

**Attachment A: Statement of Work
Solicitation: #ED-NAG-09-R-0006**

**World Wide Web Services for the
National Assessment Governing Board**

May 28, 2009

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1. Introduction

The purpose of this Request for Proposals (RFP) is to seek World Wide Web support services for the National Assessment Governing Board web site—www.nagb.org. Proposed work is for overall support and management of the existing web site, which includes ongoing web services and maintenance. Background information on the work of the Governing Board, overall project objectives, and a detailed Statement of Work are provided to assist potential offerors in responding to the RFP.

The contract vehicle for the procurement is proposed as a Time and Materials (T&M) contract. Potential offerors will have an opportunity to submit clarification questions on the RFP, to be submitted no later than the date designated in the solicitation. Offerors are requested to submit all questions in writing or via email to the designated point of contact specified in the solicitation. Responses are due to the Governing Board offices no later than the date specified in the solicitation.

2. Background

The National Assessment of Educational Progress (NAEP), also known as “The Nation’s Report Card,” is the only nationally representative, continuing assessment of U.S. student achievement in academic subjects. Since its authorization by Congress in 1969, NAEP has provided an independent measure of achievement in reading, mathematics, science, writing, U.S. History, civics, economics, geography, the arts, and other subjects, while also assessing student educational progress over time. Through results of NAEP assessments, the public is informed about the academic achievement of elementary and secondary students in the United States.

Through the Trial Urban District Assessments (TUDA), NAEP has expanded its assessments to include 18 large urban districts such as New York City, Los Angeles, and Chicago. In addition, starting in 2009, the Governing Board, working with the National Center for Education Statistics (NCES), initiated a pilot program for NAEP to measure 12th grade achievement in reading and mathematics in 11 states. The No Child Left Behind Act of 2001¹ greatly expanded the role of NAEP by mandating biennial participation in reading and mathematics assessment at grades 4 and 8 for all states receiving federal Title I funds.

NAEP is a congressionally authorized project within the Institute of Education Sciences of the U.S. Department of Education. It is administered by NCES under the policy guidance of the National Assessment Governing Board. NAEP results provide objective information on student performance to policymakers and the public at the national, state, and local levels. It has served an important role in evaluating the condition and progress of American education for almost four decades. The independent and objective information provided by NAEP has led to its reputation as the gold standard for monitoring student achievement in the nation.

¹ Public Law 107–279 amended P.L. 107–110, and was signed by President Bush on January 8, 2002.

3. The National Assessment Governing Board

The National Assessment Governing Board (hereafter referred as the Governing Board) is an independent, bipartisan board that sets policy for NAEP. Created by Congress in 1988, the Governing Board is comprised of 26 members, including governors, state legislators, local and state school officials, educators, researchers, business representatives, and members of the general public. Members of the Governing Board are appointed by the U.S. Secretary of Education.

The National Assessment of Educational Progress Authorization Act, Public Law (P.L.) 107-279, which amended Public Law 107-110, signed by President George Bush on November 5, 2002, contains the authorizing legislation for the Governing Board. This legislation provides the Governing Board's mandate which includes setting policy guidelines for NAEP. Appendix A to the RFP provides a web address for the legislation.

In overseeing the Nation's Report Card, the Governing Board identifies subjects to be tested, determines the content and achievement levels for each assessment, approves all test questions, takes steps to improve the reporting of results, and plans and executes initial releases of NAEP Report Cards. The Governing Board works to inform the public about the Nation's Report Card by communicating NAEP results to a wide range of audiences, including elected officials, educators, and the media.

In August 2006, the Governing Board developed policy guidelines to provide additional direction for the content and organization of the initial release of NAEP results. The guidelines are provided in Appendix B of this Statement of Work. They include web site promotion, with the expectation of the site being an important tool in informing the media and the general public about NAEP. Through releases of NAEP results and public outreach initiatives, the Governing Board informs the public about NAEP and assessment results, encourages wide public attention to NAEP results, and assists the public in understanding the meaning and significance of NAEP results. More information on the Governing Board's structure and operations, as well as its work is available at www.nagb.org.

4. The Governing Board's Web Site Requirements

Information technology is rapidly emerging as critical to communicating effectively, cost efficiently, and in targeted ways with audiences, both nationally and globally. Based on the congressional mandate of the Governing Board and the emerging need to use information technology to communicate the Board's work in rapid and cost efficient ways, the Governing Board seeks a contractor to support its web site—www.nagb.org. Services are required not only to maintain its current web infrastructure, but also to enhance and expand the site to improve the efficiency and effectiveness of the Governing Board's communications with the Board's key audience—the general public. In addition to the general public, the Board's web audiences include policymakers, educators, members of the business community, the media, parents, and students.

4.1 Web Site Goals

The goals of the Governing Board web site include the following:

- Provide information on all aspects of the Board's work to members of the general public utilizing the latest web technologies in rapid and cost-efficient ways;
- Guide users to access the NAEP web site for the initial releases of the Nations Report Cards and for other NAEP information via www.nationsreportcard.gov and www.nces.ed.gov;
- Expand the Board's outreach, in accordance with its congressional mandate;
- Utilize up-to-date technology and web infrastructure to provide information that is readily accessible and user-friendly in terms of organization and format;
- Increase accessibility of print publications by posting electronic versions of all Board publications such as NAEP Frameworks immediately upon release;
- Improve the current web content;
- Reduce operating costs through electronic dissemination of the Board's work;
- Ensure quality control with regard to all aspects of the Board's web communications; and
- Utilize new and innovative approaches and technologies to increase the efficiency and effectiveness of the Board's web communications with the public.

The web site should provide current content and communicate information on the Governing Board's work to its audiences rapidly, effectively, and cost efficiently. The site should be accessible in terms of navigation ease, and it should be user-friendly and visually appealing. In addition, the site should be dynamic and responsive to changing needs. The requirements for compliance with Federal laws and regulations and Department of Education regulations, directives, and requirements are also critical, not only for site content, but also for accessibility to persons with disabilities. The contractor must be experienced in adhering to the requirements of Section 508 of the Rehabilitation Act, which requires Federal agencies to make their electronic and information technology accessible to people with disabilities.² Further, with the current prevalence of malware, it is important that the site has the most up-to-date firewall and filters to secure web content and ensure that data on the site are backed up routinely.

4.2 Contractor Capabilities

It is critical for the successful contractor to have immediate and in-house capabilities in web design, management, and maintenance and be readily available for supporting the Governing Board's needs. A minimum set of requirements for a successful contractor are as follows:

- In-house capability with regard to both hardware and software required for all aspects of web services to include web design and architecture, web maintenance, and web hosting;
- Experience providing managed hosting and oversight, including website monitoring;

² <http://www.section508.gov>

- Knowledge and demonstrated corporate and staff experience in web technology, focused specifically on the technologies used to support the current site;
- Knowledge of federal laws, regulations, and applicable regulatory guidelines, including knowledge and experience in supporting accessibility requirements for the website;
- Ability to provide quick turnaround support for posting web content;
- Attention to detail and quality control;
- Proactive approach in web management and anticipating changing information technologies;
- Strong management experience for key staff that will need to work with multiple Board contractors, Department of Education staff, NCES/NAEP staff, and their contractors;
- Utilization of cost effective strategies in undertaking the web work assignments; and
- Compliance with cost and budget constraints.

Offerors are encouraged to suggest innovative and creative ideas for the web site in order to maximize the Board’s communication objectives via its web site.

4.3 Structure and Content of the Current Web Site

The Board’s web site is currently managed by Lockheed Martin under an Indefinite Delivery, Indefinite Quantity contract, as a Time and Materials task order. The total contract value for the web task to-date is approximately \$300,000 which averages to about \$60,000 per fiscal year. The current contract was for five years and expires on September 29, 2009. The web site is operated and hosted via the incumbent contractor’s server. The domain name was registered with Network Solutions, LLC on May 13, 1996 and has been renewed through May 14, 2010.

The first Governing Board web site was originally launched in the early 1990s. In December 2008, the Governing Board undertook a short term web redesign, primarily to replace the outdated navigation features of the first web site, thereby making it more user-friendly and accessible to the general public. In addition, the short term objective of the redesign was to provide new content.

The home page of the current redesigned site features a welcome message from the Executive Director, several drop down menus categorized by six topics, and announcements of recent news. Rotating montages of student photographs provide a general context focused on students and education. Links to the site map and home page are provided in Appendix C.

The Board’s current web site architecture and site technology can be outlined as follows:

1. Type of server hosting the web site and operating system
 - Windows 2003 Server
2. Website languages used:
 - Hypertext Markup Language (HTML)
 - Extensible Markup Language (XML)
 - JavaScript and other navigation tools
3. Database engine

- Microsoft SQL server
4. Software used for indexing and searching.
 - Google Search Appliance, software version 4.6.4.G70
 - Google Mini, software version 4.6.4.G66
 5. Software for data log analysis
 - This is proprietary information for the incumbent contractor and cannot be provided.

The following table outlines traffic on the Board’s web site over a one year period:

NATIONAL ASSESSMENT GOVERNING BOARD		
WEB SITE STATISTICS: APRIL 2008 – APRIL 2009		
Month	Hits	Page View
April	111,041	73,247
May	99,304	70,646
June	93,911	65,595
July	101,148	68,315
August	88,684	59,442
September	109,252	70,927
October	118,325	80,496
November	105,018	72,044
December	85,000	33,670
January	166,145	48,502
February	134,654	41,985
March	135,669	46,801
April	120,008	45,958

5. Scope of Work

The contractor shall provide a detailed work plan for each support area described in this section of the RFP. There are six task areas of support required by the Governing Board. Instructions for budget submission are provided in Section 4 of this Statement of Work.

- (1) Attend planning meeting to discuss web transition plan, project goals, and establish lines of communication;
- (2) Develop and execute a transition plan for migration and deployment of web site to contractor’s web hosting infrastructure;
- (3) Provide web hosting and maintenance support services;
- (4) Conduct a review and analysis of the current site and propose a plan to accomplish goals of web site;
- (5) Submit project reports; and
- (6) Provide ongoing support for all aspects of web operations.

Due to the requirements for quick turnaround work requests and the need for performing work in the same time zone period, especially for time sensitive web postings, frequent meetings with contractor staff to manage ongoing work, and the need to minimize travel costs for these meetings, it is highly desirable that contractor and all web hardware be located in the Washington, DC metropolitan area.

5.1 Attend Planning Meeting to Discuss Transition Plan, Project Goals, and Establish Lines of Communication (Fixed Price)

Within one week of contract award, the contractor's Project Director and key contractor project staff shall meet with the Governing Board staff at the Board office in Washington, DC. The goals of the meeting include the following:

- (a) Discuss project objectives;
- (b) Discuss the transition plan submitted by the contractor in its technical proposal (described in Task 5.2 below), share information from the incumbent contractor for the web migration, and establish a schedule for the web site transition and deployment;
- (c) Establish lines of communication; and
- (d) Discuss invoicing requirements.

Within five working days after the meeting, the contractor shall provide a written summary of the planning meeting discussion to the Contracting Officer, with a copy to the Contracting Officer's Representative (COR). This report shall be provided in electronic Microsoft Word 2007 format, and include a Gantt chart. Revisions to the summary shall also be submitted, if needed, to reflect the transition plan agreed upon.

Deliverables:

- A written summary of the planning meeting discussion.
- A final transition plan and Gantt chart depicting the project schedule.

5.2 Develop and Execute a Transition Plan for Migration and Deployment of Web Site to Contractor's Web Hosting Infrastructure (Fixed Price)

Offerors shall propose a transition plan to migrate the current web site to a site hosted by the contractor, in the Washington, DC metropolitan area. It will be necessary for the contractor to provide all hardware and software to support the current infrastructure of the Board web site. The incumbent contractor will not supply information about their proprietary applications. It is therefore critical that offerors propose a transition plan that takes into account all anticipated requirements for a smooth transition. The transition plan must ensure that web hosting and services offered by the web site do not experience any disruption. A detailed technical work plan and schedule for the web site migration and deployment shall be provided to ensure that the transition is seamless and is undertaken within two months of contract award.

Deliverables:

- A detailed web migration plan with a project schedule submitted as a Gantt chart that identifies work to be performed in the transition period.
- Deployment of the migrated web site to contractor's web hosting infrastructure, within two months of contract award.
- Weekly reports on the transition work and a monthly report on work performed during the prior transition month, and work planned for the next month. This monthly transition report is due on the third Friday of each month.
- A final report of the transition work undertaken, with details of the domain name status, site architecture, and hardware and software in place for the web site.

5.3 Provide Web Hosting and Maintenance Support Services (Time and Materials)

The contractor shall provide full hosting and maintenance support services for the web site. This includes:

- (a) *Infrastructure*: all system hardware, software, and web applications needed to host the site;
- (b) *Data security*: a data backup plan, a disaster recovery strategy, a dedicated server to support development and backup functions;
- (c) *Risk management*: a risk mitigation plan including security and confidentiality assurances as well as strategies for dealing with viruses and other risks; and
- (d) *Problem Resolution*: a problem resolution strategy.

Offerors shall provide at a minimum the current facility configuration described below to include hardware, software, and staffing. The hosting environment will require the following minimum characteristics:

- System uptime of at least 97% (excluding scheduled maintenance);
- System availability 24 hours a day, 7 days a week;
- Redundant Internet connectivity;
- Servers with RAID array for data redundancy;
- Backup services to be provided daily, with weekly and monthly backups of the full system;
- System security and access control systems consistent with applicable laws and regulations; and
- Off-site storage of all backups.

The web server shall have the following minimum operational specifications:

- Dual processor of at least 1.5 GHz;
- Windows Server 2003 operating system;

- 4 GB RAM; and
- 72 GB Hard Drive (RAID 5) minimum.

Deliverable:

- Ongoing web hosting and maintenance support.

5.4 Conduct a Review and Analysis of the Current Site and Propose a Plan to Accomplish Goals of the Web Site (Time and Materials)

The contractor shall review and submit an assessment of the current Governing Board web site and propose suggestions to enhance the site to provide a tool for reporting and disseminating the Board’s work, communicate with targeted audiences, and utilize the site more effectively.

Issues that a contractor will need to address include visual appearance, graphics usage, links, postings, navigational ease, site content, and overall appearance and functionality of the web site. The goal of enhancements will be to provide rapid, cost effective, and efficient mechanisms to attain the Board’s communication objectives to its targeted audience.

The redesign process may be conducted in phases to ensure that the site design and architecture fully meet the Governing Board’s requirements. The requirements and goals will be communicated via a series of meetings and user feedback. Final plans will be documented and serve as a design document. This document will include details such as a plan to redesign the site or pages to meet the Board’s needs, collect visitor feedback, design site architecture, propose content, and provide layout/ technical specifications, and a site map.

A blueprint specifying how the site will be developed, implemented and deployed in the production environment (including hardware, software, and structure), how it will be managed (content creation, editing, and publishing), and how it will be monitored (reporting features) will guide the implementation work. The contractor will develop, implement and test the new site per the design specifications. The contractor will also provide support to the Board staff for managing the site and maintaining it directly for minor updates, and to generate reports and tabulations. Other support areas may include providing information on the site to its visitors, government agencies, and stakeholders once a new site is launched.

Deliverables:

- A written assessment of the current Governing Board Web site and recommendations for a site redesign, submitted no later than 120 days following the award of the contract and a proposed budget submitted to the Governing Board no later than 120 days following the award of the contract.

5.5 Submit Project Reports and Activity Reports on Web Site (Time and Materials)

The contractor shall provide the following services and routine reports:

5.5.1 Conduct Bi-Weekly Reviews

The contractor shall monitor web usage and review freshness of web content on a bi-weekly basis. This will require an inspection of the web site for freshness to verify that links to other sites are not missing or broken. As necessary and appropriate, the contractor will alert the COR more often than bi-weekly, based on the severity of the issues, and submit a proposed plan to rectify the issues, as needed.

5.5.2 Monthly Activity Reports

On a monthly basis, the contractor is to perform a comprehensive analysis of Web site usage based on log files, topical page views, e-mail notification click-throughs, and visitor submissions, which are collected periodically via the web site as part of public forums or as general feedback on the web site. This analysis will be reported in the monthly activity report, to be submitted to the COR by the third Friday of each contract month. The due dates for the monthly reports will be finalized at the planning meeting described above. The report will include an executive summary, report on the biweekly reviews conducted in Task 5.5 (a) above, and provide actionable recommendations as needed. The reports will be provided in electronic format in Microsoft Word 2007 and/or PDF.

Each monthly activity report will include the following, at a minimum:

- A report of the work completed;
- Hit summary for month;
- Page view summary: page views, average number of views per day, pages most frequented, and average number of views per visit;
- Visit summary: the average number of visits per day, the average and median duration of visits, and the origins of visits (national vs. international);
- Most popular topical pages viewed;
- Most requested database searches;
- Unsuccessful database searches or those searches yielding no results, which could indicate information and/or resource gaps.

5.5.3 Annual Reports

For each contract year, and option year, if exercised, the contractor shall submit an annual report highlighting work performed during the contract year and providing overall recommendations for the option year(s).

Deliverables:

- Biweekly reviews of web site, and communications with the COR based on the issues identified and their level of severity, incorporate biweekly review work in monthly activity report described below;

- Monthly activity report on web traffic and content, and summarize the biweekly reviews conducted in the reporting month due the third Friday of each contract month; and
- Annual report for each contract year, due 60 calendar days after the conclusion of the contract year.

5.6 Provide Ongoing Support for Web Operations (Time and Materials)

Based on the Governing Board's work requirements, support for web services will be required on an ongoing basis. It is not possible to anticipate the frequency of all the requests, and some types of requests may not be required in a project year. General areas of services are outlined in the tasks below to provide offerors guidance on potential areas of support services.

Offerors should budget an annual amount of \$50,000 in this task for services to be provided, as directed by the COR. Cost detail is not required as work will be billed in accordance with approved labor rates. In the event that the services are not typical but require a larger labor effort, exceeding a dollar threshold of \$1,000.00 for a single request, the contractor may be requested to provide a budget for a specific task assignment. It is important for the contractor to ensure that all work requests made by the COR are fully documented and provided in the monthly report of activities undertaken by the contractor.

Under the provisions of this task, the contractor will provide the following ongoing services:

- Post new content on the web site;
- Conduct web quality control checks; and
- Provide customer feedback.

5.6.1 Post New Content on the Web Site

At the direction of the COR, the contractor will post new web content or provide updates to existing content, as needed. The web content must be posted accurately and in a timely manner. Turnaround time will vary depending on the needs of the Board. Some materials, particularly news items, may need to be posted within an hour. Other materials that are not time sensitive may be posted within 3-5 working days of the request, as directed by the COR.

On an ongoing basis, content to be posted includes:

- (a) NAEP Report Cards releases;
- (b) Publications, such as NAEP Frameworks;
- (c) Event information;
- (d) The Board's call for solicitations for Board member nominations for vacancies;
- (e) Announcements of new Board member appointments;
- (f) News releases; and
- (g) Reports on the Board's work.

The contractor may also be requested to convert documents to HTML and to develop and post multimedia material. For example, the Governing Board is currently posting PowerPoint presentations for its “Inside NAEP” series on the web site so users can access the content in a dynamic manner that includes the presentation slides as well as supplementary features. As requested, the contractor will post similar presentations on the web site.

The schedule for release of NAEP Report Cards is determined by the Board. Appendix D provides the NAEP Report Card release schedule for 2009-2010. Major NAEP Report Cards are released by the NCES web contractor. For each Report Card release, the Governing Board will post release documents to include the link to the Report Card site—www.nationsreportcard.gov, Board member statements, and ancillary materials distributed at the release event. These documents are posted on the same day and time that NAEP Report Cards are released. It is important for the contractor to have the capability to provide quick turnaround to these work requests, which are time sensitive. It may also be necessary at times to post podcasts of events on the site, immediately after each event.

The contractor will receive direction from the COR on the content to be posted and a proposed timeline for posting. The COR will review and approve the posting at a staging/developmental site to ensure the correct placement and accuracy of the content. The contractor is expected to employ quality control procedures that include proofing of content descriptions, verifying URLs for all content, and ensuring correct placement of material.

Deliverables:

- Posted content in accordance with requirements and timelines stipulated by the COR for each request.

5.6.2 Conduct Web Quality Control Checks

Quality control is critical in performing work assignments. The contractor shall conduct quality control procedures for ensuring accuracy and eliminating errors in both content and software. These procedures should ensure that work products meet the requirements of the Board and reflect best industry practices. For each request, the COR shall communicate the level of editing and quality control expected of content before delivery for final checking and before posting on the developmental server for Board approval. The offeror shall describe its plan for establishing and adhering to quality control standards for posting content and applications. Quality control is necessary for items such as grammatical correctness, verifying content for typographical errors, and ensuring that data or references are correct and consistent. The contractor shall test application software for web page navigation and ensure adherence to industry standards and the requirements of the Governing Board.

The offeror shall describe in detail the plan for maintaining this quality control for performance of all task areas identified in the Statement of Work.

Deliverable:

- A plan for quality control that addresses all task areas identified in the Statement of Work, and implementation of the quality control plan.

5.6 3 Provide Customer Feedback

From time to time, the contractor may be requested to conduct usability studies for web content and accessibility. Feedback from customers could be collected via focus groups or discussion groups with key audiences. These discussions could include also Board members or NAEP contractors as well as Board and NAEP staff.

To meet NAEP’s mandate to communicate with a broad array of users, it will be necessary, from time to time, to evaluate the needs of a particular group of users to determine if the information on the web site is available in the best format, or to determine if web content is appropriate for user needs. This evaluation will also help to determine whether user needs have changed, whether users can easily locate desired information, whether the information on the site is adequate, and whether the level of effort (or the number of “clicks”) required to locate information is unnecessarily high. A budget will be requested for all work in this area, and a proposed timeline will be established.

6. Schedule of Project Deliverables

The following schedule provides a summary of the major project deliverables, and the due dates for each deliverable. The Governing Board plans to award the contract prior to September 18, 2009.

Project Deliverables	Due Date
Task 5.1: Planning Meeting <ul style="list-style-type: none">• Written summary of planning meeting• A final transition plan and GANTT chart depicting the project schedule	Five business days after the meeting
Task 5.2: Web Migration and Deployment <ul style="list-style-type: none">• A detailed web migration plan with a project schedule submitted via a GANTT chart that identifies work to be performed in the transition period• Deployment of the migrated web site at contractor’s web hosting infrastructure• Weekly reports on the transition work and a monthly report on work performed during the	<ul style="list-style-type: none">• Final transition plan five working days after planning meeting• Two months after contract award• Weekly report and monthly report on third Friday of each

Project Deliverables	Due Date
<p>prior month, and work planned for the next month.</p> <ul style="list-style-type: none"> • A final report of the transition work 	<p>transition month</p> <ul style="list-style-type: none"> • Three months after contract award
<p>Task 5.3: Web Hosting and Maintenance Ongoing web hosting and maintenance support</p>	<ul style="list-style-type: none"> • Ongoing
<p>Task 5.4: Web Site Assessment A written assessment of web site and recommendations for a site redesign and proposed budget</p>	<ul style="list-style-type: none"> • No later than 120 days following contract award
<p>Task 5.5: Reports</p> <ul style="list-style-type: none"> • Biweekly reviews of site • Monthly activity report • Annual report by contract year 	<ul style="list-style-type: none"> • Biweekly reviews reports incorporated in the monthly project reports • Monthly project reports due no later than the third Friday of each contract month (final schedule established at Planning Meeting) • Annual reports due 60 days after the end of a contract year
<p>Task 5.6: Support Ongoing Requirements</p> <ul style="list-style-type: none"> • Post new content on the web site • Conduct web quality control checks • Provide customer feedback 	<ul style="list-style-type: none"> • As requested by COR • Continuously • As requested/needed

7. Invoice Submission

The contractor shall provide monthly reports on **financial expenditures** through invoice submissions. Each invoice shall include the following information:

- (a.) A summary of the overall project costs broken down by the six task areas described above. This will include task/contract funding; task costs by current reporting period; cumulative costs for each task; and a balance of funds for each task, as well as the overall contract.
- (b.) Following this summary, the contractor shall provide, by task, a detailed breakdown of labor hours for each project staff member and other direct costs. Labor hours will be depicted by labor category and approved rates. Detail for other direct costs shall be summarized by line item description and cost. Budgeted versus actual costs for each line item will be provided.

Sufficient detail for each cost, such as hosting costs, shall be provided to substantiate billed costs.

8. Contractual and Technical Direction of the Contract

The Governing Board's Contracting Officer (CO) will oversee all contractual matters whereas the Contracting Officer's Representative (COR) will provide technical direction to the contractor. Such technical direction shall consist of, but shall not be limited to the following activities:

- Monitoring the contractor's performance to ensure compliance with the technical requirements of the contract;
- Providing direction to the contractor to ensure compliance with applicable legislative requirements such as Section 508 compliance; and
- Recommending to the Contracting Officer final acceptance or rejection of all deliverables.

The contractor shall work closely with the COR with respect to performing work assignments. The contractor and the COR will communicate regularly, as needed. However, all new work requests not provided for in the Statement of Work or changes in the scope of work must be directed to the Contracting Officer to ensure adherence to the terms of the contract.

9. Instructions to Offerors

Offerors are required to follow the proposal format and content suggestions detailed in this section and in Section L of the solicitation. Each offer shall consist of three separately packaged proposals: a technical proposal, a business proposal, and a past performance report.

9.1 Organization and Content of the Technical Proposal

The technical proposal cannot exceed 50 pages, double-spaced, in 12-point font. This page limit does not include appendixes (that could contain resumes) or work sample documents. All information necessary to judge the technical soundness and the management capabilities of the offeror will be contained in the technical proposal.

The technical proposal must not contain reference to specific costs, but resource information may be included so that the offeror's understanding of the scope of the work may be evaluated. The technical proposal shall be organized as follows.

- Table of Contents
- Introduction and General Approach
- Technical Work Plan

- Management Plan
- Related Experience of Proposed Staff
- Corporate Capability and Experience

Specific requirements for each section are discussed in greater detail below.

Table of Contents

The Table of Contents will list the organization of content in the technical proposal and provide pagination for proposal content.

Introduction and General Approach

The Introduction and General Approach section shall summarize the offeror's understanding of the Statement of Work and provide an overview of how the proposed work will be accomplished. This section will also summarize the offeror's qualifications and unique strengths in web site operation and maintenance. A short summary of proposed key staff and qualifications will also be included in this section.

Technical Work Plan

The Technical Work Plan shall provide a detailed discussion of how each of the six tasks outlined in Section 5 of the Scope of Work will be accomplished. Offerors shall provide a detailed response to how each task requirement will be accomplished. Offerors are encouraged to propose innovative and cost efficient approaches to task execution and to describe how quality assurance and timely responses to task requests will be provided.

Management Plan

It is critical to provide a strong management plan that ensures that all work for the web site is carefully managed and implemented. The project management should facilitate completion of task work on schedule and within budget. Procedures should be demonstrated to coordinate and control project personnel and tasks; ensure adherence to content posting deadlines; ensure quality control; identify potential problems proactively; maintain regular communication with the COR; and account for and control project expenditures.

A single person should be identified to serve as Project Director. The Project Director will provide leadership and direction to the contractor's project staff and serve as the contractor's primary contact with the Governing Board COR. All personnel shall be identified along with their positions in the contract management structure, which shall be detailed in an organization chart. This chart shall depict clearly the lines of authority and responsibility for all proposed staff. A Gantt chart shall be provided to depict the timelines for all major tasks and deliverables. Staff responsible for each task shall also be included on the chart.

Related Experience of Proposed Staff

The Related Experience of Proposed Staff section of the technical proposal shall summarize vitae for all proposed staff members. Resumes can be provided in an appendix. Primary areas of expertise should be clearly specified.

To plan, conduct, and complete the work successfully, offerors must provide staff that taken as a whole has technical expertise, knowledge, and experience in web management and operations. Proposed staff shall have qualifications appropriate for the labor category and role in which they will perform work. Vitae of proposed staff shall document knowledge, skills, abilities, and relevant training associated with the position proposed.

The proposed Project Director, a key position in the contract, must have demonstrated project management skills that include successful project planning and execution, with effective contingency planning. Successful oversight for project cost controls is essential to the contract. Any changes or substitutions of designated key personnel will require written advance approval by the Contracting Officer through contract modification.

Corporate Capability and Experience

This section of the proposal shall describe the offeror's capability and experience in performing work of similar nature. Offerors will summarize the offeror's specific qualifications to undertake the scope of work, and identify the corporate resources available to support the Governing Board's requirements.

9.2 Business Proposal

The Business Proposal shall be prepared in accordance with the solicitation requirements in Section L and shall include detailed labor cost information reported *by task* for all proposed staff or subcontractors. Offerors must submit an overall budget for the entire project, followed by separate budgets by task.

Estimated budgets for Tasks 5.1, 5.2, 5.3, 5.4, and 5.5 should be submitted in the business proposal. Work performed on an ongoing basis, required under Task 5.6 should not be budgeted as this work will be billed as performed, based on approved contract labor rates on a Time and Materials basis. The work to be performed under Task 5.6 will be billed against an initial budget of \$50,000 that will be allocated to this task at contract award. Offerors should include this amount in Task 5.6, together with proposed budgets for in Tasks 5.1, 5.2, 5.3, 5.4, and 5.5. For Tasks 5.1-5.5, labor costs in proposed budgets should be separated from other costs such as hosting costs, and an overall project budget summary should be provided. Please note that Tasks 5.1 and 5.2 are designated as fixed price tasks, and Tasks 5.3, 5.4, 5.5, and 5.6 are fixed price tasks, and should be budgeted accordingly. Cost detail for both fixed price and time and materials tasks are requested to review cost detail, and should also be invoiced accordingly.

Appendix E provides instructions for business proposal cost submission. A sample of the required invoice information is provided in Appendix F. Labor rates proposed should be identified by labor categories, and the proposed staff for each category. If several persons are

identified in a labor category, information on how the proposed labor category rate was derived should be provided. The Pricing Schedule and sample labor categories are provided in Appendix G. Other costs such as web hosting costs or domain renewal fees should be separately identified by task. All proposed staff travel costs for project meetings should be budgeted at government per diem rates, available at www.gsa.gov.

9.3 Past Performance Report

The offeror shall also provide a Past Performance Report as part of the technical response to the Statement of Work. Section L of the solicitation provides information on the requirements for the Past Performance Report. This report shall consist of short abstracts of related work for four previous projects/contracts completed during the past three years. The names of staff members who were participants and the name, current affiliation, and current telephone number of the sponsor's project officer/contact should be provided. These persons may be asked to report their experience with the bidder on relevant projects with regard to the size, problems (if any), cost overruns (if any), responsiveness, flexibility, and project quality. A form for filling the Past Performance Report is provided as Attachment B to the solicitation, appended to this Statement of Work.

10. Use of Subcontractors

In view of the fact that this solicitation is a small business set aside, and based on the need for quick turnaround of work requests, proposals may include plans to subcontract specialized parts of the work only if there is strong evidence that subcontracting is a viable contracting option, based on the work requirements of the Governing Board. Subcontractors are only encouraged if expertise is specialized, cannot be provided by in-house staff, and would significantly strengthen the offeror's proposal.

Evidence must be presented that the proposed subcontractor is fully capable of performing the assigned tasks and can adhere to timelines for quick turnaround requests. The offeror must provide information on how the subcontractor's work will be managed. Contracts that are executed with subcontractors shall follow the requirements of the prime contract, which is proposed as a Time and Materials contract. The subcontractors shall submit detailed cost proposals adhering to similar requirements described in the Request for Proposals. If the subcontractor desires, their cost proposals can be separately provided to the Governing Board. Invoice submission by the subcontractors shall also provide similar cost detail as described in the Statement of Work.

11. Period of Performance

The period of performance will be 12 months, with an option for three additional years. The exercise of each option year is dependent on successful contractor performance during the preceding contract year.

APPENDICES

Appendix A: Public Law 107-279

Title III: The National Assessment of Educational Progress Authorization Act, Sections 301-305: <http://nagb.org/who-we-are/NAEP-Law.htm>

Appendix B: Guidelines for the Official Release of The Nation's Report Card:

<http://www.nagb.org/policies/PoliciesPDFs/Reporting%20and%20Dissemination/Guidelines%20for%20the%20Initial%20Release%20of%20the%20Nation's%20Report%20Card.pdf>

Appendix C: Site Map: <http://www.nagb.org/sitemap.htm>

Home Page: <http://www.nagb.org/flash.htm>

Appendix D: NAEP Release Schedule 2009-2010 (attached)

Appendix E: Instructions to Offerors (attached)

Appendix F: Sample Invoice (attached)

Appendix G: Pricing Schedule and Sample Labor Categories and Rates (attached, to be completed by offerors)

Appendix D: NAEP Release Schedule 2009-2010

REPORT CARD	APPROXIMATE RELEASE DATES
2008 Arts Report Card	June 2009
2009 Mathematics Report Card: Grades 4 and 8	September/October 2009
2009 Mathematics Report Card: Trial Urban Districts (TUDA): Grades 4 and 8	October/November 2009
2009 Reading Report Card: Grades 4 and 8	Spring 2010
2009 Reading Report Card: Trial Urban Districts (TUDA): Grades 4 and 8	Spring 2010
2009 Science Report Card: Grades 4, 8, and 12	Spring/Summer 2010
2009 Science Report Card: Trial Urban Districts (TUDA): Grades 4 and 8	Spring/Summer 2010
2009 Reading and Mathematics: Grade 12	Fall/Winter 2010
2009 High School Transcript Study	Fall/Winter 2010

Appendix E: Instructions to Offerors

1. The Business Proposal shall be prepared in accordance with the solicitation requirements in Section L and shall include detailed labor cost information reported by task for all proposed staff or subcontractors. Offerors must submit an overall budget for the entire contract, followed by separate budgets by task.
2. Appendix F provides an example of the invoice format which may also guide the format for cost submission for the business proposal.
3. Please provide estimated loaded rates for all labor categories that you anticipate using for the duration of the contract. The labor categories listed in the attached Appendix G, Pricing Schedule, provide bidders with guidance on submitting proposed labor categories. Labor rates proposed should be budgeted by labor categories. It is discretionary for bidders to propose alternate labor categories based on the proposed contractor personnel qualifications and experience. Other costs such as web hosting costs or domain renewal fees should be separately identified by task. All proposed staff travel costs for project meetings should be budgeted at government per diem rates, available at www.gsa.gov. Please provide detail for proposed other direct costs, by line item, to provide an understanding of proposed costs. Offerors must explain in the narrative how the proposed labor rates were derived with regard to labor hour calculation for each proposed category.
4. For each task order issued by the National Assessment Governing Board, the number of hours per labor category, and other direct costs shall be negotiated based on the specific task order requirements. Estimated budgets for Tasks 5.1, 5.2, 5.3, 5.4, and 5.5 should be submitted in the business proposal. Work performed on an ongoing basis, required under Task 5.6 should not be budgeted as this work will be billed as performed, based on approved contract labor rates on a Time and Materials basis. The work to be performed under Task 5.6 will be billed against an initial annual budget of \$50,000 that will be allocated to this task at contract award. Offerors should include this amount in Task 5.6, together with proposed budgets for in Tasks 5.1, 5.2, 5.3, 5.4, and 5.5. For Tasks 5.1-5.5, labor costs in proposed budgets should be separated from other costs such as hosting costs, and an overall contract budget summary should be provided. Costs for fixed price tasks should include detail and cost assumptions. In the event that the fixed price task exceeds the funded ceilings due to revised cost assumptions, in accordance with Clause B.2 301 21 of the solicitation, increased funding will be provided.
5. Offerors must also provide a copy of their Indirect Cost Rate Agreement. If an Indirect Cost Rate Agreement is not available, the Offeror must provide a justification of its indirect costs.
6. Offerors must provide, if applicable, Materials and Handling overhead rates consistent with the firm's accounting system. If firms do not have a Materials Handling overhead rate, they are permitted to apply audited General and Administrative rates in accordance with usual and customary accounting practices of firms.

Appendix F: Sample Invoice Format

SUMMARY PAGE

Two original copies of invoices need to be submitted to:
 Person to be named in contract
 National Assessment Governing Board
 800 North Capitol Street NW, Suite 825
 Washington, DC 20002

Contract # ED09COXXXXXX

Period of Performance:
 Billing Period:

Direct Labor:
 Other Direct Costs:

Description

Description	Contract Budget	Current Expenditures	Cumulative Expenditures	Contract Balance	% of Budget Expended
<i>(Illustrative numbers)</i>					
Task 1 Attend Planning Meeting	\$100,000	\$5,000	\$20,000	\$80,000	25%
Task 2: Transition Plan	\$100,000	\$5,000	\$20,000	\$80,000	25%
Task 3: Web Hosting & Maintenance	\$100,000	\$5,000	\$20,000	\$80,000	25%
Task 4: Web Site Analysis and Report	\$100,000	\$5,000	\$20,000	\$80,000	25%
Task 5: Project Reports	\$100,000	\$5,000	\$20,000	\$80,000	25%
Task 6: Ongoing Work Requests	\$100,000	\$5,000	\$20,000	\$80,000	25%
Total Contract	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX	25%

APPENDIX F (CONTINUED)

EXAMPLE OF REPORT BY TASK

Contract # ED09COXXXXXXXX:

Performance Period:

Billing Period:

Direct Labor:

Other Direct Costs:

**Task Order 1: Attend Planning Meeting
(Fixed Price)**

Personnel/Direct Labor	Budgeted Hours	Labor Rate	Current Labor Hours	Cumulative Labor Hour	Total Task Costs	Contract Task Budget	Contract Task Balance
		\$120.0					
Category 1	40	0	8	16	\$1,920.00	\$4,800.00	\$2,880.00
Category 2	40	\$60.00	8	16	\$960.00	\$2,400.00	\$1,440.00
Category 3	8	\$60.00	8	8	\$480.00	\$480.00	\$0.00
Category 4	8	\$60.00	8	8	\$480.00	\$480.00	\$0.00
Category 5	8	\$60.00	8	8	\$480.00	\$480.00	\$0.00
Category 6	8	\$60.00	8	8	\$480.00	\$480.00	\$0.00
Category 7	8	\$60.00	8	8	\$480.00	\$480.00	\$0.00
Category 8	8	\$60.00	8	8	\$480.00	\$480.00	\$0.00
Total Costs	128	540	64	80	\$5,760.00	\$10,080.00	\$4,320.00

Other Direct Costs (ODCs)	Quantity	Unit Cost	Total
Supplies		\$100.00	\$0.00
Postage		\$100.00	\$0.00
Travel			\$0.00
Local travel mileage	4	\$1,000.00	\$4,000.00
Parking	4	\$64.00	\$256.00
TBD	4	\$75.00	\$300.00
Web Hosting	2	\$1,500.00	\$3,000.00
Subcontractor		\$5,000.00	\$1,000.00
TBD			\$0.00
Total Other Direct Costs		\$XX,XXX.XX	\$X,XXX.XX

Detail/calculations on items below per contract budget (to be added)

Direct Costs	\$0.00
Other Direct Costs	\$0.00
Overhead	\$0.00
Total Cost	\$0.00
Fee	\$0.00

Total (Task budget and Task Balance after adding overhead/fees etc) **\$XXX,XX.XX** **\$XX,XXX.XX**

Appendix G: Pricing Schedule

Suggested Labor Categories and Rates

CONTRACTOR NAME: _____

Labor Category (Designate categories as needed, proposed are for guidance)	Base Contract Year Rates	Option Year 1 Rates	Option Year 2 Rates	Option Year 3 Rates
Project Director				
Project Manager				
Programmer				
Designer				
Technical Writer				
Systems Administrator				
Website Liaison				
Web Content Editor				
Quality Assurance Specialist				
Network Operations Manager				
Administrative Assistant				
AVERAGE RATE (should be calculated by averaging all proposed staff rates; Hours should be budgeted based on task requirements and provided by task as suggested above).				

Key Staff (designate as needed)				
Project Director				
Project Manager				
Lead Programmer				

ATTACHMENT B: Past Performance

CONTRACTOR PERFORMANCE INFORMATION: US DEPARTMENT OF EDUCATION		
Contractor Name and Address (Identify Division)		1. Contract Number:
		2. Type of Contract:
		3. Contract Value (Current plus any unexercised options): \$
(Please correct the above as needed.)		4. Period of Performance (including any option periods):
5. Description of Requirement:		
6. Ratings. Summarize contractor performance and circle or type in the number below that corresponds to the performance rating for each category. Please see the attachment, which explains the rating scale.		
Quality:	0 1 2 3 4	Comments:
Problem Resolution:	0 1 2 3 4	Comments:
Cost Control:	0 1 2 3 4	Comments:
Timeliness:	0 1 2 3 4	Comments:
Business Relations:	0 1 2 3 4	Comments:
Customer Service:	0 1 2 3 4	Comments:
7. Total score:		

Evaluated by:

Agency/Organization _____ Date _____

(In accordance with the Federal Acquisition Streamlining Act, the following information will not be released to the contractor.)

Name and Title:

Telephone Number:

Signature:

E-Mail Address:

Please return this form to the following address:

U.S. Department of Education
National Assessment Governing Board
800 North Capitol Street, NW
Suite 825
Washington, DC 20002-4233

Or e-mail to: Stephen.Swearingen@ed.gov
Or fax to: [202-357-6945](tel:202-357-6945)
Attn: Stephen Swearingen
RFP # ED-NAG-09-R-0006

SOURCE SELECTION INFORMATION—SEE FAR 3.104

Information entered on this form will be used in source selection decisions and is protected under subsection 3.104 of the Federal Acquisition Regulation. Do not disclose information entered on this form to the contractor or to any other person except as authorized by the Department of Education contracting officer.

Supplementary Questions

To assist the Department of Education contracting officer, we would greatly appreciate your taking the time to answer the following questions, if any, related to the contractor's past performance:

Contractor Performance Evaluation

Instructions for Completing Contractor Performance Information Form

Based on the rating area elements presented below and the rating guidelines on the back of this sheet, please evaluate contractor performance in each of the rating areas. On the “Contractor Performance Information” form, circle (or type in the “Comments:” area) the rating from 0 to 4 that most closely matches your evaluation of the contractor’s performance. Please add written comments for each rating. If you wish, you may attach additional comments or information. We would also appreciate your answers to the specific questions, if any, on the back of the form. Please return the form to the address indicated on the back of the form. Thank you for your time and your cooperation.

The Department of Education will use the information from this form to evaluate offerors competing for contract awards. We may release the information from this form to the contractor during negotiations or debriefings. If we release information from this form, we will not release your name to the contractor.

Elements within Each Rating Area

Quality of Product or Service

- Compliance with contract requirements
- Accuracy of reports
- Appropriateness of personnel
- Technical excellence

Problem Resolution

- Anticipates and avoids or mitigates problems
- Satisfactorily overcomes or resolves problems
- Prompt notification of problems
- Pro-active
- Effective contractor-recommended solutions

Cost Control

- Within budget
- Current, accurate and complete billings
- Costs properly allocated
- Unallowable costs not billed
- Relationship of negotiated costs to actual
- Cost efficiencies

Timeliness of Performance

- Meets interim milestones
- Reliable
- Stays on schedule despite problems
- Responsive to technical direction
- Completes work on time, including wrap-up and contract administration
- No liquidated damages assessed

Business Relations

- Effective management
- Use of performance-based management techniques
- Business-like concern for the customer's interests
- Effective management and selection of subcontractors
- Effective small/small disadvantaged business subcontracting program
- Reasonable/cooperative behavior
- Effective use of technology in management and communication
- Flexible
- Minimal staff turnover
- Maintains high employee morale
- Resolves disagreements without being unnecessarily litigious.

Customer Service

- Understands and embraces service and program goals
- Team approach with the customer
- Satisfaction of end users with the contractor's service
- Positive customer feedback
- Prompt responses
- Courteous interactions
- Effective escalations and referrals
- Initiative and proactive improvements
- Creative service strategies

- 0 – Unsatisfactory Nonconformance jeopardizes the achievement of contract goals; default.
- 1 – Poor Nonconformance requires major agency intervention to ensure achievement of contract goals; show cause or cure notices.
- 2 – Fair Quality meets specifications in most cases, however, some agency intervention required to ensure achievement of contract requirements.
- 3 – Good Quality meets specifications in all cases.
- 4 – Excellent Quality exceeds specifications in some cases.

Problem Resolution

- 0 – Unsatisfactory Inadequately resolved problems jeopardize contract goals.
- 1 – Poor Significant agency intervention required to resolve problems jeopardizing contract goals.
- 2 – Fair Some agency intervention required to resolve problems jeopardizing contract goals.
- 3 – Good Successfully overcomes or resolves all problems and achieves contract goals with minimal agency intervention.
- 4 – Excellent Anticipates and avoids most problems and successfully overcomes all unforeseen problems.

Cost Control

- 0 – Unsatisfactory Cost increases jeopardize achievement of contract goals; or billings routinely include unallowable costs.
- 1 – Poor Significant cost increases; or some inaccurate billings including some with unallowable costs.
- 2 – Fair Minor cost increases; or some inaccurate billings, but a minimal (1-2) number with unallowable costs.
- 3 – Good Contractor performed within costs; but some late billings, none with unallowable costs.
- 4 – Excellent Costs were less than the amount cited in the contract; and billings accurate and timely.

Timeliness of Performance

- 0 – Unsatisfactory Delays jeopardize the achievement of contract goals.
- 1 – Poor Other significant delays.
- 2 – Fair Minor delays.
- 3 – Good All deliverables on time.
- 4 – Excellent All deliverables on time with some ahead of schedule; or stays on schedule despite unforeseen circumstances.

Business Relations

- 0 – Unsatisfactory Unethical or illegal business practices.
- 1 – Poor Business practices are not attuned to customer support.
- 2 – Fair Business practices are somewhat attuned to customer support.
- 3 – Good Business practices focus on customer support.
- 4 – Excellent Highly effective, proactive business practices focused on customer support.

Customer Service

- 0 – Unsatisfactory Response to service requests is routinely late, ineffective, or rude; customers express frustration or anger about many interactions; complaints are unresolved; contractor seems unaware of service issues.
- 1 – Poor Response to service requests is often late, ineffective or rude; some complaints are resolved.
- 2 – Fair Response to service requests is uneven in timing or effectiveness; customer interactions are tenuous; contractor is trying hard and understands service issues.
- 3 – Good Response to service requests is timely, effective and courteous; customers express positive feedback; delivery of service is smooth and organized; collects customer feedback; customer problems are resolved well.
- 4 – Excellent Highly effective, focused on customer support and satisfaction.