State of Rhode Island

Department of Administration
Division of Purchases
One Capitol Hill
Providence, RI 02908

REQUEST FOR PROPOSAL (RFP) – BID# 7548713

PROGRAM MANAGEMENT & SUPPORT SERVICES
PARTNERSHIP FOR ASSESSMENT OF READINESS FOR
COLLEGE & CAREERS (PARCC) CONSORTIUM

SUBMISSION DEADLINE: Monday, June 2, 2014 at 2:00 PM (ET)

PRE-BID CONFERENCE: ☒ **NO** ☐ **YES** _____

Mandatory: ☒ **NO**
☐ **YES:** Any vendor who intends to submit a bid proposal in response to this solicitation must have its designated representative attend the mandatory pre-bid conference. The representative must register at the pre-bid conference and disclose the identity of the vendor whom he/she represents. Because attendance at the pre-bid conference is mandatory, a vendor's failure to attend and register at the pre-bid conference shall result in disqualification of the vendor's bid proposal as non-responsive to the solicitation.

Buyer Name: **GAIL WALSH**
Title: **CHIEF BUYER**

QUESTIONS concerning this solicitation must be received by the Division of Purchases at (**gail.walsh@purchasing.ri.gov**) no later than (**Thursday, May 15, 2014, 5:00 PM (ET)**). Questions should be submitted in a *Microsoft Word attachment*. Please reference the bid number (**RFP #7548713**) on all correspondence. Questions received, if any, will be posted on the Rhode Island Division of Purchases website as an addendum to this solicitation. It is the responsibility of all interested parties to download this information.

SURETY REQUIRED: **NO**

BOND REQUIRED: **NO**

DISK BASED BID: **NO**

NOTE TO VENDORS:
Vendors must register on-line at the Rhode Island Division of Purchases website at www.purchasing.ri.gov. Offers received without the completed four-page Rhode Island Vendor Information Program (RIVIP) Generated Bidder Certification Cover Form attached may result in disqualification.

THIS IS NOT A BIDDER CERTIFICATION FORM

Request for Proposals (RFP)

Program Management and Support Services for the
Partnership for Assessment Readiness for College and Careers (PARCC)

The Rhode Island Department of Administration, Division of Purchases, on behalf of the Rhode Island Department of Education (RIDE), through a competitive negotiation is requesting Proposals from qualified vendors to provide Program Management and Support Services, in accordance with the terms of this solicitation. This document constitutes a Request for Proposals for Services from qualified individuals and organizations to furnish those services as described herein to a multi-state consortium ("consortium") called the Partnership for Assessment of Readiness for College and Careers (PARCC). This solicitation is being issued by the Rhode Island Department of Education on behalf of the consortium and would be made available to other states outside the State of Rhode Island to leverage requested services in accordance with the requirements of those individual states. This RFP will focus on the services required to provide oversight, state engagement and additional support services for the PARCC consortium. The successful bidder will enter into separate Memorandum of Understandings with each PARCC state and, as a result, will be responsible for adhering to the purchasing requirements of each respective state. Appendix C provides information as to where bidders can locate state specific terms and conditions.

This is a Request for Proposals, not an Invitation for Bid. Responses will be evaluated on the basis of the relative merits of the proposal, in addition to price; there will be no public opening and reading of responses received by the Division of Purchases pursuant to this Request, other than to name those offerors who have submitted proposals.

INSTRUCTIONS AND NOTIFICATIONS TO BIDDERS:

Potential Contractors are advised to review all sections of this solicitation carefully and to follow instructions completely, as failure to make a complete submission as described elsewhere herein may result in rejection of the proposal.

Alternative approaches and/or methodologies to accomplish the desired or intended results of this procurement are solicited. However, proposals which depart from or materially alter the terms, requirements, or scope of work defined by this Request will be rejected as being non-responsive.

All costs associated with developing or submitting a proposal in response to this Request, or to provide oral or written clarification of its content, shall be borne by the Contractor. The State assumes no responsibility for these costs.

Proposals are considered to be irrevocable for a period of not less than sixty (60) days following the opening date, and may not be withdrawn, except with the express written permission of the State Purchasing Agent.

All pricing submitted will be considered to be firm and fixed unless otherwise indicated herein.

Proposals misdirected to other State locations or which are otherwise not present in the Division of Purchases at the time of opening for any cause will be determined to be late and may not be considered. The "Official" time clock is in the reception area of the Division of Purchases.

It is intended that an award pursuant to this RFP will be made to a prime vendor, who will assume responsibility for all aspects of the work. Joint venture and cooperative proposals will not be considered. Subcontracts are permitted, provided that their use is clearly indicated in the vendor's proposal and the subcontractor(s) to be used is identified in the proposal.

All proposals should include the vendor's FEIN or Social Security number as evidenced by a W9, downloadable from the Division's website at www.purchasing.ri.gov.

The purchase of services under an award made pursuant to this RFP will be contingent on the availability of funds.

In accordance with Title 7, Chapter 1.2 of the General Laws of Rhode Island, no foreign corporation shall have the right to transact business in the state until it shall have procured a Certificate of Authority to do so from the Rhode Island Secretary of State (401-222-3040). *This will be a requirement only of the successful bidder (s).*

Contractors are advised that all materials submitted to the State of Rhode Island for consideration in response to this Request for Proposals will be considered to be public records, as defined in Title 38 Chapter 2 of the Rhode Island General Laws, without exception, and will be released for inspection immediately upon request once an award has been made.

Also, Submitters should be aware of the State's MBE requirements, which addresses the State's goal of ten per cent (10%) participation by MBE's in all State procurements. For further information, contact the State MBE Administrator at (401) 574-8253 or charles.newton@doa.ri.gov. Visit the website http://www.mbe.ri.gov.

Interested parties are instructed to peruse the Division of Purchases website on a regular basis, as additional information relating to this solicitation may be released in the form of an addendum to this RFP.

Equal Employment Opportunity (RIGL 28-5.1)
§ 28-5.1-1 Declaration of policy. – (a) Equal opportunity and affirmative action toward its achievement is the policy of all units of Rhode Island state government, including all public and quasi-public agencies, commissions, boards and authorities, and in the classified, unclassified, and non-classified services of state employment. This policy

applies in all areas where the state dollar is spent, in employment, public service, grants and financial assistance, and in state licensing and regulation. For further information, contact the Rhode Island Equal Employment Opportunity Office, at 222-3090 or via email raymond.lambert@hr.ri.gov.

RIGL 37-13-3.1 State public works contract apprenticeship requirements. * (a) Notwithstanding any laws to the contrary, all general contractors and subcontractors who perform work on any public works contract awarded by the state after passage of this act and valued at one million dollars ($1,000,000) or more shall employ apprentices required for the performance of the awarded contract. The number of apprentices shall comply with the apprentice to journeyman ratio for each trade approved by the apprenticeship council of the department of labor and training.

ARRA SUPPLEMENTAL TERMS AND CONDITIONS
For contracts and sub-awards funded in whole or in part by the American Recovery and Reinvestment Act of 2009. Pub.L.No. 111-5 and any amendments thereto, such contracts and sub-awards shall be subject to the Supplemental Terms and Conditions for Contracts and Sub-awards Funded in Whole or in Part by the American Recovery and Reinvestment Act of 2009. Pub.L.No. 111-5 and any amendments thereto located on the Division of Purchases website at www.purchasing.ri.gov.

PARCC BACKGROUND OVERVIEW

The Partnership for Assessment of Readiness for College and Careers (PARCC) is a consortium of states working together to develop a common set of assessments in English Language Arts/literacy (ELA) and Mathematics in response to the awarding of a Comprehensive Assessment Systems Grant funded in fiscal year 2010 under the auspices of the U.S. Department of Education's 2010 Race to the Top Assessment Program. Authorized under the American Recovery and Reinvestment Act of 2009 (ARRA), the Race to the Top Assessment Program provides funding to consortia of states (at least 15 member states and five Governing States as defined in the notice inviting applications (NIA) issued in the Federal Register on April 9, 2010) to develop assessment systems that provide valid, reliable, and fair performance results for individuals and groups of students against a common set of college and career readiness standards. The PARCC assessments will be field-tested in 2013-2014 and ready for states to administer during the 2014-15 school year.

Description of PARCC Assessments

The PARCC consortium of states is working together to develop a common set of K-12 assessments in English Language Arts (ELA)/Literacy and Mathematics aligned to the Common Core State Standards (CCSS). These K-12 assessments will build a pathway to college and career readiness by the end of high school, mark students' progress toward this goal from grade 3 through high school, and provide teachers with timely information to inform instruction and provide student support.

The assessment design presents PARCC states with a strong and coherent set of assessment components that are sustainable both in terms of cost and time devoted to student assessment and that signal the kinds of instruction needed for all of our students to make progress towards college and career readiness by the end of high school. The design assures:

- PARCC assessments will provide comparable results across member states. The importance of this feature of the system cannot be overstated.

- PARCC summative assessments are designed to report the extent to which students are "on track" or "ready" for college and careers.

- PARCC assessments are performance-based and measure the full range of Common Core State Standards, including but not limited to areas not included in many state assessments such as writing, speaking and listening, viewing, and solving multi-step mathematical problems.

- PARCC assessments will use state-of-the-art technology in all phases of the system including test development, administration, scoring and reporting. As a result, it is anticipated that assessment tasks will be more authentic and engaging, students with disabilities will have more efficient and consistent access to needed accommodations, with the intent that results will be returned more quickly, and assessment costs will be reduced substantially.

- The combination of PARCC summative, diagnostic, and mid-year assessments will measure the full range of student performance and generate information to inform curriculum and instruction.

    - PARCC summative assessments are carefully designed to measure the full performance continuum, meaning they will provide valid and reliable measures for all students, including high- and low-performing students. PARCC assessment results, including both status and growth scores, will be used as a factor in educator evaluation as well as school, district, and state accountability systems.

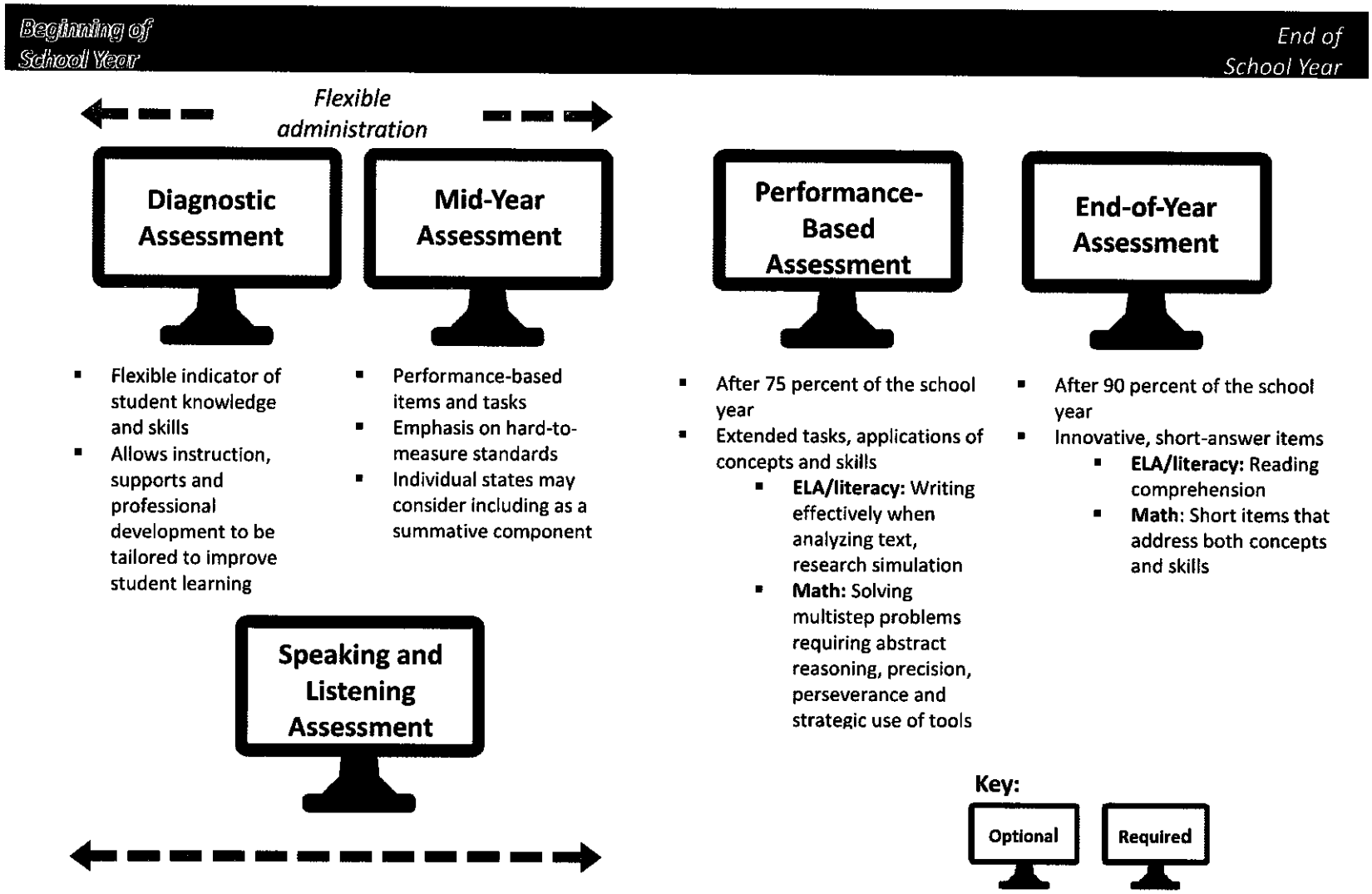
    - PARCC diagnostic and mid-year assessments will generate information that will inform curriculum, instruction and professional development throughout the school year. As part of a separate solicitation, the Partnership will develop computer-based Diagnostic Assessments for reading, writing and mathematics. Local educators will be able to use these assessments anytime during the school year to diagnose areas of students' strengths and weaknesses and, as a result, respond to students' needs with focused interventions. Moreover, the Diagnostic Assessments will be designed so that students could take them multiple times, which will provide additional opportunities to measure individual student needs and make adjustments in instructional strategies as needed. Likewise, the Mid-Year Assessment will provide additional information about students' performance during the year

and an opportunity to respond to the type of extended tasks that will appear in the performance-based summative component.

- PARCC has developed high school assessments for each of the grades 9, 10, and 11. The assessments take the form of end-of-grade assessments in English Language Arts/Literacy and end-of-course assessments in Mathematics in two course sequences: Algebra I, Geometry, and Algebra II; and an equivalent integrated sequence, Mathematics I, II, and III.

- PARCC assessments will allow for international comparisons by taking steps to link PARCC results to international measures such as TIMSS – Trends in International Mathematics and Science Study and PISA – Programme for International Student Assessment. The Consortium's leaders will work with its Technical Advisory Committee to explore options for creating the linkages, which may include embedding assessment tasks from international assessments in PARCC operational assessments or having equivalent groups of students participate in both PARCC and international measures. The ability to make international comparisons will allow policy makers and business leaders to gauge the extent to which our public schools are preparing students to succeed in the increasingly competitive global economy.

Figure I. PARCC Assessment System



Description of the Underlying PARCC Technology Platform

An essential element of the PARCC assessment system is the technology infrastructure that the Partnership is building to securely and reliably deliver next-generation computer-based assessments and manage PARCC data. This development will progress simultaneously with the leasing of the PARCC Operational Assessment vendor's test administration products in order to reliably deliver the first four years of the operational PARCC assessments (school years 2014/15 through 2017/18). The Partnership's ongoing technology development efforts are being pursued through multiple and parallel efforts that are reviewing options to build and/or lease the various components of the underlying infrastructure. As a result, Contractors should be familiar with which technology components and services will be operationalized in coordination with multiple vendors and which components and services the Partnership will expect the various Contractors to provide.

The PARCC Technology Platform includes the following components that are currently under development.

A. **Assessment Content Management Components (Item Bank):** The PARCC Assessment Content Repository will provide complete functionality to manage and store all Assessment Content which the Partnership has and will develop through separate procurements, including but not limited to: test specifications, test forms, and test items, including all associated metadata and media assets. This component enables administrators the ability to import test specifications, test forms, and test items from content developers and other repositories, produce content packages, export tests to the Assessment Delivery Platform, provide repository management of all stored items, and support discovery through the Partnership Resource Center. *(Operational Assessment Vendor)*

B. **Data Management Components (Data Warehouse):** The Data Management Component provides the technical infrastructure necessary for PARCC to ensure secure, reliable, flexible, and scalable digital data storage, management, reporting, and analysis for the Partnership and its member states. Data management includes a PARCC Data Warehouse with the functionality for post-assessment longitudinal storage of assessment data, statistical and psychometric analysis and reporting of assessment information. This component provides long-term storage and management of assessment results, as well as interfacing with the Reporting modules, Assessment Delivery Platform, and Shared Technology Services components of the PARCC Technology Platform. In addition, the Data Warehouse shall interface with state systems to enable administrators to export subsets of the data to state data warehouses, and will exchange data with external test analysis systems as approved by PARCC states. *(Contract pending with a different vendor than for "operational;" coordination required in both contracts).*

C. **Reporting Components (Reporting Engine):** The Reporting Engine will enable the static and dynamic generation of Consortium-level reports from data in the Data Warehouse. It will enable the Partnership to establish multiple reporting templates for a range of purposes and package data from the Data Warehouse into pre-established formats for secure export to PARCC states and other approved stakeholders.

The Partnership will use a vendor supplied test delivery platform and item bank for the first four operational years, which is currently being procured through a separate procurement process for the Operational Assessment vendor; this contract will be executed through New Mexico in Spring 2014. PARCC will use its own data warehousing and reporting systems for the first operational year and beyond, which are being built through the Partnership's technology procurement process currently underway. This process will also yield development of a PARCC Item Bank and Test Delivery system that will be used to administer non-summative assessments during the first four operational years. Field tests for the diagnostic assessment in Spring 2015 will be administered on the Pearson platform, Test Nav8. Delivery of PARCC non-summative assessment and operational tests will be ready in 2015-2016, and both non-summative and summative will continue into the future.

Information about the PARCC Contracts and Procurements are available at http://parcconline.org/procurement. The Operational Assessment RFP can be found in Appendix D.

The following components are currently under review to determine need, requirements as well as possible options to possibly pursue in the future.

D. **Shared Technology Services:** The Shared Technology Services are common services that are utilized by multiple components of the PARCC Technology Platform. These services provide multiple capabilities such as staff and administrator access, user management, monitoring and logging of functions, and systems testing capabilities. The following Shared Technology Services will support the overall PARCC Technology Platform;
   - Authentication/Single Sign On/User Identity Management
   - Logging and Audit
   - System Monitoring and Alerting
   - Common Identifier System
   - Interoperability Conformance Testing

E. **Assessment Delivery Components (Test Client):** The PARCC Assessment Delivery Platform will provide complete functionality for registration, delivery and management of all PARCC assessments (including Formative, Diagnostic, Speaking and Listening, Mid-Year, Performance-Based, and End-of-Year Assessments). It will enable administrators to import student information, register and schedule students for assessments, deliver assessments to students –including required accommodations and accessibility features, temporarily store

assessment results, and transfer test data to scoring applications. PARCC will use the Pearson technology platform (TestNav 8) to implement the summative assessment for the first four years of administration.

F. **Partnership Resource Center**: The Partnership Resource Center will serve as PARCC's digital library and web-services based distribution system for PARCC-developed content including PARCC assessment guidance, professional development modules, PARCC Model Content Frameworks, training materials, and released assessment items.

G. **Technology Hosting, Maintenance, and Updates:** The Assessment Technology System being built by the Partnership will be designed, constructed, and tested by vendors selected through a negotiated selection process or other procurement options as desired.

PARCC's procurement of multiple vendors for different components of the assessment system enables it to engage best in class solutions and avoid over-reliance and dependence on a single vendor. This approach also entails oversight, coordination and management of a complex system of services and deliverables with multiple dependencies across multiple vendors. PARCC states will play an active role in this oversight, coordination and management. PARCC states coordinate their roles and responsibilities through a PARCC Consortium wide agreement. Under the PARCC Consortium states direction the Project Management and Support Contractor, (PMSC) is expected and required to provide effective overall coordination, communication, planning support, high level tracking, documentation and risk identification of all major processes and deliverables.

Additional details related to these respective roles and responsibilities can be found in the following sections.

PARCC GOVERNANCE STRUCTURE AND PARTICIPATING ENTITIES

A. PARCC Governing States

PARCC Consortium is state led with states making up its Governing Board. States represented on this Board are considered "Governing States". Governing States make the strongest commitment to PARCC and its activities and therefore have the most decision-making authority. This commitment and decision-making authority are outlined in the Memorandum of Understanding that each chief state school officer signs. The chief state school officers of the Governing States serve on the PARCC Governing Board and make decisions on behalf of the Partnership on major policies and operational procedures including major budget decisions. Each Governing States also designates lead staff to coordinate the state's participation in PARCC, including by serving on working groups that will conduct the major assessment design and development activities.

B. PARCC Governing Board

The PARCC Governing Board is comprised of the chief state school officer (or his or her designee) from each Governing State and is chaired by one of its members (currently Massachusetts). The Governing Board generally meets quarterly to consider and coordinate the interests, perspectives and positions of all PARCC states and to make policy and operational decisions that would substantially change the Core Principles. The Governing Board has the following responsibilities:

- Adopt (revise, if necessary) strategic plan, including mission, vision, key objectives of PARCC
- Make decisions regarding Intellectual Property for all components of the PARCC Assessment System
- Make policy decisions related to Core Principles and Key Matters of college readiness, such as:
    - Decisions that would increase testing time beyond GB's limit set on 1/7/13
    - Decisions that would increase cost beyond GB's limit set on 1/7/13
    - Decisions that would change plans for use of technology in 2014-15
    - Decisions that would change priorities for delivery by PARCC in 2014-15
    - Decisions related to the key matters of college readiness (which require joint decision-making between K-12 and higher education)
    - Decisions that would for any reason impact the fundamental design of the assessments
    - Oversee long-term financial and consortium sustainability
    - Ensure PARCC meets commitments made under cooperative agreement with USED

C. PARCC Executive Committee

The majority of major policy and operational decisions will be made by the Executive Committee, composed of up to six Chiefs and two State Leads (see *State* Lead section below). The Executive Committee will meet frequently and serve as the executive decision-making body for PARCC when decisions must be made prior to a normal Governing Board meeting. The Executive Committee has the following responsibilities:

- Oversee near-term operating and financial sustainability
- Make decisions about assessment issues that may impede the program's ability to move forward in a time-sensitive manner
- Understand risk and determine mitigation strategies
- In the near term, oversee procurement process and contracts for a discrete set of services

D. PARCC Working Groups / Advisory Groups

There are a wide range of working groups and teams of education leaders from member states tasked with specific advisory, technical and operational goals. Representative responsibilities for each of the groups are outlined below:

State Leadership Team

- Act as liaison between PARCC, Chiefs, Stakeholders. Each Governing State will identify a State Lead to take on responsibilities such as:
    - Advise their chief on policy decisions before the Governing Board. Keep their chief informed of PARCC-wide and state implementation issues
    - Communicate with key stakeholders and groups in their state, including sharing PARCC policies and materials with other state agency staff and stakeholder groups to get input and share feedback with PARCC (e.g. draft accommodations policies with special education director)
    - Coordinate between K-12 and higher education on implementation
    - Work with other SEA staff to implement state-level technology tools (e.g. Technology Readiness Tool, communications materials) to support state technology readiness
- Provide content, assessment and technical expertise by staffing working groups and vendor management teams (and identifying other state experts to do so)
- Provide input from their state before key policy issues go to the Executive Committee for consideration and decision making, such as:
    - Accommodations policies'
    - Growth metrics
    - Operational forms construction
    - Reporting
    - Key matters (including standard-setting approach)
    - Scoring model
    - Provide input about concerns from the field, and how PARCC decisions could create challenges or raise concerns about impact (in order to inform recommendations to Executive Committee)

Working Groups, focused on critical PARCC components

- Work to make decisions associated with day-to-day execution of PARCC contracts (e.g. item development, technology platform, etc.)
- Provide content, assessment and technical expertise to PARCC including:
    - Participate in development and evaluation of RFPs
    - Advise on development and implementation of assessment design
    - Participate and assist in facilitating item review and PLD meetings
- Advise on psychometric issues and research studies
- Advise on development of assessment policies (e.g. participation, accommodations, retakes, etc.)
- Advise on implementation resources (e.g. sample items, K-1 tools)

Advisory Committee on College Readiness (ACCR)

- Advise Governing Board on issues that impact higher education policy and implementation
- Participate with Governing Board to make decisions on key matters of college readiness (Governing State members only)
- Help build credibility of assessments for use by postsecondary institutions to indicate readiness for postsecondary credit bearing courses

Technical Advisory Committee (TAC) The technical advisory committee provides expertise and national perspective on policy, assessment, technical issues, such as through the development of white papers and reviews of key documents/policies. They will generally meet quarterly and are funded by the Operational Assessment vendor.

EXPECTED STATE STAFF CONTRIBUTIONS

PARCC states will provide staff support to the ongoing development of the summative assessments. Each state will contribute the equivalent of 1.5 FTEs beyond the participation of the State Leads. The non-summative assessment components will require similar support. PARCC states will assist the Support Management Contractor's coordination with interested LEAs to secure staff support.

SCOPE OF WORK

PURPOSE OF THIS RFP

The purpose of the Request for Proposal (RFP) is to solicit sealed proposals to establish a contract through competitive negotiations for the procurement of program management and support services that will assist in the overall development of the Partnership for Assessment of Readiness for College and Careers (PARCC) assessment system. This RFP will focus on the services to support the following three primary PARCC consortium goals:

1. Facilitate the ability of the States to work together including monitoring, tracking, supporting effective and efficient coordination across states and vendors, and providing feedback on the quality and effectiveness of State engagement;

2. Ensure coherence across all aspects of the PARCC Assessment system;

3. Provide a relentless focus on quality and overall program management to meet the strategic vision and goals as defined by PARCC leadership.

Specifically, the services being procured to meet these goals will include the tasks, activities and deliverables in the following prioritized areas:

1. Program Management
2. State Engagement and Coordination
3. Summative Assessment
4. Technology
5. Reporting and Analytics
6. Ongoing Research and Validity
7. Non-Summative Assessment

HIGH LEVEL STATEMENT OF NEED AND SCOPE EXPECTATIONS

The Consortium seeks a vendor to provide the following suite of services to augment current capacity and State resources to support PARCC's work to manage the design, development and ongoing operations of this next generation student assessment program.

Additional detail for each of the Core Components is provided below in Section 6.

#	Component	High Level Description of Services	Example of Services Not Expected
1	**Program Management and Delivery Services**	Program Management to ensure all PARCC vendors meet their obligations. Focus on tracking, documenting and communicating the status of critical path deliverables, dependencies and periodic quality reviews, particularly where related to state generated payments and liquidated damages. Coherence across all programmatic areas toward the successful execution aligned to the program's strategic vision and goals set forth by the Governing Board.	Day to day detailed project management. The expectation is that PARCC vendors (i.e., operational assessment, technology) are to provide robust project management.
2	**State Engagement and Coordination**	Convene, facilitate, document and report states' work; provide actionable data points regarding state engagement in order for the Governing Board to hold states accountable for membership responsibilities; develop communication protocols & tools to support state resources and decision making	Direct communications with State LEAs, boards, governors, and/or with the U.S. DOE unless directed to do so by the PARCC Governing Board. .
3	**Summative Assessment**	Ensure agreed upon states' standards of quality are met for each component of summative assessment areas	Design, develop or modify assessment or any of its parts unless directed to do so by the PARCC Governing Board. This component does not include changing or altering standards.
4.	**Technology**	Ensure technology supports Governing Board defined vision. Oversee the development of the technology infrastructure.	Developing, maintaining or hosting the technology infrastructure.
5.	**Reporting and Analytics**	Coordinating the release of results across states; develop annual consortium report; ensure data collection is timely.	Writing interpretation guides and creating reports.
6.	**Ongoing Research and Validity**	Coordinate research and validity studies and make recommendations for use of findings.	Conducting research and validity studies.
7.	**Non-Summative Assessment**	Support and operationalize consortium view of strategic vision for each of the non-summative areas.	Develop the assessment, or any of its parts.

PARCC Assumptions Related to Scope and Delivery of Services

- The Program Management and Support Contractor (PMSC) is expected to facilitate and support states' management of the PARCC vendors, not direct management of the contracts.
- Project management is a requirement of, and contained within the contracts of the primary PARCC vendors. As such, the PMSC will be responsible for higher level, less granular Program Management across projects.
- It is not expected that Procurement expertise and support will require a significant effort once the Operational Support and Technology vendors are on board and should reflect such in bidders' proposed scope and levels of effort.
- The Higher Education workstream requires its own source of funding; K12 funding cannot be used for this purpose. Hence, any staffing and related resources for the Higher Education roles and responsibilities by the PMSC must be budgeted separately in anticipation of additional non-K12 SEA resources.
- PMSC is expected to gather, document and recommend improvements to the test design; the PMSC's role does not include deciding what changes are to be implemented (i.e., AI scoring, equating issues, forms construction)
- PMSC is not the primary writer of most documents needed for summative assessments (i.e., coordinators guide, administration manual, interpretation guides) but is responsible for defining success criteria and developing and implementing a quality control process that ensures such deliverables meet state needs.
- Governing Board and/or Executive Committee can direct the removal of any project staff at any time for any reason as determined for the overall success of the PARCC program.
- Respondent assumes liability for all work conducted by contractor on behalf of the PARCC Consortium and will carry out all responsibilities in a manner that reflects well on the PARCC consortium.
- PMSC will be managing Intellectual Property (IP) on behalf of the PARCC Consortium. The IP will be held by PARCC states in a yet to be determined structure.
- Unless otherwise indicated, please assume all meeting costs have been accounted for except as otherwise stated. Please account for two (2) Governing Board meetings per year, estimated cost approximately $45,000 per meeting.

DETAILED SCOPE OF SERVICES

Component 1 - Program Management

The Program Management vendor will manage a large-scale technical project management and systems integration project requiring rigorous critical-path execution for the development of PARCC's multi-state student summative assessment system. PARCC has an ambitious plan that requires the development of both the assessment content from the ground up and the deployment across multiple states of an open, component-based technology architecture to support the administration of the assessment on a diverse set of computing devices and platforms. The program

manager will support the State-led effort in the provision of program management oversight for all critical path activities.

While PARCC currently has multiple vendors in place providing discrete objectives toward the overall design, development and implementation, PARCC requires a PMSC with a robust methodology in place to track critical path deliverables, dependencies, decisions, and timelines across the many work streams and supporting assessment development and technology vendors. The scope of the program management and delivery team covers the establishment of the PARCC program office and a quality management program to manage, support, and monitor the entire summative and non-summative[1] assessment development initiatives, including the student assessment design, development and planning for test administration, as well as the underlying technical architecture to support the new technology system.

Program Management activities will support quality management, coherence of content and oversight across PARCC vendors.

Task	Task #	Description
Provide PARCC Program Management	PM1	Provide PARCC program management office based upon industry standard program management processes and tools. The team is expected to set up the PMO efficiently, modifying as necessary existing and established tracking and reporting tools as quickly as possible. The current inventory of PARCC tools that support each function is listed below: a. Excel and PowerPoint for Status Reporting b. MS Project for Schedule Management c. SharePoint for Document Management d. Excel and PowerPoint for Change Management PARCC expects that your response will feature the tools you currently use and have found to be most effective for project/program management if different from the current assets being leveraged.
	PM2	Facilitate and support states' management of the operational assessment vendor, as well as all other PARCC vendors.
Governance and Decision Making	PM3	Support and facilitate decision-making protocols established by the Governing Board, State Leads and state fiscal liaisons.

[1] Please note that the development of the first generation of PARCC non-summative assessments will be completed by August 2015 through a no cost extension of the U.S.ED grant to the state of Maryland on behalf of PARCC. This ongoing work is separate from and not included in the work and related PMSC responsibilities described in this RFP. Additional development of the non-summative assessments beyond 8/2015 has not yet been determined by the PARCC Consortium.

		In your proposal response, provide recommendations for the governance structure, including how decisions will be made in a manner that supports State ownership.
Develop and provide ongoing maintenance of PARCC master schedule	PM4	Maintain and monitor a master schedule, with a clear focus on the critical path and incorporating existing project planning artifacts, which track toward the major PARCC milestones. The master schedule must include, but is not limited to, all activities and dependencies related to PARCC summative assessment design and development, design and policy decisions, vendor deliverables (including anticipated iterations or revisions), Leadership Team actions, Governing Board decisions, Quality Assurance processes, fiscal responsibilities, and public/stakeholder communications activities related to the summative assessment program and associated technology across PARCC work streams, vendors and contributors. The master schedule should clearly identify owners and support resources for each activity, including Program Management & Delivery staff. Please note – it is the expectation that PARCC project vendors will be providing detailed project plans with similar requirements. As such, the Program Manager/Support Contractor is required to look across vendors, aligning projects and requirements to ensure a comprehensive, holistic and forward looking view of the program.
	PM5	Evaluate key milestones and critical path deliverables to uncover assumptions about required inputs and predecessor tasks, including best practice QA steps and oversight for all deliverables, and once identified, communicate dependencies and assumptions within and across teams and internal stakeholder groups.
	PM6	Ensure that all predecessors or inputs are properly reflected on the master schedule and are owned by an appropriate PARCC or vendor team.
	PM7	Analyze critical-path deliverables to ensure that any required deliverable or output that will flow into future critical-path tasks within and across work streams is clearly described, appropriate iterations or drafts (if applicable) are included and approval times are feasible and ensure sufficient staff are assigned to support key decision analysis and option identification.
Monitor progress against	PM8	Monitor progress against summative assessment master

PARCC master schedule		schedule, including contractual delivery dates/exchanges, key policy decisions, key critical-path milestones and sign offs, communications plan and other actions.
	PM9	Monitoring must include measures and methods that are designed to more quantitatively identify project progress against plan.
	PM10	Monitor vendor performance vis a vis timelines, and track and ensure hand offs across all contractors in a manner that eliminates ambiguity, promotes on-time delivery and ensures accountability for results. Ensure industry-standard QA processes have been established and are being implemented to ensure high quality deliverables. The focus of this activity includes the handoff of deliverables between vendors. For example, 1. Items (item development to assessment administration) 2. State demographic/enrollment data (states to online delivery) 3. Machine scored responses (assessment administration to research) 4. Handscored responses (assessment administration to research)
	PM11	Attend meetings, including Leadership Team meetings, working group meetings, and Systems Engineering/Technology meetings, as required to monitor and track performance against plans/schedules.
	PM12	Regularly report (e.g., weekly) on progress on and deviations from the critical path towards major milestones; this includes early projections of potential risks, risk identification, and tracking risk mitigation (refer to following "Issue and Risk Management" section for more detail). Highlight items that require working group, Leadership Team, Executive Committee or Governing Board action or other risk mitigation, engaging in proactive, collaborative, and value-driven solution planning. Identify and report root causes of delays and other risks as they arise. Use of high quality software tools to monitor and report on progress is a must.
	PM13	Develop and post standardized reports for status and analysis of individual work streams, and/or teams' and vendors' progress.
	PM14	Prepare and deliver quarterly formal status update presentation(s) to the Governing Board and/or designees on the overall status of critical path activities,

		risks and recommendations, as relevant.
Change Control	PM15	Manage a nimble change control process and monitoring system, including prioritization and tracking for the master schedule and program incorporating a technology change control process.
	PM16	Create an historical record that incorporates all master schedule changes and PARCC decisions.
Documentation Management	PM17	Ensure that all relevant project documents are complete, intact, and up-to-date.
	PM18	Ensure that all relevant project documents and other artifacts are archived for future reference and easily accessible to stakeholders as appropriate. Currently the Consortium utilizes a SharePoint portal for this function. Respondents should outline their plans to either continue, enhance or replace the current process.
Issue and Risk Management	PM19	Develop, implement and operate a complete issue management, risk identification/mitigation process for the life of the PARCC summative assessment project.
	PM20	Monitor for, identify and mitigate risks, and develop recommendations when adjustments need to be made based on new/emerging priorities or risks.
	PM21	Proactively develop and propose solutions when deadlines are in jeopardy and alternatives need to be generated.
	PM22	Report to Executive Committee and/or Governing Board as appropriate on issues to communicate to stakeholders, as well as summarize risk for each proposed solution. Report should include strategies, required resources, activities and timeframes for mitigation.
	PM23	Develop contingencies if deadlines are not met, including understanding true critical path, distinguishing must have from nice to have, and accelerating production of the most essential components of the system first.
Release and Deployment Management	PM24	Work across the program – with development vendors, technology architecture vendors, PARCC leadership and stakeholders - to establish a consistent understanding of what is required for a successful multi-state administration of PARCC computer-based summative assessments ("go live").

	PM25	Analyze progress and impacts across critical-path work streams to recommend release strategy, as well as the standards and criteria that support a successful go-live based upon PARCC priorities.
	PM26	Create and facilitate a process to ensure that changes to technology and assessment administration requirements are rapidly analyzed by technology readiness, communications, and other appropriate work streams to identify field impacts and required mitigation strategies.
Vendor/Contract Management	PM27	Ensure PARCC and PARCC vendors have proposed, developed and are executing effective and efficient quality assurance methodologies for the summative assessment system; Monitor the review and acceptance by PARCC of associated vendor deliverables, cross-vendor hand offs, facilitating where necessary to sustain the critical path. Communicate status of services and deliverables to all required parties, track related required execution of responsibilities based upon such status updates (e.g., sufficient on time, on spec, on budget deliverables have been accepted to trigger state payments), identify and resolve any lapses or inconsistencies in such execution.
	PM28	Oversee contracts between vendors and states and ensure payment timetables and accuracy, working with state fiscal leads
	PM29	Support planning, drafting and completion of other project-related procurement, Memorandum of Understanding, and/or contract documents, as relevant and needed.
	PM30	Coordinate vendor access to Subject Matter Experts designated by PARCC states and other relevant stakeholders to appropriately engage resources in a timely and effective manner.
Accounting Management	PM31	Responsible for approving vendor invoices, prior to PARCC payment by requisite State.
	PM32	Responsible for employee and State participant accounting, time tracking, travel and related payments.
Quality Management and Continuous Improvement	PM33	Set guidelines for the definition of quality and establish and monitor adherence to review process.
	PM34	Provide recommendations for improvement to plans, resources, objectives, assessment design and approaches based upon overall program and quality assurance monitoring efforts.

	PM35	Ensure critical path deliverables are reviewed, meeting quality standards based upon set criteria for products, processes and information. •

Component 2 - State Engagement and Coordination

The State Engagement and Communications activities will support cross state collaboration, monitoring, tracking and facilitating productive and effective engagement.

Task	Task #	Description
Meeting Facilitation and Coordination	SEC1	Coordinate meetings, communications and resources (including contractors) for the consortium and for all expert panels, including standing and ad hoc committees.
	SEC2	Plan and prepare meeting agendas and support materials for Governing Board, Executive Committee, and State Lead meetings.
	SEC3	Convene member states and handle all meeting logistics and materials on an established schedule for project reports and policy decisions to address common challenges, align decisions and discussions in order to build consensus .
	SEC4	Serve as executive secretary to governing states—documenting decisions, recommending agendas, recording official minutes, etc.
	SEC5	Facilitate consensus among consortium states through convenings, ongoing electronic communications, and support to working teams.
	SEC6	Develop written documents, e.g., memos and PowerPoint presentations, to support: decision-making processes, risk mitigation, solution posing and analysis, coordination and tracking of assessment design and development work.
State Engagement and Monitoring	SEC7	Ensure that all appropriate project meetings occur as frequently as needed to meet critical-path timelines and deliverables (e.g., Governing Board, Executive Committee, State Leads)
	SEC8	Effectively track and coordinate with State Leads for required / committed engagement, quality and quantity of work. Develop a tracking mechanism to monitor and report on state practices to the Governing Board and

		State Leads.
	SEC9	Support cross state collaboration in policy development and consortium decision-making and governance.
Communications Support	SEC10	Provide a modest level of communications support to the PARCC consortium as directed by the Governing Board. Communications support may include: • Internal communications to and among partners, state and districts (e.g., newsletters, press releases) • Nonprofit partner community (i.e., CCSSO) • Marking materials that support and communicate the value of PARCC • K12 and higher education
	SEC11	Facilitate and provide support to enable, leverage and help coordinate State level communications resources.

Component 3 - Summative Assessment

The Summative Assessment activities will ensure that agreed upon states' standards of quality are met for each component of the assessment areas.

Task	Task #	Description
Content and Scoring	SA1	Facilitate quality control / quality assurance management to ensure PARCC vendors deliver: • Timely contracted deliverables that meet PARCC needs and its commitment to "best in class" • Services of high quality that are on time, on specification and within budget • Track and ensure quality and coherence of items, forms and scoring • Provide oversight and ensure quality of vendors' scoring practice and implementation processes.
	SA2	Consistent with criteria established by the states, oversee, coordinate and monitor processes across PARCC. Ensure issues are brought to closure and resolutions are communicated to all relevant stakeholders in a timely manner.
	SA3	Based upon project schedules and statuses, develop meeting objectives/agendas for state assessment vendors and the operational vendor to review significant deliverables.
	SA4	Coordinate the fine tuning of content frameworks.
		Coordinate states' requirements for scoring criteria

		processes and rule for calibration in support of cross state agreement.
	SA5	Manage and facilitate discussion and coordinate options review related to introduction of AI scoring.
Coordination and Assistance	SA6	Ensure ongoing maintenance of administration policies for use across all PARCC states, track and report on the fidelity of implementation.
	SA7	Ensure development of manuals and training materials by the vendors meet state requirements and quality expectations through review and delivery.
	SA8	Monitoring and reporting on the implementation of security procedures that are aligned to state requirements; develop protocols and processes in the event of a security breach.
	SA9	Ensuring comparability of fidelity in how states are implementing accessibility features and accommodations.

Component 4 – Technology Platform

The Technology activities will ensure that the platform meets the strategic vision as defined by the Governing Board. This workstream is currently being funded through the original grant (No Cost Extension) with an expectation of completion during Operational Year One. The technology (procured and/or built), decisions acted upon, and the results of current efforts, will need to be integrated into the overall Program Management structure in subsequent years.

Task	Task #	Description
Technology Operations Support and Maintenance	TP1	Support and operationalize the ongoing strategic vision for the PARCC technology platform as defined by the Governing Board.
	TP2	Provide input into the PARCC technology acquisition approach, analyzing options for and recommendations related to leasing versus PARCC owned and operated platforms.
	TP3	Oversee the design development and quality of PARCC technology platform as required.
	TP4	Develop and manage procurements, as necessary, for ongoing maintenance of platform.
	TP5	Oversee management and maintenance of the Partnership Resource Center.
	TP6	Oversight of data security audits and data repository

		requirements.

Component 5 - Reporting and Analytics

The Reporting and Analytics activities will focus on the coordination efforts for the effective collection of, and release of PARCC summary reports.

Task	Task #	Description
Reporting and Analytics	RA1	Coordinate the release of summative assessment results across PARCC states (i.e., timing, messaging and guidance on interpretations).
	RA2	Develop PARCC Consortium assessment report (i.e., summary trends).
	RA3	Manage vendors on administrative and student level fixed reports and interpretive guides.
	RA4	Oversee and coordinate data collections and reporting between states and vendors.
	RA5	Coordinate psychometric and other studies as defined by the consortium.

Component 6 - Ongoing Research and Validity

The Ongoing Research and Validity activities will focus on coordinating needed research, as well as making recommendations related to findings.

Task	Task #	Description
Research and Validity	RV1	Coordinate and convene TAC and research agenda. Ensure the consortium's requirements are met and that members participate and are supported during standard setting.
	RV2	Oversee ongoing test design based upon research and standards.

Component 7 - Non-Summative Assessment

The NonSummative Assessment activities will ensure that agreed upon state requirements and standards are aligned with overall PARCC strategic vision. This workstream is currently being funded through the original grant (No Cost Extension) with an expectation of completion during Operational Year One. The technology (procured and/or built), decisions acted upon, and the results of current efforts, will need to be integrated into the overall Program Management structure in subsequent years.

Task	Task #	Description
Non-Summative Assessment	NSA1	Support the consortium's development and implementation of a strategic vision for non-summative assessment.
	NSA2	Support consortium development and review of contract amendments and/or RFPs to implement the operational non-summative assessments.
	NSA3	Program and quality management of vendors responsible for the design, development and implementation of this component; communications with state fiscal leads related to acceptance, payments and any liquidated damages or other fiscal consequence related to services and deliverables.
	NSA4	State engagement activities in support of this support component.

COST SAVING RECOMMENDATIONS

The intent of this portion of RFP is for the contractor to demonstrate deep expertise within the proposed scope of work and recommend creative approaches to accomplish program objectives in the most efficient and effective manner possible while not introducing significant risk to the overall program. Contractors shall make specific recommendations as to how to reduce costs for each of the sections (1-7) of the scope of work and what risks such reductions might introduce

Recommendations shall state (1) the action to be taken, (2) the steps required to implement the recommendation, (3) the potential impact of the recommendation on the quality of the work (if any), (4) the potential impact of the recommendation on the proposed schedule (if any), (5) the potential impact of the recommendation on other areas of the program (if any), and (6) an estimate of the savings to be gained by implementing the recommendation.

Contractors shall submit their recommendations in the body of their proposal response (required), as well as in the Cost Notes (optional) to be attached to this RFP response. Contractors shall be as specific as possible with their recommendations and resulting cost savings.

ADDITIONAL CONTRACTOR REQUIREMENTS/QUALIFICATIONS

Proposal Format

Please include with your **RFP** response:

Section	CONTENT TO BE INCLUDED
TECHNICAL PROPOSAL	
1. TRANSMITTAL LETTER and ACCOUNT MANAGEMENT	Bidders must submit a letter of transmittal signed by an owner, officer, or other authorized agent. The letter of transmittal MUST: 1. Identify the submitting business entity 2. Identify the name, title, telephone number and email address of the person authorized by the Offeror organization to contractually obligate the business entity providing the Offer. 3. Identify the name, title, telephone number, and e-mail address of the person authorized to negotiate the contract on behalf of the organization (if different than (2) above). 4. Identify the names, titles, telephone number, and e-mail addresses of persons to be contacted for clarification/questions regarding proposal content. 5. Identify sub-contractors (if any) anticipated to be utilized in the performance of any resultant contract award. 6. Describe the relationship with any other entity that will be used in the performance of this awarded contract.
2. EXECUTIVE SUMMARY	The Contractor shall provide an Executive Summary to be written in non-technical language to summarize the Contractor's overall capabilities and approaches for accomplishing the services specified herein. Evidence would include, but not be limited to, potential Contractor's mission, date of founding, size and experience. This response should also demonstrate the Contractor's clear understanding of the Partnership's goals, responsibilities and strategic vision for the future of PARCC. The Contractor is encouraged to limit the summary to no more than six (6) pages.
3. FIRM CAPABILITIES & EXPERIENCE	A detailed description of your capabilities/offerings listed separately. A description of your firm, including a brief history, size, and number/locations of offices, the types of business ventures in which the organization is involved including the organizational structure which identifies different divisions (as applicable), typical staffing team and other pertinent information. Bidders must submit relevant organizational information, a list of three to five similar projects undertaken and/or clients served within the last ten years, agency expertise relative to the services requested, and a statement of existing workload as it impacts the performance of the project. Desired Qualifications: • Experienced successful management of large, high-stakes, complex

	technology and business process redesign projects with multiple diverse stakeholders, aggressive deadlines, and a variety of partners and vendors. • Advanced, mature, and proven capability and available capacity to build and run a program management office with established tools and methodologies, all with an execution and strategic alignment focused partnership • Cross-state and multi-vendor coordination and oversight experience • Vendors with deep experience managing large multi-state or multi-national merger integrations and/or systems integrations may be ideally suited to provide these services. • Experience delivering in high stakes setting (e.g., migration of financial systems, HR systems, new product development, summative assessment program, teacher evaluation program, etc.) • Extensive experience marrying the design or re-engineering of complex and interrelated business processes with the development, testing, and deployment of technology to support those processes. • Appropriate staffing capabilities to meet aggressive project timelines and rapid on-boarding • Demonstrated analytic and value-driven talent • Demonstrated track record working in blended teams with client and other consultant resources • Organizational experience or a successful history of subcontracting within education and computer-based large-scale high stakes student assessments is preferred • Operating with sound financial management, implementation of specific fiscal practices and controls (i.e., generally accepted accounting principles, the procuring state's and the U.S. Department of Education's billing, , record keeping, and auditing requirements)
	An overview of experience in providing these same or similar services to clients and projects of similar scope and similar levels of complexity, detailing types of projects managed, include descriptions of the industry or nature of the program being managed, the timeline for getting ramped up, the program complexity, possibly including number of organizations involved and/or vendors overseen, etc., any other services provided or challenges met in providing similar services.
	2-3 Case Studies of specific projects executed within the last five years; include project plans, timelines, materials, outcomes or other relevant project information.
	If subcontractors are to be used, provide the information above for them as well to the extent available along with an explicit description about which components and tasks each subcontractor will be response for completing in the plans required below.
4. PLAN & APPROACH	The Contractor shall provide a response to how the requirements described in this RFP will be met. The Contractor shall describe the methodologies, quality management standards and best practices that will be employed in managing and completing the requirements in each of the required

	subsections listed below. The Contractor shall also identify where significant development difficulties may be anticipated and any specific techniques to be used to resolve them. Response Requirements - For each of the components identified in the Scope of Work (Section 6) above, please include in your response the following items. 1. *Approach and Methodology* outlining how the Contractor expects to accomplish scope of services and requirements identified. Please include a description of the intended tools to be used to accomplish specific services. 2. *Project Schedule* identifying activities, tasks, responsible entity and dependencies between and among PARCC stakeholders. 3. *Performance metrics* to be used to assess quality of services, information and products, as well evaluation processes to assess adherence and success. 4. *List of Deliverables,* identifying expected frequency and assumptions for PARCC input. Please indicate deliverables that are Vendor produced per this contract, as well as critical path deliverables of PARCC supporting vendors that will be reviewed from a Quality perspective to ensure overall program success.
5. PROJECT ORGANIZATION & RESUMES	Bidders must provide an organization chart of all project staff envisioned for this work. Additionally, the respondent will submit an overview of key personnel assigned to the project including education and prior experience; how the project will be organized (representing all proposed staff) and detailed resumes of key staff. Detail expectations and assumptions regarding PARCC state contributions, as well as leadership and staff level interactions (i.e., frequency, type).
	Explain your approach for obtaining client approvals for resources on the initial team(s) or if during the course of the engagement key staff resign or are removed from the project. Describe the approach for removal of resources in the event of performance issues, as well as sourcing additional resources for yet to be defined requirements if they arise during the course of the engagement.
	Please provide your approach, and representative examples, for how your organization can accommodate changes in PARCC direction and/or stakeholder participations. Examples include, but are not limited to, the following: • Leasing technology versus building PARCC owned solutions • Increases or decreases in State participation and therefore student populations and resulting fees
6. REFERENCES & OTHER INFORMATION	Three (3) relevant client references with contact information, with general description of the type of services provided to each client.
	All assumptions and exceptions that apply to your RFP response. If your response is not intended to fully comply with all stated requirements in this

	RFP, you must cite by component, task and description, which items do you will not perform.
	Disclosure of any relationships that may be considered a conflict of interest or may raise a conflict of interest and/or may have an impact upon the services to be provided. For example, • Governing board members must not have a personal or financial relationship with officers of the organization and must meet its fiduciary responsibilities through oversight of the chief executive and chief financial officers • Proposed Offerors, and sub-contractors are not providing services, and/or conducting business with PARCC on alternative contracts resulting in conflict of interest for parties involved.
	Provide a summary of pending, and/or anticipated litigation as well as the ultimate resolution. Furthermore, please indicate if Respondent has operated under a different name and/or corporate structure in the past ten years.
	Company must be operating with sound financial management, implementation of specific fiscal practices and controls (i.e., generally accepted accounting principles, the procuring state's and the U.S. Department of Education's billing, record keeping, and auditing requirements)
7. SAMPLE SERVICES AGREEMENT TEMPLATE	Response to the SAMPLE Services Agreement, template redlined as necessary, included with this RFP submission, Appendix B.
COST PROPOSAL (separate document)	Contractors must complete the Cost Response Form in APPENDIX A. Cost will be measured by the criteria described in APPENDIX A. All costs must be justified and evidence of need documented in the proposal. For this engagement and unless specified otherwise, a fixed price contract is expected.

TERMS OF THE CONTRACT

The contract will begin in July 2014 and end three years later. The scope of the work may be modified by RIDE prior to beginning work on a given task. RIDE retains the option of granting a time extension of up to two twelve-month periods with additional funding if available and if the level of work is expanded by mutual written consent. If necessary, deficiencies in performance of services and/or failure to supply deliverables in a complete and timely manner will be documented in writing by RIDE. Should a pattern of substantial dissatisfaction become apparent, RIDE reserves the right to terminate the contract.

COST PROPOSAL/TERMS OF PAYMENT

The contractor must prepare a cost proposal reflecting the hourly rate or other fee structure proposed for this scope of services using the Cost Proposal Forms contained in Appendix A. The total cost of the contract is not to exceed $5.5 Million per year based upon projected state participation and allowable fees across years. Please ensure the budget is presented by state fiscal year, which runs from July 1st through June 30th.

Please note that reimbursement for travel within the continental United States will be limited to the per diem rates established by the General Services Administration (GSA). Per diem rates are posted at www.gsa.gov/perdiem.

This section of the RFP contains the schedule, description and conditions governing the procurement.

SEQUENCE OF EVENTS

The Procurement Manager will make every effort to adhere to the following schedule:

	Action	**Approximate Schedule**
1.	Issuance of RFP	May 5, 2014
2.	RFP Questions Due by Respondents	May 15, 2014
3.	Response to Written Questions	May, 2014
4.	Submission of Proposal	June 2, 2014
5.	Proposal Evaluation	June 9, 2014
6.	Oral Presentation for Proposal Finalists (as needed)	June 11,12, 2014
7.	Contract Award	July 15, 2014
8.	Finalize Contract	

PROPOSAL SUBMISSION

Questions concerning this solicitation may be e-mailed to the Division of Purchases at the address on the cover sheet of this solicitation and no later than the date & time listed. **Send your questions in Microsoft Word format.** Please reference the RFP# on all correspondence. Questions received, if any, will be posted and answered on the Internet as an addendum to this solicitation. It is the responsibility of all interested parties to download this information. For computer technical assistance, call the helpdesk at 401-222-3766 or lynda.moore@purchasing.ri.gov.

Proposals (an original plus 4 copies) should include the following:

1. A completed and signed four-page RIVIP Bidder Certification Cover Form, available at www.purchasing.ri.gov.

2. A ***separate sealed*** Cost Proposal as described above.

3. A *separate* Technical Proposal (see below) describing the qualifications and background of the applicant and experience with similar programs, as well as the work plan or approach proposed for this requirement.

4. A completed and signed W-9 (taxpayer identification number and certification). Form is downloadable at www.purchasing.ri.gov. **Please include with original proposal only.**

Deliver to:

Department of Administration
Office of Purchases
One Capitol Hill
Providence, Rhode Island 02908

Contractor assumes all responsibilities for proposals submitted by mail or commercial delivery service. Proposals misdirected to other state locations or which are otherwise not present in the Office of Purchases at the time of opening, for any cause, will be determined to be late and will not be considered. Faxed responses will not be considered.

PROPOSAL EVALUATION

The following is a summary of evaluation factors with point values assigned to each. These weighted factors will be used in the evaluation of individual potential Offeror proposals by sub-category.

Evaluation Point Summary

Factor	**Points Available**
Technical Proposal	
Transmittal Letter	Pass/Fail
Executive Summary/Understanding of Issues	5 points
Firm Capabilities & Experience	10 points
Plan and Approach	25 points
Project Organization and Resumes	20 points
References and Other Information	10 points
Cost Proposal	30 points
Sample Services Agreement	Pass/Fail
RIVIP Bidder Certification Cover Form	Pass/Fail
W-9 (taxpayer identification number and certification)	Pass/Fail

TOTAL	100 points

EVALUATION FACTORS

The evaluation method for this solicitation will be best value. Best value will be determined using the evaluation factors identified below: The Technical Approach is the most important factor followed by the Management Approach. Technical and Management are significantly more important that Cost. Offerors are cautioned that the award may not necessarily be made to the lowest Price offered.

1. Technical Evaluation Approach

The technical evaluation process will consider the following:

- Understanding of the Problem: The extent to which the proposal demonstrates a clear understanding of all the features involved in solving the problems and meeting and/or exceeding the requirements presented in the solicitation and the extent to which uncertainties are identified and resolutions proposed.
- Feasibility and Scalability of Approach: The extent to which the proposed approach is workable, expandable, and the end results achievable. The proposal will be evaluated to determine the level of confidence provided to Rhode Island. with respect to the Offeror's methods and approach in successfully meeting and/or exceeding the requirements in a timely manner.
- Completeness: Whether the Offeror's methods and approach have adequately and completely considered, defined, and satisfied or exceeded the requirements specified in the solicitation. Completeness also includes the extent to which each requirement has been addressed (i.e., met and/or exceeded) in accordance with the proposal submission instructions of the solicitation.

2. Management Evaluation Approach

The management evaluation will consider the following:

- Program Management Plan: The Offeror's specific management plan and approach to complete the required solicitation.
- Governance Approach: The Offeror's understanding of and ability to facilitate and support decisions made by the consortium.
- Quality Control Process: Whether the Offeror has sufficient internal processes to ensure that the project is completed on time and within the stated specifications.

- Risk Management Process: Whether the Offeror has a robust plan outlined to identify, track, and mitigate the risk associated with the work outlined in this solicitation.
- Cost Savings: The Offeror is encouraged to put forth its recommendations for cost-savings and innovative measures to deliver an equal or better product using methods and processes that are not called for in the solicitation.

3. Past Performance Evaluation Approach

The past performance evaluation process will consider the following:

- The Offeror's past performance based on information obtained from references provided by the Offeror
- An assessment of the relative risks associated with each Offeror. Performance risks are those associated with an Offeror's likelihood of success in performing the acquisition requirements as indicated by that Offeror's record of past performance.
- The currency and relevance of the information, source of the information, context of the data, and general trends in Offeror's performance

4. Price Evaluation Approach

The total Price in the Offeror's Price Proposal shall reflect the proposed costs and any materials travel, etc. with the associated costs. This contract will be a firm fixed price contract.

APPENDIX A

BUDGET - MULTI-YEAR PROJECTS

The Contractor estimates that its budget for work to be performed under this Agreement is as follows:

Expense Category	Estimated Expenditures			
	Year 1	Year 2	Year 3	Year 4
1. Employee Salary and Benefits	0	0	0	0
5. Purchased Services	0	0	0	0
3. Supplies and Materials	0	0	0	0
4. Travel	0	0	0	0
5. Printing	0	0	0	0
6. Office Expense	0	0	0	0
7. Other: *(describe)*	0	0	0	0
8.	0	0	0	0
Subtotal	0	0	0	0
Indirect Cost *	0	0	0	0
TOTAL	0	0	0	0

It is understood and agreed that the amounts indicated above for the several line items are estimates of expenditures to be incurred by the Contractor on behalf of this Agreement and to be claimed by the Contractor for reimbursement under this Agreement. It is further understood and agreed that actual expenditures may vary from the estimates set forth above and that such variations shall not in themselves be cause for disallowance of reimbursement by RIDE; provided, however, that the Contractor shall notify the contract officer of the variance and obtain pre-approval, in writing; and provided further that unless permission of the contract officer shall have been obtained in advance, no expenditure shall be claimed by the Contractor for reimbursement by RIDE under this Agreement if such expenditure shall have been incurred in a line item category not listed above. Transfer of funds between categories requires prior written approval by RIDE. In no event shall the total amount of reimbursement claimed by the vendor under this agreement exceed the total approved contract amount.

**** Attach a copy of the approved indirect cost documentation***

BUDGET DETAIL SHEET *
FISCAL YEAR _____

EMPLOYEE SALARY AND BENEFIT DETAIL (TOTAL COMPENSATION)**

NAME	POSITION TITLE	NUMBER OF HOURS	HOURLY RATE (including benefits)	SALARY and BENEFIT TOTAL $
TOTAL REQUEST				

PURCHASED SERVICES DETAIL

NAME	POSITION TITLE	HOURS	HOURLY RATE $	TOTAL $
TOTAL REQUEST				$

OTHER EXPENDITURES DETAIL

EXPENSE CATEGORY	DESCRIPTION	TOTAL
Supplies and Materials		
Travel ***		
Printing		
Office Expense		
Other: *(describe)*		
Indirect Cost		
	Total	$

* Please include a detail budget sheet for each state fiscal year (July 1st – June 30th)

** Please round hourly rates to the nearest whole dollar and ensure there are no rounding differences with the extended totals.

*** Reimbursement for travel within the continental United States is limited to the per diem rates established by the General Services Administration (GSA). Per diem rates are posted at www.gsa.gov/perdiem.

Deborah A. Gist
Commissioner

State of Rhode Island and Providence Plantations
DEPARTMENT OF EDUCATION
Shepard Building
255 Westminster Street
Providence, Rhode Island 02903-3400

APPENDIX B

RHODE ISLAND STANDARD CONTRACT AGREEMENT

BETWEEN: ***Rhode Island Department of Education***
Office of Educator Quality and Certification
255 Westminster Street
Providence, Rhode Island 02903

AND:

FEIN: XX-XXXXXX

RELATING TO:

Work and activities by **Vendor** to be undertaken in accordance with the attached SECTION I Terms and Conditions and SECTION II Work Program Specifications in consideration of compensation to be paid by the Rhode Island Department of Education (RIDE) as set forth in SECTION III Budget.

THIS CONTRACT IS NOT VALID OR LEGALLY BINDING UNTIL SIGNED BY BOTH PARTIES AND A PURCHASE ORDER HAS BEEN ISSUED BY THE OFFICE OF PURCHASES. DO NOT PERFORM ANY WORK ON THIS CONTRACT UNTIL A PURCHASE ORDER IS ISSUED.

ACCEPTED:

RHODE ISLAND DEPARTMENT OF EDUCATION	VENDOR
_____	_____
Deborah Gist Commissioner of Education	[NAME] [TITLE]
DATE: _____	DATE: _____

SECTION I (continued)

Article 1
Parties to Agreement. This Agreement is made by and between the Rhode Island Department of Elementary and Secondary Education (RIDE) and the party specified in SECTION I A1.

Article 2
Period of Performance. This Agreement will be effective on the starting date as specified in SECTION I A2 and, unless renewed or extended, will expire on the termination date as specified in SECTION I A2. It is understood and agreed by and between the parties that this Agreement covers work and services to be provided by the Contractor for the period specified in SECTION I A2.

Article 3
Modification of Agreement. This Agreement may be amended or extended by mutual written consent provided that such consent may not be unreasonably withheld, and further provided, that there is a fiscal appropriation for any extension.

Article 4
Contract Officer. The Contractor agrees to maintain close and continuing communication with the RIDE contract officer, as specified in SECTION I A3, throughout the performance of work and services undertaken under the terms of the Agreement. The contract officer is responsible for authorizing all payments made by RIDE to the Contractor under this Agreement.

Article 5
Project Officer. The project officer, as specified in SECTION I A4, is responsible for coordinating and reporting work performed by the Contractor under this agreement.

Article 6
Delays. Whenever the Contractor has knowledge that any actual or potential situation is delaying, or tends to delay the timely performance of work under this Agreement, the Contractor shall immediately give written notice thereof, including all relevant information with respect thereto, to RIDE.

Article 7
Funding. In consideration of work and services performed by the Contractor in accordance with SECTION II of this Agreement, RIDE agrees to reimburse the Contractor for allowable costs incurred by the Contractor under this Agreement in an amount not to exceed the amount specified in SECTION I A5 and in accordance with estimated expenditures as set forth in SECTION III Budget. Reimbursement for travel within the continental United States is limited to the per diem rates established by the General Services Administration (GSA). Per diem rates are posted at: www.gsa.gov/perdiem. RIDE shall process all invoices within 30 days of date of

SECTION I

A. SPECIFIC TERMS AND CONDITIONS

1. Vendor

   Address

   FEIN #

2. Starting Date

   Termination Date

3. Contract Officer
   (for the Dept. of Education)

   Project Officer

4. Project Officer
   (for the Vendor)
   Contact Information: Phone Number
   Email Address

5. Contract Amount

6. Special Conditions: RIDE reserves the right to extend the contract for up to twelve months by mutual written consent.

   Other Special Conditions (that may be applicable):
   SINGLE YEAR CONTRACTS: Contract activities may be modified by mutual consent prior to the beginning of each phase of work

   MULTI-YEAR CONTRACTS: Subsequent years' activities are dependent on the availability of funding and may be modified by mutual consent

   NON-STATE FISCAL YEAR END (always align termination date with state fiscal year end of June 30th and add the following condition): Contract activities are scheduled to end on ____; however, the contract end date has been aligned with the state fiscal year.

invoice. All payments are provisional pending the final audit by appropriate state and/or federal officials.

Article 8

Federal Funding Provisions. Funds made available to the Contractor under this Agreement are or may be derived from federal funds made available to RIDE. The provisions of Article 7 and SECTION III notwithstanding, the Contractor agrees to make claims for reimbursement under this Agreement in accordance with federal policies governing allowable costs to be charged against federal grants. The Contractor agrees that no expenditures claimed for reimbursement under this Agreement will be claimed for reimbursement under any other agreement, grant, or contract that the Contractor may hold which provides funding from state or federal sources. The Contractor further agrees to be liable for audit exceptions that may arise from examination of expenditures: (a) claimed by the Contractor for reimbursement under this Agreement, and/or (b) submitted by the Contractor in meeting any cost participation requirements.

In executing this Agreement the Contractor is serving as grantee or independent contractor under a federal grant or contract between the federal government and RIDE. The master grant award or cooperative agreement made to RIDE by the federal government governing activities under this Agreement is, therefore, made a part of this agreement. The Contractor specifically agrees to abide by all applicable federal requirements for grantees, contractors, or independent contractors receiving federal funds including, but not limited to, those requirements set forth or referenced in the master grant or contract relating to this Agreement and in the following documents which are incorporated by reference hereto: 34CFR Parts 74-86 and 97-99 (Administration of Grants); OMB Circular A-102 (Grants and Cooperative Agreements with State and Local Governments); OMB Circular A-110 (Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals and other Nonprofit organizations); and A-133 (Audits of Institutions of Higher Education and Other Nonprofit Organizations).

Article 9

Prepayment. Articles 7 and 8 notwithstanding, prepayment will be allowed provided that it is requested and approved under the appropriate mechanism and subsequently accounted for with proper documentation.

Article 10

Withholding of Payments. The Contractor shall, in a satisfactory and proper manner in accordance with industry standards, complete all obligations and duties as stipulated in this Agreement. Failure of the Contractor to perform or deliver required work, services, or reports under this Agreement may result in the withholding of payments by RIDE to the Contractor.

Article 11

Termination of Agreement. In the event that either of the parties materially fails to perform its obligations under this Agreement, the other of the parties may terminate this Agreement upon written notification of termination setting forth the nature of the failure to perform said obligations under this Agreement. Prior to termination, the terminating party shall give the other party thirty (30) days to cure the alleged defect or otherwise commence activities designed to remedy the alleged defect.

RIDE may, without cause, terminate this Agreement at any time upon giving sixty (60) days advance notice in writing to the Contractor. The above mentioned sixty (60) days written notice notwithstanding, the State expressly reserves the unilateral right to terminate, amend and/or reduce services and payments under this Agreement, effective immediately upon written notice to the Contractor in the event that the funding underlying the participation of RIDE is eliminated, limited or curtailed.

In the event of termination by either party, all property and finished or unfinished documents, data, studies, and reports prepared by the Contractor under this Agreement, shall be assigned as described herein in Article 17. Notice of the effective date of termination will include the reports that must be completed.

In the event of termination by either party, final payment by RIDE to the Contractor for work and services provided by the Contractor under this Agreement up to the effective date of termination shall be made in proportion to work completed and allowable expenses incurred, in accordance with the principles of cost reimbursement, agreements and contracts. Notwithstanding the foregoing, costs related to any reports required to be completed after the effective date of termination will be reimbursed. Notwithstanding the foregoing, the Contractor shall not be relieved of liability to RIDE for damages sustained by RIDE by virtue of any breach of this Agreement by the Contractor; and RIDE may withhold payment to the Contractor for the purpose of setoff until such time as the exact amount of damages due to RIDE from the Contractor is determined.

Article 12

Indemnification and Insurance. The Contractor shall hold harmless and indemnify the State of Rhode Island, RIDE, and their officers, employees, and agents from and against all liability, damage, loss, claims, demands, and actions of any nature whatsoever, including the cost of defending any action (including reasonable attorneys fees), which arise out of or are connected with, or are claimed to arise out of or be connected with any of the services provided to the State under this Agreement. The foregoing provision shall not be deemed to be released, waived or modified by reason of any insurance provided by the Contractor under the provisions of this Agreement. Contractor agrees to add the State of Rhode Island and RIDE as additional insureds under its general liability policy and to provide RIDE with a certificate of insurance verifying that the State and RIDE are additional insureds under said policy.

Article 13

Recordkeeping/Inspection of Records and Reports. The Contractor agrees to keep discrete financial records of expenditures made under this Agreement, including time records of employees whose work is to be charged in whole or in part to this Agreement; to maintain such records in accordance with standard accounting practices; to make such records available on request to appropriate state and/or federal officials for examination or audit, ensure that audits are conducted in accordance with OMB Circulars A-110 and A-133 if applicable, and to keep such records on file until the final audit of RIDE records under the federal grant funding of this Agreement, or until such time as federal provisions permit the records to be discarded. All management correspondences that accompany audit reports must be sent to RIDE. If a client served by this contract is charged for service, the Contractor must report this income.

Article 14

On-Site Inspection. The Contractor agrees to permit on-site monitoring, evaluation, and inspection of all activities related to this Agreement by officials of the RIDE, its designee, and, where appropriate, the federal government.

Article 15

Partnership. It is understood and agreed that nothing herein is intended or should be construed in any manner as creating or establishing the legal relation of partnership between the parties hereto, or as constituting the employees, agents, or representatives of the Contractor included in this Agreement as employees, agents, or representatives of RIDE.

Article 16

Severability. If any provision of this Agreement is held invalid, the remainder of this Agreement shall not be affected thereby if such remainder would then continue to conform to the terms and requirements of applicable law.

Article 17

Proprietorship. RIDE and the Contractor shall be considered Joint Owners (as that term is defined by US Copyright Law) of all intellectual property including finished or unfinished documents, computer software, data studies, and reports prepared or acquired by the Contractor under this Agreement and for which reimbursement was claimed under this Agreement. RIDE will own all tangible property and equipment acquired by the Contractor under this Agreement and for which reimbursement was claimed under this Agreement. The Contractor further understands and agrees to abide by federal regulations, requirements, and policies governing the disposition of equipment or property purchased with funds made available to the Contractor under this Agreement or with funds identified by the Contractor as matching expenditures under this Agreement. The Contractor agrees to maintain an equipment inventory list under this Agreement and to identify related equipment properly for inspection.

Article 18

Copyright. Reports or other documents produced in whole or in part under this Agreement shall either bear no copyright notice or indicate that the Contractor and RIDE are Joint Owners of the copyright.

Article 19

Publicity. The Contractor will give due credit to RIDE and the appropriate state and/or federal agencies. RIDE will be credited on all media announcements, billboards, and educational materials produced or developed under the scope of this Agreement. RIDE will give due credit to the Contractor on all media announcements, billboards, and educational materials produced or developed under the scope of this Agreement.

Article 20

Interest of the Contractor. The Contractor covenants that it presently has no pecuniary interest and shall not acquire any such interest, direct or indirect, which would conflict in any manner or degree with the performance of services required to be performed under this Agreement. The Contractor further covenants that in the performance of this Agreement no person having any such interest shall be employed.

Article 21

Civil Rights. The Contractor agrees to abide by applicable provisions of Title VI of the Civil Rights Act of 1964, as amended; Section 504 of the Rehabilitation Act of 1973; the Age Discrimination Act of 1975 (P.L. 94-135, Title III); the Americans with Disability Act of 1990 (P.L. 101-336); and all other applicable federal and state laws relating to equal employment opportunities. The Contractor asserts that no person shall, on the grounds of race, color, national origin, religion, sex, age, political belief, sexual preference, or handicap, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activities undertaken in behalf of this Agreement. In addition, the Contractor agrees to establish a procedure for complaint from any person who believes that such discrimination is being practiced in any activity relating to this Agreement.

Article 22

Drug Free Workplace Policy. The Contractor agrees to maintain and enforce its Drug Free Workplace Policy. The Contractor acknowledges that a violation of the Drug Free Workplace Policy may, at RIDE's option, result in termination of this Agreement.

Article 23

Environmental Tobacco Smoke. The Contractor agrees to comply with Public Law 103-227, also known as the Pro-Children Act of 1994 (Act), which requires that smoking not be permitted in any portion of any indoor facility owned or leased or contracted for by the entity and used routinely or regularly for the provision of RIDE day care, early childhood development services, education or library services to children under the age of 18, if the services are funded by Federal programs either directly or through State or local governments, by federal grant, contract, loan or loan guarantee. The law also applies to children's services that are constructed, operated or maintained with such funds. The law does not apply to children's services provided in private residences; portions of facilities used for inpatient drug or alcohol treatment; service providers

whose sole source of applicable Federal funds is Medicare or Medicaid; or facilities where WIC coupons are redeemed.

Article 24

Subcontracts. Any proposed subcontract under this Agreement shall be submitted to the Rhode Island Department of Elementary and Secondary Education contract officer for approval prior to execution. Failure to comply with the provisions of this article could result in denial of reimbursement for such non-approved sub contractual services.

Article 25

Department of Administration's Approval. This Agreement shall take effect upon the issuance of a purchase order by the Department of Administration's Division of Purchases.

Article 26

LICENSURE/CERTIFICATION. THE CONTRACTOR SHALL HAVE ANY AND ALL LICENSES NECESSARY TO OPERATE HIS/HER FACILITY IN PLACE PRIOR TO THE START DATE OF THIS AGREEMENT AND FOR THE DURATION OF THE CONTRACT PERIOD. FURTHER, ALL PERSONNEL DELIVERING RIDE SERVICES SHALL BE LICENSED/CERTIFIED AND/OR REGISTERED AS REQUIRED BY LAW.

Article 27

Lobbying. All Contractors must comply with all federal laws restricting and/or limiting lobbying activities of recipients of federal funds including, but not limited to 31 U.S.C. Section 1352 and Section 503 of the Departments of Labor, RIDE and Human Services, and Education, and Related Agencies Appropriations Act (Public Law 104-209).

Article 28

Incorporation by Reference and Interpretation. The State Purchasing Act, the State Purchasing Regulations and the State of Rhode Island Office of Purchases General Conditions of Purchase are incorporated herein by reference, hereinafter collectively referred to as the State's General Conditions of Purchase. This Agreement consists of the following contract documents: (a) this Agreement; (b) the Proposal and (c) the RFP and Purchase Order, all of which may be collectively referred to throughout this Agreement as "Contract Documents." In the event any conflict shall arise among the provisions of the foregoing documents, said conflict shall be resolved by giving priority to the documents in the order set forth above.

Article 29

Laws of Rhode Island and Venue. It is expressly agreed by the Parties that this Agreement shall be governed by the laws of the State of Rhode Island. Jurisdiction and venue for any and all legal actions, whether arising in law and/or equity, shall be brought in the Rhode Island Superior Court, in, with, and for the County of Providence, State of Rhode Island.

SECTION II

I. *BACKGROUND/OVERVIEW/PURPOSE*
II. *SCOPE OF THE WORK*
III. *PAYMENT TERMS*

APPENDIX C

PARCC STATE CONTRACTING REQUIREMENTS

Information on the individual PARCC state contracting terms and conditions can be found at the following sites by copying the URL addresses into your browser, as well as each of the respective states Department of Education websites.

- **Illinois Department of Education**
  http://tiny.cc/ke5rex

- **Massachusetts Department of Education**
  http://tiny.cc/pd5rex

- **Mississippi Department of Education**
  http://tiny.cc/s4hqex

- **New Jersey Department of Education**
  http://tiny.cc/txhqex

Additional information can be found on the Department of Education websites for the States of Arkansas, Arizona, Colorado, District of Columbia, Louisiana, Maryland, New Mexico and Ohio. Rhode Island Department of Education terms and conditions are included herein.

APPENDIX D

PARCC OPERATIONAL ASSESSMENT RFP

The following is the FINAL RFP for the PARCC Operational Assessments and relevant attachments. Letters correspond to the Attachments referenced in the Operational Assessment RFP Scope of Work.

Relevant Attachments include:

B. Item Development Targets
C. Supporting ELA Development Documents Available on PARCC Website
D. Supporting Documents for Mathematics Development
E. Sources of Cognitive Complexity for ELA and Math
F. Text Complexity Analysis Worksheets
G. Linguistic Complexity Guidelines
H. TEIs for the PARCC Assessments
I. PARCC Accessibility Guidelines
J. Fairness Review Guidelines
K. PARCC Translation Policy Memo
L. PARCC Item Development Technical Guide
M. PARCC Field Test Student Data Upload File Layout
N. Organization File Upload Layout
O. ED Technology Standards Letter
P. PARCC Student Enrollment Scenarios
Q. DRAFT PARCC Technology and Interoperability Standards
R. Growth Proposal
S. Accessibility Features and Accommodations for PARCC Field Test
T. PARCC Style Guide
U. PARCC Meetings Per Year