



Riverside Technology, Inc.  
2950 E. Harmony Rd, Suite 390  
Fort Collins, CO 80528  
TIN# 84-0979061

Nebraska Community Foundation, Inc.  
PO Box 83107  
Lincoln, NE 68501-3107  
TIN# 47-0769903

## PLATTE RIVER RECOVERY IMPLEMENTATION PROGRAM

### FOURTH AMENDMENT

#### **To Agreement between Nebraska Community Foundation, Inc., Platte River Recovery Implementation Program, and Riverside Technology, Inc.**

#### **1. Parties.**

This is the Fourth Amendment to the Agreement entered into by and between the Nebraska Community Foundation, Inc. (“Foundation”) of Lincoln, Nebraska, representing all signatories to the Platte River Recovery Implementation Program (“Program”) and Riverside Technology, Inc (“Consultant”) dated April 4, 2009. The following persons are authorized to represent the parties through this Agreement: Diane Wilson of the Foundation, Dr. Jerry Kenny of the Program; and Dr. Timothy Martin of the Consultant.

#### **2. Purpose and Authority.**

This Fourth Amendment to the Agreement between the Nebraska Foundation and Consultant is being made for the purposes of:

- (1) Approve 2013 Phase III contract compensation of \$99,892.54. This budget increase shall be effective as of the date of this Amendment. A maximum Phase III expenditure of \$99,892.54 is authorized in the 2013 fiscal year (same as calendar year). These funds are obligated as part of the 2013 Program budget and became available on January 1, 2013. Obligated funds not liquidated in a fiscal year will be carried over to the next fiscal year.
- (2) Expand the Scope of Work to include the 2013 Phase III tasks as described in Attachment A.
- (3) Extend the term of the existing contract, executed April 29, 2009, through December 31, 2013.

All other terms of the original agreement remain in effect as originally written.



IN WITNESS WHEREOF, the Parties have executed this Agreement.

Nebraska Community Foundation

Riverside Technology, Inc.

By \_\_\_\_\_  
DIANE M. WILSON, Chief Financial and  
Administrative Officer

By \_\_\_\_\_  
DR. TIMOTHY C. MARTIN, Vice Pres.

Date: \_\_\_\_\_

Date: \_\_\_\_\_



**ATTACHMENT A:**

**PRRIP WEBSITE SUPPORT, MAINTENANCE AND SYSTEM ENHANCEMENTS**

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2013  
PRRIP WEBSITE SUPPORT, MAINTENANCE AND SYSTEM  
ENHANCEMENTS

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## 1.0 OVERVIEW

This document describes the scope of work and level of effort proposed for managing the PRRIP website and database for the calendar year 2013. Riverside Technology, inc. will continue to perform website hosting and maintenance, data management, and protocol development activities as described in the following sections.

## 2.0 HOSTING, SUPPORT, AND MAINTENANCE

The following sections lists the activities associated with hosting and support.

### 2.1 Hosting

Hosting activities include both management and continuing hosting tasks.

#### Virtual Servers

The continued hosting arrangement includes two virtual servers with the following specifications:

##### *Virtual Server One:*

- 4GB RAM
- Dual 64-bit Processors
- 0.75 Terabyte (TB) of storage area network space, distributed as follows
  - 25 Gigabyte (GB) Virtual Hard Drive ('C-drive' for System Applications and Data)
  - 0.25 (TB) Virtual Hard Drive ('D-drive' for application data and databases)
  - 0.1 TB Virtual Hard Drive ('E-drive' for database backups)
  - 0.375 TB for system backup
- Operating System: Windows Server 2008 Web Edition

##### *Virtual Server Two:*

- 4GB RAM
- Dual 64-bit Processors
- 150 GB of storage space, distributed as follows
  - 25 GB Virtual Hard Drive ('C-drive' for System Applications and Data)
  - 50 GB Virtual Hard Drive ('D-drive' for Microsoft Office SharePoint Server 2007 search index files and backups)
  - 75 GB for system backup
- Operating System: Windows Server Web Edition

The hosting arrangement includes

- DNS Hosting
- SMTP
- 5 Mbps of synchronous bandwidth (burstable to 100 Mbps)
- Server anti-virus
- Basic Data Center Support, including

- Monitoring
- Server maintenance
- Patch management
- Backups

## **2.2 Server Administration and Maintenance**

This task consists of general support activities for the System, including administrative and maintenance tasks for both servers and all components.

### **2.2.1 PRRIP Website and Database Administration and Maintenance**

#### **2.2.1.1 SharePoint Administration**

##### **General:**

- Manage SharePoint Permissions
- Analyze SharePoint Usage and Activity
- Clean Up, Manage and Configure SharePoint accounts and sites
- Analyze SharePoint content and storage
- Monitor SharePoint trends
- Set up alerts and Enforce policies
- Audit the SharePoint environment

##### **Daily:**

- Check the top level sites of all instances of SharePoint within the program site, to ensure they are reachable.
- Log on to all applicable SharePoint servers (Web Front End, Application, Database) to ensure they are running properly.
- Check the IIS functionality on the Web Server, ensure that the Web Apps and the Web sites are started. Restart as necessary.

##### **Weekly:**

- Monitor SharePoint Disk space usage for the site collection.
- Check the backups for consistent size and proper completion.
- Check for Microsoft Patches relevant to MOSS.
- Archive Event logs, if necessary.



## **Monthly/Quarterly**

- Monthly - Check for Operating System and SQL Patches. Work with hosting vendor to ensure that BIOS and Service Packs are applied properly to the Hardware that is running the environment.
- Monthly – Validate backups. Restore backup to a test environment to ensure that everything is being backed up correctly.
- Monthly – Update Documentation. Check the validity and accuracy of all documentation that is used by the end users, site owners and EDO.
- Quarterly- Check long term storage needs based on weekly numbers.
- Quarterly-Review security/Change admin passwords

### **2.2.1.2 GeoServer Administration**

The planned activities for the maintenance of the GeoServer software include:

- Monitor the service
- Check for updates and apply patches as necessary
- Upload new data files to geo datastore as needed.

## **2.2.2 Scientific Data Repository: SQL Databases**

For SQL Server databases to perform at optimal levels, a database administrator (DBA) will conduct routine maintenance on each database. Some of these routine database tasks involve rebuilding indexes, checking database integrity, updating index statistics, and performing internal consistency checks and backups.

The planned activities for the maintenance of the SQL database include:

- Apply service packs and patches as they are released
- Run database integrity checks
- Update database statistics
- Reorganize database indexes
- Perform database backups
- Clean up database historical operational data
- Shrink databases as needed
- Clean up leftover files from the maintenance plan
- Monitor SQL Server jobs
- Clean up maintenance tasks as needed

### 2.2.3 Sentry/Flowlink

The planned activities for the maintenance of the Flowlink Server software include:

- Check for updates and apply patches as necessary
- Monitor Flowlink data transmission into Sentry
- Troubleshoot as necessary

## 2.3 System Support

Riverside has subcontracted the hosting service to Front Range Internet Inc., (FRII). FRII will be responsible for providing and maintaining connectivity, physical health of the servers, and backup services. FRII support is 24x7 with a support hotline available to Riverside. Details of the service are included with this document.

Riverside support activities will include the following:

- User account support such as account creation/deletion, password reset, end-user support
- Configuration and functionality additions that can be completed through the standard application UI such as the creation and configuration of sites, document libraries, security groups, etc.
- Simple workflow creation and maintenance using SharePoint Designer with standard workflow activities
- Adding or removing data layers in GeoServer
- Adding gage monitoring in Sentry

Requests that cannot be performed through the applications UI, that require addition coding, or that require an extended amount of time and effort will be reviewed and scoped separately from this support agreement, in cooperation with Headwaters staff. Support requests should typically take less than 4 hours to complete. If a request is estimated to require more than 8 hours, it will be reviewed with PRRIP staff to determine the best approach for scoping and budgeting the activity.

Riverside will provide system and end-user support during business hours of 7:30am to 5:30pm Mountain time, Monday through Friday. After hour support requests and services outages will be handled the next business day. Turn-around time for requests will be as follows:

Type	Effort	Turn around
Simple request	< 2 hours	24 hours
Moderate request	2- 4 hours	48 hours
Complex request	4-8 hours	72 hours
Out of scope	> 8 hours	Negotiated

## **2.4 Term of Performance**

This agreement covers a term of 12 months beginning January 1, 2013 and ending December 31, 2013. Riverside will review costs and submit a proposal for extending the hosting services at least 30 days prior the end of the term.

## **3.0 PRRIP WEBSITE SYSTEM ENHANCEMENTS**

The recommended scope of work for the enhancement of the PRRIP Website and Database System is focused on the Scientific Data Repository (SDR).

### **3.1 Additional Protocol Implementation**

The program has requested to have an additional protocol added to the process for data ingest and display in the SDR. Riverside will work with Headwaters staff to define and implement the new protocol in the Data Repository including:

- 3 Data input forms using InfoPath
- Data ingest workflows to populate the SDR with uploaded data automatically
- Operational DB Screens for QA/QC activities
- Add the new Protocol to Ad-Hoc Reporting and define up to 3 new Quick Reports

## 4.0 PROJECT MANAGEMENT

Project Management activities for hosting, support, and maintenance include:

- Monthly reviews of hosting provider Service Level Agreement (SLA) performance
- Coordinating Riverside SLA actions
- Monthly status reports

Project Management activities for website system enhancements include:

- Project Oversight
- Task Management
- Conference call meeting attendance
- Bi-weekly status reports

## 5.0 DELIVERABLES

The following list details the deliverables associated with each task described above.

- Documentation for training purposes as well as application maintenance.
- Bi-weekly status report detailing the accomplishments of the previous reporting period and the planned activities of the next reporting period.

## 6.0 BUDGET

The 2013 budget for the System Enhancements effort is shown in the table below.

Task	Cost	Description
<b>System Support</b>		
Hosting	\$ 21,060.14	ISP Physical Hosting Cost
Maintenance	\$ 57,212.00	Support and Maintenance
<b>Subtotal</b>	<b>\$ 78,272.14</b>	
<b>Additional Protocol</b>	<b>\$ 12,942.40</b>	
<b>Project Management</b>	<b>\$ 8,678.00</b>	Task oversight, reporting, meetings, etc.
<b>Total</b>	<b>\$ 99,892.54</b>	

## **7.0 SCHEDULE**

Tasks for section 2.0 will include daily, weekly, and monthly tasks as outlined in that section above. Section 3.0 will begin by June 1, 2013 and be completed by September 1, 2013.





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**PLATTE RIVER RECOVERY IMPLEMENTATION PROGRAM**  
**Agreement between Nebraska Community Foundation, Inc., Platte River Recovery**  
**Implementation Program, and Riverside Technology, Inc.**

**1. Parties.**

This Agreement is made and entered into by and between the Nebraska Community Foundation, Inc. ("Foundation") of Lincoln, Nebraska, representing all signatories to the Platte River Recovery Implementation Program ("Program") and Riverside Technology Inc ("Consultant"). The following persons are authorized to represent the parties through this Agreement: Diane Wilson of the Foundation, Dr. Jerry Kenny of the Program; and Dr. Timothy Martin of the Consultant.

**2. Purpose and Authority.**

The purpose of this Agreement is to allow the Foundation, acting as the fiscal agent for the Governance Committee (GC) of the Program, and the Consultant to enter into a firm fixed price Agreement for the Project "Custom Database and Web Site Development, Housing and Maintenance."

**TERMS AND CONDITIONS**

**3. Scope of Work**

The Consultant will complete the scope of work described in the Program's "Custom Database and Web Site Development, Housing and Maintenance Request for Proposals" (Attachment 1), and the Consultant's "Riverside Response to Request for Proposal" (Attachment 2). The Consultant will complete the work in three phases. The scope of work for Phase I, (Discovery, User Needs Assessment and System Design) is contained in Attachment 3. The scope of work for Phase II (System Development) will be developed as a part of Phase I. Phase III (New Projects) will be ongoing and scopes of work for individual projects will be developed and authorized as needed. The Program's Executive Director's Office (ED Office) will issue a Notice to Proceed to the Consultant prior to commencement of Phase II and individual Phase III projects.



Key tasks for Year 1 (FY2009) include:

Phase I – Discovery, User Needs Assessment and System Design

- Discovery and Users Needs Assessment
- Development of System Design
- 

Phase II – System Development

- Program web site with pilot content management system
- Basic database structure and pilot application
- Basic Geographic Information System (GIS) application
- System deployment and training
- System evaluation and enhancement

The Foundation shall be responsible only for the financial aspects of the Consultant's relationship with the Governance Committee. Technical aspects of the Consultant's relationship with the Governance Committee will be the sole responsibility of the ED Office.

**4. Deliverables and Schedule.**

Phase I deliverables include:

- System Requirements Document
- System Design Document
- Systems Security Plan

Phase I schedule is included in Attachment 3. Phase II deliverables and schedule will be developed as part of Phase I. Dates may be modified with agreement from the Consultant and the ED Office. Draft documents will be provided to the ED Office in Microsoft Word format for distribution and review. Final documents will be provided to the ED Office in PDF format.

**5. Compensation**

Annual compensation will occur for work in accordance with the approved scopes of work and Program budget. The approved Phase I budget for this Project is \$79,458 and the total approved FY2009 Program budget for this Project is \$200,000, unless the budget is modified and mutually agreed upon by the parties. The duration of this contract will be 2009-2011, with the budget allocated accordingly based on Program Fiscal Years (same as calendar years) and annual budgets developed jointly by the Program and Consultant. Obligated funds not liquidated in a fiscal year will be carried over to the next fiscal year:

**Estimated Project Costs (Program Fiscal Year):****FY2009:** \$200,000**FY2010:** \$100,000**FY2011:** \$100,000

**Project activities in Years 2 (2010) and 3 (2011) are subject to Program Governance Committee budget authorization and a subsequent Notice to Proceed from the ED Office.**

Documented and authorized expenses will be fully reimbursed. Consultant shall provide written requests for payment to the ED Office (address included below). Requests for payment shall be provided in writing and shall be submitted monthly on a percent complete basis. The Program's Executive Director, upon receiving the bill, will approve the bill and advise the Foundation of approval. The Foundation will make payment of these funds directly to the Consultant within 30 days. Payments of bills are due within 60 days after the billing date.

**Billing Point of Contact (Program):**

Dr. Jerry F. Kenny, Executive Director  
Platte River Recovery Implementation Program  
Headwaters Corporation  
3710 Central Avenue, Suite E  
Kearney, Nebraska 68847  
Phone: (308) 237-5728  
Fax: (308) 237-4651  
Email: [kennyj@headwaterscorp.com](mailto:kennyj@headwaterscorp.com)

Estimated Total Amount Funded for this Agreement: \$400,000

**6. Time Frame.**

This Agreement describes a three-year program of work encompassing database and web site development, housing and maintenance activities from January 1, 2009 through December 31, 2011. Under the Agreement, annual written Notice to Proceed from the ED Office will be required each year during the three-year period for the Consultant, contingent on development of an annual budget agreed upon by the Program and the Consultant and available Program funding.

The initial date of this agreement shall be the date of signing. The final date of this agreement shall be approximately December 31, 2011. This time frame may be extended upon mutual agreement of the parties and pursuant to the Program.



117 **7. Amendments and Termination.**

118 This Agreement, scope, and budget may be amended by mutual written consent of the parties  
119 pursuant to the Program. This Agreement may be terminated within 30 days notice by any  
120 party.  
121

122 **8. Agreement Contingent Upon Available Funding.**

123 This Agreement is contingent upon funding availability and continuation of the Platte River  
124 Recovery Implementation Program.  
125

126 **9. Inspection and Acceptance.**

127 All deliverables furnished by the Consultant shall be subject to rigorous review by the ED  
128 Office prior to acceptance.  
129

130 **10. Office Space, Equipment, and Supplies.**

131 The Consultant will supply its own office space, equipment, and supplies.  
132

133 **11. Independent Party.**

134 The parties intend that the Consultant will not be considered an employee of the Foundation,  
135 but will act as an independent party for the Foundation. As an independent party, the  
136 Consultant will be responsible for all applicable taxes and is not eligible for any benefits  
137 provided by the Foundation.  
138

139 **12. Confidentiality.**

140 All documents, reports and any other work provided to or produced by the Consultant in the  
141 performance of this Agreement shall be kept confidential by the Consultant unless written  
142 permission for release is granted by the Program.  
143

144 **13. Publicity.**

145 Any publicity or media contact associated with the Consultant's services and the result of  
146 those services provided under this Agreement shall be the sole responsibility of the Program.  
147 Media requests of the Consultant should be direct to the Director of Outreach and Operations  
148 in the ED Office.  
149

150 **14. Publication.**

151 It is understood that the results of this work may be available to the Consultant for publication  
152 and use in connection with related work. Use of this work for publication and related work by  
153 the Consultant must be conducted with full disclosure to and coordination with the Program's  
154 Technical Point of Contact.  
155



**15. Rights in Data and Hardware.**

All rights in data will be vested to the Program with the intent of sharing among stakeholders and the public as appropriate. Hardware and software purchased under this agreement shall be the property of the Program.

**16. Insurance.**

The Consultant will maintain insurance coverage for Workers' Compensation, General Liability, Professional Liability, and Automobile Liability and will provide certificates of insurance to Program upon request.

**17. Indemnification and Mutual Waiver.**

A. *Indemnification by Consultant.* To the fullest extent permitted by law, Consultant shall indemnify and hold harmless Foundation and Program, Foundation and Program's officers, directors, partners, agents, consultants, and employees from and against any and all claims, costs, losses, and damages (including but not limited to reasonable fees and charges of engineers, architects, attorneys, and other professionals, and all court, arbitration, or other dispute resolution costs) arising out of or relating to the Project, provided that any such claim, cost, loss, or damage is attributable to bodily injury, sickness, disease, or death, or to damage to or destruction of tangible property, including the loss of use resulting therefrom, but only to the extent caused by any negligent act or omission of Consultant or Consultant's officers, directors, partners, employees, or sub-consultants.

B. *Indemnification by Foundation and Program.* To the fullest extent permitted by law, Foundation and Program shall indemnify and hold harmless Consultant, Consultant's officers, directors, partners, agents, employees, and sub-consultants from and against any and all claims, costs, losses, and damages (including but not limited to all fees and charges of engineers, architects, attorneys, and other professionals, and all court, arbitration, or other dispute resolution costs) arising out of or relating to the Project, provided that any such claim, cost, loss, or damage is attributable to bodily injury, sickness, disease, or death, or to damage to or destruction of tangible property, including the loss of use resulting therefrom, but only to the extent caused by any negligent act or omission of Foundation or Program or Foundation or Program's officers, directors, partners, agents, consultants, or employees, or others retained by or under contract to the Consultant with respect to this Agreement or to the Project.

C. *Mutual Waiver.* To the fullest extent permitted by law, Foundation, Program and Consultant waive against each other, and the other's employees, officers, directors, agents, insurers, partners, and consultants, any and all claims for or entitlement to special, incidental, indirect, or consequential damages arising out of, resulting from, or in any way related to the Project.



**18. Contacts**

**Administrative Point of Contact (Foundation):**

Diane M. Wilson  
Chief Financial and Administrative Officer  
Nebraska Community Foundation  
PO Box 83107  
Lincoln, Nebraska 68501-3107  
Phone: (402) 323-7330  
Fax: (402) 323-7349  
Email: [dwilson@nebcommfound.org](mailto:dwilson@nebcommfound.org)

**Technical Point of Contact (Program):**

Jason Farnsworth, Director of Tech. Support Serv.  
Platte River Recovery Implementation Prog.  
Headwaters Corporation  
821 Garfield Street  
Holdrege, Nebraska 68949  
Phone: (308) 995-8208  
Fax: (308) 237-4651  
Email: [farnsworthj@headwaterscorp.com](mailto:farnsworthj@headwaterscorp.com)

**Administrative Point of Contact (Consultant):**

Dr. Timothy C. Martin, Vice President  
Riverside Technology, Inc.  
2950 E. Harmony Road, Suite 390  
Fort Collins, CO 80528  
Phone: (970) 484-7573  
Fax: (970) 484-7593  
Email: [tim.martin@riverside.com](mailto:tim.martin@riverside.com)

**Admin. Point of Contact (Program):**

Dr. Jerry F. Kenny, Executive Director  
Platte River Recovery Implementation Prog.  
Headwaters Corporation  
3710 Central Avenue, Suite E  
Kearney, Nebraska 68847  
Phone: (308) 237-5728  
Fax: (308) 237-4651  
Email: [kennyj@headwaterscorp.com](mailto:kennyj@headwaterscorp.com)

**Media Point of Contact (Program):**

Dr. Bridget Barron, Director of Outreach  
Platte River Recovery Implementation Prog.  
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Phone: (308) 237-5728  
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Email: [barronb@headwaterscorp.com](mailto:barronb@headwaterscorp.com)

**Technical Point of Contact (Consultant):**

Dr. Timothy C. Martin, Vice President  
Riverside Technology, Inc.  
2950 E. Harmony Road, Suite 390  
Fort Collins, CO 80528  
Phone: (970) 484-7573  
Fax: (970) 484-7593  
Email: [tim.martin@riverside.com](mailto:tim.martin@riverside.com)

IN WITNESS WHEREOF, the Parties have executed this Agreement.

Nebraska Community Foundation

Riverside Technology, Inc.

By \_\_\_\_\_  
DIANE M. WILSON, Chief Financial and  
Administrative Officer

By   
DR. TIMOTHY C. MARTIN, Vice Pres.

Date: \_\_\_\_\_

Date: 06 April 2009



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ATTACHMENT 1: CUSTOM DATABASE AND WEB SITE DEVELOPMENT, HOUSING AND

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MAINTENANCE REQUEST FOR PROPOSALS



## PLATTE RIVER RECOVERY IMPLEMENTATION PROGRAM REQUEST FOR PROPOSALS

**SUBJECT:** Custom Database and Web Site Development,  
Housing and Maintenance  
**REQUEST DATE:** December 14, 2008  
**CLOSING DATE:** January 30, 2009  
**POINT OF CONTACT:** Jason Farnsworth  
Headwaters Corporation  
821 Garfield Street  
Holdrege, Nebraska 68949  
[farnsworthj@headwaterscorp.com](mailto:farnsworthj@headwaterscorp.com)

### I. OVERVIEW

The Platte River Recovery Implementation Program (**Program**) was initiated on January 1, 2007 between Nebraska, Wyoming, and Colorado and the Department of the Interior to address endangered species issues in the central and lower Platte River basin. The species considered in the Program, referred to as “target species”, are the whooping crane, piping plover, interior least tern, and pallid sturgeon.

A Governance Committee (**GC**) has been established that reviews, directs, and provides oversight for activities undertaken during the Program. The GC is comprised of one representative from each of the three states, three water user representatives, two representatives from environmental groups, and two members representing federal agencies. The GC has named Dr. Jerry Kenny to serve as the Program Executive Director (**ED**). Dr. Kenny has assembled a Program Staff located in Nebraska and Colorado that is responsible for assisting in carrying out the various Program-related activities.

The GC submits this Request for Proposals (**RFP**) to solicit proposals from contractors to design, implement, and maintain a custom database and web site for the Program. A significant part of the Program is related to the implementation of the Land, Water, and Adaptive Management Plans, which will result in the acquisition of assets and data. There are currently on the order of 40 monitoring programs and research activities that will be undertaken during the First Increment (13 years) of the Program. Many of these efforts will be multi-staged or faceted and will be inter-related with one another. The collection of data by numerous contractors, cooperators, agencies, and Program Staff necessitates a centralized database that will permanently store, organize, and distribute scientific and administrative data and information.

### II. PROJECT DESCRIPTION

The Database System (**System**) will provide a centralized, secure, long-term storage warehouse of Program data and reports, facilitating consistency in data collection and reporting over time and within individual projects. It will also ensure that data from different projects can be spatially and temporally linked so that investigators can analyze trends over time and space.





The System will be developed and managed by an independent contractor for the Program. The contractor will work with the Governance Committee, Program staff, and several Program Advisory Committees to develop the System. Program staff will periodically evaluate the System to ensure it is performing to expectations and operating within budget. Periodic evaluations will also allow the contractor to further develop and enhance the System to keep it efficient, “user-friendly” and up-to-date with the current technology (i.e. hardware and software enhancements).

The System will be web-based and supported by common and tested database platform (such as SQL Server™, Oracle™, or IBM’s DB2™). Data will be available to be viewed by web browser, and texts will be available in Portable Document Format (PDF) that can be viewed with a PDF reader (e.g., Adobe Acrobat Reader™). Individual user accounts with permissions will ensure that only authorized users can submit data and reports, only the System Administrator can review and approve uploaded data, and that in general all users have read/write access only to the appropriate technical and administrative information. Public and non-Program groups will be able view Program news and reports and download data from the web site.

A web-based System will allow real-time updates to the database and will ensure that all Program participants have access to the System at their assigned level of security through the Internet. Another benefit of the web-based system is the accessibility of the Program information to the public. The only hardware and software that will be necessary to submit, access, and retrieve information from the System is a computer with an internet connection. As mentioned previously, the database will be created and managed using proven software such as SQL Server™, Oracle™, or IBM’s DB2™. The database software will be chosen based on cost, flexibility, reliability, and the perceived life of the software.

System component design needs and guidance follow, with examples of how each component will be used by Program participants or the general public.

#### Hardware and Security

*The System will be stand-alone in that it will be separate from other contractor servers and all critical hardware and software components will be licensed to or owned by the Program. This will add a degree of portability to the System, providing the Program with the ability to move physical locations or change contractors if necessary.* The System will also include an off-site backup protocol. Depending on the backup approach, that hardware may not need to be owned by the Program.

Permission to access information inside the System will depend on the type of user, and participants with security clearance (granted during a provisioning process) will use login names and passwords to access Program participant-only information. For example, the general public will be able to enter the database through the web site, requiring no login name or password, but access will be limited to completed work products ready for distribution to the public. A Program participant will be able to enter any portion of the database (i.e. protocols, raw data, administrative information, etc.) with read-only access unless given editing permission. This



will allow users to view text and data and query and retrieve data for analysis while preventing anyone from purposefully or accidentally altering the content or format of data tables and texts. A third level of security will be assigned to primary investigators. These users will have ability to submit data and text to be entered into the database. Only the System Administrator will have the ability to alter existing data by adding or deleting information. Alteration of data will follow a very specific protocol and all record changes will be documented in a log within the System. In order to enhance security and ease of use, user accounts may include one time/required password changes and self-service temporary password reset.

All communication involving user authentication must use known and proven encryption (i.e. SSL, TLS) communication over public internet and the System must be protected by internet facing firewall equipment and malicious software protection. Another important component of the System will be monitoring/logging capability for all security levels. Access attempts and content/configuration changes will be logged and may be used to monitor System usability and assist in resolving System problems.

A System Security Plan (SSP) will be developed and maintained by the Contractor supported by initial and subsequent annual review and approval by the Governance Committee. The overall security posture of the System will be consistent with expectations of meeting or exceeding FIPS 200 – Minimum Security Requirements for Federal Information and Information Systems<sup>1</sup>.

#### Public Web Site

The Program is currently using a temporary web site hosted through Microsoft Office Live Small Business and managed by Program Staff. The selected contractor will be responsible for developing a permanent Program web site that will function as the database point of entry (i.e. access for all users other than the System Administrator). Once completed, the contractor will be responsible for transferring the existing Program domain ([www.platteriverprogram.org](http://www.platteriverprogram.org)) and redirecting the Cooperative Agreement domain ([www.platteriver.org](http://www.platteriver.org)) to the new site. A draft example of the preliminary web page architecture is included with this RFP.

Data and information to be accessed through the web site can generally be categorized as administrative or project-based in nature. Within these two categories, the ability to access and edit specific data and documents will be based on the user permissions discussed above.

#### Administrative Information

The System will store administrative information for the Program. A portion of this information will only be available to Program participants with the appropriate permissions. A complete list of all Program land and water assets will be maintained including the location, physical description, and the latest management plan, when appropriate. A complete list of participants and landowners interested in selling properties will also be stored in the System along with telephone numbers, email addresses, and street addresses. Minutes from Advisory Committee

<sup>1</sup> [FIPS 200 – Minimum Security Requirements for Federal Information and Information Systems. \(2006\)](#) – Federal Information Processing Standard (2006)



meetings, scheduled agendas, budget information, and template forms for required permits and Program paper work will also be stored in the System. Budget information and template forms will likely only be used by Program staff; however, minutes and agendas are of interest to a wider audience and thus would also be accessible to the public. Submission, management, and retrieval of administrative information could be conducted in the same manner as project-based information or could potentially be accomplished through the use of a web-enabled content management system like Microsoft Office SharePoint Server 2007<sup>TM</sup> or Alfresco<sup>TM</sup>.

#### Project-Based Information

System development will involve creation of standardized data collection forms that ensure the project-based information is recorded in the proper format. If study results will be compared between years or the data will be analyzed for trends to determine if resource parameters are changing over time, then it is critical that the format for the collected data remain constant across years and principal investigators. The System directory will contain data from current and past Program research and monitoring projects. Most of this information will be available to all users, including the general public. The Project-based information will contain project names and current and past principal investigators along with contact phone numbers and addresses. Users could also choose to view the project's description (duration, goals, personnel, etc.), protocol(s) for data collection, metadata, raw data, and reports. Metadata and project protocols will explain the data and allow others to perform their own statistical analyses or link information collected from other projects to their own data.

Storing project information and data in electronic form in the System will not only provide safeguards for keeping information that the Program has invested many resources into collecting, but it fosters sharing of information and promotes users to become well-informed of other projects. Sharing data also promotes investigations into relationships between projects and project data that were not initially targeted. The Program's philosophy of employing an adaptive management strategy in the Platte River basin relies on the ability to easily access past and current information to compare results among and between years and projects.

#### Applications

The System will not only store data and information but will include applications that allow users to perform tasks relating to data use and management. The first and most important task a user will perform is submitting data be included in the System. Both mass and single record submittal need to be facilitated. Once the data is submitted, the System Administrator will run a QA/QC routine to make sure that the submitted records the correct data fields and all data follow the required formats (e.g. correct units of measurement, missing values correctly indicated), and that data is not replacing existing data within the database. It will still be the responsibility of the principal investigator to perform rigorous QA/QC prior to submission. Once the data has been appended to the database, the submitter will be notified via email.

All draft text in need of committee or peer review will be submitted in the form of a Microsoft Word<sup>TM</sup> document. Users will not be required to use a specific version of Microsoft Word<sup>TM</sup>. Final documents will be submitted in PDF format so that all users can access and view the



document from the database. The System Administrator will notify the submitter once the document(s) have been added to the database and are viewable on the web site.

Another important application of the System is the data query and filter application. Simple data queries could include project name, season, and year or data queries can be more complex, calling data by location and/or time of observation as well as by any other available field. An investigator may want to extract and view all observations from all projects linked to three specific anchor points along the river corridor or the investigator may want to view all data collected during a specific hydrologic flow event, say flow of the main river channel greater than 5,000 cfs. An easy to use and built-in application with capabilities to query, filter, and display data will be a valuable asset to the Program.

A Geographic Information System application will also be integrated into this System. The application (e.g. ArcGIS<sup>TM</sup>) will contain aerial photographs and thematic layers created for individual projects. The thematic layers in the application will also contain links to project data and metadata. This will allow users to retrieve information relative to specific regions or sample points visible in a thematic layer with a point and click of the mouse. For instance, when viewing a thematic layer illustrating the locations of tern and plover islands the user could point and click on an island or group of islands to view all tern and plover data associated with those locations. Anchor points along the main river channel will also be geo-referenced, allowing users to view data associated with each anchor point or sets of points when viewing their locations through the GIS Interface. This application is similar to the data query and filter application only the user can call data linked to locations in space while viewing the locations on a mapped section of the Platte River corridor.

Data will be downloadable with the click of a button, which will allow the user to view and analyze filtered data on a local computer using their available software. Information regarding all data submissions, extractions, and query events will be recorded and stored by the System Administrator to accompany other database administration records and documents. These records will be viewed during periodic evaluations of the System.

### III. SCOPE OF WORK

The selected contractor will be responsible for building, managing, and housing the System for the Program. The contractor will work with Program participants, the Executive Director, and ED Office staff during all phases of System development and management to ensure project specifications are met and the System is functional. The System Administrator will annually prepare a report describing the current state of the System including additions or modifications, troubles encountered, a record of uses in the past year, and suggestions for improvements.

#### Database System Development

Building the System involves development of the Program web site along with development of the database itself. System development will be implemented in three phases:



Phase I – Phase I will include development of the Program web site, evaluation of database design needs, and development of the basic database structure and supporting system architecture. The characteristics of existing data will be used to design the general technical specifications of the data storage components of the database. A preliminary evaluation of future data sources will ensure that the system includes the flexibility to incorporate that data in the future. Program staff will assist the contractor both on the web site design and evaluation of current and future data. The Contractor will also prepare the initial System Security Plan for annual update, review and approval by the Governance Committee.

The contractor will also review existing project data to evaluate consistency and become familiar with current data collection protocols and recording formats. The contractor will work with principal investigators and Program staff to develop standardized raw data collection and reporting forms, spreadsheet formats, and formats for storing data electronically. Current protocol and raw data entry forms may or may not need revisions. Use of these standardized forms will be mandatory throughout the life of the individual monitoring or research project. This will ensure that collected data will stay consistent in format and quality across years and principal investigators. It will also ensure that the data can be accurately and efficiently uploaded into the database.

**This phase will be completed within four months of project initiation and the resulting system will be called the “Pilot System”. The extent of the functionality of the Pilot System will be finalized in conjunction with the contractor during detailed project scoping.**

Phase II - Following Phase I there will be a period of ongoing evaluation of the System by Program participants and the System Administrator. This period will allow users to provide input and suggestions for further development of the System. Until data is actually uploaded to the database and users get a chance to access the data through the “Pilot System” the full potential for the System will not be realized. Principle investigators and Program participants will be able to use the Pilot System during this time and provide input and comments into the System structure. During Phase II, links between different data sources and levels of information will be made. This will allow the applications of the System to become operational. Development of the GIS application and the data query and filter applications will occur during Phase II.

**Phase II can be considered the period in which the database management system grows in sophistication, not only improving efficiency and ease of use, but linking data and texts and allowing users to connect and query multiple layers of data.**

Phase III - Phase III will begin once the Program has decided that the System satisfies all reasonable objectives set by the Program and the System Administrator and is at a fully functional stage. As new projects are initiated, the System Administrator will work with principal investigators and Program Staff during the creation of the study’s protocol to develop the necessary forms and formats for data collection. This will ensure that the information



collected from the project has a proper place in the database and can be spatially and temporally linked to other System data.

#### Database System Management

Management of the System will include the following responsibilities:

1. Monitoring the web site and database to ensure proper functionality. The System Administrator will check applications for data querying and retrieval periodically, ensuring that all components are functioning properly.
2. Screening and verifying the consistency of data for inclusion in the database. Once the data has been submitted to the System Administrator for inclusion in the database, the Administrator will review the submitted data for general quality, ensuring the proper fields have been included, units of measure are consistent with past data, and missing values are appropriately labeled. Once data have been appended to the database, the Administrator will check the updated database for completeness and accuracy.
3. Working with Program Staff to update web site content periodically to keep Program information current. *Note: If possible, the web site should include limited editing permission for Program Staff. This will facilitate timely posting of administrative information like meeting dates and times, agendas, meeting minutes, and RFPs.*
4. Monitoring use of the web site and database, including use of the query and downloading tools (e.g., number of users at various security levels).
5. Working with principal investigators to develop standardized data collection and reporting forms for new sources of data as the need arises.

#### **IV. PROJECT BUDGET**

The Governance Committee has budgeted \$200,000 for Database System development activities in 2009 with subsequent yearly budgets estimated to be \$100,000. *Please note that these are estimated budget figures provided solely for informational purposes. Contractors who submit a proposal are **NOT** to indicate or display any fee related data whatsoever.*

#### **V. CONTRACT TERMS**

The selected contractor will be retained by:

Nebraska Community Foundation  
PO Box 83107  
Lincoln, NE 68501



The selected firm will negotiate with the ED Office to establish a fair and equitable contract. If an agreement cannot be reached, a second firm will be invited to negotiate and so on, until an agreement is reached. The initial term of the contract will be for a three-year period beginning in January of 2009 and terminating in December of 2011 with an option to renew at the sole discretion of the GC. Contracted services will be performed on a time and material not to exceed basis. Under the final contract, annual written Notice to Proceed from the Executive Director will be required before works begins. All work will be contingent on availability of Program funding.

## VI. SUBMISSION REQUIREMENTS

All interested parties having experience providing the services listed in this RFP are requested to submit a proposal.

### Instructions for Submitting Proposals

*One electronic copy of your proposal must be submitted in PDF format to Jason Farnsworth at [farnsworthj@headwaterscorp.com](mailto:farnsworthj@headwaterscorp.com) no later than 5:00 p.m. Central Time on January 30, 2009. Maximum allowable PDF size is 8MB. A proposal is late if received any time after 5:00 p.m. Central Time and will not be eligible for consideration.*

**Questions regarding the information contained in this RFP should be submitted by e-mail only to Jason Farnsworth ([farnsworthj@headwaterscorp.com](mailto:farnsworthj@headwaterscorp.com)). A list of compiled contractor questions and responses will be maintained on the Program web site ([www.PlatteRiverProgram.org](http://www.PlatteRiverProgram.org)) in the same location as this RFP solicitation.** A pre-proposal meeting of interested parties will be held on Tuesday, January 6, 2009 at the Headwaters Corporation/Program conference center (Suite 5, Central Business Station Center, 3710 Central Avenue) in Kearney, Nebraska from 1:30-2:30 p.m. Central Time to address questions associated with this RFP. A conference call line will be available; please visit the Program web site for additional conference line details.

### Proposal Content

Proposals should respond to the following general topics:

- 1) **Executive summary** that presents brief firm overview and condenses and highlights the contents of the proposal in such a way as to provide a broad understanding of the contractor's qualifications and technical proposal.
- 2) **Management approach** that documents how the contractor would organize and manage the project and provides project team resumes (including subcontractors), team organization and Program Staff responsibilities. The management approach should also include previous experience similar to the Program database project and include the involvement/role of the proposed team in those projects.



- 3) **Technical approach** that demonstrates the contractor's understanding of Program database system needs and functionality and outlines tasks necessary to accomplish the scope of work outlined in Section III of this RFP.
- 4) **Schedule** for completing the tasks identified in the technical approach. Due to the need to collect and manage Program data, this project is time-sensitive. Proposed schedules should be as aggressive as possible without compromising the ability to produce a quality product.
- 5) **Conflict of interest statement** addressing whether or not any potential conflict of interest exists between this project and other past or on-going projects, including any projects currently being conducted for the Program.
- 6) **Description of insurance** shall be provided with the proposal. Proof of insurance will be required before a contract is issued. Minimum insurance requirements will include \$1,000,000 general liability per occurrence.

### Criteria for Evaluating Proposals

The Governance Committee will appoint a Proposal Selection Panel that will evaluate all proposals and select a contractor based on the following principal considerations:

1. The prospective contractor's understanding of the overall objective(s) of the project as demonstrated by their management and technical approaches.
2. Contractor's relevant project experience and relevant experience of the proposed project team members.
3. The clarity and content of the contractor's proposed tasks and timeline.

### Award Notice

After completing the evaluation of all proposals and, if deemed necessary, interviews, the Proposal Selection Panel will select a contractor. That firm will negotiate with the ED Office to establish a fair and equitable contract. If an agreement cannot be reached, a second firm will be invited to negotiate and so on. If the Program is unable to negotiate a mutually satisfactory contract with a contractor, it may, at its sole discretion, cancel and reissue a new RFP.

### Program Perspective

The Governance Committee of the Program has the sole discretion and reserves the right to reject any and all proposals received in response to this RFP and to cancel this solicitation if it is deemed in the best interest of the Program to do so. Issuance of this RFP in no way constitutes a commitment by the Program to award a contract, or to pay contractor's costs incurred either in the preparation of a response to his RFP or during negotiations, if any, of a contract for services. The Program also reserves the right to make amendments to this RFP by giving written notice to contractors, and to request clarification, supplements, and additions to the information provided by a contractor.





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 392 By submitting a proposal in response to his solicitation, contractors understand and agree that  
 393 any selection of a contractor or any decision to reject any or all responses or to establish no  
 394 contracts shall be at the sole discretion of the Program. To the extent authorized by law, the  
 395 contractor shall indemnify, save, and hold harmless the Nebraska Community Foundation, the  
 396 states of Colorado, Wyoming, and Nebraska, the Department of the Interior, members of the  
 397 Governance Committee, and the Executive Director’s Office, their employees, employers, and  
 398 agents, against any and all claims, damages, liability, and court awards including costs, expenses,  
 399 and attorney fees incurred as a result of any act or omission by the contractor or its employees,  
 400 agents, subcontractors, or assignees pursuant to the terms of this project. Additionally, by  
 401 submitting a proposal, contractors agree that they waive any claim for the recovery of any costs  
 402 or expenses incurred in preparing and submitting a proposal.



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**ATTACHMENT 2: RIVERSIDE RESPONSE TO REQUEST FOR PROPOSALS**



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ATTACHMENT 3: SCOPE OF SERVICES, SCHEDULE AND BUDGET FOR PHASE I –

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DISCOVERY, USER NEEDS ASSESSMENT AND SYSTEM DESIGN

# **Custom Database and Web Site Development, Housing and Maintenance**

## **Proposed Plan for Phase 1 - Discovery, User Needs Assessment and System Design**

**07 April 2009 (FINAL)**

### **Background and Overview**

The Platte River Recovery Implementation Program (Program) will work with a variety of electronic data assets including spatial data layers, documents, images, spreadsheets, reports, and environmental project and engineering work products. The Program consists of a distributed network of administrative and professional staff, consultants, and a variety of stakeholders. Effective management of the Program necessitates a custom database and Web site.

Riverside Technology, inc. (Riverside) has proposed a custom database and Web site (system) that provides centralized information management and shared access. The system will be used to securely and efficiently manage, analyze, and disseminate Program information to various users.

Phase I of this project will identify users and their needs and will design the Program database, Web site, and related components. In addition, the scope of work for system development to be conducted under Phase II will be prepared as part of this Phase I.

### **Team Organization**

Phase I of this database and Web site project will be conducted by Riverside with assistance from 3t Systems (3t) and Idea Integration (Idea). Riverside will serve as the prime contractor and will manage all aspects of the project. In addition to project management, the Riverside team will work with Web and database development, GIS, and systems integration. 3t will specialize in web site development, security, the content management system, and hosting; Idea will focus on integrating content management with GIS.

### **Approach to Phase I - Discovery, User Needs Assessment and System Design**

The Riverside team will conduct a discovery process including user identification and needs assessment. The primary goal of the needs assessment is to identify specific users and examine their data and information management needs as a foundation for a comprehensive and sustainable system design. Based on the users and their needs, the system requirements will be defined and documented, and submitted to the Program staff for their review and comment. Following acceptance of the system requirements document, the system, including database and Web site, will be designed and documented.

A collaborative process will be used among the Riverside team members and with the Program staff. Active involvement of Program staff will ensure more complete and acceptable draft work products and will reduce the time required for document review by the Program.

Phase I consists of two tasks. Task 1 includes the discovery and user assessment and the requirements analysis. Building on these requirements, Task 2 will produce a system design, security plan, and a scope and proposed budget for Phase II of the project.

## **Task 1: Discovery, User Needs, and System Requirements**

### **Task 1 Objectives and Activities**

The objectives and activities of Task 1 will include the following:

- Review the responsibilities and defined outcomes of the Program. Collect relevant documentation concerning the Program objectives, current and planned projects, and other activities that require information collection, analysis, management and dissemination;
- Identify and profile Program database and Web site users including staff, collaborators, and external system users including administration, science applications, awareness and public relations, and public access requirements;
- Identify representative system users, conduct interviews and compile results outlining their requirements for information, their level of information management skills and their information technology resources;
- Identify primary and secondary data that is currently or anticipated to be collected and maintained by the Program, and document data quality assurance and quality control measures;
- Collect existing databases and data products, and related documentation, and assess the structure, data format, attributes, and quality;
- Determine the workflow and tools for current and anticipated data entry considering data collection technologies, data entry forms and their management;
- Understand and document business workflow for aspects of the Program that will use the system, including administrative and science activities, and public outreach;
- Assess and document requirements for information access and security for the Program database and Web site.

### **Task 1 Subtasks Defined**

**Task 1.1 Kickoff meeting.** Two key personnel from the Riverside team will meet at Headwaters Corp. in Nebraska with key Program staff to review project objectives, scope, schedules, and logistics. Review previous database and Web site interim design and use as appropriate in the current task. Initiate the discovery process and collect available data, references, literature.

**Task 1.2 Information acquisition and review.** Identify, acquire, and assess relevant Program data, information, and literature. Electronic data will be transferred via the Internet or digital media.

**Task 1.3 User identification and interviews.** Identify current and anticipated system users. Coordinate with Program staff to select representative users, conduct interviews with the selected users by telephone, webinar, and meetings.

**Task 1.4 Needs assessment and system requirements.** This main subtask will be accomplished by collaborative effort among the team members with key inputs from Program staff. Team members will be assigned specific areas of focus. Anticipated are two team meetings at Riverside office in Fort Collins, one of which should be attended by key Program staff(s). Other communication and team collaboration will be via telephone, webinar, and individual meetings.

### **Task 1 Deliverables**

**Deliverable** for Task 1 is the System Requirements Document including:

- User identification
- User needs assessment
- Requirements for the Program system including database and website

## **Task 2: System Design**

### **Task 2 Objectives and Activities**

The objectives and activities of Task 2 will include the following:

- Develop a detailed Application Security Plan for the pilot system including database and Web site.
- Design an efficient and integrated system architecture that includes content management, database, GIS, applications tools, and Web site functions.
- In designing an integrated software system, evaluate and estimate the cost, licensing, maintenance and other issues for both COTS and open source
- Consider system access, communications, hardware, and hosting requirements and make specific recommendations as part of the full system design.
- Prepare a detailed scope of work for Phase II.

### **Task 2 Subtasks Defined**

**Task 2.1 Preliminary system design.** Considering the results of Task 1, the team will meet at the Riverside office to initiate an intensive, integrated process for designing the system. Program staff(s) will be requested to attend the team meeting for a full day to continue the collaborative process begun under Task 1. A preliminary system architecture and design, with security considerations, will be defined.

**Task 2.2 Draft final system design.** This main subtask will be accomplished by a collaborative team effort with additional inputs from Program staff. Team members will be assigned specific areas of focus. Anticipated is one team meeting at Riverside's office with other communication and team collaboration via telephone, webinar and individual meetings. A security plan specific to the web site and database security will be delivered as part of the system design; this security plan will form the basis of a full FIPS 200 plan to be fully developed in Phase II.

**Task 2.3 Scope of work for Phase II.** Phase II activities will be designed and scoped, with an accompanying proposed budget.

### **Task 2 Deliverables**

Deliverables for Task 2 are:

- System Design Document
- Application Security Plan
- Scope of work and proposed budget for Phase II

## **Task 3: Project Management**

Riverside will manage all aspects of Phase I including Riverside technical staff activities, meetings and logistics, communication and coordination with the Program, management of technical and financial aspects of contract and subcontracts, and preparation and delivery of all work products.

### **Schedule for Phase I**

The **schedule** for completion of Phase I is three months from the date of initiation.

Custom Database and Web Site Development, Housing and Maintenance

Proposed Price for Phase 1 - Discovery, User Needs  
Assessment and System Design

		Project Manager, Sr. Scientist	Asst. Project Mgr, Project Engr	Sr. System Architect	Sr GIS Engineer	Sr Programmer	Sr System Architect (3t)	Sr. Consultant (3t)	Solutions Architect (Idea)	Subtotal Labor (hrs)	Subtotal Labor (\$)	Other Direct Costs (\$) for travel, interviews, meeting costs	Total (\$)
<b>Task #</b>	<b>Description</b>	\$173.52	\$79.87	\$151.14	\$115.27	\$95.13	\$201.66	\$179.62	\$148.77				
<b>1</b>	<b>Discovery, User Needs and System Requirements</b>												
1.1	Kickoff Meeting	16	0	16	0	0	0	0	0	32	\$5,195	\$861	\$6,055
1.2	Information Acquisition and Review	12	32	8	4	8	1	6	4	75	\$8,944	\$0	\$8,944
1.3	User Identification and Interviews	12	24	10	8	4	2	12	8	80	\$10,562	\$290	\$10,852
1.4	Needs Assessment and System Requirements	24	8	24	18	12	3	34	16	139	\$20,740	\$662	\$21,402
	<b>Subtotal, Task 1</b>	<b>64</b>	<b>64</b>	<b>58</b>	<b>30</b>	<b>24</b>	<b>6</b>	<b>52</b>	<b>28</b>	<b>326</b>	<b>\$45,440</b>	<b>\$1,813</b>	<b>\$47,253</b>
<b>2</b>	<b>System Design</b>												
2.1	Preliminary System Design	12	6	16	8	8	2	12	8	72	\$10,412	\$455	\$10,867
2.2	Draft Final System Design	12	6	16	8	8	2	16	12	80	\$11,725	\$433	\$12,159
2.3	Scope of Work Phase II	6	8	4	2	2	1	4	2	29	\$3,923	\$0	\$3,923
	<b>Subtotal, Task 2</b>	<b>30</b>	<b>20</b>	<b>36</b>	<b>18</b>	<b>18</b>	<b>5</b>	<b>32</b>	<b>22</b>	<b>181</b>	<b>\$26,060</b>	<b>\$889</b>	<b>\$26,949</b>
<b>3</b>	<b>Project Management</b>	<b>18</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>36</b>	<b>\$4,561</b>	<b>\$695</b>	<b>\$5,256</b>
	<b>Total</b>	<b>112</b>	<b>102</b>	<b>94</b>	<b>48</b>	<b>42</b>	<b>11</b>	<b>84</b>	<b>50</b>	<b>543</b>	<b>\$76,061</b>	<b>\$3,397</b>	<b>\$79,458</b>