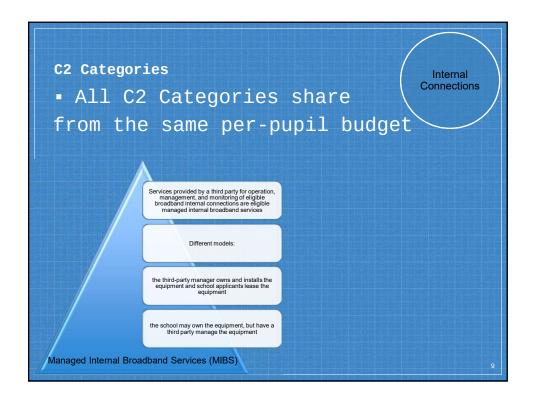
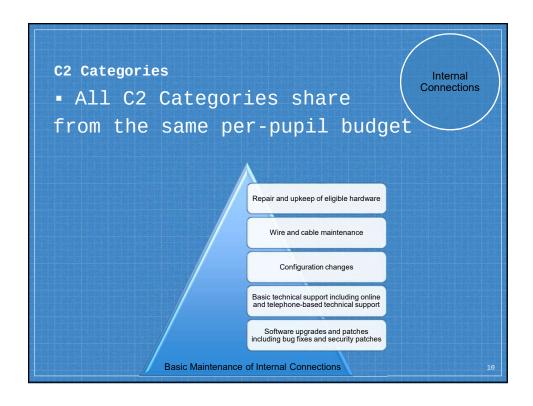
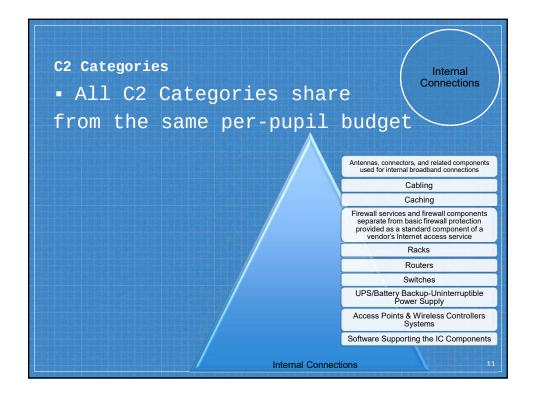
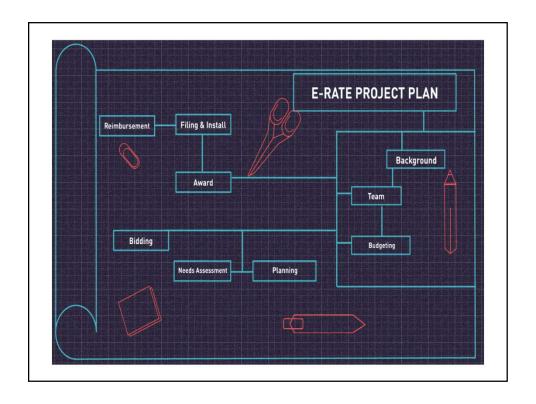


e Discounts				
INCOME Measured by % of students	Category 1 (C1)		Category 2 (C2)	
eligible for the National School Lunch Program (NSLP)	URBAN Discount	RURAL Discount	URBAN Discount	RURAL Discount
Less than 1%	20%	25%	20%	25%
1%-19%	40%	50%	40%	50%
20%-34%	50%	60%	50%	60%
35%-49%	60%	70%	60%	70%
50%-74%	80%	80%	80%	80%
75%-100%	90%	90%	85%	85%





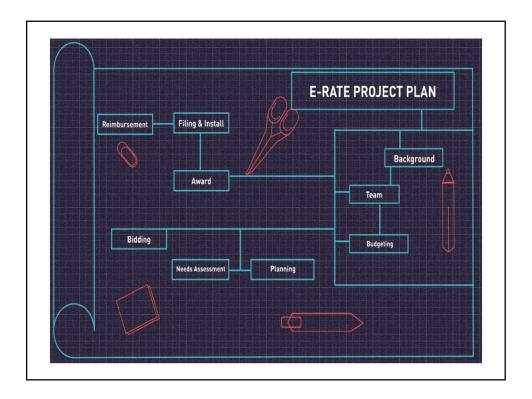


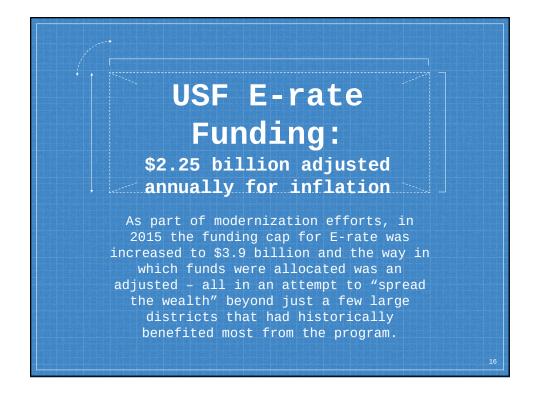


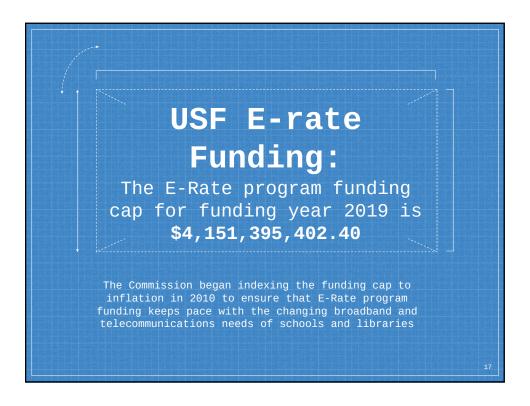
TEAM

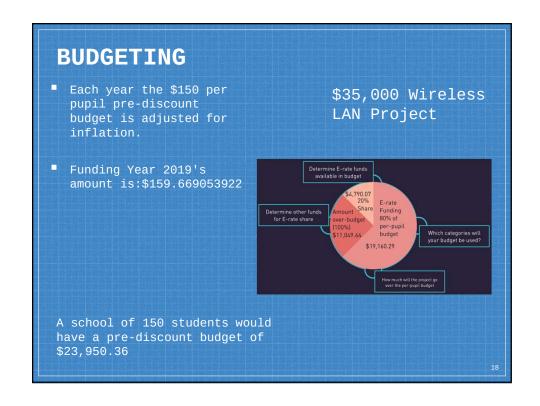
- The team is key to a successful project
- All must work in conjunction, based on individual expertise
- It is essential the team understands the <u>purpose</u> and work together to design a strategy to ensure future success – and the significant role they play in shaping the plan

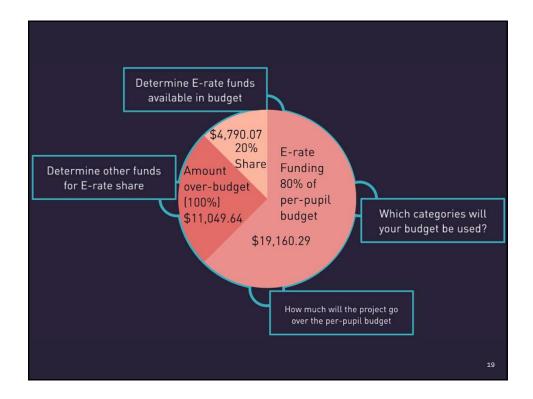
TEAM Technology Staff Financial Staff State E-rate Coordinator Director & CSB0 Technician(s) Expertise on the Expertise in E-Expertise is the needs of the rate filing and financial project and scope procurement planning and requirements, procurement often also processes Provides the knowledgable in details and technology estimates project May be the E-rate costs filer May be the E-rate filer Reviews bids for accuracy May be the E-rate

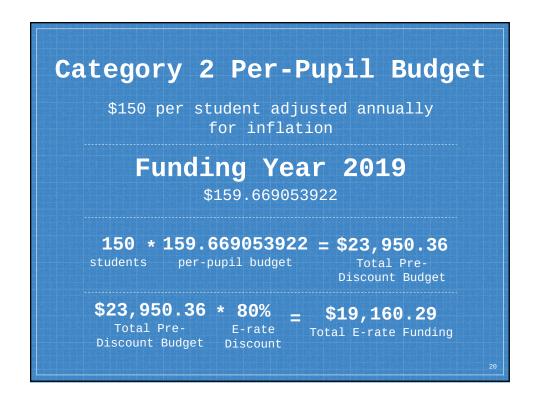




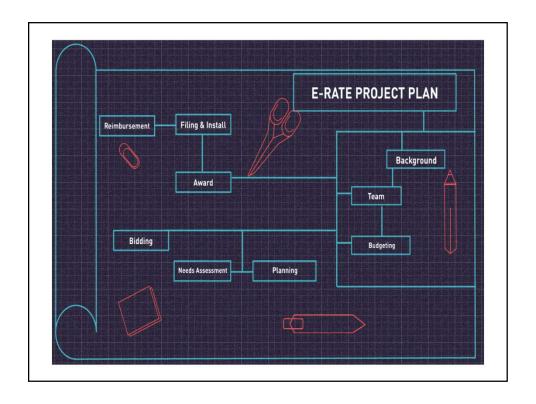








BUDGET Review state or national technology contracts to estimate pricing May not necessary be eligible to use for purchase in your state/locality Examples: AEPA GSA National IPA NCPA NJPA-Sourcewell



Four Keys to Successful Strategic Planning

- 1. Buy-in of all team members to the planning process and alignment of expectations of the outcome
 - You need the full attention and support of everyone involved
 - The time budgeted for strategic planning must be understood to be top priority by everyone participating

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Four Keys to Successful Strategic Planning

- 2. Plan the necessary time and keep each planning meeting short and concise
 - Each meeting topic should be short and simple
 - Don't make too broad an agenda or cram too many topics into a single meeting
 - Several short, concise, focused planning meetings are much better than an all-day marathon

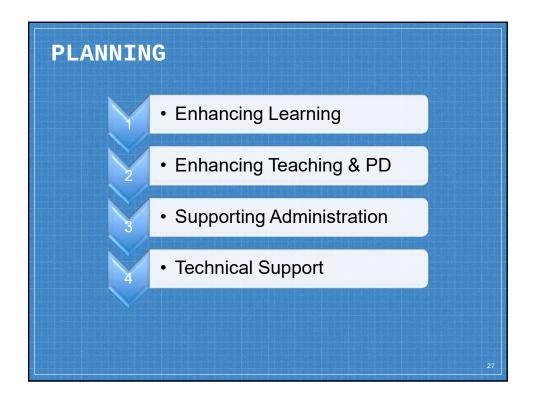
Four Keys to Successful Strategic Planning

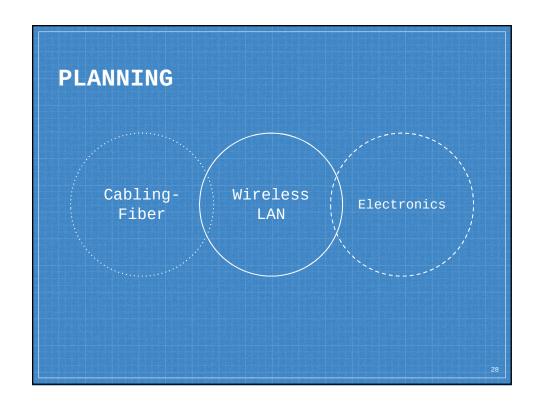
- 3. Have a detailed agenda, with a clear goal
 - Every planning meeting needs one
 - Should be circulated prior to the meeting along with any reports or other materials that need to be reviewed
 - Should include time allocated for each item to be discussed
 - Should also include a goal or statement of purpose for the meeting, including how the meeting fits into the planning process so attendees know what the outcome needs to be

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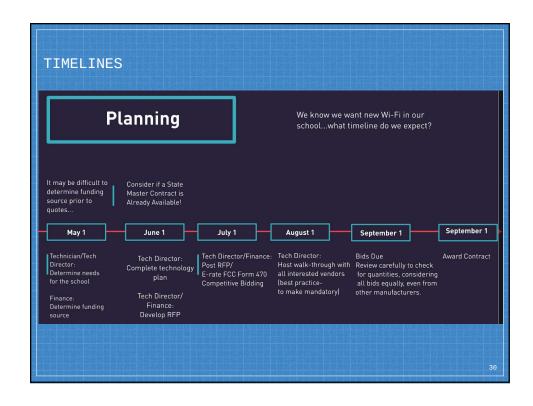
Four Keys to Successful Strategic Planning

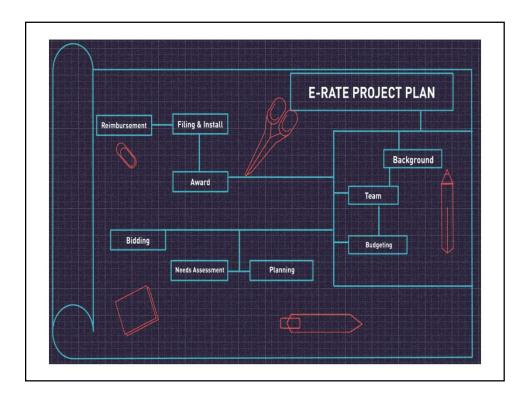
- 4. Assign key roles to keep each meeting on track
 - The following three roles are vital for keeping things on track:
 - Chair- responsible for leading the meeting and keeping the group focused on the agenda items
 - Timekeeper-every meeting begin on time and end on time
 - Scribe- takes meeting minutes circulates to all participants. Minutes should include:
 - Detailed action items
 - Who is responsible
 - Delivery date

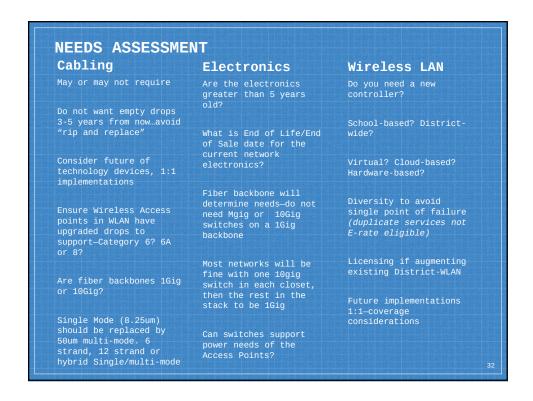




PLANNING-Other Considerations Do you want to stick with current manufacturer platform? Consider a cheaper, solid competitor? How many devices are existing? Hardwired Wireless What is the future plan for devices? 1:1 Increasing ratio student:device







NEEDS ASSESSMENT-Other Considerations

- UPS-Uninterruptible Power Supply
 - Consider power needs/standards
 - Consider space-shoebox
 - Network management capabilities?
 - * Remote access
 - * NOT E-rate eligible

Enclosed Cabinets/Racks

- Consider security (E-rate requirement)
 - Open to students
 - Behind locked door or restricted access (office)
- Consider Environment
 - Dusty custodial closet
 - Ventilation
- Ensure grounding
- Consider space-smaller, swinging

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NEEDS ASSESSMENT-Other Considerations

- Access Point Considerations
 - □ 802.11ac
 - Current benchmark standard, operating in 5Ghz frequency space
 - Supports data rates up to 3.46Gbps
 - □ 802.11n
 - \$ 2.4GHz frequency
 - Provides support for older client devices with 802.11b/g/n radios
- Streams
 - The more bandwidth or the faster the devices' speed on the network the better the performance for everyone overall who is connected to the same access point.
 - ¹ 1 straw versus 3 straws in your drink. 3 straws in a drink will allow you to consume your beverage 3x faster than someone with only 1 straw in their drink
 - Need to look at the devices on your network and if the majority can take advantage of the extra send/receive (TX/RX) stream

NEEDS ASSESSMENT-Other Considerations

- Access Point Considerations
 - 802.11ac
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 - Provides support for older
 client devices with 802.11b/g/n
 radios

Typical Device Profile Breakdown

- 1x1 MIMO
 - Single antenna and radio can communicate via one streams of transmit/receive
 - Mobile phones
 - iPads, Android & Windows tablets
- 2x2 MIMO
 - □ Dual antennas and radios can communicate via two streams of transmit/receive
 - Chromebooks, standard notebooks & laptops
- 3x3 MIMO
 - Three antennas and radios can communicate via three streams of transmit/receive
 - High end laptops (e.g. MacBook Air/Business Class Units from Dell, Lenovo & HP)

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Typical Device Profile Breakdown

- The bad news is that most laptops and tablets only come with 2×2 MIMO technology, and most smart phones have to settle for 1×1 MIMO
 - A smart phone can only achieve a maximum of 433 Mbit/s.
- Consider the future for the next 3-5 years and device types anticipated both for purchase and device technology advances
- If the majority of the device types are going to be 1x1 or 2x2 devices it doesn't make sense to spend the extra money to provide an optimal experience for a very small percentage of devices
 - □ 20% devices capable of 3x3 MIMO
 - □ 30 % devices capable of 2x2 MIMO
 - □ 50% devices capable of 1x1 MIMO

PLANNING-Other Considerations

- Access Point Considerations
- Streams
 - □ 4x2
 - Useful for high-performance applications designed to provide Wi-Fi to a large number of clients (e.g. gym, auditorium, etc.)
 - Much more expensive
 - Need a more powerful PoE power supply
 - Need an Ethernet connection of over 1 Gbps to reach full potential, an additional cost
 - Multi-user, Multiple Input, Multiple Output (MU-MIMO) is different
 - Typically Wave 2 APs
 - The first mobile phone will connect to the first antenna and the second to the access point's second antenna
 - Overall data rate will be doubled, as will the maximum number of clients that connect to the access point

PLANNING-Other Considerations

- Access Point Considerations
- Streams
 - □ 4x4
 - Useful for high-performance applications designed to provide Wi-Fi to a large number of clients (e.g. gym, auditorium, etc.)
 - Much more expensive
 - Need a more powerful PoE power supply
 - Need an Ethernet connection of over 1 Gbps to reach full potential, an additional cost
 - Multi-user, Multiple Input, Multiple Output (MU-MIMO) is different
 - Typically Wave 2 APs
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PLANNING-Other Considerations

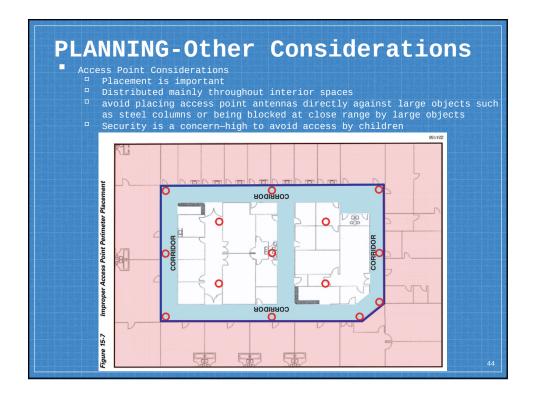
- Access Point Considerations
- 3×3 and 4×4 MIMO only make sense if they support MU-MIMO to boost user capacity
- Devices also have to support MU-MIMO technology
 - ☐ Unfortunately, this is not always the case, even with newer smart phones, but it is only a matter of time...

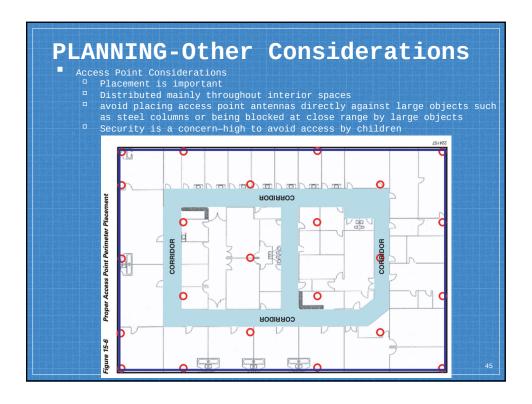
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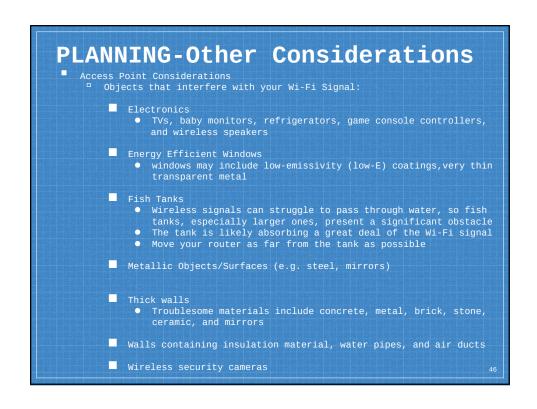
PLANNING-Other Considerations

- Access Point Considerations
 - □ Wave 1
 - 11ac is supported by Wave 1 products using 20, 40 and 80-MHz channels all in the 5-GHz bandwidth
 - Data rates for wave 1 products are capable of supporting up to 1.3 Gbps with 3
 - Performance speeds of Wave 1 can reach:
 - 750Mbps for a single 3 stream client
 - 250Mbps for something like a smartphone that is single stream
 - However, with Wi-Fi being shared, speed and performance is directly related to the number of people sharing a network and what it can support

PLANNING-Other Considerations Access Point Considerations Wave 2 ■ Theoretically using 160-MHz bandwidth means more users can be supported with better performance ■ Pperating at 160-MHz requires a clear channel and may mean that most AP's continue to use both 80-MHz and 40-MHz 3×3 MIMO access point, or even better, a 4×4 MIMO one, is only advisable for Wave 2 models Coverage The distance between deployed access points can impact location performance Security-Covers (Gym, cafeteria, accessible)

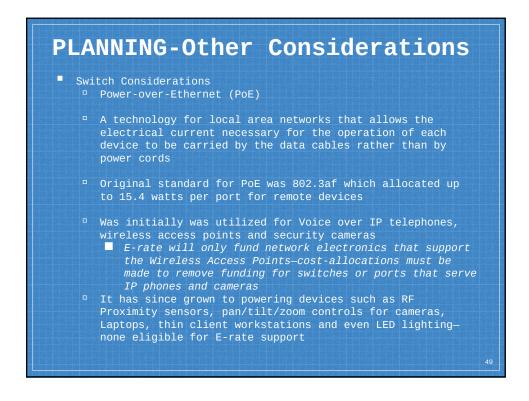






PLANNING-Other Considerations Switch Considerations □ Layer 2 For typical applications Layer 2 switches sufficient for all closets/distribution frames Layer 3 * A full Layer 3 switch should only be needed where you are replacing the existing router or terminating an ISP (Internet Service Provider) connection Typically in core network-Data Centers, large campus network environments Handle very large traffic loads 10Gig uplinks Offload work from main router—in some cases, replace Offer high bandwidth links between switches Can be used to apply Quality of Service (QoS) - Helpful in VoIP (but E-rate does not fund equipment serving video or VoIP) Increased power & security Denial of Service (DoS) attack prevention ARP inspection - rejects invalid and malicious ARP

PLANNING-Other Considerations Switch Considerations Layer 2 For typical applications Layer 2 switches sufficient for all closets/distribution frames * A full Layer 3 switch should only be needed where you are replacing the existing router or terminating an ISP (Internet Service Provider) connection Typically in core network-Data Centers, large campus network Handle very large traffic loads ♦ 10Gig uplinks Offload work from main router—in some cases, replace Offer high bandwidth links between switches Can be used to apply Quality of Service (QoS) – Helpful in VoIP (but E-rate does not fund equipment serving video or VoIP) Increased power & security Denial of Service (DoS) attack prevention ARP inspection - rejects invalid and malicious ARP





PLANNING-Other Considerations

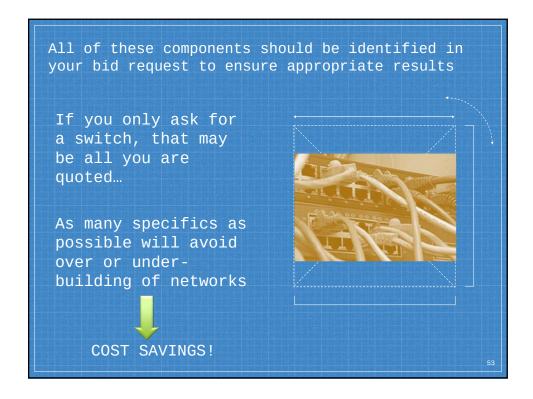
- Switch Considerations
 - Power Supplies
 - It is cost effective to have PoE capabilities in every switch in a closet stack (715-750watt PSU)
 - 1-2 switches in the stack for the closet: you may want to increase the power supply in at least one switch to 1100 watts or more to provide enough power for PoE ports for current use
 - 3+ switches: you should have enough total power in your switches with a 715-750 watt power supply based on equally spreading out the active devices requiring power between switches

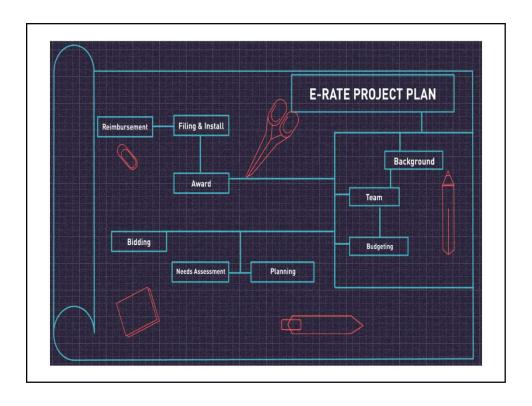
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PLANNING-Other Considerations

- Modules/Transceivers
 - Switch will dictate which is required
 - GBIC (Gigabit Interface Converter)
 - Slowly becoming more of a legacy in the fiber optic technology and is being replaced by SFP
 - Some older devices cannot be updated to support SFP
 - "SFP" stands for "Small Form-factor Pluggable"
 - SFP ports will work up to 1Gbps
 - Small size of SFP (almost half the volume of GBIC) allows having more interfaces on a line card or a switch.
 - SFP+ (an expansion of the SFP standard)
 - SFP+ will support up to 10Gbps

Julia Legg, WV State E-rate Coordinator





- E-rate requires applicants follow all federal, E-rate, state and local laws and policies
- Must post a Form 470 and wait 28 days before considering bids and awarding
- RFP depends on state/local laws/policies and depth of project
 - Highly recommended for Category 2 projects!
- Start early, leave time for issues and possible rebids!

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BIDDING

- Best Practice to request vendors provide scope of work and quote
- Helpful to require vendor provides a USAC Form 471 bulk upload spreadsheet for Category 2—eliminates time spent on inputting every line item
 - Perfect in large projects!
 - Ensures accuracy
- Limit mandatories to aide in vendor response accuracy alleviates disqualifications
 - Recommendation to utilize a mandatory of being in a set Gartner Quadrants to ensure that the equipment is from a quality manufacturer and has proven to be solid
 - Avoid utilizing too narrow and thus establishing too limiting a scope—difficult to prove costeffectiveness

- Require that vendor only communicate with technology director for establishing installations and require sign off that work was completed (separate from system acceptance)
- Best practice to require that vendor allows a period of time for system acceptance once the system is running without issue prior to invoicing (e.g. 30 days)
- Recommended to require vendor to provide during installation and following:

 - CAD map of final project equipment location
 E-rate Asset Inventory showing location and serial numbers of all serialized equipment (some may be difficult to obtain after install)
 - Packing slips
 - Test results for all fiber & cabling that identifies the room number and drop location for each room

 - IP addresses for any equipmentLogins for equipment (e.g. controller)
 - Rack Information Forms
 - Installer certifications of testing and completion dates

BIDDING

- The state may post a Form 470 to establish a State Master Contract on behalf of Applicants
 - Saves applicants time and headaches of bidding
 - Will require mini-bids if more than one manufacturer is available and/or more than one vendor (multiple-award)
- Applicants can also post a 470 and use the state contract as a bid
 - If a state contract exists, should be considering that as a bid, per USAC quidance

- Walkthroughs are highly recommended
 Best practice is to make mandatory
- Provide a map of the school, including classroom numbers, identifying distribution closets
- Include room in posting timeline for vendors to make travel arrangements by increasing days between posting and walkthrough and days between walkthrough and deadline for bids

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BIDDING

- Ensure that contract dates will cover the fiscal year (7/1-6/30) and include contingencies for late funding, project delays or correction requests via requesting options for signed, voluntary renewals (1-2 years total)
- E-rate deadline to install non-recurring equipment is 9/30
 - Some may have requirements not to exceed fiscal year for contracts
- Include funding-out clauses with written notice to protect from contractual requirements without funding commitments

- Best practice—state whether you want to pay in full up front and get reimbursed by USAC (you file the paperwork) or wait until funding and have the vendor discount (can make mandatory or give points for offering it)
- Include "Most Favored Nation" and Lowest Corresponding price requirement language to ensure vendors treat all similarly situated entities the same
- Equivalent bid responses <u>must</u> be considered equally under E-rate rules

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BIDDING

- Include language that ensures that if a vendor provides discounted billing and misses the *strict* invoicing deadlines that they cannot come back on the applicant
- Evaluation is where you can build in weighting for your essential needs
- Have evaluation matrix completed before posting bids & include in the RFP/470 release

BID EVALUATION EXAMPLE				
Criteria	Possible Points	Vendor/ Manufacturer A	Vendor/ Manufacturer B	Vendor/ Manufacturer C
Cost of Solution Eligible Goods and Services*	40*			
Ability to manage LAN network (Examples: Intrusion prevention, Interference detection & avoidance, Load Balancing, Coverage hole detection and correction, Authentication, Interoperability with existing equipment)	30			
Cost to Train or Certify School Staff on new or existing Manufacturer's Equipment	20			
Previous Manufacturer Experience with the District	10			

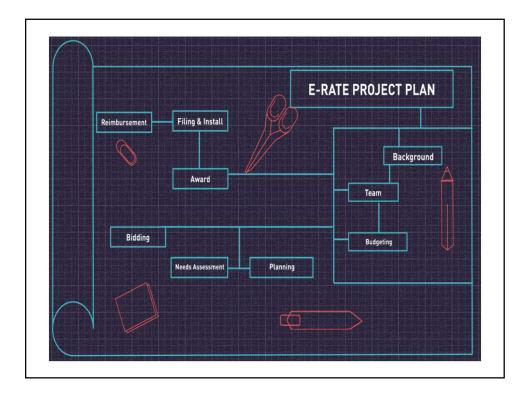
- Having an RFP also allows a process for Q&A through an addendum document—ideally set deadline for Q&A in RFP—leaving enough time for vendors to adjust bid responses
- Don't answer vendor questions via email or phone
- Ask them to provide all questions in written form
- Compile and submit all questions and answers in EPC

- Cardinal Changes Any significant changes that are outside the scope of your original project or service requests
 - Service providers that are not interested in bidding on the services contained in the original scope of your project or services may be interested in bidding on your changed scope, and vice versa
 - If your changes can fit into the description of your existing FCC Form 470 – and you attached at least one RFP document to your original form – you can add one or more RFP documents to provide information about the change(s) you want to make
 - You will have to start a new 28-day waiting period and count the days yourself

BIDDING

- Cardinal Changes
- USAC encourages you to post a new FCC Form 470 if you are making changes to avoid any confusion
 - You can attach a document noting the cancellation to the RFP Bid Documents of that form and refer potential bidders to your new FCC Form 470
- For certain changes, you MUST post a new FCC Form 470. Here are some examples:
 - You certified your 470 without attaching any RFP documents, but have now issued an RFP document and need to attach it
 - You did not post services for a service type, and now realize that you need to post for services in that service type (e.g. basic maintenance of internal connections)
 - Your state or locate competitive bidding rules and regulations require you to post a new form

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EVALUATION

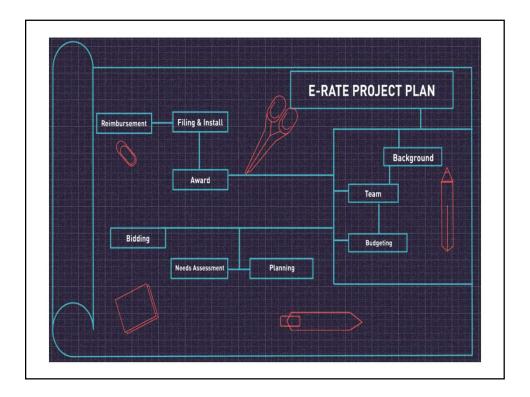
- Review all bids to ensure that the requested quantity (be sure to adjust for any Q&A)
- Make sure that components necessary to make the network solution complete were all included:
 - Wireless-Licenses, patch cables, plastic covers, correctly quoted the streams (2x2, 3x3, 4x4)
 - Switches-Licenses, modules, power supplies, power cords
 - Cabling-patch cables
- Reach out for bid clarifications, if necessary:

 - □ If Access Point stream isn't correct, why? □ Could be that manufacturer doesn't offer that combination (e.g., they may not offer a Wave 2,
 - If quantities or power supplies do not match the request

	BID EVALUATION EXAMPLE				
Criteria	Possible Points	Vendor/ Manufacturer A	Vendor/ Manufacturer B	Vendor/ Manufacturer C	
Cost of Solution Eligible Goods and Services*	40*	40	35	30	
Ability to manage LAN network (Examples: Intrusion prevention, Interference detection & avoidance, Load Balancing, Coverage hole detection and correction, Authentication, Interoperability with existing equipment)	30	30	0	15	
Cost to Train or Certify School Staff on new or existing Manufacturer's Equipment	20	20	0	10	
Previous Manufacturer					

AWARD

- Document any vendors/bids that are disqualified and provide adequate explanations and details why they were disqualified
- Keep a list of all members of the evaluation committee and documentation of the evaluation
 - E-rate rules require document retention for 10 years from the last date of service
- Notify all bidding vendors of the winning vendor
- Follow up with bidding vendor to proceed with contract process
- Obtain E-rate bulk upload spreadsheets required in RFP



- Start early!
- Utilize bulk uploads to expedite application process
- Ensure that Recipients of Service are the only ones on the request
 - Under audit, the equipment must be located in that school referenced in the application
 - Application must align with inventory
- Easiest to do one funding request per school

- May want to utilized a shared approach when looking at licenses for access points on a District- Centralized Controller
 - Qty 100 Licenses Required
 - Reduced cost in bulk purchases
 - Most likely won't be able to be split evenly for each school using one FRN
 - Can always put licenses on a separate funding request

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Tips for Filing E-rate

- Budget must be considered for shared items (e.g. centralized district-wide controller, licenses)
 - Best practice, if there are not clear quantities for who will use the controller, is to not take E-rate on it hard to determine budget amounts and costallocations—and they can change over time
 - If all quantities are known can costallocate ineligible use (i.e. NIF APs)
 - Allocation of budget/cost-allocation is most favorable at AP level, if possible

- Anything unused in that year isn't E-rate eligible (e.g. spare licenses)
- Spare parts are not eligible
- Drops and switch ports for phones & security cameras are not eligible
 - Best practice have a separate switch for those items and cost allocate a portion of the port used to stack switches

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Cost-allocation-Effectiveness Example

- Cost allocations must based on tangible criteria that provide a realistic result
- Options for Cost-allocations:
 - □ Per AP Licenses for Qty 200 @ \$4,000 each
 - Determine unit cost
 - \$4,000/100=\$40 each
 - Determine unused license count and cost allocate that off the top
 - Split budget costs per qty APs at each location
 - Cost allocation by number of locations

	er AP VS	S Per Site	
School	Qty	Unit Price Per AP	Cost per site
Elementary A	25	\$1,000	\$1,186.66
Elementary B	30	\$1,200	\$1,186.66
Elementary C	30	\$1,200	\$1,186.66
Middle School	34	\$1,360	\$1,186.68
High School	41	\$1,640	\$1,186.68
District Board Office NOT E-rate Eligible for C2)	18	\$720	COST-ALLOCATE Ineligible \$1,186.66
Unused licenses (Can be used for future growth)	22	\$880	COST-ALLOCATE Ineligible \$880

- Requests must be reduced to budget maximum
- Remove line items that are zeroed out due to being over-budget
- Cost-allocate items to ensure every penny is utilized
- Split line items or find a qty 1 item to reduce to the penny

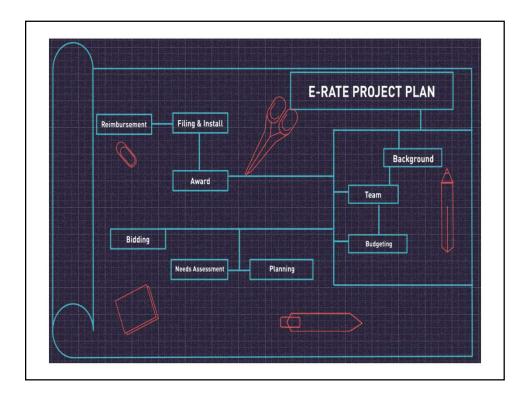
INSTALLATION

- It is important to document specific milestones and information for E-rate Document Retention Requirements
 - Purchase Order
 - Packing slips/Shipping tracking to show receipt
 - Date Installation is complete
 - E-rate Asset Inventory (All serialized equipment)
 - Cabling drop test results showing all successful testing
 - Invoicing includes:
 - Vendor's name exactly as it appears on record with USAC
 - District & School names as they appear in EPC
 - FRN number
 - Discount percentage (if discounted)
 - Line item invoicing

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Document Retention requirements

- All applicants and service providers are required to retain documentation for a period of at least 10 years after the latter of the last day of the applicable funding year or the service delivery deadline for the funding request, including, but not limited to:
 - Receipt and delivery records relating to prebidding
 - Bidding
 - Contracts
 - Application process
 - Invoices
 - Provision of services;
 - Other matters relating to the administration of universal service



REIMBURSEMENT OPTIONS - BEAR (Billed Entity Applicant Reimbursement Form) - You pay in full - You must have a login for the BEAR Legacy System (separate from EPC) - You must have an approved Form 478 (establishes account for direct deposit) - You file Form 472 BEAR - Electronic Funds Transfer (EFT) sent to you - Typically takes 6-8 weeks for approval - After approval, typically a week or less - Risk is on applicant! - SPI (Service Provider Invoice) - Vendor discounts the bill to only your share (e.g. 20%) - Vendor files the reimbursement request (no filing for you!) - Vendor receives payment - Less documentation for applicant to maintain - Risk is on vendor if language to protect applicant from vendor reimbursement fault is included in contract!

