only components, we cannot effectively compare costs, so we only present the final data for your information (See Appendix A).

# Demonstration Evaluation Results

Following the written evaluation of the technical proposal, vendors were invited to provide two full days of demonstrations following a detailed script prepared by the DSBPC LIIS demonstration evaluation team. The LIIS demonstration evaluation team officially and independently scored the vendors on a five (5)-point (0-4) scale on all elements of the vendor script, which included the following categories:

1) Company Overview
2) Teacher Access, Dashboard, and Navigation
3) Principal/Administrator Access and Navigation (Pearson Schoolnet only)
4) Standards, Curriculum, and Instruction (Pearson Schoolnet only)
5) Assessment Creation, Delivery, and Scoring (Pearson Schoolnet only)
6) Data and Content Integration
7) Security & System Administration
8) Instructional Planning (Pearson Schoolnet only)
9) Teacher/Student/Parent Portal
10) Classroom Assessment (Pearson Schoolnet only)
11) Data Analysis and Reporting
12) Principal Reporting and Longitudinal Analysis
13) Professional Development
14) Educator Evaluation
15) Training and Support

## LIIS Demonstration Averages by Category

The demonstration evaluation summary results are as follows:

| Component | Pearson Schoolnet | Truenorthlogic |
|---|---|---|
| LIIS Overview | 3.27 | 3.28 |
| Teacher Access, Dashboard, and Navigation | 2.90 | 3.36 |
| Principal/Administrator Access and Navigation | 3.06 | |
| Standards, Curriculum, and Instruction | 2.81 | |
| Assessment | 2.87 | |
| Interoperability and Application Integration | 2.84 | 3.53 |
| Technical Environment and Supportability | 2.92 | 3.59 |
| Data and Content Integration | 3.03 | 3.60 |
| Security & System Administration | 3.05 | 3.59 |
| Instructional Planning | 2.97 | |
| Teacher/Student/Parent Portal | 2.64 | 3.43 |
| Classroom Assessment | 3.01 | |
| Data Analysis and Reporting | 2.93 | |
| Principal Reporting and Longitudinal Analysis | 2.85 | |
| Professional Development | 2.74 | 3.55 |
| Educator Evaluation | 2.66 | 3.60 |
| Training and Support | 2.83 | 3.55 |
| TOTAL AVERAGES | 2.91 | 3.52 |
| Points awarded (possible 75) | 53.38 | 66 |
| Color Key | Green ≥ 3.4% | Yellow 2.0 – 3.39 |

# Final Vendor Evaluation Results

The final evaluation results for the three vendor finalists based on the weighted scoring listed in the RFP is as follows:

| Formal Software Demonstration Evaluation Criteria | Weighted Value | Pearson Schoolnet | Truenorthlogic |
|---|---|---|---|
| Scores from Phase I Section 2 – LIIS Response Forms (Appendix A) | 75 | 67.5 | 70.5 |
| Formal Demonstration of the LIIS software | 75 | **53.38** | **66.0** |
| Final Evaluation and Cost Proposal* | | **NA** | 50 |
| **Maximum Weighted Value for Phase II** | **150** | **120.88** | **136.50** |

**Please note:** It is difficult to assign a quantitative value to the cost proposals, since they are s different in scope. Both vendors were invited to submit a Best and Final Offer at the time of the demonstration. Truenorthlogic submitted a BAFO that is roughly 73% of the original offer. Pearson submitted a BAFO that is approximately 95% of the original offer. See Appendix A for confidential cost information.

# Summary and Recommendation

## Alignment to LIIS Requirements

The primary goal of the LIIS procurement is to implement a system that manages Standards-aligned Instruction, Assessment, and Professional Growth to replace or integrate with the current systems. The proposed systems provide some or all of the desired components. Table 2 shows how the proposed solutions meet the requirements of the LIIS.

### Table 2  Proposed Solution Alignment to LIIS Requirements

| Requirement | Current Approach | Pearson Schoolnet | Truenorthlogic |
|---|---|---|---|
| **Instruction** | | | |
| Content Delivery | Canvas | Yes | Not applicable |
| Curriculum aligned to Standards | Canvas (potential tagging) | Yes | |
| Gradebook | eSembler | Not applicable | |
| Instructional Materials | Teacher Developed and 3$^{rd}$ Party | Yes | |
| Learner Profile | TERMS (new SIS) | Not applicable | |
| Special Education System | FileMaker Pro Solution (new SIS??) | No | |
| **Assessment** | | | |
| Analytical tool | SPSS and/or SAS (manual) | Yes | Not applicable |
| Assessment Items | Being sought from 3$^{rd}$ Party | Available from 3$^{rd}$ party | |
| Assessment Management | Discovery Education, Excel, Eduphorium | Yes | |
| **Educator Effectiveness** | | | |
| Facilitator Profile | Munis | Not applicable | Not applicable |
| Professional Development delivery | Canvas | Yes | Yes |
| Professional Development Content | Canvas / Avatar | Available from 3$^{rd}$ party | Available from 3$^{rd}$ party |
| Professional Development Tracking | Avatar/FileMaker Pro | Yes | Yes |
| Teacher Observation Tool | iObservation (Marzano) Developing | Yes (with customization) | Yes |
| **Data Tools / Reporting** | | | |
| Dashboard | PascoStar/Ed-Fi | Yes | Yes |
| Data store / warehouse | Coming with Ed-Fi | Not applicable | Not applicable |
| Early Warning indicators (RtI) | PascoStar/Ed-Fi | Yes | Not applicable |
| Graduation Readiness | PascoStar/ Ed-Fi | Yes | Not applicable |
| State Reporting | TERMS (new SIS) | NA | Yes |
| Longitudinal reporting | Coming with Ed-Fi | Yes | Yes |
| **Color Key** | Green – Yes | Yellow  3$^{rd}$ Party | Red – No |

## Analysis

### Pearson Schoolnet

The Pearson Schoolnet proposal for a complete system did not receive "Excellent" ratings in any area. In fact, the demonstration scores of the functional components ranged from 2.64 to 3.06 on a scale from 0 to 4 with an average ratings average rating of 2.91. During the demonstration, two issues arose which would need to be addressed if the district choses to go forward with this solution: the scanning of assessment score sheets is not currently supported for Macs and Pearson does not have an agreement in place to create a form based on the Marzano evaluation tool. While customization may be possible, the committee was concerned about copyright infringement. With respect to authentication, Pearson recommended that DSBPC implement a SAML authentication protocol.

Based on the proposal and demonstrations, it can be concluded that Pearson's Schoolnet does not address DSBPC's goals to a high degree. While some components may be considered, there are other options available either within the district or within other Florida districts that might fill the school district's needs with greater satisfaction.

### Truenorthlogic

Truenorthlogic's Professional Growth system received consistently high scores for the Professional Development System and the Educator Evaluation tool. In fact, the demonstration scores of the functional components ranged from 3.36 to 3.60 on a scale from 0 to 4 with an average ratings average rating of 3.51. During the demonstration, scorers questioned Truenorthlogic's familiarity with Marzano's evaluation tool and found that there is a contractual relationship in place for Truenorthlogic to use the Marzano form. The web-based tool is designed for Mac and Windows OS as well as iOS and Android. With respect to authentication, Truenorthlogic is compliant with several authentication strategies and the president holds several SAML patents. Truenorthlogic provides evaluation tools to use with all staff, including non-credentialed roles.

Based on the proposal and demonstrations, it can be concluded that Truenorthlogic is a highly favorable solution for addressing DSBPC's goals in the area of Professional Growth (professional development and educator effectiveness).

## Recommendation

In this changing and ever-developing technological time, one must carefully consider all options before committing to a long-term investment. In the case of this LIIS procurement, it is important for DSBPC to consider a solution or solutions that will provide the foundation of their instructional, assessment, and professional growth system for years to come. By implementing an integrated set of components that are "best of breed" (i.e., that fulfill the maximum requirements in their area of expertise), DSBPC will build a strong base to benefit its students, teachers, and administrators. Based on the results of the RFP, a review of the scoring results, and an analysis of the current architecture along with the Ed-Fi implementation currently underway, the recommendation of the Steering Committee is:

❖ Purchase the Truenorthlogic (Professional Growth System) and integrate with existing systems.
❖ Explore "best of breed" options for assessments available by piggybacking on other district contracts which include an item bank, assessment delivery, scoring, analysis, and reporting.
❖ Continue to implement Canvas for Instructional Delivery, including tagging content to align to standards, creating, delivering, and storing instructional materials.
❖ Continue implementation of Ed-Fi operational data store and dashboard
❖ Explore "best of breed" options for instructional planning available by piggybacking on other district contracts.

The pros and cons of this option are listed in the following table.

| Pros | Cons |
|---|---|
| • Truenorthlogic appears to be best of breed and has some content.<br>• Easier implementation as training needs reduced. (Significant due to parallel implementation with new SIS and Ed-Fi). | • Minimum LIIS standards are met, but some of DSBPC's superset of functional requirements are not met. |

| <ul><li>Cost savings by limiting the number of new systems.</li><li>Flexibility to select additional components as they become available or accessible.</li><li>Lowers the risk to meeting the Florida LIIS requirements by the deadline.</li><li>Protects the option to pursue best of breed systems as they develop and mature over time.</li></ul> | |