

Delaware Department of Education Contract

DOE RFP#2016-14

This Agreement ("Agreement") is effective only upon the execution of a State of Delaware Purchase Order and will end on December 31, 2021, by and between the State of Delaware, Department of Education, hereafter referred to as DDOE, and NCS Pearson, Inc., hereafter referred to as VENDOR.

WHEREAS, DDOE desires to obtain certain services to Develop and implement the Delaware System of Student Assessment in Social Studies; and

WHEREAS, NCS Pearson, Inc. desires to provide such services to DDOE on the terms set forth below;

WHEREAS, DDOE and NCS Pearson, Inc. represent and warrant that each party has full right, power and authority to enter into and perform under this Agreement;

FOR AND IN CONSIDERATION OF the premises and mutual agreements herein, DDOE and NCS Pearson, Inc. agree as follows:

1. **Services.**

1.1 NCS Pearson, Inc. shall perform for DDOE the services specified in the Appendices to this Agreement, attached hereto and made a part hereof.

1.2 Any conflict or inconsistency between the provisions of the following documents shall be resolved by giving precedence to such documents in the following order: (a) this Agreement (including any amendments or modifications thereto); (b) DDOE's request for proposals, attached hereto as Appendix C; and (c) NCS Pearson, Inc.'s response to the request for proposals, attached hereto as Appendix D. The aforementioned documents are specifically incorporated into this Agreement and made a part hereof.

1.3 DDOE may, at any time, by written order, make changes in the scope of this Agreement and in the services or work to be performed. No services for which additional compensation may be charged by NCS Pearson, Inc. shall be furnished without the written authorization of DDOE. When DDOE desires any addition or deletion to the deliverables or a change in the Services to be provided under this Agreement, it shall notify NCS Pearson, Inc., who shall then submit to DDOE a "Change Order" for approval authorizing said change. The Change Order shall state whether the change shall cause an alteration in the price or the time required by NCS Pearson, Inc. for any aspect of its performance under this Agreement. Pricing of changes shall be consistent with those established within this Agreement.

1.4 NCS Pearson, Inc. will not be required to make changes to its scope of work that result

in Pearson's costs exceeding the current unencumbered budgeted appropriations for the services. Any claim of either party for an adjustment under Section 1 of this Agreement shall be asserted in the manner specified in the writing that authorizes the adjustment.

2. Payment for Services and Expenses.

2.1 The term of the initial contract shall be from the execution of this agreement and a State of Delaware Purchase Order through December 31, 2021.

2.2 DDOE will pay Pearson for the performance of services described in Appendix A, Statement of Work. The fee will be paid in accordance with the payment schedule attached hereto as part of Appendix B.

2.3 DDOE's obligation to pay Pearson for the performance of services described in Appendix A, Statement of Work will not exceed the fixed fee amount of \$6,000,000. It is expressly understood that the work defined in the appendices to this Agreement must be completed by Pearson and it shall be Pearson's responsibility to ensure that hours and tasks are properly budgeted so that all services are completed for the agreed upon fixed fee. DDOE's total liability for all charges for services that may become due under this Agreement is limited to the total maximum expenditure(s) authorized in DDOE's purchase order(s) to \$6,000,000.

2.4 Pearson shall submit monthly invoices to DDOE in sufficient detail to support the services provided during the previous month. DDOE agrees to pay those invoices within thirty (30) days of receipt. In the event DDOE disputes a portion of an invoice, DDOE agrees to pay the undisputed portion of the invoice within thirty (30) days of receipt and to provide Pearson a detailed statement of DDOE's position on the disputed portion of the invoice within thirty (30) days of receipt. DDOE's failure to pay any amount of an invoice that is not the subject of a good-faith dispute within thirty (30) days of receipt shall entitle Pearson to charge interest on the overdue portion at no more than 1.0% per month or 12% per annum. All payments should be sent to Pearson, attn: Llana Williams.

2.5 Unless provided otherwise in an Appendix, all expenses incurred in the performance of the services are to be paid by Pearson. If an Appendix specifically provides for expense reimbursement, Pearson shall be reimbursed only for reasonable expenses incurred by Pearson in the performance of the services, including, but not necessarily limited to, travel and lodging expenses, communications charges, and computer time and supplies.

2.6 DDOE is a sovereign entity, and shall not be liable for the payment of federal, state and local sales, use and excise taxes, including any interest and penalties from any related deficiency, which may become due and payable as a consequence of

this Agreement.

2.7 DDOE shall subtract from any payment made to Pearson all damages, costs and expenses caused by Pearson's negligence, resulting from or arising out of errors or omissions in Pearson's work products, which have not been previously paid to Pearson.

2.8 Invoices shall be submitted to: Dusty Shockley
Delaware Department of Education
401 Federal Street, Suite #2
Dover, DE 19901
Preston.Shockley@doe.k12.de.us

3. Responsibilities of Pearson.

3.1 Pearson shall be responsible for the professional quality, technical accuracy, timely completion, and coordination of all services furnished by Pearson, its subcontractors and its and their principals, officers, employees and agents under this Agreement. In performing the specified services, Pearson shall follow practices consistent with generally accepted professional and technical standards. Pearson shall be responsible for ensuring that all services, products and deliverables furnished pursuant to this Agreement comply with the standards promulgated by the Department of Technology and Information ("DTI") published at <http://dti.delaware.gov/>, and as modified from time to time by DTI during the term of this Agreement. If any service, product or deliverable furnished pursuant to this Agreement does not conform with DTI standards, Pearson shall, at its expense and option either (1) replace it with a conforming equivalent or (2) modify it to conform with DTI standards. Pearson shall be and remain liable in accordance with the terms of this Agreement and applicable law for all damages to DDOE caused by Pearson's failure to ensure compliance with DTI standards.

3.2 It shall be the duty of the Pearson to assure that all products of its effort are technically sound and in conformance with all pertinent Federal, State and Local statutes, codes, ordinances, resolutions and other regulations. Pearson will not produce a work product that violates or infringes on any copyright or patent rights. Pearson shall, without additional compensation, correct or revise any errors or omissions in its work products.

3.3 Permitted or required approval by DDOE of any products or services furnished by Pearson shall not in any way relieve Pearson of responsibility for the professional and technical accuracy and adequacy of its work. DDOE's review, approval, acceptance, or payment for any of Pearson's services herein shall not be construed to operate as a waiver of any rights under this Agreement or of any cause of action arising out of the performance of this Agreement, and Pearson shall be and remain liable in accordance with the terms of this Agreement and applicable

law for all damages to DDOE caused by Pearson's performance or failure to perform under this Agreement.

3.4 Pearson shall appoint a Project Manager who will manage the performance of services. All of the services specified by this Agreement shall be performed by the Project Manager, or by Pearson's associates and employees under the personal supervision of the Project Manager. The positions anticipated include:

Project	Team	Title	% of Project Involvement
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3.5 Designation of persons for each position is subject to review and approval by DDOE. Should the staff need to be diverted off the project for what are now unforeseeable circumstances, Pearson will notify DDOE immediately and work out a transition plan that is acceptable to both parties, as well as agree to an acceptable replacement plan to fill or complete the work assigned to this project staff position. Replacement staff persons are subject to review and approval by DDOE. If Pearson fails to make a required replacement within 30 days, DDOE may terminate this Agreement for default. Upon receipt of written notice from DDOE that an employee of Pearson is unsuitable to DDOE for good cause, Pearson shall remove such employee from the performance of services and substitute in his/her place a suitable employee.

3.6 Pearson shall furnish to DDOE's designated representative copies of all correspondence to regulatory agencies for review prior to mailing such correspondence.

3.7 Pearson agrees that its officers and employees will cooperate with DDOE in the performance of services under this Agreement and will be available for consultation with DDOE at such reasonable times with advance notice as to not conflict with their other responsibilities.

3.8 Pearson has or will retain such employees as it may need to perform the services required by this Agreement. Such employees shall not be employed by the State of Delaware or any other political subdivision of the State.

3.9 Pearson will not use DDOE's name, either express or implied, in any of its advertising or sales materials without DDOE's express written consent.

3.10 The rights and remedies of DDOE provided for in this Agreement are in addition to any other rights and remedies provided by law.

4. Time Schedule.

4.1 A project schedule is included in Appendix A.

4.2 Any delay of services or change in sequence of tasks must be approved in writing by DDOE.

4.3 In the event that Pearson fails to complete the project or any phase thereof within the time specified in the Contract, or with such additional time as may be granted in writing by DDOE, or fails to prosecute the work, or any separable part thereof, with such diligence as will insure its completion within the time specified in this Agreement or any extensions thereof, DDOE shall suspend the payments scheduled as set forth in Appendix B.

5. State Responsibilities.

5.1 In connection with Pearson's provision of the Services, DDOE shall perform those tasks and fulfill those responsibilities specified in the appropriate Appendices.

5.2 DDOE agrees that its officers and employees will cooperate with Pearson in the performance of services under this Agreement and will be available for consultation with Pearson at such reasonable times with advance notice as to not conflict with their other responsibilities.

5.3 The services performed by Pearson under this Agreement shall be subject to review for compliance with the terms of this Agreement by DDOE's designated representatives. DDOE representatives may delegate any or all responsibilities under the Agreement to appropriate staff members, and shall so inform Pearson by written notice before the effective date of each such delegation.

5.4 The review comments of DDOE's designated representatives may be reported in writing as needed to Pearson. It is understood that DDOE's representatives' review comments do not relieve Pearson from the responsibility for the professional and technical accuracy of all work delivered under this Agreement.

5.5 DDOE shall, without charge, furnish to or make available for examination or use by Pearson as it may request, any data which DDOE has available, including as examples only and not as a limitation:

- a. Copies of reports, surveys, records, and other pertinent documents;
- b. Copies of previously prepared reports, job specifications, surveys, records, ordinances, codes, regulations, other document, and information related to the services specified by this Agreement.

Pearson shall return any original data provided by DDOE.

5.6 DDOE shall assist Pearson in obtaining data on documents from public officers or agencies and from private citizens and business firms whenever such

material is necessary for the completion of the services specified by this Agreement.

5.7 Pearson will not be responsible for accuracy of information or data supplied by DDOE or other sources to the extent such information or data would be relied upon by a reasonably prudent contractor.

5.8 DDOE agrees not to use Pearson's name, either express or implied, in any of its advertising or sales materials. Pearson reserves the right to reuse the nonproprietary data and the analysis of industry-related information in its continuing analysis of the industries covered.

6. Work Product.

6.1 All materials, information, documents, and reports, whether finished, unfinished, or draft, developed, prepared, completed, or acquired by Pearson for DDOE relating to the services to be performed hereunder shall become the property of DDOE and shall be delivered to DDOE's designated representative upon completion or termination of this Agreement, whichever comes first. Pearson shall not be liable for damages, claims, and losses arising out of any reuse of any work products on any other project conducted by DDOE. DDOE shall have the right to reproduce all documentation supplied pursuant to this Agreement.

6.2 Pearson retains all title and interest to the data it furnished and/or generated pursuant to this Agreement. Retention of such title and interest does not conflict with DDOE's rights to the materials, information and documents developed in performing the project. Upon final payment, DDOE shall have a perpetual, nontransferable, non-exclusive paid-up right and license to use, copy, modify and prepare derivative works of all materials in which Pearson retains title, whether individually by Pearson or jointly with DDOE. Any and all source code developed in connection with the services provided will be provided to DDOE, and the aforementioned right and license shall apply to source code. The parties will cooperate with each other and execute such other documents as may be reasonably deemed necessary to achieve the objectives of this Section.

6.3 In no event shall Pearson be precluded from developing for itself, or for others, materials that are competitive with the Deliverables, irrespective of their similarity to the Deliverables. In addition, Pearson shall be free to use its general knowledge, skills and experience, and any ideas, concepts, know-how, and techniques within the scope of its consulting practice that are used in the course of providing the services.

6.4 Notwithstanding anything to the contrary contained herein or in any attachment hereto, any and all intellectual property or other proprietary data owned by Pearson prior to the effective date of this Agreement ("Preexisting Information") shall remain the exclusive property of Pearson even if such

Preexisting Information is embedded or otherwise incorporated into materials or products first produced as a result of this Agreement or used to develop such materials or products. DDOE's rights under this section shall not apply to any Preexisting Information or any component thereof regardless of form or media.

7. Confidential Information.

To the extent permissible under 29 *Del. C.* § 10001, et seq., the parties to this Agreement shall preserve in strict confidence any information, reports or documents obtained, assembled or prepared in connection with the performance of this Agreement.

8. Warranty.

8.1 Pearson warrants that its services will be performed in a good and workmanlike manner. Pearson agrees to re-perform any work not in compliance with this warranty brought to its attention within a reasonable time after that work is performed.

8.2 Third-party products within the scope of this Agreement are warranted solely under the terms and conditions of the licenses or other agreements by which such products are governed. With respect to all third-party products and services purchased by Pearson for DDOE in connection with the provision of the Services, Pearson shall pass through or assign to DDOE the rights Pearson obtains from the manufacturers and/or vendors of such products and services (including warranty and indemnification rights), all to the extent that such rights are assignable.

9. Indemnification; Limitation of Liability.

9.1 Pearson shall indemnify and hold harmless the State, its agents and employees, from any and all liability, suits, actions or claims, together with all reasonable costs and expenses (including attorneys' fees) directly arising out of (A) the negligence or other wrongful conduct of the Pearson, its agents or employees, or (B) Pearson's breach of any material provision of this Agreement not cured after due notice and opportunity to cure, provided as to (A) or (B) that (i) Pearson shall have been notified promptly in writing by DDOE of any notice of such claim; and (ii) Pearson shall have the sole control of the defense of any action on such claim and all negotiations for its settlement or compromise.

9.2 If DDOE promptly notifies Pearson in writing of a third party claim against DDOE that any Deliverable infringes a copyright or a trade secret of any third party, Pearson will defend such claim at its expense and will pay any costs or damages that may be finally awarded against DDOE. Pearson will not indemnify DDOE, however, if the claim of infringement is caused by (1) DDOE's misuse or

modification of the Deliverable; (2) DDOE's failure to use corrections or enhancements made available by Pearson; (3) DDOE's use of the Deliverable in combination with any product or information not owned or developed by Pearson; (4) DDOE's distribution, marketing or use for the benefit of third parties of the Deliverable or (5) information, direction, specification or materials provided by Client or any third party. If any Deliverable is, or in Pearson's opinion is likely to be, held to be infringing, Pearson shall at its expense and option either (a) procure the right for DDOE to continue using it, (b) replace it with a noninfringing equivalent, (c) modify it to make it noninfringing. The foregoing remedies constitute DDOE's sole and exclusive remedies and Pearson's entire liability with respect to infringement.

9.3 DDOE agrees that Pearson's total liability to DDOE for any and all damages whatsoever arising out of or in any way related to this Agreement from any cause, including but not limited to contract liability or Pearson negligence, errors, omissions, strict liability, breach of contract or breach of warranty shall not, in the aggregate, exceed fees paid to Pearson.

In no event shall Pearson be liable for special, indirect, incidental, economic, consequential or punitive damages, including but not limited to lost revenue, lost profits, replacement goods, loss of technology rights or services, loss of data, or interruption or loss of use of software or any portion thereof regardless of the legal theory under which such damages are sought, and even if Pearson has been advised of the likelihood of such damages.

10. Employees.

10.1 Pearson has and shall retain the right to exercise full control over the employment, direction, compensation and discharge of all persons employed by Pearson in the performance of the services hereunder; provided, however, that it will, subject to scheduling and staffing considerations, attempt to honor DDOE's request for specific individuals.

10.2 Except as the other party expressly authorizes in writing in advance, neither party shall solicit, offer work to, employ, or contract with, whether as a partner, employee or independent contractor, directly or indirectly, any of the other party's Personnel during their participation in the services or during the twelve (12) months thereafter. For purposes of this Section 10.2, "Personnel" includes any individual or company a party employs as a partner, employee or independent contractor and with which a party comes into direct contact in the course of the services.

10.3 Possession of a Security Clearance, as issued by the Delaware Department of Public Safety, may be required of any employee of Pearson who will be assigned to this project.

11. Independent Contractor.

11.1 It is understood that in the performance of the services herein provided for, Pearson shall be, and is, an independent contractor, and is not an agent or employee of DDOE and shall furnish such services in its own manner and method except as required by this Agreement. Pearson shall be solely responsible for, and shall indemnify, defend and save DDOE harmless from all matters relating to the payment of its employees, including compliance with social security, withholding and all other wages, salaries, benefits, taxes, exactions, and regulations of any nature whatsoever.

11.2 Pearson acknowledges that Pearson and any subcontractors, agents or employees employed by Pearson shall not, under any circumstances, be considered employees of DDOE, and that they shall not be entitled to any of the benefits or rights afforded employees of DDOE, including, but not limited to, sick leave, vacation leave, holiday pay, Public Employees Retirement System benefits, or health, life, dental, long-term disability or workers' compensation insurance benefits. DDOE will not provide or pay for any liability or medical insurance, retirement contributions or any other benefits for or on behalf of DDOE or any of its officers, employees or other agents.

11.3 Pearson shall be responsible for providing liability insurance for its personnel.

11.4 As an independent contractor, Pearson has no authority to bind or commit DDOE. Nothing herein shall be deemed or construed to create a joint venture, partnership, fiduciary or agency relationship between the parties for any purpose.

12. Suspension.

12.1 DDOE may suspend performance by Pearson under this Agreement for such period of time as DDOE, at its sole discretion, may prescribe by providing written notice to Pearson at least 30 working days prior to the date on which DDOE wishes to suspend. Upon such suspension, DDOE shall pay Pearson its compensation, based on the percentage of the project completed and earned until the effective date of suspension, less all previous payments. Pearson shall not perform further work under this Agreement after the effective date of suspension. Pearson shall not perform further work under this Agreement after the effective date of suspension until receipt of written notice from DDOE to resume performance.

12.2 In the event DDOE suspends performance by Pearson for any cause other than the error or omission of the Pearson, for an aggregate period in excess of 30 days, Pearson shall be entitled to an equitable adjustment of the compensation payable to Pearson under this Agreement to reimburse Pearson for additional costs occasioned as a result of such suspension of performance by DDOE based on

appropriated funds and approval by DDOE.

13. Termination.

13.1 This Agreement may be terminated in whole or in part by either party in the event of substantial failure of the other party to fulfill its obligations under this Agreement through no fault of the terminating party; but only after the other party is given:

- a. Not less than 30 calendar days written notice of intent to terminate; and
- b. An opportunity for consultation with the terminating party prior to termination.

13.2 This Agreement may be terminated in whole or in part by DDOE for its convenience, but only after Pearson is given:

- a. Not less than 30 calendar days written notice of intent to terminate; and
- b. An opportunity for consultation with DDOE prior to termination.

13.3 If termination for default is effected by DDOE, DDOE will pay Pearson that portion of the compensation which has been earned as of the effective date of termination but:

- a. No amount shall be allowed for anticipated profit on performed or unperformed services or other work, and
- b. Any payment due to Pearson at the time of termination may be adjusted to the extent of any additional costs occasioned to DDOE by reason of Pearson's default.
- c. Upon termination for default, DDOE may take over the work and prosecute the same to completion by agreement with another party or otherwise. In the event Pearson shall cease conducting business, DDOE shall have the right to make an unsolicited offer of employment to any employees of Pearson assigned to the performance of the Agreement, notwithstanding the provisions of Section 10.2.

13.4 If after termination for failure of Pearson to fulfill contractual obligations it is determined that Pearson has not so failed, the termination shall be deemed to have been effected for the convenience of DDOE.

13.5 The rights and remedies of DDOE and Pearson provided in this section are in addition to any other rights and remedies provided by law or under this Agreement.

13.6 Gratuities.

13.6.1 DDOE may, by written notice to Pearson, terminate this Agreement if it is found after notice and hearing by DDOE that gratuities (in the form of entertainment, gifts, or otherwise) were offered or given by Pearson or any agent or representative of Pearson to any officer or employee of DDOE with a view toward securing a contract or securing favorable treatment with respect to the awarding or amending or making of any determinations with respect to the performance of this Agreement.

13.6.2 In the event this Agreement is terminated as provided in 13.6.1 hereof, DDOE shall be entitled to pursue the same remedies against Pearson it could pursue in the event of a breach of this Agreement by Pearson.

13.6.3 The rights and remedies of DDOE provided in Section 13.6 shall not be exclusive and are in addition to any other rights and remedies provided by law or under this Agreement.

14. Severability.

If any term or provision of this Agreement is found by a court of competent jurisdiction to be invalid, illegal or otherwise unenforceable, the same shall not affect the other terms or provisions hereof or the whole of this Agreement, but such term or provision shall be deemed modified to the extent necessary in the court's opinion to render such term or provision enforceable, and the rights and obligations of the parties shall be construed and enforced accordingly, preserving to the fullest permissible extent the intent and agreements of the parties herein set forth.

15. Assignment; Subcontracts.

15.1 Any attempt by Pearson to assign or otherwise transfer any interest in this Agreement without the prior written consent of DDOE shall be void. Such consent shall not be unreasonably withheld.

15.2 Services specified by this Agreement shall not be subcontracted by Pearson, without prior written approval of DDOE.

15.3 Approval by DDOE of Pearson's request to subcontract or acceptance of or payment for subcontracted work by DDOE shall not in any way relieve Pearson of responsibility for the professional and technical accuracy and adequacy of the work. All subcontractors shall adhere to all applicable provisions of this Agreement.

15.4 Pearson shall be and remain liable for all damages to DDOE caused by

negligent performance or non-performance of work under this Agreement by Pearson, its subcontractor or its sub-subcontractor.

15.5 The compensation due shall not be affected by DDOE's approval of Pearson's request to subcontract.

16. Force Majeure.

Neither party shall be liable for any delays or failures in performance due to circumstances beyond its reasonable control.

17. Non-Appropriation of Funds.

17.1 Validity and enforcement of this Agreement is subject to appropriations by the General Assembly of the specific funds necessary for contract performance. Should such funds not be so appropriated DDOE may immediately terminate this Agreement, and absent such action this Agreement shall be terminated as to any obligation of the State requiring the expenditure of money for which no specific appropriation is available, at the end of the last fiscal year for which no appropriation is available or upon the exhaustion of funds.

17.2 Notwithstanding any other provisions of this Agreement, this Agreement shall terminate and DDOE's obligations under it shall be extinguished at the end of the fiscal year in which the State of Delaware fails to appropriate monies for the ensuing fiscal year sufficient for the payment of all amounts which will then become due.

18. State of Delaware Business License.

Pearson and all subcontractors represent that they are properly licensed and authorized to transact business in the State of Delaware as provided in 30 *Del. C.* § 2301.

19. Complete Agreement.

19.1 This agreement and its Appendices shall constitute the entire agreement between DDOE and Pearson with respect to the subject matter of this Agreement and shall not be modified or changed without the express written consent of the parties. The provisions of this agreement supersede all prior oral and written quotations, communications, agreements and understandings of the parties with respect to the subject matter of this Agreement.

19.2 If the scope of any provision of this Agreement is too broad in any respect whatsoever to permit enforcement to its full extent, then such provision shall be enforced to the maximum extent permitted by law, and the parties hereto consent

and agree that such scope may be judicially modified accordingly and that the whole of such provisions of the Agreement shall not thereby fail, but the scope of such provision shall be curtailed only to the extent necessary to conform to the law.

19.3 Pearson may not order any product requiring a purchase order prior to DDOE's issuance of such order. Each Appendix, except as its terms otherwise expressly provide, shall be a complete statement of its subject matter and shall supplement and modify the terms and conditions of this Agreement for the purposes of that engagement only. No other agreements, representations, warranties or other matters, whether oral or written, shall be deemed to bind the parties hereto with respect to the subject matter hereof.

20. Miscellaneous Provisions.

20.1 In performance of this Agreement, Pearson shall comply with all applicable federal, state and local laws, ordinances, codes and regulations. Pearson shall solely bear the costs of permits and other relevant costs required in the performance of this Agreement.

20.2 Neither this Agreement nor any appendix may be modified or amended except by the mutual written agreement of the parties. No waiver of any provision of this Agreement shall be effective unless it is in writing and signed by the party against which it is sought to be enforced.

20.3 The delay or failure by either party to exercise or enforce any of its rights under this Agreement shall not constitute or be deemed a waiver of that party's right thereafter to enforce those rights, nor shall any single or partial exercise of any such right preclude any other or further exercise thereof or the exercise of any other right.

20.4 Pearson covenants that it presently has no interest and that it will not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of services required to be performed under this Agreement. Pearson further covenants, to its knowledge and ability, that in the performance of said services no person having any such interest shall be employed.

20.5 Pearson acknowledges that DDOE has an obligation to ensure that public funds are not used to subsidize private discrimination. Pearson recognizes that if they refuse to hire or do business with an individual or company due to reasons of race, color, gender, ethnicity, disability, national origin, age, or any other protected status, DDOE may declare Pearson in breach of the Agreement, terminate the Agreement, and designate Pearson as non-responsible.

20.6 Pearson warrants that no person or selling agency has been employed or retained to solicit or secure this Agreement upon an agreement or understanding for a commission, or a percentage, brokerage or contingent fee. For breach or violation

of this warranty, DDOE shall have the right to annul this contract without liability or at its discretion deduct from the contract price or otherwise recover the full amount of such commission, percentage, brokerage or contingent fee.

20.7 This Agreement was drafted with the joint participation of both parties and shall be construed neither against nor in favor of either, but rather in accordance with the fair meaning thereof.

20.8 NCS Pearson, Inc. shall maintain all public records, as defined by 29 *Del. C.* § 502(7), relating to this Agreement and its deliverables for the time and in the manner specified by the Delaware Division of Archives, pursuant to the Delaware Public Records Law, 29 *Del. C.* Ch. 5. During the term of this Agreement, authorized representatives of DDOE may inspect or audit NCS Pearson, Inc.'s performance and records pertaining to this Agreement at the NCS Pearson, Inc. business office during normal business hours.

21. Insurance.

21.1 NCS Pearson, Inc. shall maintain the following insurance during the term of this Agreement:

- A. Worker's Compensation and Employer's Liability Insurance in accordance with applicable law, **and**
- B. Commercial General Liability - \$3,000,000 per occurrence. Limits may be provided in any combination of primary and umbrella/excess insurance, **and**
- C. Professional Liability - \$3,000,000 per claim
- D. Automotive Liability Insurance covering all automotive units used in the work with limits of not less than \$1,000,000 combined single limit bodily injury and property damage.

21.2. NCS Pearson, Inc. shall provide forty-five (45) days written notice of cancellation or material change of any policies.

21.3. Before any work is done pursuant to this Agreement, the Certificate of Insurance and/or copies of the insurance policies, referencing the contract number stated herein, shall be filed with the State. The certificate holder is as follows:

Delaware Department of Education

401 Federal Street, Suite 2
Dover, DE 19901

21.4. In no event shall the State of Delaware be named as an additional insured on any policy required under this agreement.

22. Assignment of Antitrust Claims.

As consideration for the award and execution of this contract by the State, Pearson hereby grants, conveys, sells, assigns, and transfers to DDOE all of its right, title and interest in and to all known or unknown causes of action it presently has or may now or hereafter acquire under the antitrust laws of the United States and the State of Delaware, relating to the particular goods or services purchased or acquired by the State pursuant to this contract.

23. Surviving Clauses

The following clauses survive the termination of this Contract: Section 9.

24. Governing Law.

This Agreement shall be governed by and construed in accordance with the laws of the State of Delaware, except where Federal Law has precedence. Pearson consents to jurisdiction venue in the State of Delaware.

25. Notices.

Any and all notices required by the provisions of this Agreement shall be in writing and shall be mailed, certified or registered mail, return receipt requested. All notices shall be sent to the following addresses:

CONTRACTOR: Pearson, Attn: Llana Williams
2510 North Dodge Street
Iowa City, IA 52245

DDOE: David Blowman
Associate Secretary, Financial Management and Operations
Delaware Department of Education
John G. Townsend Building
401 Federal Street, Suite 2
Dover, DE 19901
Phone No. (302) 735-4040
Fax No. (302) 739-7768

DOE Certificated Staff coordinating activity:

Dusty Shockley

Next Page for Signatures.

IN WITNESS THEREOF, the Parties hereto have caused this Agreement to be duly executed as of the date and year first above written.

Pearson

Delaware Department of Education

(Official of Vendor)
Project Manager

11/3/16

David Blowman, (or Designee) Date
Associate Secretary,
Financial Management and Operations

11/10/14
Date

Deputy Director *LWJ*

(Official of Vendor)
Principal Investigator

Branch Associate Secretary Date

Date

10/31/16
Date Initial Work Group
Director

Pearson will develop the Delaware System of Student Assessment in Social Studies (DeSSA-Social Studies) as an online and paper, fixed form, summative assessment for three grades (Grades 4, 7 and High School).

Pearson will be responsible for the following high-level activities:

- Participating in meetings with the Delaware Department of Education (DDOE) and appropriate advisory committees.
- Developing, managing, administering, and maintaining the social studies assessment and schedule, based on the approach, methodology, and tools required by and agreed upon by the DDOE.
- Designing and generating student, school, district, and state reports of student performance in social studies in coordination with the DDOE.

Pearson will be responsible for the following specific activities:

Item/Test Development

- Designing and executing online assessments to be implemented for social studies. Design and content decisions will be reviewed by a content expert at the DDOE and content advisory committees to include representatives from DDOE, advocacy groups, schools and districts, and associations.
- Developing test specifications to guide item development and development of blueprints for the DeSSA-Social Studies, which will include the basic test design/blueprint; minimum number of items for each content standard; specifications for multiple-choice, technology-enhanced, and constructed-response items; and content parameters for each test. These specifications will be used to guide the item development and test form construction.
- Planning yearly item development including gap analysis and production of a bank of items that will support a matrix test design, equal standard coverage within a test form, and an emphasis on moderate to high complexity test items. Ongoing item development will build, maintain, and replenish the bank annually per DDOE-approved plans.
- Translating all operational forms and field test items into Spanish and providing Spanish-language comparable versions of operational forms. Providing glossary translations in Haitian Creole, Korean, Mandarin/Chinese, and Arabic.
- Organizing the development of item quality criteria in conjunction with DDOE that includes, but is not limited to, content review for accuracy, alignment to standards, bias and sensitivity concerns, grade-level appropriateness, range of difficulty, adherence to cognitive processes, technical review of art, accessibility, scorability, and evaluation of student performance data in adherence with current industry standard best practices.
- Providing to the DDOE in each contract year an extract of Delaware items and item clusters and content from the item banking system in paper (two hard copies) and electronic format on a portable flash drive.

- Providing four annual one-day training sessions so that content advisory committee members are regular contributors to Delaware item development. Assuming costs for such meetings, including for substitutes as needed.
- Conducting annual content, fairness, and bias reviews of items that include DDOE representatives and Delaware stakeholders in review of current development. Providing feedback reports summarizing each review that follow industry best practices.
- Arranging for all aspects of hand-scoring student responses to open-ended items, including rangefinding, recruiting and hiring scorers, and training scorers. Scoring responses to open-ended items using rubrics and scoring criteria developed for the items by content development staff and approved by the DDOE. Providing in-person training at regional scoring sites for all scorers. Scoring all responses with 10 percent receiving a second score and following DDOE-approved established processes to confirm continued scoring accuracy.
- Convening benchmarking meetings in Delaware at a location mutually agreed upon by the DDOE and Pearson. Committee members will include educators and other representatives selected by Delaware. Pearson staff will facilitate meetings and handle logistics and all costs associated with them. Separate committees will focus on each grade tested and the meetings will be held consecutively to allow for DDOE staff attendance and oversight.
- Maintaining and documenting data security throughout preparation of benchmarking materials, including the meetings themselves, following security procedures include storing benchmarking materials in secure locations, locking or otherwise securing unattended meeting rooms, accounting for materials at each session’s conclusion, archiving or shredding excess photocopies and notes from benchmarking committee members from each session, and deleting or archiving unneeded electronic copies.
- Providing the DDOE with reports and procedures covering scoring, reliability, validity, and frequency distribution data. Providing to DDOE direct access to the scoring system to review daily scoring progress.
- Covering permission costs for all item stimuli for the term of this contract and the formatting of such stimuli for electronic administration. All stimuli, including .jpg files, will be available for DDOE review with copyright documentation provided as necessary.
- Adhering to general accessibility standards for online technology through commitment to standards Question and Test Interoperability (QTI), Accessible Portable Item Profile (APIP), and the Web Content Accessibility Guidelines (WCAG).
- Making the following accommodations available in the online testing system:

APIP Accommodations in Online Testing System	
Text-to-Speech	Line Reader/Reader Bar
Magnification	Screen Reader Support (browser-based testing only)
Keyboard Navigation	Alternate Text and Background Colors
Answer Masking	Closed Captioning (CC)
Additional Testing Time	American Sign Language (ASL) Video

- Updating accommodations at any time before and during the testing process.
- Preparing a paper/pencil version of each assessment for those students who cannot test online for various reasons. Converting the paper/pencil version of the online assessment to a Braille test. The paper/pencil version and Braille version will meet the technical qualities and aspects needed to make the assessment comparable and defensible.
- Shipping paper materials needed for testing directly to schools within 48 hours of a request.
- Convening a post-test meeting in Delaware for school and district personnel to discuss their testing experience after the first field test. Sending annually, with DDOE approval, an electronic survey to Delaware schools and districts for the purpose of program improvement.

Psychometrics

- Facilitating arrangements for Technical Advisory Committee (TAC) meetings as well as DDOE participants. Assist the DDOE in developing materials according to the agreed upon schedule, to be delivered to TAC members at least three weeks prior to the scheduled meeting dates. Make copies, send physical paper packages, or post electronic materials pertinent to the topics for a particular meeting. Provide minutes and notes to the DDOE following TAC meetings. Responding to technical or documentation requests from the TAC in order to improve psychometric quality, reliability, and validity.
- Using industry best practices to provide for the comparability of test forms across test administrations in order to maintain longitudinal comparisons of student achievement over time. Providing descriptive statistics as well as psychometric analyses to confirm the reliability and validity of the assessments.
- Organizing equating of the DeSSA-Social Studies across administrations in two stages: pre-equating test forms under construction; post-equating operational test forms after administration. Providing onsite access for DDOE staff during equating. The equating process will not be complete until DDOE staff members have approved the equating results (i.e., the RS-SS tables). Provide for a third, independent party to verify results.
- Supplying DDOE with all materials necessary to support peer review submissions to the USDOE.
- Providing for independent standard setting, including all costs, using industry standard best practices. Preparation of materials and logistics for meetings will be scheduled in advance and submitted for DDOE review and approval.

Test Administration

- Providing an online testing and reporting system that adheres to current Delaware technology and communication standards, with the expectation that these standards will evolve over time. Delaware standards and policies for technology and communication can be found at: <https://dti.delaware.gov/information/standards-policies.shtml>. In addition, Pearson may be required to provide additional technical documentation, to be

mutually agreed upon between the parties, to comply with business case requirements. Samples of some of the additional documentation can be found at: <https://dti.delaware.gov/information/ARBtemplates.shtml>.

- Verifying that software applications function concurrently with other systems used in schools, such as eSchoolPlus, PHRST, Schoology, and Performance Plus, and integrate with the Delaware Identity Management System (IMS).
- Maintaining clear, continual maintenance and support agreements for hardware and software supported by our platforms. Licenses for software used with platforms are accurate and kept current.
- Updating system requirements for online test delivery as third-party hardware and software vendors release new versions within 45 days of their official release or as mutually agreed upon by DOE and Pearson, without diminishing functionality under the older operating systems.
- Using a platform secured with fully encrypted data transmission to and from the server.
- Making annual improvements to online testing and reporting system based on user feedback.
- Offering live support via toll-free phone and email weekdays from 7:00 a.m. to 7:00 p.m. (EST/EDT), excluding Pearson holidays. Email support includes automated return email to confirm receipt. For email received during off hours, responding during the next regular business day.
- Complying with all federal, state and local laws regarding educational data (i.e. FERPA), including the ability to mask Personally Identifiable Information (PII) to prevent unauthorized access to student information.
- Securely archiving student records until four years after graduation from high school or the student's 22nd birthday.
- Executing regular simulated disaster scenarios to confirm that failover procedures execute as designed. In event of a complete disaster, to enable users to resume testing, re-establishing the production environment within four hours at a different physical location.
- Training school personnel on systems and procedures surrounding the social studies assessments, both face-to-face and electronically. Providing materials in hard copy as well as electronic form for the attendees.
- Providing the necessary in-person and remote training and documentation for users of the online delivery system. Recording the training for reference if users cannot attend training or if they need additional clarification. Providing manuals in paper format as well as posting documents electronically. Providing an online searchable manual repository. Providing a training plan and schedule by January 1 each contract year to prepare districts and schools for the coming year.
- Developing user manuals and user guides to provide thorough explanation of the online and paper/pencil delivery systems. Distributing hard copy manuals to all schools and districts for the estimated number of test administrators in each tested grade for the duration of the contract.

- Training DDOE staff on use of the item management system. The DDOE will have logins directly into the Pearson item bank and can see the entire lifecycle of the item development process. DDOE staff will be able to suggest edits and comment in the system.
- Providing in-person key staff in the event of an issue with online testing that cannot be resolved without an in-person visit.
- Maintaining an active data dictionary and a detailed system model and entity relationship model. Each component of the system must be built in accordance with best practices in secure system design.
- Preparing a security plan satisfactorily meeting all industry standards for physical access, electronic access control, intrusion protection and virus protection that is documented/updated on an annual basis.
- Supplying an informational memo for districts to the DDOE explaining any unplanned system failure issue and the implemented solution(s). The DDOE reserves the right to impose fines or other consequences as a result of unplanned system failure, as negotiated in the Contract.
- Providing a draft survey to the DDOE containing questions designed to elicit feedback that will improve the online system, paper/pencil processes and procedures, score reports, and overall ease of the assessments themselves.
- Forming a technical work group with technology representation from districts to seek recommendations for improved functionality in our systems.
- Pearson will provide travel sponsorship of one individual from the Delaware Department of Education to attend the State Collaboratives on Assessment and Students Standards (SCASS) for the Social Studies Assessment, Curriculum, and Instruction (SSACI) meetings for the life of the contract. Travel sponsorship includes airfare, lodging and food for meeting days. No stipend or honorarium is included.

Reporting

- Providing assessment results data files that contain student level and item level data and will be reported to DDOE, conforming to DDOE specifications, within 45 days of the completion of student's administration. All student records will be identified with a Student ID (SID).
- Developing informational brochures for the social studies assessments. Providing the first draft for DDOE review and approval. Producing brochures in English and Spanish and mailing them to students the first year of the new assessments. Posting PDF copies online and including the brochures in the Delaware online administration manual repository. Updating annually and providing extra copies for meetings or focus groups.
- Providing practice and training sites for the DeSSA-Social Studies with the same interactive testing interface that delivers the summative tests and includes the same online tools and presentation methods. Making available for use a site for administrators to train on the setup, management, and monitoring features of the online testing system.

- Providing individual student reports that summarize a student's performance in an organized, clear document that can be distributed to students, parents, and educators to easily ascertain how the student performed on the DeSSA-Social Studies.
- Posting production reports for DDOE review and approval and electronic reports for schools and districts as soon as the DDOE requires after sign-off. Providing paper reporting within two days following the electronic posting, and mailing individual student reports to student homes for on-time arrival.

Delaware System of Student Assessment in Social Studies (RFP #DOE 2016-14)

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors
1		Delaware 2016-2017 Social Studies	397 days	Fri 1/1/16	Mon 7/10/17	
2		Meetings	37 days	Mon 11/21/16	Tue 1/10/17	
3		Contract Kickoff meeting	1 day	Mon 11/21/16	Mon 11/21/16	
4		Content advisory meeting	1 day	Tue 1/10/17	Tue 1/10/17	1SSS+10 days
5		Requirements Baseline	282 days	Fri 1/1/16	Mon 1/30/17	
6		Refine project schedule based on feedback from kickoff meeting	10 days	Tue 11/22/16	Mon 12/5/16	3
7		Develop CRAD	20 days	Tue 11/22/16	Mon 12/19/16	3
8		DDOE reviews CRAD	10 days	Fri 1/1/16	Thu 1/14/16	6
9		DDOE reviews schedule	10 days	Tue 12/6/16	Mon 12/19/16	6
10		Requirements baselined	1 day	Tue 12/20/16	Tue 12/20/16	8,9
11		Item bank setup	30 days	Tue 12/6/16	Mon 1/16/17	3FS+10 days
12		Item bank UAT	10 days	Tue 1/17/17	Mon 1/30/17	11
13		Item Development	155 days	Tue 12/6/16	Mon 7/10/17	
14		Draft Blue Prints	15 days	Tue 12/6/16	Mon 12/26/16	3FS+10 days
15		DDOE reviews blue prints	5 days	Tue 12/27/16	Mon 1/2/17	14
16		Draft Item Specs	15 days	Tue 12/27/16	Mon 1/16/17	14
17		DDOE review Item specs	5 days	Tue 1/17/17	Mon 1/23/17	16
18		Create SAMPLE rough draft of items	15 days	Tue 1/17/17	Mon 2/6/17	16
19		DDOE review SAMPLE rough draft of items	5 days	Tue 2/7/17	Mon 2/13/17	18
20		Create Batch 1 items	15 days	Tue 2/14/17	Mon 3/6/17	19
21		DDOE review Batch 1 items	15 days	Tue 3/7/17	Mon 3/27/17	20
22		Create Batch 2 items	15 days	Tue 3/7/17	Mon 3/27/17	20
23		DDOE review Batch 2 items	15 days	Tue 3/28/17	Mon 4/17/17	22
24		Create Batch 3 items	15 days	Tue 3/28/17	Mon 4/17/17	22
25		DDOE review Batch 3 items	15 days	Tue 4/18/17	Mon 5/8/17	24
26		Create Batch 4 items	15 days	Tue 4/18/17	Mon 5/8/17	24
27		DDOE review Batch 4 items	15 days	Tue 5/9/17	Mon 5/29/17	26
28		Create Batch 5 items	15 days	Tue 5/9/17	Mon 5/29/17	26
29		DDOE review Batch 5 items	15 days	Tue 5/30/17	Mon 6/19/17	28
30		Create Batch 6 items	15 days	Tue 5/30/17	Mon 6/19/17	28
31		DDOE review Batch 6 items	15 days	Tue 6/20/17	Mon 7/10/17	30
32		UAT of online system	10 days	Tue 6/13/17	Mon 6/26/17	30SS+10 days

Delaware System of Student Assessment in Social Studies (RFP #DOE 2016-14)

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors
1		Delaware 2017-2018 Social Studies	1 day	Mon 7/31/17	Mon 7/31/17	
2		General Meetings	116 days	Tue 9/26/17	Tue 3/6/18	
3		Planning Meeting	1 day	Mon 1/15/18	Mon 1/15/18	1FS+130 days
4		TAC meeting 1	3 days	Tue 9/26/17	Thu 9/28/17	1FS+59 days
5		TAC meeting 2	3 days	Fri 3/2/18	Tue 3/6/18	4FS+110 days
6		Requirements Baseline	50 days	Mon 6/5/17	Mon 8/14/17	
7		Develop Project Schedule	9 days	Mon 6/5/17	Thu 6/15/17	
8		Develop CRAD	20 days	Fri 6/16/17	Fri 7/14/17	7
9		Create Customer Requirements Questionnaire (CRQ)	10 days	Mon 7/17/17	Fri 7/28/17	7FS+20 days
10		DDOE reviews CRAD	10 days	Mon 7/17/17	Fri 7/28/17	8
11		DDOE reviews schedule	10 days	Fri 6/16/17	Thu 6/29/17	7
12		DDOE reviews CRQ	10 days	Mon 7/31/17	Fri 8/11/17	9
13		Requirements baselined	1 day	Mon 8/14/17	Mon 8/14/17	10,11,12
14		Item Development for 2017-2018 Tests	118 days	Thu 4/13/17	Wed 9/27/17	
15		Recruit Delaware educators for item review meeting 1	30 days	Thu 4/13/17	Wed 5/24/17	7FS-45 days
16		Item review meeting 1/Bias and Sensitivity Review	3 days	Fri 6/16/17	Tue 6/20/17	15FS+15 days
17		Recruit Delaware educators for item review meeting 2	30 days	Thu 4/13/17	Wed 5/24/17	15SS
18		Item review meeting 2/Bias and Sensitivity Review	3 days	Thu 7/20/17	Mon 7/24/17	16FS+20 days
19		Edits to items	70 days	Wed 6/21/17	Wed 9/27/17	16
20		Item Development for 2018-2019 Tests	135 days	Thu 9/28/17	Wed 4/4/18	
21		Item development	130 days	Thu 9/28/17	Wed 3/28/18	19
22		DDOE reviews items (in batches)	100 days	Thu 11/16/17	Wed 4/4/18	21SS+35 days
23		Online System Readiness	117 days	Mon 7/31/17	Tue 1/9/18	
24		Online system requirements drafted	30 days	Mon 7/31/17	Fri 9/8/17	9
25		DDOE approves online systems requirements	15 days	Mon 9/11/17	Fri 9/29/17	24
26		Online system requirements baselined	1 day	Mon 10/2/17	Mon 10/2/17	25
27		Online system setup	40 days	Tue 10/3/17	Mon 11/27/17	26
28		Online system tested	40 days	Tue 11/14/17	Mon 1/8/18	27SS+30 days
29		Online system production ready	1 day	Tue 1/9/18	Tue 1/9/18	28
30		Test Development Activities	86 days	Thu 10/5/17	Thu 2/1/18	
31		Test maps available	1 day	Thu 10/5/17	Thu 10/5/17	19FS+5 days
32		Items rendered for online testing	15 days	Fri 10/6/17	Thu 10/26/17	31,19
33		Key check performed and cross checked with item map	5 days	Fri 10/27/17	Thu 11/2/17	32
34		UAT of rendered items in online platform	5 days	Fri 11/3/17	Thu 11/9/17	33
35		Build online forms	5 days	Fri 11/10/17	Thu 11/16/17	34

Delaware System of Student Assessment in Social Studies (RFP #DOE 2016-14)

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors
36		Publish forms to QC	5 days	Fri 11/17/17	Thu 11/23/17	35
37		Proofreading review	8 days	Fri 11/24/17	Tue 12/5/17	36
38		Forms approved by Forms QA	5 days	Wed 12/6/17	Tue 12/12/17	37
39		UAT of forms in test environment	5 days	Wed 12/13/17	Tue 12/19/17	38
40		Forms approved by DDOE	10 days	Wed 12/20/17	Tue 1/2/18	39
41		Create scoring configurations	8 days	Wed 1/3/18	Fri 1/12/18	40
42		Pearson PV reviews	5 days	Mon 1/15/18	Fri 1/19/18	41
43		QC review	5 days	Mon 1/22/18	Fri 1/26/18	42
44		Publish forms to production	2 days	Mon 1/29/18	Tue 1/30/18	43
45		Set up test administration management	2 days	Wed 1/31/18	Thu 2/1/18	44
46		Paper Forms	156 days	Wed 3/22/17	Fri 10/27/17	
47		Paper forms and answer sheets are created (one for each grade)	10 days	Fri 10/6/17	Thu 10/19/17	31
48		Key Check performed and cross checked with item map	5 days	Fri 10/20/17	Thu 10/26/17	47
49		Project Specification Form (PSF) Baseline and uploaded to Oracle	1 day	Fri 10/27/17	Fri 10/27/17	48
50		Prod order import date establishes Oracle P&D schedule - Paper	5 days	Wed 3/22/17	Tue 3/28/17	64FS-60 days
51		DDOE provides Pearson with enrollment information to load into online system	1 day	Wed 3/29/17	Wed 3/29/17	50
52		Sales Order Imported into Oracle Production	1 day	Thu 4/6/17	Thu 4/6/17	51FS+5 days
53		Print Materials Arrive in Warehouse	5 days	Fri 4/7/17	Thu 4/13/17	52
54		Schools order paper test materials through additional orders	32 days	Fri 4/14/17	Tue 5/30/17	53
55		Package materials	32 days	Fri 4/14/17	Tue 5/30/17	54SS
56		Test Materials Shipped to Schools	32 days	Fri 4/14/17	Tue 5/30/17	55SS
57		Materials in Schools	32 days	Thu 4/20/17	Mon 6/5/17	56SS+4 days
58		Braille and Translated Forms	92 days	Fri 11/3/17	Mon 3/12/18	
59		Braille and translated forms created	55 days	Fri 11/3/17	Thu 1/18/18	33
60		Printed braille and translated forms arrive at Pearson	5 days	Fri 1/19/18	Thu 1/25/18	59
61		Braille and translated forms shipped to schools through additional order process	32 days	Fri 1/26/18	Mon 3/12/18	60
62		Test Administration (Online and Paper)	32 days	Mon 5/1/17	Wed 6/14/17	
63		Test Administration Begins	1 day	Mon 5/1/17	Mon 5/1/17	
64		Test Administration Ends	1 day	Wed 6/14/17	Wed 6/14/17	63FS+30 days
65		Test Manuals	90 days	Tue 10/3/17	Mon 2/5/18	
66		User Manual	50 days	Tue 10/3/17	Mon 12/11/17	
67		Draft User Manual	20 days	Tue 10/3/17	Mon 10/30/17	26
68		DDOE review User Manual	10 days	Tue 10/31/17	Mon 11/13/17	67
69		Edits to User Manual	10 days	Tue 11/14/17	Mon 11/27/17	68
70		DDOE review User Manual	5 days	Tue 11/28/17	Mon 12/4/17	69

Delaware System of Student Assessment in Social Studies (RFP #DOE 2016-14)

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors
71		Final User Manual created	5 days	Tue 12/5/17	Mon 12/11/17	70
72		Teacher Guides	60 days	Tue 11/14/17	Mon 2/5/18	
73		Draft Teacher Guide for Elementary Social Studies	20 days	Tue 11/14/17	Mon 12/11/17	68
74		DDOE review of Elementary Teacher Guide	10 days	Tue 12/12/17	Mon 12/25/17	73
75		Edits to Elementary Teacher Guide	10 days	Tue 12/26/17	Mon 1/8/18	74
76		DDOE review of Elementary Teacher Guide	10 days	Tue 1/9/18	Mon 1/22/18	75
77		Final Elementary Teacher Guide Created	10 days	Tue 1/23/18	Mon 2/5/18	76
78		Draft Teacher Guide for Middle School Social Studies	20 days	Tue 11/14/17	Mon 12/11/17	68
79		DDOE review of Middle School Teacher Guide	10 days	Tue 12/12/17	Mon 12/25/17	78
80		Edits to Middle School Teacher Guide	10 days	Tue 12/26/17	Mon 1/8/18	79
81		DDOE review of Middle School Teacher Guide	10 days	Tue 1/9/18	Mon 1/22/18	80
82		Final Middle School Teacher Guide Created	10 days	Tue 1/23/18	Mon 2/5/18	81
83		Draft Teacher Guide for High School Social Studies	20 days	Tue 11/14/17	Mon 12/11/17	68
84		DDOE review of High School Teacher Guide	10 days	Tue 12/12/17	Mon 12/25/17	83
85		Edits to High School Teacher Guide	10 days	Tue 12/26/17	Mon 1/8/18	84
86		DDOE review of High School Teacher Guide	10 days	Tue 1/9/18	Mon 1/22/18	85
87		Final Grade 10 High School Created	10 days	Tue 1/23/18	Mon 2/5/18	86
88		English Informational Brochure for Social Studies	60 days	Tue 11/14/17	Mon 2/5/18	
89		Draft English Informational Brochure for Social Studies	20 days	Tue 11/14/17	Mon 12/11/17	68
90		DDOE review of English Informational Brochure	10 days	Tue 12/12/17	Mon 12/25/17	89
91		Edits to English Informational Brochure	10 days	Tue 12/26/17	Mon 1/8/18	90
92		DDOE review of English Informational Brochure	10 days	Tue 1/9/18	Mon 1/22/18	91
93		Final English Informational Brochure	10 days	Tue 1/23/18	Mon 2/5/18	92
94		Spanish Informational Brochure for Social Studies	60 days	Tue 11/14/17	Mon 2/5/18	
95		Draft Spanish Informational Brochure for Social Studies	20 days	Tue 11/14/17	Mon 12/11/17	68
96		DDOE review of Spanish Informational Brochure	10 days	Tue 12/12/17	Mon 12/25/17	95
97		Edits to Spanish Informational Brochure	10 days	Tue 12/26/17	Mon 1/8/18	96
98		DDOE review of Spanish Informational Brochure	10 days	Tue 1/9/18	Mon 1/22/18	97
99		Final Spanish Informational Brochure	10 days	Tue 1/23/18	Mon 2/5/18	98
100		Scoring and Reporting	197 days	Wed 4/19/17	Mon 1/22/18	
101		Scoring CRQ drafted	15 days	Tue 10/3/17	Mon 10/23/17	26
102		DDOE approves scoring CRQ	5 days	Tue 10/24/17	Mon 10/30/17	101
103		Scoring platform setup	60 days	Tue 10/31/17	Mon 1/22/18	102
104		Schools enter answers from paper assessment	32 days	Mon 5/1/17	Wed 6/14/17	63SS
105		Recruit scorers	30 days	Tue 5/2/17	Tue 6/13/17	63

Delaware System of Student Assessment in Social Studies (RFP #DOE 2016-14)

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors
106		Create benchmark sets	6 days	Thu 6/8/17	Thu 6/15/17	64FS-5 days
107		DDOE approves benchmark sets	5 days	Mon 6/12/17	Fri 6/16/17	106SS+2 days
108		Recruit Delaware educators for benchmark meeting	30 days	Wed 4/19/17	Wed 5/31/17	109FS-45 days
109		Benchmark meeting	2 days	Tue 6/20/17	Wed 6/21/17	107FS+1 day
110		Create scoring sets from benchmark meeting	4 days	Tue 6/20/17	Fri 6/23/17	109SS
111		DDOE approves scoring sets	3 days	Fri 6/23/17	Tue 6/27/17	110SS+3 days
112		Train scoring supervisors	2 days	Wed 6/28/17	Thu 6/29/17	111
113		CR scoring occurs	4 days	Fri 6/30/17	Thu 7/6/17	112
114		Data file created for MC and CR items	2 days	Fri 7/7/17	Mon 7/10/17	113
115		Data file QC'd	1 day	Tue 7/11/17	Tue 7/11/17	114
116		Alignment study by HumRRO	3 days	Wed 7/12/17	Fri 7/14/17	115
117		Final data file delivered to DDOE	0 days	Tue 7/11/17	Tue 7/11/17	115
118		Recruit Delaware educators for data review meeting	30 days	Wed 5/10/17	Wed 6/21/17	119FS-45 days
119		Data review of field test items	2 days	Wed 7/12/17	Thu 7/13/17	117

Delaware System of Student Assessment in Social Studies (RFP #DOE 2016-14)

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors
1		Delaware 2018-2019 Social Studies	1 day	Mon 7/2/18	Mon 7/2/18	
2		General Meetings	116 days	Tue 9/25/18	Tue 3/5/19	
3		Planning Meeting	1 day	Wed 1/2/19	Wed 1/2/19	1FS+130 days
4		TAC meeting 1	3 days	Tue 9/25/18	Thu 9/27/18	1FS+59 days
5		TAC meeting 2	3 days	Fri 3/1/19	Tue 3/5/19	4FS+110 days
6		Requirements Baseline	50 days	Tue 7/3/18	Tue 9/11/18	
7		Develop Project Schedule	9 days	Tue 7/3/18	Mon 7/16/18	1
8		Develop CRAD	20 days	Tue 7/17/18	Mon 8/13/18	7
9		Create Customer Requirements Questionnaire (CRQ)	10 days	Tue 8/14/18	Mon 8/27/18	7FS+20 days
10		DDOE reviews CRAD	10 days	Tue 8/14/18	Mon 8/27/18	8
11		DDOE reviews schedule	10 days	Tue 7/17/18	Mon 7/30/18	7
12		DDOE reviews CRQ	10 days	Tue 8/28/18	Mon 9/10/18	9
13		Requirements baselined	1 day	Tue 9/11/18	Tue 9/11/18	10,11,12
14		Item Development for 2018-2019 Tests	109 days	Mon 7/2/18	Fri 11/30/18	
15		Item development	90 days	Tue 7/3/18	Tue 11/6/18	1
16		DDOE reviews items (in batches)	90 days	Wed 7/18/18	Tue 11/20/18	1SSS+10 days
17		Recruit Delaware educators for Item Review meeting	30 days	Mon 7/2/18	Mon 8/13/18	18FS-39 days
18		Item review meeting/Bias and Sensitivity Review	3 days	Wed 8/22/18	Fri 8/24/18	1SSS+35 days
19		Edits to items	70 days	Mon 8/27/18	Fri 11/30/18	18
20		Item Development for 2019-2020 Tests	135 days	Mon 12/3/18	Fri 6/7/19	
21		Item development	130 days	Mon 12/3/18	Fri 5/31/19	19
22		DDOE reviews items (in batches)	100 days	Mon 1/21/19	Fri 6/7/19	21SS+35 days
23		Online System Readiness	177 days	Tue 7/3/18	Thu 3/7/19	
24		Online system requirements drafted	55 days	Tue 7/3/18	Tue 9/18/18	1
25		DDOE approves online systems requirements	15 days	Wed 9/19/18	Tue 10/9/18	24
26		Online system requirements baselined	1 day	Wed 10/10/18	Wed 10/10/18	25
27		Online system setup	75 days	Thu 10/11/18	Wed 1/23/19	26
28		Online system tested	75 days	Thu 11/22/18	Wed 3/6/19	27SS+30 days
29		Online system production ready	1 day	Thu 3/7/19	Thu 3/7/19	28
30		Test Development Activities	86 days	Mon 12/10/18	Mon 4/8/19	
31		Test maps available	1 day	Mon 12/10/18	Mon 12/10/18	19FS+5 days
32		Items rendered for online testing	15 days	Tue 12/11/18	Mon 12/31/18	31,19
33		Key check performed and cross checked with item map	5 days	Tue 1/1/19	Mon 1/7/19	32
34		UAT of rendered items in online platform	5 days	Tue 1/8/19	Mon 1/14/19	33
35		Test construction meeting	5 days	Tue 1/15/19	Mon 1/21/19	34

Delaware System of Student Assessment in Social Studies (RFP #DOE 2016-14)

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors
36		Pre equating of test forms	20 days	Tue 1/22/19	Mon 2/18/19	35
37		Publish forms to QC	5 days	Tue 1/22/19	Mon 1/28/19	35
38		Proofreading review	8 days	Tue 1/29/19	Thu 2/7/19	37
39		Forms approved by Forms QA	5 days	Fri 2/8/19	Thu 2/14/19	38
40		UAT of forms in test environment	5 days	Fri 2/15/19	Thu 2/21/19	39
41		Forms approved by DDOE	10 days	Fri 2/22/19	Thu 3/7/19	40
42		Create scoring configurations	8 days	Fri 3/8/19	Tue 3/19/19	41
43		Pearson PV reviews	5 days	Wed 3/20/19	Tue 3/26/19	42
44		QC review	5 days	Wed 3/27/19	Tue 4/2/19	43
45		Publish forms to production	2 days	Wed 4/3/19	Thu 4/4/19	44
46		Set up test administration management	2 days	Fri 4/5/19	Mon 4/8/19	45
47		Paper Forms	109 days	Tue 12/11/18	Fri 5/10/19	
48		Paper forms and answer sheets are created (one for each grade)	10 days	Tue 12/11/18	Mon 12/24/18	31
49		Key Check performed and cross checked with item map	5 days	Tue 12/25/18	Mon 12/31/18	48
50		Project Specification Form (PSF) Baseline and uploaded to Oracle	1 day	Tue 1/1/19	Tue 1/1/19	49
51		Prod order import date establishes Oracle P&D schedule -Paper	5 days	Wed 2/27/19	Tue 3/5/19	65FS-60 days
52		DDOE provides Pearson with enrollment information to load into online system	1 day	Wed 3/6/19	Wed 3/6/19	51
53		Sales Order Imported into Oracle Production	1 day	Thu 3/14/19	Thu 3/14/19	52FS+5 days
54		Print Materials Arrive in Warehouse	5 days	Fri 3/15/19	Thu 3/21/19	53
55		Schools order paper test materials through additional orders	32 days	Fri 3/22/19	Mon 5/6/19	54
56		Package materials	32 days	Fri 3/22/19	Mon 5/6/19	55S5
57		Test Materials Shipped to Schools	32 days	Fri 3/22/19	Mon 5/6/19	56S5
58		Materials in Schools	32 days	Thu 3/28/19	Fri 5/10/19	57SS+4 days
59		Braille and Translated Forms	92 days	Tue 1/8/19	Wed 5/15/19	
60		Braille and translated forms created	55 days	Tue 1/8/19	Mon 3/25/19	33
61		Printed braille and translated forms arrive at Pearson	5 days	Tue 3/26/19	Mon 4/1/19	60
62		Braille and translated forms shipped to schools through additional order process	32 days	Tue 4/2/19	Wed 5/15/19	61
63		Test Administration (Online and Paper)	31 days	Tue 4/9/19	Tue 5/21/19	
64		Test Administration Begins	1 day	Tue 4/9/19	Tue 4/9/19	46
65		Test Administration Ends	1 day	Tue 5/21/19	Tue 5/21/19	64FS+29 days
66		Test Manuals	90 days	Wed 8/15/18	Tue 12/18/18	
67		User Manual	50 days	Wed 8/15/18	Tue 10/23/18	
68		Draft User Manual	20 days	Wed 8/15/18	Tue 9/11/18	1FS+30 days
69		DDOE review User Manual	10 days	Wed 9/12/18	Tue 9/25/18	68
70		Edits to User Manual	10 days	Wed 9/26/18	Tue 10/9/18	69

Delaware System of Student Assessment in Social Studies (REP #DOE 2016-14)

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors
71		DDOE review User Manual	5 days	Wed 10/10/18	Tue 10/16/18	70
72		Final User Manual created	5 days	Wed 10/17/18	Tue 10/23/18	71
73		Teacher Guides	60 days	Wed 9/26/18	Tue 12/18/18	
74		Draft Teacher Guide for Elementary Social Studies	20 days	Wed 9/26/18	Tue 10/23/18	69
75		DDOE review of Elementary Teacher Guide	10 days	Wed 10/24/18	Tue 11/6/18	74
76		Edits to Elementary Teacher Guide	10 days	Wed 11/7/18	Tue 11/20/18	75
77		DDOE review of Elementary Teacher Guide	10 days	Wed 11/21/18	Tue 12/4/18	76
78		Final Elementary Teacher Guide Created	10 days	Wed 12/5/18	Tue 12/18/18	77
79		Draft Teacher Guide for Middle School Social Studies	20 days	Wed 9/26/18	Tue 10/23/18	69
80		DDOE review of Middle School Teacher Guide	10 days	Wed 10/24/18	Tue 11/6/18	79
81		Edits to Middle School Teacher Guide	10 days	Wed 11/7/18	Tue 11/20/18	80
82		DDOE review of Middle School Teacher Guide	10 days	Wed 11/21/18	Tue 12/4/18	81
83		Final Middle School Teacher Guide Created	10 days	Wed 12/5/18	Tue 12/18/18	82
84		Draft Teacher Guide for High School Social Studies	20 days	Wed 9/26/18	Tue 10/23/18	69
85		DDOE review of High School Teacher Guide	10 days	Wed 10/24/18	Tue 11/6/18	84
86		Edits to High School Teacher Guide	10 days	Wed 11/7/18	Tue 11/20/18	85
87		DDOE review of High School Teacher Guide	10 days	Wed 11/21/18	Tue 12/4/18	86
88		Final High School Teacher Guide Created	10 days	Wed 12/5/18	Tue 12/18/18	87
89		English Informational Brochure for Social Studies	60 days	Wed 9/26/18	Tue 12/18/18	
90		Draft English Informational Brochure for Social Studies	20 days	Wed 9/26/18	Tue 10/23/18	69
91		DDOE review of English Informational Brochure	10 days	Wed 10/24/18	Tue 11/6/18	90
92		Edits to English Informational Brochure	10 days	Wed 11/7/18	Tue 11/20/18	91
93		DDOE review of English Informational Brochure	10 days	Wed 11/21/18	Tue 12/4/18	92
94		Final English Informational Brochure	10 days	Wed 12/5/18	Tue 12/18/18	93
95		Spanish Informational Brochure for Social Studies	60 days	Wed 9/26/18	Tue 12/18/18	
96		Draft Spanish Informational Brochure for Social Studies	20 days	Wed 9/26/18	Tue 10/23/18	69
97		DDOE review of Spanish Informational Brochure	10 days	Wed 10/24/18	Tue 11/6/18	96
98		Edits to Spanish Informational Brochure	10 days	Wed 11/7/18	Tue 11/20/18	97
99		DDOE review of Spanish Informational Brochure	10 days	Wed 11/21/18	Tue 12/4/18	98
100		Final Spanish Informational Brochure	10 days	Wed 12/5/18	Tue 12/18/18	99
101		Scoring	194 days	Thu 10/11/18	Tue 7/9/19	
102		Scoring CRQ drafted	15 days	Thu 10/11/18	Wed 10/31/18	26
103		DDOE approves scoring CRQ	5 days	Thu 11/1/18	Wed 11/7/18	102
104		Scoring platform setup	60 days	Thu 11/8/18	Wed 1/30/19	103
105		Schools enter answers from paper assessment	32 days	Tue 4/9/19	Wed 5/22/19	6ASS

Delaware System of Student Assessment in Social Studies (RFP #DOE 2016-14)

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors
106		Recruit scorers	30 days	Wed 4/10/19	Tue 5/21/19	64
107		Recruit Delaware educators for benchmark meeting	45 days	Fri 3/8/19	Thu 5/9/19	114FS-60 days
108		Train scoring supervisors for operational item scoring	2 days	Wed 5/22/19	Thu 5/23/19	106
109		Operational item scoring	3 days	Fri 5/24/19	Tue 5/28/19	108
110		Scored operational data file created	1 day	Wed 5/29/19	Wed 5/29/19	109
111		Scored operational data file QC'd	1 day	Thu 5/30/19	Thu 5/30/19	110
112		Create benchmark sets for field test items	7 days	Wed 5/15/19	Thu 5/23/19	65FS-5 days
113		DDOE approves benchmark sets	4 days	Tue 5/21/19	Fri 5/24/19	112SS+4 days
114		Benchmark meeting	2 days	Wed 5/29/19	Thu 5/30/19	113FS+2 days
115		Create scoring sets from benchmark meeting	2 days	Tue 6/4/19	Wed 6/5/19	114FS+2 days
116		DDOE approves scoring sets	2 days	Thu 6/6/19	Fri 6/7/19	115SS+2 days
117		CR scoring of field test items occurs	3 days	Mon 6/10/19	Wed 6/12/19	116
118		Data file created for field test items	1 day	Thu 6/13/19	Thu 6/13/19	117
119		Data file QC'd	1 day	Fri 6/14/19	Fri 6/14/19	118
120		Final field test data file delivered to DDOE	0 days	Fri 6/14/19	Fri 6/14/19	119
121		Recruit Delaware educators for data review meeting	45 days	Wed 4/17/19	Tue 6/18/19	122FS-60 days
122		Data review of field test items	2 days	Mon 7/8/19	Tue 7/9/19	120,130FS+9 days
123		Standard Setting	64 days	Wed 3/27/19	Mon 6/24/19	
124		Recruit Delaware educators for standard setting meeting	45 days	Wed 3/27/19	Tue 5/28/19	127FS-60 days
125		Scored data file received by psychometrics	1 day	Fri 5/31/19	Fri 5/31/19	111
126		Calibration on scored data by psychometrics	10 days	Mon 6/3/19	Fri 6/14/19	125
127		Standard setting meeting occurs	2 days	Mon 6/17/19	Tue 6/18/19	126
128		Standards applied to data file	2 days	Wed 6/19/19	Thu 6/20/19	127
129		Data file QC'd	1 day	Fri 6/21/19	Fri 6/21/19	128
130		Final operational file delivered to DDOE	1 day	Mon 6/24/19	Mon 6/24/19	129
131		Reporting	283 days	Thu 10/11/18	Mon 11/11/19	
132		Reporting CRQ drafted	15 days	Thu 10/11/18	Wed 10/31/18	102SS
133		DDOE approves reporting CRQ	5 days	Thu 11/1/18	Wed 11/7/18	132
134		Draft reports created	10 days	Thu 11/8/18	Wed 11/21/18	133
135		DDOE reviews draft reports	5 days	Thu 11/22/18	Wed 11/28/18	134
136		Edits to draft reports	5 days	Thu 11/29/18	Wed 12/5/18	135
137		DDOE reviews and approves draft reports	5 days	Thu 12/6/18	Wed 12/12/18	136
138		Reports created	3 days	Tue 6/25/19	Thu 6/27/19	130
139		Reports QC'd	2 days	Fri 6/28/19	Mon 7/1/19	138
140		Reports posted to online system	1 day	Tue 7/2/19	Tue 7/2/19	139

Delaware System of Student Assessment in Social Studies (RFP #DOE 2016-14)

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors
106		Recruit scorers	30 days	Wed 4/10/19	Tue 5/21/19	64
107		Recruit Delaware educators for benchmark meeting	45 days	Fri 3/8/19	Thu 5/9/19	114FS-60 days
108		Train scoring supervisors for operational item scoring	2 days	Wed 5/22/19	Thu 5/23/19	106
109		Operational item scoring	3 days	Fri 5/24/19	Tue 5/28/19	108
110		Scored operational data file created	1 day	Wed 5/29/19	Wed 5/29/19	109
111		Scored operational data file QC'd	1 day	Thu 5/30/19	Thu 5/30/19	110
112		Create benchmark sets for field test items	7 days	Wed 5/15/19	Thu 5/23/19	65FS-5 days
113		DDOE approves benchmark sets	4 days	Tue 5/21/19	Fri 5/24/19	112SS+4 days
114		Benchmark meeting	2 days	Wed 5/29/19	Thu 5/30/19	113FS+2 days
115		Create scoring sets from benchmark meeting	2 days	Tue 6/4/19	Wed 6/5/19	114FS+2 days
116		DDOE approves scoring sets	2 days	Thu 6/6/19	Fri 6/7/19	115SS+2 days
117		CR scoring of field test items occurs	3 days	Mon 6/10/19	Wed 6/12/19	116
118		Data file created for field test items	1 day	Thu 6/13/19	Thu 6/13/19	117
119		Data file QC'd	1 day	Fri 6/14/19	Fri 6/14/19	118
120		Final field test data file delivered to DDOE	0 days	Fri 6/14/19	Fri 6/14/19	119
121		Recruit Delaware educators for data review meeting	45 days	Wed 4/17/19	Tue 6/18/19	122FS-60 days
122		Data review of field test items	2 days	Mon 7/8/19	Tue 7/9/19	120,130FS+9 days
123		Standard Setting	64 days	Wed 3/27/19	Mon 6/24/19	
124		Recruit Delaware educators for standard setting meeting	45 days	Wed 3/27/19	Tue 5/28/19	127FS-60 days
125		Scored data file received by psychometrics	1 day	Fri 5/31/19	Fri 5/31/19	111
126		Calibration on scored data by psychometrics	10 days	Mon 6/3/19	Fri 6/14/19	125
127		Standard setting meeting occurs	2 days	Mon 6/17/19	Tue 6/18/19	126
128		Standards applied to data file	2 days	Wed 6/19/19	Thu 6/20/19	127
129		Data file QC'd	1 day	Fri 6/21/19	Fri 6/21/19	128
130		Final operational file delivered to DDOE	1 day	Mon 6/24/19	Mon 6/24/19	129
131		Reporting	283 days	Thu 10/11/18	Mon 11/11/19	
132		Reporting CRQ drafted	15 days	Thu 10/11/18	Wed 10/31/18	102SS
133		DDOE approves reporting CRQ	5 days	Thu 11/1/18	Wed 11/7/18	132
134		Draft reports created	10 days	Thu 11/8/18	Wed 11/21/18	133
135		DDOE reviews draft reports	5 days	Thu 11/22/18	Wed 11/28/18	134
136		Edits to draft reports	5 days	Thu 11/29/18	Wed 12/5/18	135
137		DDOE reviews and approves draft reports	5 days	Thu 12/6/18	Wed 12/12/18	136
138		Reports created	3 days	Tue 6/25/19	Thu 6/27/19	130
139		Reports QC'd	2 days	Fri 6/28/19	Mon 7/1/19	138
140		Reports posted to online system	1 day	Tue 7/2/19	Tue 7/2/19	139

Delaware System of Student Assessment In Social Studies (RFP #DOE 2016-14)

ID	Task Name	Duration	Start	Finish	Predecessors
1	Delaware 2019-2020 Social Studies	1 day	Mon 7/1/19	Mon 7/1/19	
2	General Meetings	116 days	Tue 9/24/19	Tue 3/3/20	
3	Planning Meeting	1 day	Wed 1/1/20	Wed 1/1/20	1FS+130 days
4	TAC meeting 1	3 days	Tue 9/24/19	Thu 9/26/19	1FS+59 days
5	TAC meeting 2	3 days	Fri 2/28/20	Tue 3/3/20	4FS+110 days
6	Requirements Baseline	50 days	Tue 7/2/19	Tue 9/10/19	
7	Develop Project Schedule	9 days	Tue 7/2/19	Mon 7/15/19	1
8	Develop CRAD	20 days	Tue 7/16/19	Mon 8/12/19	7
9	Create Customer Requirements Questionnaire (CRQ)	10 days	Tue 8/13/19	Mon 8/26/19	7FS+20 days
10	DDOE reviews CRAD	10 days	Tue 8/13/19	Mon 8/26/19	8
11	DDOE reviews schedule	10 days	Tue 7/16/19	Mon 7/29/19	7
12	DDOE reviews CRQ	10 days	Tue 8/27/19	Mon 9/9/19	9
13	Requirements baselined	1 day	Tue 9/10/19	Tue 9/10/19	10,11,12
14	Item Development for 2019-2020 Tests	109 days	Mon 7/1/19	Fri 11/29/19	
15	Item development	90 days	Tue 7/2/19	Tue 11/5/19	1
16	DDOE reviews items (in batches)	90 days	Wed 7/17/19	Tue 11/19/19	15SS+10 days
17	Recruit Delaware educators for item review meeting	25 days	Mon 7/1/19	Mon 8/5/19	18FS-39 days
18	Item review meeting/Bias and Sensitivity Review	3 days	Wed 8/21/19	Fri 8/23/19	15SS+35 days
19	Edits to items	70 days	Mon 8/26/19	Fri 11/29/19	18
20	Item Development for 2020-2021 Tests	135 days	Mon 12/2/19	Fri 6/5/20	
21	Item development	130 days	Mon 12/2/19	Fri 5/29/20	19
22	DDOE reviews items (in batches)	100 days	Mon 1/20/20	Fri 6/5/20	21SS+35 days
23	Online System Readiness	177 days	Mon 7/2/18	Fri 3/15/19	
24	Online system requirements drafted	55 days	Mon 7/2/18	Tue 9/18/18	
25	DDOE approves online systems requirements	15 days	Wed 9/19/18	Tue 10/9/18	24
26	Online system requirements baselined	1 day	Wed 10/10/18	Wed 10/10/18	25
27	Online system setup	75 days	Thu 10/11/18	Wed 1/30/19	26
28	Online system tested	75 days	Mon 11/26/18	Thu 3/14/19	27SS+30 days
29	Online system production ready	1 day	Fri 3/15/19	Fri 3/15/19	28
30	Test Development Activities	86 days	Mon 12/9/19	Mon 4/6/20	
31	Test maps available	1 day	Mon 12/9/19	Mon 12/9/19	19FS+5 days
32	Items rendered for online testing	15 days	Tue 12/10/19	Mon 12/30/19	31,19
33	Key check performed and cross checked with item map	5 days	Tue 12/31/19	Mon 1/6/20	32
34	UAT of rendered items in online platform	5 days	Tue 1/7/20	Mon 1/13/20	33
35	Test construction meeting	5 days	Tue 1/14/20	Mon 1/20/20	34

Delaware System of Student Assessment in Social Studies (RFP #DOE 2016-14)

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors
36		Pre equating of test forms	20 days	Tue 1/21/20	Mon 2/17/20	35
37		Publish forms to QC	5 days	Tue 1/21/20	Mon 1/27/20	35
38		Proofreading review	8 days	Tue 1/28/20	Thu 2/6/20	37
39		Forms approved by Forms QA	5 days	Fri 2/7/20	Thu 2/13/20	38
40		UAT of forms in test environment	5 days	Fri 2/14/20	Thu 2/20/20	39
41		Forms approved by DDOE	10 days	Fri 2/21/20	Thu 3/5/20	40
42		Create scoring configurations	8 days	Fri 3/6/20	Tue 3/17/20	41
43		Pearson PV reviews	5 days	Wed 3/18/20	Tue 3/24/20	42
44		QC review	5 days	Wed 3/25/20	Tue 3/31/20	43
45		Publish forms to production	2 days	Wed 4/1/20	Thu 4/2/20	44
46		Set up test administration management	2 days	Fri 4/3/20	Mon 4/6/20	45
47		Paper Forms	109 days	Tue 12/10/19	Fri 5/8/20	
48		Paper forms and answer sheets are created (one for each grade)	10 days	Tue 12/10/19	Mon 12/23/19	31
49		Key Check performed and cross checked with item map	5 days	Tue 12/24/19	Mon 12/30/19	48
50		Project Specification Form (PSF) Baseline and uploaded to Oracle	1 day	Tue 12/31/19	Tue 12/31/19	49
51		Prod order import date establishes Oracle P&D schedule -Paper	5 days	Wed 2/26/20	Tue 3/3/20	65FS-60 days
52		DDOE provides Pearson with enrollment information to load into online system	1 day	Wed 3/4/20	Wed 3/4/20	51
53		Sales Order Imported into Oracle Production	1 day	Thu 3/12/20	Thu 3/12/20	52FS+5 days
54		Print Materials Arrive in Warehouse	5 days	Fri 3/13/20	Thu 3/19/20	53
55		Schools order paper test materials through additional orders	32 days	Fri 3/20/20	Mon 5/4/20	54
56		Package materials	32 days	Fri 3/20/20	Mon 5/4/20	55SS
57		Test Materials Shipped to Schools	32 days	Fri 3/20/20	Mon 5/4/20	56SS
58		Materials in Schools	32 days	Thu 3/26/20	Fri 5/8/20	57SS+4 days
59		Braille and Translated Forms	92 days	Tue 1/7/20	Wed 5/13/20	
60		Braille and translated forms created	55 days	Tue 1/7/20	Mon 3/23/20	33
61		Printed braille and translated forms arrive at Pearson	5 days	Tue 3/24/20	Mon 3/30/20	60
62		Braille and translated forms shipped to schools through additional order process	32 days	Tue 3/31/20	Wed 5/13/20	61
63		Test Administration (Online and Paper)	31 days	Tue 4/7/20	Tue 5/19/20	
64		Test Administration Begins	1 day	Tue 4/7/20	Tue 4/7/20	46
65		Test Administration Ends	1 day	Tue 5/19/20	Tue 5/19/20	64FS+29 days
66		Test Manuals	90 days?	Wed 8/14/19	Tue 12/17/19	
67		User Manual	50 days	Wed 8/14/19	Tue 10/22/19	
68		Draft User Manual	20 days	Wed 8/14/19	Tue 9/10/19	1FS+30 days
69		DDOE review User Manual	10 days	Wed 9/11/19	Tue 9/24/19	68
70		Edits to User Manual	10 days	Wed 9/25/19	Tue 10/8/19	69

Delaware System of Student Assessment in Social Studies (RFP #DOE 2016-14)

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors
71		DDOE review User Manual	5 days	Wed 10/9/19	Tue 10/15/19	70
72		Final User Manual created	5 days	Wed 10/16/19	Tue 10/22/19	71
73		Teacher Guides	60 days	Wed 9/25/19	Tue 12/17/19	
74		Draft Teacher Guide for Elementary Social Studies	20 days	Wed 9/25/19	Tue 10/22/19	69
75		DDOE review of Elementary Teacher Guide	10 days	Wed 10/23/19	Tue 11/5/19	74
76		Edits to Elementary Teacher Guide	10 days	Wed 11/6/19	Tue 11/19/19	75
77		DDOE review of Elementary Teacher Guide	10 days	Wed 11/20/19	Tue 12/3/19	76
78		Final Elementary Teacher Guide Created	10 days	Wed 12/4/19	Tue 12/17/19	77
79		Draft Teacher Guide for Middle School Social Studies	20 days	Wed 9/25/19	Tue 10/22/19	69
80		DDOE review of Middle School Teacher Guide	10 days	Wed 10/23/19	Tue 11/5/19	79
81		Edits to Middle School Teacher Guide	10 days	Wed 11/6/19	Tue 11/19/19	80
82		DDOE review of Middle School Teacher Guide	10 days	Wed 11/20/19	Tue 12/3/19	81
83		Final Middle School Teacher Guide Created	10 days	Wed 12/4/19	Tue 12/17/19	82
84		Draft Teacher Guide for High School Social Studies	20 days	Wed 9/25/19	Tue 10/22/19	69
85		DDOE review of High School Teacher Guide	10 days	Wed 10/23/19	Tue 11/5/19	84
86		Edits to High School Teacher Guide	10 days	Wed 11/6/19	Tue 11/19/19	85
87		DDOE review of High School Teacher Guide	10 days	Wed 11/20/19	Tue 12/3/19	86
88		Final High School Teacher Guide Created	10 days	Wed 12/4/19	Tue 12/17/19	87
89		English Informational Brochure for Social Studies	5 days?	Wed 9/25/19	Tue 10/1/19	
90		Draft English Informational Brochure for Social Studies	1 day	Wed 9/25/19	Wed 9/25/19	69
91		DDOE review of English Informational Brochure	1 day	Thu 9/26/19	Thu 9/26/19	90
92		Edits to English Informational Brochure	1 day	Fri 9/27/19	Fri 9/27/19	91
93		DDOE review of English Informational Brochure	1 day	Mon 9/30/19	Mon 9/30/19	92
94		Final English Informational Brochure	1 day?	Tue 10/1/19	Tue 10/1/19	93
95		Spanish Informational Brochure for Social Studies	5 days	Wed 9/25/19	Tue 10/1/19	
96		Draft Spanish Informational Brochure for Social Studies	1 day	Wed 9/25/19	Wed 9/25/19	69
97		DDOE review of Spanish Informational Brochure	1 day	Thu 9/26/19	Thu 9/26/19	96
98		Edits to Spanish Informational Brochure	1 day	Fri 9/27/19	Fri 9/27/19	97
99		DDOE review of Spanish Informational Brochure	1 day	Mon 9/30/19	Mon 9/30/19	98
100		Final Spanish Informational Brochure	1 day	Tue 10/1/19	Tue 10/1/19	99
101		Scoring	431 days	Thu 10/11/18	Tue 6/16/20	
102		Scoring CRQ drafted	15 days	Thu 10/11/18	Wed 10/31/18	26
103		DDOE approves scoring CRQ	5 days	Thu 11/1/18	Wed 11/7/18	102
104		Scoring platform setup	60 days	Thu 11/8/18	Wed 2/6/19	103
105		Schools enter answers from paper assessment into EASE	32 days	Tue 4/7/20	Wed 5/20/20	64SS

Delaware System of Student Assessment in Social Studies (RFP #DOE 2016-14)

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors
106		Recruit scorers	30 days	Wed 4/8/20	Tue 5/19/20	64
107		Create benchmark sets	6 days	Wed 5/13/20	Wed 5/20/20	65FS-5 days
108		DDOE approves benchmark sets	6 days	Fri 5/15/20	Fri 5/22/20	107SS+2 days
109		Recruit Delaware educators for benchmark meeting	20 days	Fri 4/17/20	Thu 5/14/20	110FS-30 days
110		Benchmark meeting	2 days	Wed 5/27/20	Thu 5/28/20	108FS+2 days
111		Create scoring sets from benchmark meeting	3 days	Wed 5/27/20	Fri 5/29/20	110SS
112		DDOE approves scoring sets	3 days	Thu 5/28/20	Mon 6/1/20	111SS+1 day
113		Train scoring supervisors	2 days	Tue 6/2/20	Wed 6/3/20	112
114		CR scoring occurs	3 days	Thu 6/4/20	Mon 6/8/20	113
115		Data file created for MC and CR items	1 day	Tue 6/9/20	Tue 6/9/20	114
116		Data file QC'd	1 day	Wed 6/10/20	Wed 6/10/20	115
117		Equating occurs	3 days	Wed 6/10/20	Fri 6/12/20	115
118		Final data file delivered to DDOE	0 days	Fri 6/12/20	Fri 6/12/20	117
119		Recruit Delaware educators for data review meeting	30 days	Wed 4/15/20	Tue 5/26/20	120FS-45 days
120		Data review of field test items	2 days	Mon 6/15/20	Tue 6/16/20	118
121		Reporting	528 days	Thu 10/11/18	Thu 10/29/20	
122		Reporting CRQ drafted	15 days	Thu 10/11/18	Wed 10/31/18	102SS
123		DDOE approves reporting CRQ	5 days	Thu 11/1/18	Wed 11/7/18	122
124		Draft reports created	10 days	Thu 11/8/18	Wed 11/21/18	123
125		DDOE reviews draft reports	5 days	Mon 11/26/18	Fri 11/30/18	124
126		Edits to draft reports	5 days	Mon 12/3/18	Fri 12/7/18	125
127		DDOE reviews and approves draft reports	5 days	Mon 12/10/18	Fri 12/14/18	126
128		Reports created	3 days	Thu 6/11/20	Mon 6/15/20	116
129		Reports QC'd	2 days	Tue 6/16/20	Wed 6/17/20	128
130		Reports posted to online system	1 day	Thu 6/18/20	Thu 6/18/20	129
131		Paper reports printed and packaged	9 days	Fri 6/19/20	Wed 7/1/20	130
132		Paper reports arrive in Delaware	1 day	Thu 7/2/20	Thu 7/2/20	131
133		Technical report drafted	60 days	Fri 7/3/20	Thu 9/24/20	132
134		DDOE reviews draft technical report	20 days	Fri 9/25/20	Thu 10/22/20	133
135		Technical report finalized	5 days	Fri 10/23/20	Thu 10/29/20	134

Delaware System of Student Assessment in Social Studies (RFP #DOE 2016-14)

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors
1		Delaware 2020-2021 Social Studies	1 day	Wed 7/1/20	Wed 7/1/20	
2		General Meetings	116 days	Thu 9/24/20	Thu 3/4/21	
3		Planning Meeting	1 day	Fri 1/1/21	Fri 1/1/21	1FS+130 days
4		TAC meeting 1	3 days	Thu 9/24/20	Mon 9/28/20	1FS+59 days
5		TAC meeting 2	3 days	Tue 3/2/21	Thu 3/4/21	4FS+110 days
6		Requirements Baseline	50 days	Thu 7/2/20	Thu 9/10/20	
7		Develop Project Schedule	9 days	Thu 7/2/20	Wed 7/15/20	1
8		Develop CRAD	20 days	Thu 7/16/20	Wed 8/12/20	7
9		Create Customer Requirements Questionnaire (CRQ)	10 days	Thu 8/13/20	Wed 8/26/20	7FS+20 days
10		DDOE reviews CRAD	10 days	Thu 8/13/20	Wed 8/26/20	8
11		DDOE reviews schedule	10 days	Thu 7/16/20	Wed 7/29/20	7
12		DDOE reviews CRQ	10 days	Thu 8/27/20	Wed 9/9/20	9
13		Requirements baselined	1 day	Thu 9/10/20	Thu 9/10/20	10,11,12
14		Online System Readiness	177 days	Mon 7/1/19	Fri 3/13/20	
15		Online system requirements drafted	55 days	Mon 7/1/19	Tue 9/17/19	
16		DDOE approves online systems requirements	15 days	Wed 9/18/19	Tue 10/8/19	15
17		Online system requirements baselined	1 day	Wed 10/9/19	Wed 10/9/19	16
18		Online system setup	75 days	Thu 10/10/19	Wed 1/29/20	17
19		Online system tested	75 days	Thu 11/21/19	Thu 3/12/20	18SS+30 days
20		Online system production ready	1 day	Fri 3/13/20	Fri 3/13/20	19
21		Test Development Activities	86 days	Wed 12/9/20	Wed 4/7/21	
22		Test maps available	1 day	Wed 12/9/20	Wed 12/9/20	1FS+113 days
23		Items rendered for online testing	15 days	Thu 12/10/20	Wed 12/30/20	22
24		Key check performed and cross checked with item map	5 days	Thu 12/31/20	Wed 1/6/21	23
25		UAT of rendered items in online platform	5 days	Thu 1/7/21	Wed 1/13/21	24
26		Test construction meeting	5 days	Thu 1/14/21	Wed 1/20/21	25
27		Pre equating of test forms	20 days	Thu 1/21/21	Wed 2/17/21	26
28		Publish forms to QC	5 days	Thu 1/28/21	Wed 2/8/21	28
29		Proofreading review	8 days	Thu 1/28/21	Mon 2/8/21	28
30		Forms approved by Forms QA	5 days	Tue 2/9/21	Mon 2/15/21	29
31		UAT of forms in test environment	5 days	Tue 2/16/21	Mon 2/22/21	30
32		Forms approved by DDOE	10 days	Tue 2/23/21	Mon 3/8/21	31
33		Create scoring configurations	8 days	Tue 3/9/21	Thu 3/18/21	32
34		Pearson PV reviews	5 days	Fri 3/19/21	Thu 3/25/21	33
35		QC review	5 days	Fri 3/26/21	Thu 4/1/21	34

Delaware System of Student Assessment in Social Studies (RFP #DOE 2016-14)

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors
36		Publish forms to production	2 days	Fri 4/2/21	Mon 4/5/21	35
37		Set up test administration management	2 days	Tue 4/6/21	Wed 4/7/21	36
38		Paper Forms	109 days	Thu 12/10/20	Tue 5/11/21	
39		Paper forms and answer sheets are created (one for each grade)	10 days	Thu 12/10/20	Wed 12/23/20	22
40		Key Check performed and cross checked with item map	5 days	Thu 12/24/20	Wed 12/30/20	39
41		Project Specification Form (PSF) Baseline and uploaded to Oracle	1 day	Thu 12/31/20	Thu 12/31/20	40
42		Prod order import date establishes Oracle P&D schedule -Paper	5 days	Fri 2/26/21	Thu 3/4/21	56FS-60 days
43		DDOE provides Pearson with enrollment information to load into online system	1 day	Fri 3/5/21	Fri 3/5/21	42
44		Sales Order Imported into Oracle Production	1 day	Mon 3/15/21	Mon 3/15/21	43FS+5 days
45		Print Materials Arrive in Warehouse	5 days	Tue 3/16/21	Mon 3/22/21	44
46		Schools order paper test materials through additional orders	32 days	Tue 3/23/21	Wed 5/5/21	45
47		Package materials	32 days	Tue 3/23/21	Wed 5/5/21	46SS
48		Test Materials Shipped to Schools	32 days	Tue 3/23/21	Wed 5/5/21	47SS
49		Materials in Schools	32 days	Mon 3/29/21	Tue 5/11/21	48SS+4 days
50		Braille and Translated Forms	92 days	Thu 1/7/21	Fri 5/14/21	
51		Braille and translated forms created	55 days	Thu 1/7/21	Wed 3/24/21	24
52		Printed braille and translated forms arrive at Pearson	5 days	Thu 3/25/21	Wed 3/31/21	51
53		Braille and translated forms shipped to schools through additional order process	32 days	Thu 4/1/21	Fri 5/14/21	52
54		Test Administration (Online and Paper)	31 days	Thu 4/8/21	Thu 5/20/21	
55		Test Administration Begins	1 day	Thu 4/8/21	Thu 4/8/21	37
56		Test Administration Ends	1 day	Thu 5/20/21	Thu 5/20/21	55FS+29 days
57		Test Manuals	90 days	Fri 8/14/20	Thu 12/17/20	
58		User Manual	50 days	Fri 8/14/20	Thu 10/22/20	
59		Draft User Manual	20 days	Fri 8/14/20	Thu 9/10/20	1FS+30 days
60		DDOE review User Manual	10 days	Fri 9/11/20	Thu 9/24/20	59
61		Edits to User Manual	10 days	Fri 9/25/20	Thu 10/8/20	60
62		DDOE review User Manual	5 days	Fri 10/9/20	Thu 10/15/20	61
63		Final User Manual created	5 days	Fri 10/16/20	Thu 10/22/20	62
64		Teacher Guides	60 days	Fri 9/25/20	Thu 12/17/20	
65		Draft Teacher Guide for Elementary Social Studies	20 days	Fri 9/25/20	Thu 10/22/20	60
66		DDOE review of Elementary Teacher Guide	10 days	Fri 10/23/20	Thu 11/5/20	65
67		Edits to Elementary Teacher Guide	10 days	Fri 11/6/20	Thu 11/19/20	66
68		DDOE review of Elementary Teacher Guide	10 days	Fri 11/20/20	Thu 12/3/20	67
69		Final Elementary Teacher Guide Created	10 days	Fri 12/4/20	Thu 12/17/20	68
70		Draft Teacher Guide for Middle School Social Studies	20 days	Fri 9/25/20	Thu 10/22/20	60

Delaware System of Student Assessment in Social Studies (RFP #DOE 2016-14)

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors
71		DDOE review of Middle School Teacher Guide	10 days	Fri 10/23/20	Thu 11/5/20	70
72		Edits to Middle School Teacher Guide	10 days	Fri 11/6/20	Thu 11/19/20	71
73		DDOE review of Middle School Teacher Guide	10 days	Fri 11/20/20	Thu 12/3/20	72
74		Final Middle School Teacher Guide Created	10 days	Fri 12/4/20	Thu 12/17/20	73
75		Draft Teacher Guide for High School Social Studies	20 days	Fri 9/25/20	Thu 10/22/20	60
76		DDOE review of High School Teacher Guide	10 days	Fri 10/23/20	Thu 11/5/20	75
77		Edits to High School Teacher Guide	10 days	Fri 11/6/20	Thu 11/19/20	76
78		DDOE review of High School Teacher Guide	10 days	Fri 11/20/20	Thu 12/3/20	77
79		Final High School Teacher Guide Created	10 days	Fri 12/4/20	Thu 12/17/20	78
80		English Informational Brochure for Social Studies				
81		Draft English Informational Brochure for Social Studies	20 days	Fri 9/25/20	Thu 10/22/20	60
82		DDOE review of English Informational Brochure	10 days	Fri 10/23/20	Thu 11/5/20	81
83		Edits to English Informational Brochure	10 days	Fri 11/6/20	Thu 11/19/20	82
84		DDOE review of English Informational Brochure	10 days	Fri 11/20/20	Thu 12/3/20	83
85		Final English Informational Brochure	10 days	Fri 12/4/20	Thu 12/17/20	84
86		Spanish Informational Brochure for Social Studies				
87		Draft Spanish Informational Brochure for Social Studies	20 days	Fri 9/25/20	Thu 10/22/20	60
88		DDOE review of Spanish Informational Brochure	10 days	Fri 10/23/20	Thu 11/5/20	87
89		Edits to Spanish Informational Brochure	10 days	Fri 11/6/20	Thu 11/19/20	88
90		DDOE review of Spanish Informational Brochure	10 days	Fri 11/20/20	Thu 12/3/20	89
91		Final Spanish Informational Brochure	10 days	Fri 12/4/20	Thu 12/17/20	90
92		Scoring	433 days	Thu 10/10/19	Thu 6/17/21	
93		Scoring CRQ drafted	15 days	Thu 10/10/19	Wed 10/30/19	17
94		DDOE approves scoring CRQ	5 days	Thu 10/31/19	Wed 11/6/19	93
95		Scoring platform setup	60 days	Thu 11/7/19	Wed 2/5/20	94
96		Schools enter answers from paper assessment	32 days	Thu 4/8/21	Fri 5/21/21	55SS
97		Recruit scorers	30 days	Fri 4/9/21	Thu 5/20/21	55
98		Create benchmark sets	6 days	Fri 5/14/21	Fri 5/21/21	56FS-5 days
99		DDOE approves benchmark sets	6 days	Tue 5/18/21	Tue 5/25/21	98SS+2 days
100		Recruit Delaware educators for benchmark meeting	30 days	Tue 3/30/21	Mon 5/10/21	101FS-45 days
101		Benchmark meeting	2 days	Fri 5/28/21	Mon 5/31/21	99FS+2 days
102		Create scoring sets from benchmark meeting	4 days	Fri 5/28/21	Wed 6/2/21	101SS
103		DDOE approves scoring sets	3 days	Tue 6/1/21	Thu 6/3/21	102SS+2 days
104		Train scoring supervisors	2 days	Fri 6/4/21	Mon 6/7/21	103
105		CR scoring occurs	3 days	Tue 6/8/21	Thu 6/10/21	104

Delaware System of Student Assessment in Social Studies (RFP #DOE 2016-14)

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors
106		Data file created for MC and CR items	2 days	Fri 6/11/21	Mon 6/14/21	105
107		Data file QC'd	1 day	Tue 6/15/21	Tue 6/15/21	106
108		Equating occurs	3 days	Tue 6/15/21	Thu 6/17/21	106
109		Final data file delivered to DDOE	0 days	Tue 6/15/21	Tue 6/15/21	107
110		Recruit Delaware educators for data review meeting	30 days	Fri 4/16/21	Thu 5/27/21	111FS-45 days
111		Data review of field test items	2 days	Wed 6/16/21	Thu 6/17/21	109
112		Reporting	531 days	Thu 10/10/19	Tue 11/2/21	
113		Reporting CRQ drafted	15 days	Thu 10/10/19	Wed 10/30/19	935S
114		DDOE approves reporting CRQ	5 days	Thu 10/31/19	Wed 11/6/19	113
115		Draft reports created	10 days	Thu 11/7/19	Wed 11/20/19	114
116		DDOE reviews draft reports	5 days	Thu 11/21/19	Wed 11/27/19	115
117		Edits to draft reports	5 days	Mon 12/2/19	Fri 12/6/19	116
118		DDOE reviews and approves draft reports	5 days	Mon 12/9/19	Fri 12/13/19	117
119		Reports created	3 days	Wed 6/16/21	Fri 6/18/21	107
120		Reports QC'd	2 days	Mon 6/21/21	Tue 6/22/21	119
121		Reports posted to online system	1 day	Wed 6/23/21	Wed 6/23/21	120
122		Paper reports printed and packaged	9 days	Wed 6/23/21	Mon 7/5/21	120
123		Paper reports arrive in Delaware	1 day	Tue 7/6/21	Tue 7/6/21	122
124		Technical report drafted	60 days	Wed 7/7/21	Tue 9/28/21	123
125		DDOE reviews draft technical report	20 days	Wed 9/29/21	Tue 10/26/21	124
126		Technical report finalized	5 days	Wed 10/27/21	Tue 11/2/21	125

Category	Components	Contract Year				
		Year 12 2016-17	Year 2 2017-18	Year 3 2018-19	Year 4 2019-20	Year 5 2020-21
Item/Test Development	Test design	\$ 1,941.00	\$ 6,975.00	\$ 6,752.00	\$ 6,434.00	\$ 3,211.00
	Delaware Committees - Content, Fairness & Sensitivity, Data Review, rubric validity & Benchmarking	\$ 77,858.00	\$ 301,288.00	\$ 200,975.00	\$ 137,526.00	\$ 79,211.00
	Field test design for stand-alone and embedded Field Test items	\$ 42,062.00	\$ 353,980.00	\$ 196,711.00	\$ 149,258.00	\$ 24,474.00
	Electronic item bank design, development, and maintenance	\$ 119,749.00	\$ 142,325.00	\$ 95,776.00	\$ 88,899.00	\$ 82,281.00
	Test forms development ²	\$ 25,822.00	\$ 96,728.00	\$ 108,658.00	\$ 84,428.00	\$ 42,812.00
	Alternative test versions - paper/pencil, Spanish, and Braille ³	\$ 31,409.00	\$ 37,944.00	\$ 77,309.00	\$ 73,597.00	\$ 29,137.00
	Practice tests design, delivery, and user's guide material	\$ 8,912.00	\$ 18,277.00	\$ 5,913.00	\$ 5,635.00	\$ 2,478.00
Cost for Item/Test Development		\$ 307,753.00	\$ 957,517.00	\$ 692,094.00	\$ 545,777.00	\$ 263,604.00

Delaware System of Student Assessment in Social Studies RFP #DOE 2016-14

Category	Components	Contract Year				
		Year 12 2016-17	Year 2 2017-18	Year 3 2018-19	Year 4 2019-20	Year 5 2020-21
Psychometrics	Scoring	\$ 1,941.00	\$ 63,653.00	\$ 51,324.00	\$ 47,724.00	\$ 41,126.00
	Hand-scoring of open-ended items	\$ 1,941.00	\$ 197,659.00	\$ 208,493.00	\$ 189,505.00	\$ 129,160.00
	Scaling	\$ 1,941.00	\$ 38,967.00	\$ 46,884.00	\$ 44,635.00	\$ 31,127.00
	Sampling procedures for the matrix design	\$ 1,941.00	\$ 18,024.00	\$ 11,376.00	\$ 10,835.00	\$ 7,253.00
	Post-equating design and operation	\$ 1,941.00	\$ 18,024.00	\$ 19,570.00	\$ 18,635.00	\$ 14,415.00
	Standard setting	\$ 1,941.00	\$ 6,056.00	\$ 46,884.00	\$ 5,635.00	\$ 2,478.00
	Alignment studies	\$ 8,668.00	\$ 12,973.00	\$ 111,539.00	\$ 11,645.00	\$ 7,997.00
	Technical Advisory Committee	\$ 19,400.00	\$ 32,984.00	\$ 30,496.00	\$ 29,035.00	\$ 23,965.00
	Technical report	\$ 1,941.00	\$ 15,032.00	\$ 27,764.00	\$ 26,435.00	\$ 21,577.00
	Additional analyses/research studies (i.e., Comparability study across alternative test versions and a validation study	\$ 16,491.00	\$ 21,016.00	\$ 19,570.00	\$ 18,635.00	\$ 14,415.00
Cost of Psychometrics	\$ 58,146.00	\$ 424,388.00	\$ 573,900.00	\$ 402,719.00	\$ 293,513.00	

Delaware System of Student Assessment in Social Studies RFP #DOE 2016-14

Category	Components	Contract Year					
		Year 12 2016-17	Year 2 2017-18	Year 3 2018-19	Year 4 2019-20	Year 5 2020-21	
Test Administration	Online test delivery system and user's guide documents	\$ 8,499.00	\$ 248,424.00	\$ 320,788.00	\$ 265,436.00	\$ 224,434.00	
	Test administration manual	\$ 3,141.00	\$ 11,476.00	\$ 9,824.00	\$ 9,358.00	\$ 5,896.00	
	Accommodation manual	\$ 4,897.00	\$ 9,095.00	\$ 8,688.00	\$ 8,276.00	\$ 4,903.00	
	Trainings modules and training materials	\$ 8,668.00	\$ 11,589.00	\$ 11,162.00	\$ 10,631.00	\$ 7,065.00	
	Help desk	\$ -	\$ 2,974.00	\$ 5,430.00	\$ 5,169.00	\$ 2,373.00	
	Data file design and delivery	\$ 1,941.00	\$ 18,593.00	\$ 40,478.00	\$ 19,362.00	\$ 15,229.00	
	Quality control and test security	\$ 2,365.00	\$ 6,892.00	\$ 7,224.00	\$ 6,883.00	\$ 3,623.00	
	Cost for Test Administration	\$ 29,511.00	\$ 309,043.00	\$ 403,594.00	\$ 325,115.00	\$ 263,523.00	
	Reporting	Design and delivery for summary report	\$ 1,941.00	\$ 12,324.00	\$ 23,196.00	\$ 12,499.00	\$ 8,853.00
		Parent reports	\$ 2,183.00	\$ 13,071.00	\$ 23,878.00	\$ 13,148.00	\$ 9,449.00
Test score interpretation guide		\$ 1,941.00	\$ 8,078.00	\$ 7,759.00	\$ 7,392.00	\$ 4,091.00	
Cost for Reporting	\$ 6,065.00	\$ 33,473.00	\$ 54,833.00	\$ 33,039.00	\$ 22,393.00		
Total		\$ 401,475.00	\$ 1,724,421.00	\$ 1,724,421.00	\$ 1,306,650.00	\$ 843,033.00	
Grand Total		\$ 6,000,000.00					

1. The components include a list of sample activities for budget estimation, not the full scope of work.
2. It is expected to develop at least two forms in the first operational year and one form for each of the following contract years.
3. It is expected to develop one form for each alternative version for the first two operational years.

Attachment 1
Terms and Conditions

NON-PUBLIC DATA OWNED BY THE STATE OF DELAWARE
State of Delaware Cloud and/or Offsite Hosting Specific Terms and Conditions

Contract # _____, Appendix _____
between State of Delaware and NCS Perason, Inc. dated 10/27/16
This document shall become part of the final contract.

Terms and Conditions Clauses 1-13 are mandatory for every engagement. Exceptions will be considered non-compliant and non-responsive.	
1	Data Ownership: The State of Delaware shall own all right, title and interest in its data that is related to the services provided by this contract. The Service Provider shall not access State of Delaware User accounts, or State of Delaware Data, except (i) in the course of data center operations, (ii) response to service or technical issues, (iii) as required by the express terms of this contract, or (iv) at State of Delaware's written request.
2	Data Protection: Protection of personal privacy and sensitive data shall be an integral part of the business activities of the Service Provider to ensure that there is no inappropriate or unauthorized use of State of Delaware information at any time. To this end, the Service Provider shall safeguard the confidentiality, integrity, and availability of State information and comply with the following conditions: a) All information obtained by the Service Provider under this contract shall become and remain property of the State of Delaware. b) At no time shall any data or processes which either belongs to or are intended for the use of State of Delaware or its officers, agents, or employees, be copied, disclosed, or retained by the Service Provider or any party related to the Service Provider for subsequent use in any transaction that does not include the State of Delaware.
3	Data Location: The Service Provider shall not store or transfer non-public State of Delaware data outside of the United States. This includes backup data and Disaster Recovery locations. The Service Provider will permit its personnel and contractors to access State of Delaware data remotely only as required to provide technical support.
4	Encryption: a) The Service Provider shall encrypt all non-public data in transit regardless of the transit mechanism. b) For engagements where the Service Provider stores sensitive personally identifiable or otherwise confidential information, this data shall be encrypted at rest . Examples are social security number, date of birth, driver's license number, financial data, federal/state tax information, and hashed passwords. The Service Provider's encryption shall be consistent with validated cryptography standards as specified in National Institute of Standards and Technology <u>FIPS140-2</u> , Security Requirements. The key location and other key management details will be discussed and negotiated by both parties. When the Service Provider cannot offer encryption at rest, they must maintain, for the duration of the contract, cyber security liability insurance coverage for any loss resulting from a data breach in accordance with the <u>Cloud and Offsite Hosting Policy</u> . Additionally, where encryption of data at rest is not possible, vendor must describe existing security measures that provide a similar level of protection.
5	Breach Notification and Recovery: Delaware Code requires public breach notification when citizens' personally identifiable information is lost or stolen. Reference: <u>6 Del. C. § 12B-102</u> . Additionally, unauthorized access or disclosure of non-public data is considered to be a breach. The Service Provider will provide notification without unreasonable delay and all communication shall be coordinated with the State of Delaware. When the Service Provider or their sub-contractors are liable for the loss, the Service Provider shall bear all costs associated with the investigation, response and recovery from the breach including but not limited to credit monitoring services with a term of at least 3 years, mailing costs, website, and toll free telephone call center services. The State of Delaware shall not agree to any limitation on liability that relieves a Contractor from its own negligence or to the extent that it creates an obligation on the part of the State to hold a Contractor harmless.

NON-PUBLIC DATA OWNED BY THE STATE OF DELAWARE

State of Delaware Cloud and/or Offsite Hosting Specific Terms and Conditions

Contract # _____, Appendix _____

between State of Delaware and NCS Pearson, Inc. dated 10/27/16

This document shall become part of the final contract.

Terms and Conditions Clauses 1-13 are mandatory for every engagement. Exceptions will be considered non-compliant and non-responsive.	
6	Notification of Legal Requests: The Service Provider shall contact the State of Delaware upon receipt of any electronic discovery, litigation holds, discovery searches, and expert testimonies related to, or which in any way might reasonably require access to the data of the State. The Service Provider shall not respond to subpoenas, service of process, and other legal requests related to the State of Delaware without first notifying the State unless prohibited by law from providing such notice.
7	Termination and Suspension of Service: In the event of termination of the contract, the Service Provider shall implement an orderly return of State of Delaware data in CSV or XML or another mutually agreeable format. The Service Provider shall guarantee the subsequent secure disposal of State of Delaware data. a) Suspension of services: During any period of suspension or contract negotiation or disputes, the Service Provider shall not take any action to intentionally erase any State of Delaware data. b) Termination of any services or agreement in entirety: In the event of termination of any services or agreement in entirety, the Service Provider shall not take any action to intentionally erase any State of Delaware data for a period of 90 days after the effective date of the termination. After such 90 day period, the Service Provider shall have no obligation to maintain or provide any State of Delaware data and shall thereafter, unless legally prohibited, dispose of all State of Delaware data in its systems or otherwise in its possession or under its control as specified in section 7d) below. Within this 90 day timeframe, vendor will continue to secure and back up State of Delaware data covered under the contract. c) Post-Termination Assistance: The State of Delaware shall be entitled to any post-termination assistance generally made available with respect to the Services unless a unique data retrieval arrangement has been established as part of the Service Level Agreement. d) Secure Data Disposal: When requested by the State of Delaware, the provider shall destroy all requested data in all of its forms, for example: disk, CD/DVD, backup tape, and paper. Data shall be permanently deleted and shall not be recoverable, according to National Institute of Standards and Technology (NIST) approved methods and certificates of destruction shall be provided to the State of Delaware.
8	Background Checks: The Service Provider shall conduct criminal background checks and not utilize any staff, including sub-contractors, to fulfill the obligations of the contract who has been convicted of any crime of dishonesty, including but not limited to criminal fraud, or otherwise convicted of any felony or any misdemeanor offense for which incarceration for a minimum of 1 year is an authorized penalty. The Service Provider shall promote and maintain an awareness of the importance of securing the State's information among the Service Provider's employees and agents.
9	Data Dictionary: Prior to go-live, the Service Provider shall provide a data dictionary in accordance with the State of Delaware <u>Data Modeling Standard</u> .
10	Security Logs and Reports: The Service Provider shall allow the State of Delaware access to system security logs that affect this engagement, its data and or processes. This includes the ability for the State of Delaware to request a report of the records that a specific user accessed over a specified period of time.

NON-PUBLIC DATA OWNED BY THE STATE OF DELAWARE
State of Delaware Cloud and/or Offsite Hosting Specific Terms and Conditions
 Contract # _____, Appendix _____
 between State of Delaware and NCS Pearson, Inc. dated 10/27/16
 This document shall become part of the final contract.

	Terms and Conditions Clauses 1-13 are mandatory for every engagement. Exceptions will be considered non-compliant and non-responsive.
11	Contract Audit: The Service Provider shall allow the State of Delaware to audit conformance including contract terms, system security and data centers as appropriate. The State of Delaware may perform this audit or contract with a third party at its discretion at the State's expense. Such reviews shall be conducted with at least 30 days advance written notice and shall not unreasonably interfere with the Service Provider's business.
12	Sub-contractor Disclosure: The Service Provider shall identify all of its strategic business partners related to services provided under this contract, including but not limited to, all subcontractors or other entities or individuals who may be a party to a joint venture or similar agreement with the Service Provider, who will be involved in any application development and/or operations.
13	Operational Metrics: The Service Provider and the State of Delaware shall reach agreement on operational metrics and document said metrics in the Service Level Agreement. Examples include but are not limited to: a) Advance notice and change control for major upgrades and system changes b) System availability/uptime guarantee/agreed-upon maintenance downtime c) Recovery Time Objective/Recovery Point Objective d) Security Vulnerability Scanning

By signing this Agreement, the Service Provider agrees to abide by all of the above Terms and Conditions.

Service Provider Name/Address (print): NCS Pearson, Inc.

2510 North Dodge Street

Iowa City, IA 52245

Service Provider Authorizing Official Name (print): Llana Williams, Vice President Business Development

Digitally signed by Llana Williams
 DN: cn=Llana Williams, o=Pearson, ou=School Assessment,
 email=llana.williams@pearson.com, c=US
 Date: 2016.10.27 09:41:39 -0400'

Service Provider Authorizing Official Signature: _____

Date: October 27, 2016