

**Attachment A: Statement of Work
Solicitation: #ED-NAG-09-0001**

NATIONAL ASSESSMENT GOVERNING BOARD

Statement of Work

Reporting, Dissemination and Communication Services for the National Assessment Governing Board

April 17, 2009

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1. Introduction and 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 key 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 of Education Statistics, 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 by all states receiving federal Title I funds. The web link to the legislation as it pertains to NAEP and the Governing Board is provided in Appendix A.

NAEP is a congressionally authorized project within the Institute of Education Sciences of the U.S. Department of Education. It is administered by the National Center for Education Statistics (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.

2. The National Assessment Governing Board

The National Assessment Governing Board is an independent, bipartisan board that sets policy for NAEP. Created by Congress in 1988, the Governing Board is made up of 26 members, including governors, state legislators, local and state school officials, educators, researchers, business representatives, and members of the general public. Governing Board members are appointed by the U.S. Secretary of Education. More information on the Governing Board is available at www.nagb.org.

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, and takes steps to improve the reporting of results. 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.

Section 302 of the NAEP Authorization Act requires the Governing Board to develop guidelines for reporting and disseminating results; take appropriate actions to improve the form, content, use, and reporting of NAEP results; and plan and execute the initial public release of NAEP reports.

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

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.

2.1 The Governing Board's Requirements

The Nation's Report Card is considered the gold standard for monitoring the progress of U.S. students. It receives vast media coverage, with more than 930 media citations alone in 2008². Yet, there is a lack of familiarity with NAEP and its purpose, and mixed and sometimes inaccurate interpretation of NAEP results among stakeholders and the media. There is a need for a clearer understanding of the purpose of and results reported by The Nation's Report Card.

The Governing Board seeks a contractor to support the Board's work in undertaking its legislative responsibilities for NAEP reporting and dissemination. Proposed work includes the following:

- Planning, developing, and executing initial releases of NAEP reports through press conferences and other events;
- Evaluating the adequacy and coverage of communication efforts and providing briefings to the Governing Board about these analyses;
- Developing and fostering media relations for effective media coverage of NAEP releases, Governing Board communications, and outreach events;
- Assisting with the conduct of Governing Board outreach activities;
- Disseminating research findings and reports;
- Providing publications support to include designing, editing, and preparing camera ready copies of Governing Board publications, in accordance with the Board's graphics style manual;
- Coordinating the posting of press releases, reports, and other communications via the Governing Board web site;
- Supporting mass communications through targeted mailing lists for the Board's ongoing work such as its mass solicitation of nominees for Board vacancies;
- Providing quick turnaround of support services of an administrative nature such as courier services, graphic design services, reproduction services, and processing of travel arrangements in accordance with Federal Travel Regulations for experts and consultants who are traveling on an infrequent or intermittent basis; and
- Providing other administrative support services that are not anticipated but a necessary part of the Governing Board's work.

The proposed work will require close coordination and cooperation between the contractor and the Governing Board's Contracting Officer's Representative (COR), NCES staff, other Department staff, and NAEP contractors. In response to the Request for Proposals (RFP), bidders are encouraged to suggest a wide variety of approaches appropriate to various audiences for carrying out the Governing Board's work in reporting and disseminating NAEP results and facilitating clear and accurate communication of NAEP results.

² Lexis-Nexis data from January 1, 2008 to December 31, 2008.

The Governing Board's key audience is the general public. Other audiences for NAEP reports and supplementary materials include Chief State School Officers (CCSSO), state departments of education, educators, legislators, policymakers, the business community, and other stakeholders. Through recent initiatives, the Governing Board has commissioned the work of two task forces—one with CCSSO and one with the business community. Through these Task Forces, the Governing Board has initiated outreach work in more targeted ways. More information on the mission and work of these Task Forces is provided in Appendix B.

The Board conducts its work at regularly scheduled quarterly Board meetings, through its standing committees and through ad hoc committees, appointed by the Board as needed. The calendar of Board quarterly meetings is provided in Appendix C.

2.2 Governing Board Policies on NAEP Reporting and Dissemination

The Governing Board's legislatively mandated responsibilities with regard to reporting and dissemination in P.L. 107-279 include the following:

- (1) Develop guidelines for reporting and disseminating NAEP results;
- (2) Take appropriate actions needed to improve the form, content, use, and reporting of NAEP results; and
- (3) Plan and execute the initial public release of NAEP reports.

The Board's bylaws define the responsibilities of the Reporting and Dissemination Committee as follows:

- (1) Determine the form and format for NAEP reports;
- (2) Design policies and protocols for the fair, timely and accurate reporting of NAEP data;
- (3) Monitor implementation of Board policies for reporting of data;
- (4) Take steps to maximize the utility of NAEP data; and
- (5) Have primary responsibility for developing policy on background data and reviewing background questions.

In August 2006, the Governing Board adopted a Policy Statement on Reporting, Release, and Dissemination of NAEP Results. Part I of the Policy Statement provides Principles for Report Preparation and Content; Part II provides Principles for Public Release of NAEP Results; and Part III provides Principles for Dissemination and Outreach.

Guidelines for the Initial Release of the Nation's Report Card were also adopted in August 2006. The guidelines offer additional direction for the content and organization of the initial release of NAEP results for both printed reports and web releases of the reports. The web link for both the policies and guidelines provide the foundation for the Governing Board's release work for NAEP reports, and are provided in Appendix D.

Additional Governing Board policies, including the Board's Policy Statement on the Collection and Reporting of Background Data by NAEP adopted by the Governing Board in May 2002 are available on the Board's web site.

2.3 Contract Vehicle

Due to the nature of the proposed work and varied task order requirements, the proposed contract will be executed as a Times and Material, Indefinite Delivery, Indefinite Quantity Contract (IDIQ). Task orders will be issued as work is needed. Approximately five task orders will be issued each contract year. Upon receipt of each task order, the contractor will provide a proposed budget for Governing Board review and acceptance. Some tasks can be anticipated in advance such as task orders for release of NAEP Report Cards based on the release schedule approved by the Governing Board. For Fiscal Year 2010, the anticipated tasks have been provided in Appendix E to the Statement of Work. Guidelines for budget submission are also provided. Bidders will provide proposed budgets for the task orders, as detailed below.

Due to the requirement for quick turnaround tasks, and due to the large number of project meetings and events typically convened in the Washington, DC area, the contractor will need to be located in the Washington, D.C. metropolitan area. This will facilitate quick access and reduce travel costs for the frequent in-person meetings and consultations.

The incumbent contractor is CommunicationWorks. The contract number is ED05CO0057 and the performance period is September 27, 2005 through September 26, 2009. From contract inception to date, 21 task orders have been issued. The total value of the contract to date is \$1,929,906.26.

2.4 Technical Direction of the Contract

The performance of work requested in this RFP shall be subject to the direction of the Governing Board Contracting Officer (CO) with regard to contract matters, and technical direction through the Contracting Officer's Representative (COR), the Reporting and Dissemination Committee, and the Board. 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 appropriate Board policies and specifications and as communicated through regularly scheduled reviews of work-in-progress by the Reporting and Dissemination Committee and the Board. These are communicated to the contractor through the COR; and
- Recommending to the Contracting Officer final acceptance or rejection of all deliverables based on the review and disposition of deliverables by the Reporting and Dissemination Committee and the Board.

The contractor shall work closely with the COR for all aspects of the work and communicate as stipulated in each task order on the task progress. The ability of the contractor's staff to communicate effectively and productively with the COR is critical. The COR will closely monitor the contractor's work to ensure performance of activities as specified in the contract and to guarantee technical quality, policy relevance, and objectivity. All contract-related communications or proposed changes in the scope of work will be directed to the Contracting Officer.

3. Scope of Work

The Governing Board requires services in support of the Board's legislative mandates described in Section 2.2 above, and as detailed in specific tasks below. Bidders are encouraged to propose technically sound, effective, and cost-efficient approaches to accomplish the tasks in support of the Board's communications, disseminations, and outreach work.

The nature and scope of work required are summarized below and described in detail in Appendix E. Budgets should be proposed for Tasks 1-3, with a cumulative total for all three proposed tasks. Specific needs for Tasks 4-7 may fluctuate, so bidders are not required to budget those tasks at this time.

1. Task 1: Attend In-Person Meeting
2. Task 2: Review Current Communications for the Governing Board's Reporting and Dissemination Work and Provide Recommendations for Improvement
3. Task 3: Provide Support Services for Initial Releases of NAEP Report Cards (Bidders are requested to provide a budget for each subtask with a cumulative total for Task 3)
 - Subtask 3.1: 2009 Science Report Card: Grades 4, 8, and 12
 - Subtask 3.2: 2009 Science Report Card: TUDA: Grades 4 and 8
 - Subtask 3.3: 2009 Reading Report Card: Grades 4 and 8
 - Subtask 3.4: 2009 Reading Report Card: TUDA: Grades 4 and 8
 - Subtask 3.5: 2009 High School Transcript Study
 - Subtask 3.6: 2009 Reading and Mathematics Report Cards: Grade 12
4. Task 4: Monitor Use of NAEP Data in Public Domain
5. Task 5: Design Governing Board Publications
6. Task 6: Support Services for Mailing Lists
7. Task 7: Provide Administrative Support Services

3.1 Procurement Tasks

Task 1: Attend In-person Planning Meeting

Within one week of the contract award, the contractor's project director and other key project staff, as identified in the contractor's technical and business proposals, shall meet in person in Washington, D.C. at the Governing Board offices with the Governing Board's Contracting Officer (CO), Contracting Officer's Representative (COR), and other Governing Board staff.

The purpose of the meeting will be to identify the roles and responsibilities of Board staff and contractor staff; to review and discuss proposed contract work; and discuss aspects of contract management such as submission of reports, deliverables, and invoices, and establishing communication procedures.

Within five working days following this meeting, the contractor shall submit a written report (in Microsoft Word 2007 or 2003) to the CO, with a copy to the COR, documenting agenda items discussed at the meeting and highlighting outcomes agreed upon by both parties.

Task 2: Review Current Communications for the Governing Board's Reporting and Dissemination Work and Provide Recommendations for Improvement

The contractor will undertake a thorough review of current Governing Board communication plans and activities to assess how the Governing Board can reach its audiences in effective and more targeted ways for all aspects of Board communications. In order to conduct this review, the contractor will need to meet with the Governing Board staff to gather information on what is currently being done with regard to Governing Board communications.

Following this meeting, the contractor shall document current and proposed communication plans and provide recommendations that are innovative, cost efficient, and effective in reaching intended audiences. These recommendations will include the following items:

- (a) Release plans for NAEP Report Cards: The contractor shall develop a customized, overall strategic dissemination plan for each of the scheduled NAEP initial reports listed in this Statement of Work and formulate measurable communications objectives and appropriate strategies for meeting those objectives, both short and long term. Appendix F provides web links to the most recent NAEP Report Cards, as well as a listing of press materials and statements completed for each release.
- (b) Outreach work with states, districts, educators, and other stakeholders through presentations that provide information on NAEP and Board activities and policies at annual meetings and conferences of stakeholders or other events identified by the Board, or proposed by bidders;
- (c) Nominations work: The contractor shall develop recommendations on ways to improve the annual solicitation conducted by the Governing Board for nominations of potential nominees for future Board members for vacant positions.
- (d) Other initiatives that the contractor may propose to effectively accomplish the Board's mission and legislative mandate, which includes disseminating NAEP results to the general public.

A written report of the review and proposed recommendations for future approaches shall be submitted to the Governing Board no later than 30 days following contract award.

Task 3: Support Services for Initial Releases of NAEP Report Cards

The NAEP Schedule of Assessments provided in Appendix G lists the schedule for NAEP assessments. Results of NAEP assessments are typically released within a year following the assessment. The proposed release dates of upcoming Report Cards are documented below.

Governing Board Report Card Releases: 2009-2010

Report Card	Estimated Release Date
2008 Long Term Trend Report*	April 2009
2008 Arts Report Card*	May 2009
2009 Mathematics Report Card: Grades 4 and 8*	September 2009
2009 Mathematics Report Card: Trial Urban Districts (TUDA): Grades 4 and 8*	October 2009
2009 Science Report Card: Grades 4, 8, and 12	Spring 2010
2009 Science Report Card: TUDA: Grades 4 and 8	Spring 2010
2009 Reading Report Card: Grades 4 and 8	Spring/Summer 2010
2009 Reading Report Card: TUDA: Grades 4 and 8	Spring/Summer 2010
2009 High School Transcript Study	November 2010
2009 Reading and Mathematics Report Cards: Grade 12	Fall/Winter 2010

* These releases will be undertaken by the incumbent contractor, CommunicationWorks, and should not be planned or budgeted by bidders.

Initial results of Report Cards are officially released at a press conference or other release event. Typically, an event will feature a panel of experts to include Governing Board members and the Commissioner and Associate Commissioner of the National Center for Education Statistics. Press conferences are often held in the Washington D.C. area and on occasion outside of Washington, D.C. The contractor shall assist the Governing Board in planning and executing press conferences, coordinating legislative briefings with Members of Congress; or other special events to announce each NAEP Report Card results to a broad audience.

Individualized event plans for each NAEP report release shall be submitted to the Governing Board for approval no later than 45 days in advance of each scheduled event. For each release of a NAEP Report Card, the contractor shall plan and execute all aspects of the releases under the technical direction of the COR, and other Board staff as appropriate.

Activities required for planning each event typically include the following:

- Developing and executing an event timeline;
- Securing the event location;
- Developing a media contact list for the proposed release;

- Formulating a draft and final press release and/or media advisories;
- Preparing 100-150 press kits to include the Report Card, press release, panelist statements, color data presentations from NCES, a “Frequently Asked Questions” sheet, and other materials as directed by the COR;
- Preparing data presentations such as PowerPoint presentations;
- Providing support for embargoed briefings to the Members of Congress and staff, State Department of Education representatives, and the media. The briefings for Members of Congress and staff generally occur within five working days prior to the planned public release. The contractor shall prepare and deliver briefing packets in envelopes supplied by the Governing Board with address labels prepared by the contractor and affixed for delivery through the House and Senate mail rooms. The contractor shall work with the COR or designee in preparing the briefing packets and developing the lists for the mailing labels. The contractor shall deliver the briefing packets to the briefings sites, provide staff to assist with sign-in of attendees, assist in delivering packets remaining after briefings to the respective mail rooms, and provide additional support as requested by the COR or designee. The briefing sites for legislative briefings may be at the U.S. Capitol, a Senate office building, a House office building, or other location. The contractor shall provide to the COR or designee the sign-in sheets for congressional briefings within three days following each briefing.
- Distributing the press releases and Report Cards, coordinating media events before and after the event. This requires contacting national, regional and local media as well as arranging and facilitating national conference calls to media and selected stakeholders;
- Responding to media queries on the release;
- Conducting follow up work such as providing news clipping services and reports of coverage to the Governing Board; and
- Providing a written assessment of the event and the approaches employed in the planning and execution of the event, to be received by the Governing Board no later than 30 days following the event.

The successful contractor will be required to support the following releases in the base year and option year one of the contract period:

REPORT CARD	ESTIMATED RELEASE DATE
Subtask 3.1: 2009 Science Report Card: Grades 4, 8, and 12	Spring 2010
Subtask 3.2: 2009 Science Report Card: TUDA: Grades 4 and 8	Spring 2010
Subtask 3.3: 2009 Reading Report Card: Grades 4 and 8	Spring/Summer 2010
Subtask 3.4: 2009 Reading Report Card: TUDA: Grades 4 and 8	Spring/Summer 2010
Subtask 3.5: 2009 High School Transcript Study	November 2010
Subtask 3.6: 2009 Reading and Mathematics Report Cards: Grade 12	Fall/Winter 2010

Task Orders for each of these releases, with specific work requirements, are included in Appendix E. Bidders are requested to submit a proposed budget for each of these subtasks, in accordance with the instructions for budget submission provided in Section 4 of this RFP.

Task 4: Monitor Use of NAEP Data in Public Domain

The contractor shall monitor the use of NAEP data in the public domain throughout the duration of this contract, as events occur. Media coverage of NAEP and the Governing Board shall be undertaken on a routine basis and printed copies of news clippings around a particular release event shall be tracked and reported to the Governing Board no later than 10 days following a release or event, or as soon as the events occur, based on the type of coverage.

Monthly progress reports on work performed for each task order will be provided to the CO, with a copy to the COR, no later than the 15th of each month.

Task 5: Design, Edit, and Prepare Governing Board Publications

The contractor shall provide design, editing, and other publications services for Governing Board publications. Publications prepared should be user friendly and targeted for specific audiences. Task orders for publications work will be issued as needed. The contractor will propose a timeline and proposed activities in support of each task.

Publication support requirements typically include the following:

- (a.) Design publications such as NAEP Frameworks, final reports of Governing Board established commissions or expert panels, flyers, and brochures;
- (b.) Create text, provide layout, provide copyediting and other editorial reviews, and prepare publications for General Printing Office (GPO) printing;
- (c.) Prepare the publications for posting on the Governing Board web site in accordance with the requirements for web posting of materials such as Section 508 compliance.

The scope of work for publication tasks will be detailed in each task order, and deliverable dates for the products will be stipulated.

Task 6: Support Services for Mailing Lists and Research Support

The contractor shall support the Board's communications and outreach work by providing mailing lists for targeted audiences, as needed. This work would include researching, updating and expanding mailing lists to policy, business, and other organizations for the Governing Board's work such as its annual nomination process to solicit new members. The contractor may also be required to conduct mailings on behalf of the Board. It is critical that the mailing lists are current and accurate. Mailing lists and labels will be provided in electronic formats, compatible with mail merge functions in Microsoft Word 2007. The contractor may also be requested to provide research support on issues pertaining to outreach activities with organizations. The scope

of work for each task will detail the specific mailing lists required, and deliverable dates will be stipulated as required.

Task 7: Provide Administrative Support Services

The Board frequently requires administrative support services such as courier services; duplications services; graphic design services; onsite staff support for special events; processing travel expenses for intermittent travelers and processing consultant expenses, both in accordance with Federal Travel Regulations and other regulatory guidelines; short-term meeting support services; and other administrative services that cannot be anticipated ahead of time. It is important for the contractor to have the ability to provide quick turnaround services that may be needed in a matter of hours or days. For example, there may be a request for assistance in arranging travel logistics or having to courier materials for Governing Board staff on the same day that request is made.

Due to the ad hoc nature of activities in this task order, at contract award, the Governing Board will allocate funds under this task order for supporting these services. Requests for services will be issued by the CO in writing, often via email, and copied to the COR. It is important for the contractor to ensure that all administrative requests are fully documented in the contract file. It is anticipated, based on prior contract expenditures under this type of task order, that support work under this task will not be extensive, with regard to costs.

3.2 Schedule of Project Deliverables

The following schedule provides a summary of the major project deliverables and the due dates for each deliverable. Each task order will provide more specific dates.

DELIVERABLE	DUE DATE
Task 1: Report Summarizing Planning Meeting	Five working days after the meeting
Task 2: Report on Board’s Current Communications and Recommendations for Future Communications	Within 30 days of contract award
Task 3: Individualized Dissemination Plans for NAEP Reports. Task orders list specific deliverables such as briefing and media packets, report of event execution, and reports of media coverage	No later than 45 days prior to each release
Monthly Progress Reports	15 th of each month

3.3 Monthly Reports

The contractor shall submit **monthly progress reports**, summarizing contractual activities and financial expenditures for the duration of the project. Monthly progress reports shall describe major tasks and accomplishments, problems (if any) and suggested solutions, significant activities and events, outline decisions that may be needed from the Board, and plans for the next reporting period. These progress reports shall be submitted by the 15th day of each month (or on

a specified date agreed upon by the CO and the contractor for the preceding month). The CO, through the COR, shall respond within five calendar days to each monthly progress report with any technical direction or re-direction that may be warranted in order to carry out task activities. Appendix H provides an example of a monthly progress report.

3.4 Invoice Submission

In addition to monthly progress reports, 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 task orders. The summary will include task/contract funding; tasks costs by current reporting period; cumulative costs for each task; and a balance of funds for the overall contract.
- (b.) Following this summary, the contractor shall provide, by task, a breakdown of labor and other direct costs. Labor hours will be depicted by individual staff and/or consultant tallied by approved labor rates and labor costs for staff. 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 lodging and per diem, supplies, etc. shall be provided to substantiate billed costs.

A sample of the required invoice information is provided in Appendix I.

4. Instructions to Offerors

4.1 Organization and Content of the Technical and Business Proposals, and Past Performance Report

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 as described in detail below.

4.1.2 Technical Proposal

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 shall not exceed 60 pages, 8" by 11" paper, double-spaced, in 12-point font. Resumes and other supporting material may be provided in appendices and should not exceed 30 pages. 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

The Table of Contents will outline the contents of the proposal and identify authors of the various sections of the proposal.

Introduction and General Approach

The Introduction and General Approach shall describe the offeror's overall understanding of the Scope of Work required by the Governing Board. A summary of the offeror's qualifications and unique strengths related to project tasks outlined in Section 3 may be presented in this section. An overview of the general plan to accomplish the work and the rationale for the proposed approach will be provided. The offeror is encouraged to demonstrate an understanding of effective and cost saving communication and outreach strategies.

Technical Work Plan

The technical work plan shall provide a detailed discussion of how each task outlined in Section 3 of this document will be accomplished. The plan should include a discussion of procedural and implementation issues related to completing each task. Offerors are encouraged to propose efficient and cost effective approaches to accomplish each task.

Management Plan

The management plan will describe how work will be accomplished for each task and will identify staff members who will play a major role in task completion. For a successful outcome, the project will require an effective management system that enables the contractor to complete tasks on schedule and within budget. The system shall include procedures for coordinating and controlling project personnel and tasks; ensuring adherence to schedules and deadlines; ensuring high quality products and outcomes; identifying potential problems early; maintaining close, effective communication with the COR; and accounting for and controlling project expenditures. Offerors must verify the availability of the resources and technology, in-house and through outside consultants or subcontractors, if necessary, to undertake tasks detailed above.

Offerors will identify a single person as Project Director to provide leadership and direction to the contractor's project staff. The Project Director shall serve as the contractor's primary contact with the Governing Board. All personnel, including subcontractor staff and consultants, shall be identified and their positions in the contract's management structure detailed in a staff organization chart. This chart shall depict clear lines of authority and responsibility for all persons involved in the conduct of this project.

The Management Plan shall also include a Gantt chart depicting the timelines for all major tasks and subtasks, including deliverables. Included in this Gantt chart shall be the start and completion dates for each task, as well as appropriate intermediate dates for precursor steps and draft deliverables, as appropriate. Staff responsible for each task shall also be included on the chart. In all cases where personnel external to the offeror's organization are proposed, letters of agreement (with proposed staff) and letters of availability (endorsed by the primary institutions with which they are affiliated) shall be included.

Related Experience of Proposed Staff

This section of the technical proposal shall identify proposed staff and their educational background and expertise relevant to the proposed work. To plan, conduct, and complete the work successfully, offerors shall propose staff with the following knowledge and experience:

- Communications and media relations expertise;
- Dissemination experience of national, regional, and local scope;
- Experience in coordinating press conferences, media events, and other outreach events;
- Effective oral and written communication skills for a broad range of audiences;
- Excellent writing, editing, and proofing skills with emphasis on quality control measures;
- Publications expertise with regard to writing, designing, and creating publications, both print and electronic.

Vitae of proposed staff shall document the educational background, knowledge, skills, abilities, and experience relevant to proposed tasks. The proposed Project Director 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. The Project Director and other key staff must have demonstrated ability to meet deadlines and produce high quality products within budget. The Project Director will communicate frequently with the COR and will play a lead role in project oversight. Changes or substitutions of the key personnel will require written advance approval by the Contracting Officer.

Related Organizational Experience

The Related Organizational Experience section shall describe the offeror's past experience in outreach, communications, and dissemination. This should include:

- A list of at least three, but no more than five, current and past clients (served within the last two years) and the name and phone number of the principal contacts at those organizations.
- Work samples of media relations campaigns, including plans and collateral materials; press conferences executed; press kits; media advisories; bites and b-roll packages; speakers' remarks; photos; and the clips and transcripts of resulting media coverage.
- Summary of bidder's general qualifications to carry out required tasks and fulfill statement of work, including additional firm personnel and resources beyond those of the designated account project director.

In addition, the organization undertaking the work must demonstrate:

- Low staff turnover
- High quality control standards
- Adherence to budget limitations
- Responsiveness to the procurement project director
- Timeliness and acceptability of project deliverables

4.1.3 Business Proposal

The business proposal will contain all information related to the determination of the costs associated with each of the project's tasks. The requirements for budgeting proposed tasks are detailed in Section 3 above.

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 staff, consultants, and subcontractors assigned to work on the contract. In addition, the cost of labor per hour shall be provided by task for each staff assigned to work on the contract. Other costs such as airfares, lodging, office supplies, and reproduction costs should be separately identified by task. The offerors shall budget lodging and meal costs at government per diem rates posted on www.gsa.gov. The successful bidder must present an overall budget for the entire project with separate budget breakdowns by task. Attachment C to the RFP provides guidance for submission of proposed labor rates by labor category, and by contract year. Bidders may propose categories not listed, based on the proposed labor types.

4.1.4 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 completed during the past three years that identify clearly both the names of staff members who were participants and the name, current affiliation, and current telephone number of the sponsor's project officer. These project officers 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 in the Past Performance Report is provided as Attachment B to the solicitation.

4.2 Use of Subcontractors

Proposals may include plans to subcontract parts of the work, provided evidence is presented that the proposed subcontractor has agreed to participate and is fully capable of performing the assigned tasks and that the offeror will have effective control of the subcontractor's work on the project. Offerors are encouraged to make use of subcontractors for specialized tasks where subcontractor expertise would strengthen the offeror's proposal. Contracts that include subcontractors shall be executed in accordance with the requirements of the prime contract, which is proposed as a Time and Materials IDIQ contract. For each task that is bid with a subcontractor, the subcontractor shall also submit detailed cost proposals adhering to similar requirements described in the RFP. Such proposals may, if the contractor desires, submit the cost proposals separately to the Governing Board. Invoice submission by the subcontractors shall also provide similar cost detail as described in this RFP.

4.3 Period of Performance

The period of performance will be 12 months, with three option years.

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: Governing Board Council of Chief State School Officers Task Force information: <http://www.nagb.org/what-we-do/outreach/ccsso.htm>

Governing Board Business Task Force flyers:

<http://www.nagb.org/what-we-do/outreach/4pagerfinal10.pdf>

Appendix C: Calendar of Quarterly Board Meetings for 2009-2010

<http://www.nagb.org/what-we-do/calendar.htm>

Appendix D: Governing Board Policy Statement on Reporting, Release, and Dissemination of NAEP Results and Guidelines for the Initial Release of the Nations Report Card

Reporting, Release, and Dissemination of NAEP Results Policy Statement

<http://nagb.org/policies/PoliciesPDFs/Reporting%20and%20Dissemination/Reporting,%20Release,%20and%20Dissemination%20of%20NAEP%20Results.pdf>

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 E: Task 3 subtasks 3.1, 3.2, 3.3, 3.4, 3.5, and 3.6 for proposed work

Appendix F: Website links for Resource Materials on Board Outreach, Communications, and Dissemination Work

Recent NAEP Report Cards

<http://nationsreportcard.gov/>

Recent NAEP Releases and Accompanying Press Materials and statements by subject

<http://nagb.org/newsroom/press-releases.htm>

Appendix G: NAEP Schedule of Assessments

<http://www.nagb.org/newsroom/assessment-schedule.htm>

Appendix H: Sample Monthly Progress Report (appended)

Appendix I: Sample Invoice (appended)



**TASK ORDER REQUEST
(Time and Materials Task Order)**

Contract Number: ED-09-CO-XXXXXXXXXX

Subtask Order 3.1: Event Plan for the Release of the 2009 Nation’s Report Card for Science at Grades 4, 8, and 12

Note to bidders: Task orders are typically issued in advance, no later than 45 days prior to an event. For purposes of this RFP, bidders should assume the start date of this Task Order as January 11, 2010 since the Science Report Card is scheduled to be released in spring 2010.

PURPOSE OF TASK ORDER

The contractor shall provide communications support in planning and executing the initial release of the 2009 Science Nation’s Report Card results at Grades 4, 8, and 12. The release event should be planned in Washington, D.C., and is expected to take place in spring 2010. The exact release date will be confirmed once it is established by the National Assessment Governing Board.

Upon receipt of this task order, the contractor shall submit a release plan designed to provide the best opportunity for clear, broad communication of the 2009 Nation’s Report Card results for Science. The contractor shall also submit an estimated project timeline for the task. Since the exact release date has not been confirmed, the proposed timeline will estimate the number of days prior to each proposed work activity.

The proposed budget, release plan, and timeline shall be prepared and submitted within five business days of receipt of this Task Order to the Governing Board Contracting Officer for review and approval.

Within three business days of receipt, the Governing Board will provide comments to the contractor on the proposed budget. Based upon these comments, the contractor shall prepare a final version for Governing Board review and approval.

SCOPE OF WORK

The contractor shall provide communications support services for a press conference to announce the initial public release of the 2009 Nation's Report Card in Science at Grades 4, 8, and 12. The release will be targeted to a broad audience. Pre-release and post-release briefings will also be held for a small number of stakeholder groups.

The contractor will propose innovative ideas and targeted communications in planning and executing the event. The contractor will work under the direction of the Contracting Officer's Representative (COR) and coordinate activities with staff from the National Center for Education Statistics, and their contractors.

Activities in support of the press release will include the following:

- Develop and execute an event timeline, including the coordination of pre- and post-release briefings of stakeholder groups. For budgeting purposes, the contractor should plan for the following pre-release briefings: media, Congressional education committees, the Council of Chief State School Officers, and the National Governors' Association;
- Recommend and secure an event location suitable for a formal press conference addressing approximately 50-75 media members and other stakeholders, as well as a post-release briefing event for interested parties;
- Conduct media relations outreach in support of planned events, including production and dissemination of a video news "bites" package, as well as news releases, advisories, and other materials for event promotion;
- Secure appropriate technical capabilities, layout and design of pre-release briefings and all release day events – which may include audiovisual, satellite/telecommunications, recording and transcription services, creating an audio podcast, webcasting, coordinating conference calls, and providing logistics for the event such as seating arrangements and registration;
- Assemble and distribute collateral materials for planned events such as press kits. The work may include activities like color copying or providing Spanish language translation of documents. The contractor shall budget for preparation of delivery of materials to the offices of Congressional education committee members;
- Provide logistic support to include set-up and tear-down for planned events, and on-site support;
- Provide a written assessment of the event/s and support provided for each event. This report may include recommendations for future events, as necessary;
- Provide an oral briefing to the Governing Board's Reporting and Dissemination Committee or to the full Board at the Governing Board Quarterly meeting immediately following the release event, as requested.

Following the release, the contractor will submit electronically (in Microsoft Word 2003 or 2007) a written assessment of the event plans, the goals attained, and the tactics employed in the planning and execution of the events, to be received by Governing Board no later than 30 calendar days following the release date. These reports shall include copies of all press coverage, including print, broadcast and other electronic media.

Period of Performance

The period of performance for this task order is immediately upon task award through approximately May 28, 2010. The final deliverable – the written assessment of the release is due to the following address no later than close of business 30 calendar days following the event's conclusion:

Munira Mwalimu
Contracting Officer (CO)
National Assessment Governing Board
800 North Capitol Street, N.W., Suite 825
Washington, DC 20002-4233
Telephone: (202) 357-6906

Please provide email or telephone notification of the final deliverable submission to the Governing Board CO, with a copy to the COR.

Points of Contact

The Governing Board technical point of contact for this task order is Stephaan Harris who can be reached at (202) 357-7504 or via email at Stephaan.Harris@ed.gov. All contractual communications shall be addressed to Munira Mwalimu, the Governing Board Contracting Officer.



**TASK ORDER REQUEST
(Time and Materials Task Order)**

Contract Number: ED-09-CO-XXXXXXXXXX

Subtask Order 3.2: Event Plan for the Release of the 2009 Nation’s Report Card for Trial Urban District Assessment (TUDA) Science at Grades 4 and 8

Note to bidders: Task orders are typically issued in advance, no later than 45 days prior to an event. For purposes of this RFP, bidders should assume the start date of this Task Order as January 11, 2010 since the TUDA Science Report is scheduled to be released in spring 2010.

PURPOSE OF TASK ORDER

The contractor shall provide communications support in planning and executing the initial release of the 2009 Nation’s Report Card results for TUDA Science at Grades 4 and 8. The release event should be planned in Washington, D.C., and is expected to take place in spring 2010. The exact release date will be confirmed once it is established by the National Assessment Governing Board.

Upon receipt of this task order, the contractor shall submit a release plan designed to provide the best opportunity for clear, broad communication of the 2009 Nation’s Report Card results for TUDA Science. The contractor shall also submit an estimated project timeline for the task. Since the exact release date has not been confirmed, the proposed timeline will estimate the number of days prior to each proposed work activity.

The proposed budget, release plan, and timeline shall be prepared and submitted within five business days of receipt of this Task Order to the Governing Board Contracting Officer for review and approval.

Within three business days of receipt, Governing Board will provide comments to the contractor on the proposed budget. Based upon these comments, the contractor shall prepare a final version for Governing Board review and approval.

SCOPE OF WORK

The contractor shall provide communications support services for a press conference to announce the initial public release of the 2009 Nation's Report Card in TUDA Science at Grades 4 and 8. The release will be targeted to a broad audience. Pre-release and post-release briefings will also be held for a small number of stakeholder groups.

The contractor will propose innovative ideas and targeted communications in planning and executing the event. The contractor will work under the direction of the Contracting Officer's Representative (COR) and coordinate activities with staff from the National Center for Education Statistics, and their contractors.

Activities in support of the press release will include the following:

- Develop and execute an event timeline, including the coordination of pre- and post-release briefings of stakeholder groups. For budgeting purposes, the contractor should plan for the following pre-release briefings: media, Congressional education committees, the Council of Chief State School Officers, and the National Governors' Association;
- Recommend and secure an event location suitable for a formal press conference addressing approximately 50-75 media members and other stakeholders, as well as a post-release briefing event for interested parties;
- Conduct media relations outreach in support of planned events, including production and dissemination of a video news "bites" package, as well as news releases, advisories, and other materials for event promotion;
- Secure appropriate technical capabilities, layout and design of pre-release briefings and all release day events – which may include audiovisual, satellite/telecommunications, recording and transcription services, creating an audio podcast, webcasting, coordinating conference calls, and providing logistics for the event such as seating arrangements and registration;
- Assemble and distribute collateral materials for planned events such as press kits. The work may include activities like color copying or providing Spanish language translation of documents. The contractor shall budget for preparation of delivery of materials to the offices of Congressional education committee members;
- Provide logistic support to include set-up and tear-down for planned events, and on-site support;

- Provide a written assessment of the event/s and support provided for each event. This report may include recommendations for future events, as necessary;
- Provide an oral briefing to the Governing Board's Reporting and Dissemination Committee or to the full Board at the Governing Board Quarterly meeting immediately following the release event, as requested.

Following the release, the contractor will submit electronically (in Microsoft Word 2003 or 2007) a written assessment of the event plans, the goals attained, and the tactics employed in the planning and execution of the events, to be received by Governing Board no later than 30 calendar days following the release date. These reports shall include copies of all press coverage, including print, broadcast and other electronic media.

Period of Performance

The period of performance for this task order is immediately upon task award through approximately May 28, 2010. The final deliverable – the written assessment of the release is due to the following address no later than close of business 30 calendar days following the event's conclusion:

Munira Mwalimu
Contracting Officer (CO)
National Assessment Governing Board
800 North Capitol Street, N.W., Suite 825
Washington, DC 20002-4233
Telephone: (202) 357-6906

Please provide email or telephone notification of the final deliverable submission to the Governing Board CO, with a copy to the COR.

Points of Contact

The Governing Board technical point of contact for this task order is Stephaan Harris who can be reached at (202) 357-7504 or via email at Stephaan.Harris@ed.gov. All contractual communications shall be addressed to Munira Mwalimu, the Governing Board Contracting Officer.



**TASK ORDER REQUEST
(Time and Materials Task Order)**

Contract Number: ED-09-CO-XXXXXXXXXX

Subtask Order 3.3: Event Plan for the Release of the 2009 Reading Nation's Report Card at Grades 4 and 8

Note to bidders: Task orders are typically issued in advance, no later than 45 days prior to an event. For purposes of this RFP, bidders should assume the start date of this Task Order as February 1, 2010 since the Reading Report Card is scheduled to be released in spring/summer 2010.

PURPOSE OF TASK ORDER

The contractor shall provide communications support in planning and executing the initial release of the 2009 Nation's Report Card results for Reading at Grades 4 and 8. The release event should be planned in Washington, D.C., and is expected to take place in spring/summer 2010. The exact release date will be confirmed once it is established by the National Assessment Governing Board.

Upon receipt of this task order, the contractor shall submit a release plan designed to provide the best opportunity for clear, broad communication of the 2009 Nation's Report Card results for Reading. The contractor shall also submit an estimated project timeline for the task. Since the exact release date has not been confirmed, the proposed timeline will estimate the number of days prior to each proposed work activity.

The proposed budget, release plan, and timeline shall be prepared and submitted within five business days of receipt of this Task Order to the Governing Board Contracting Officer for review and approval.

Within three business days of receipt, Governing Board will provide comments to the contractor on the proposed budget. Based upon these comments, the contractor shall prepare a final version for Governing Board review and approval.

SCOPE OF WORK

The contractor shall provide communications support services for a press conference to announce the initial public release of the 2009 Nation's Report Card in Reading at Grades 4 and 8. The release will be targeted to a broad audience. Pre-release and post-release briefings will also be held for a small number of stakeholder groups.

The contractor will propose innovative ideas and targeted communications in planning and executing the event. The contractor will work under the direction of the Contracting Officer's Representative (COR) and coordinate activities with staff from the National Center for Education Statistics, and their contractors.

Activities in support of the press release will include the following:

- Develop and execute an event timeline, including the coordination of pre- and post-release briefings of stakeholder groups. For budgeting purposes, the contractor should plan for the following pre-release briefings: media, Congressional education committees, the Council of Chief State School Officers, and the National Governors' Association;
- Recommend and secure an event location suitable for a formal press conference addressing approximately 50-75 media members and other stakeholders, as well as a post-release briefing event for interested parties;
- Conduct media relations outreach in support of planned events, including production and dissemination of a video news "bites" package, as well as news releases, advisories, and other materials for event promotion;
- Secure appropriate technical capabilities, layout and design of pre-release briefings and all release day events – which may include audiovisual, satellite/telecommunications, recording and transcription services, creating an audio podcast, webcasting, coordinating conference calls, and providing logistics for the event such as seating arrangements and registration;
- Assemble and distribute collateral materials for planned events such as press kits. The work may include activities like color copying or providing Spanish language translation of documents. The contractor shall budget for preparation of delivery of materials to the offices of Congressional education committee members;
- Provide logistic support to include set-up and tear-down for planned events, and on-site support;
- Provide a written assessment of the event/s and support provided for each event. This report may include recommendations for future events, as necessary;
- Provide an oral briefing to the Governing Board's Reporting and Dissemination Committee or to the full Board at the Governing Board Quarterly meeting immediately following the release event, as requested.

Following the release, the contractor will submit electronically (in Microsoft Word 2003 or 2007) a written assessment of the event plans, the goals attained, and the tactics employed in the planning and execution of the events, to be received by Governing Board no later than 30 calendar days following the release date. These reports shall include copies of all press coverage, including print, broadcast and other electronic media.

Period of Performance

The period of performance for this task order is immediately upon task award through approximately August 27, 2010. The final deliverable – the written assessment of the release is due to the following address no later than close of business 30 calendar days following the event's conclusion:

Munira Mwalimu
Contracting Officer (CO)
National Assessment Governing Board
800 North Capitol Street, N.W., Suite 825
Washington, DC 20002-4233
Telephone: (202) 357-6906

Please provide email or telephone notification of the final deliverable submission to the Governing Board CO, with a copy to the COR.

Points of Contact

The Governing Board technical point of contact for this task order is Stephaan Harris who can be reached at (202) 357-7504 or via email at Stephaan.Harris@ed.gov. All contractual communications shall be addressed to Munira Mwalimu, the Governing Board Contracting Officer.



**TASK ORDER REQUEST
(Time and Materials Task Order)**

Contract Number: ED-09-CO-XXXXXXXXXX

Subtask Order 3.4: Event Plan for the Release of the 2009 Nation’s Report Card for Trial Urban District Assessment (TUDA) Reading at Grades 4 and 8

Note to bidders: Task orders are typically issued in advance, no later than 45 days prior to an event. For purposes of this RFP, bidders should assume the start date of this Task Order as February 1, 2010 since the TUDA Reading Report is scheduled to be released in spring/summer 2010.

PURPOSE OF TASK ORDER

The contractor shall provide communications support in planning and executing the initial release of the 2009 Nation’s Report Card results for TUDA Reading at Grades 4 and 8. The release event should be planned in Washington, D.C., and is expected to take place in spring/summer 2010. The exact release date will be confirmed once it is established by the National Assessment Governing Board.

Upon receipt of this task order, the contractor shall submit a release plan designed to provide the best opportunity for clear, broad communication of the 2009 Nation’s Report Card results for TUDA Reading. The contractor shall also submit an estimated project timeline for the task. Since the exact release date has not been confirmed, the proposed timeline will estimate the number of days prior to each proposed work activity.

The proposed budget, release plan, and timeline shall be prepared and submitted within five business days of receipt of this Task Order to the Governing Board Contracting Officer for review and approval.

Within three business days of receipt, Governing Board will provide comments to the contractor on the proposed budget. Based upon these comments, the contractor shall prepare a final version for Governing Board review and approval.

SCOPE OF WORK

The contractor shall provide communications support services for a press conference to announce the initial public release of the 2009 Nation's Report Card in TUDA Reading at Grades 4 and 8. The release will be targeted to a broad audience. Pre-release and post-release briefings will also be held for a small number of stakeholder groups.

The contractor will propose innovative ideas and targeted communications in planning and executing the event. The contractor will work under the direction of the Contracting Officer's Representative (COR) and coordinate activities with staff from the National Center for Education Statistics, and their contractors.

Activities in support of the press release will include the following:

- Develop and execute an event timeline, including the coordination of pre- and post-release briefings of stakeholder groups. For budgeting purposes, the contractor should plan for the following pre-release briefings: media, Congressional education committees, the Council of Chief State School Officers, and the National Governors' Association;
- Recommend and secure an event location suitable for a formal press conference addressing approximately 50-75 media members and other stakeholders, as well as a post-release briefing event for interested parties;
- Conduct media relations outreach in support of planned events, including production and dissemination of a video news "bites" package, as well as news releases, advisories, and other materials for event promotion;
- Secure appropriate technical capabilities, layout and design of pre-release briefings and all release day events – which may include audiovisual, satellite/telecommunications, recording and transcription services, creating an audio podcast, webcasting, coordinating conference calls, and providing logistics for the event such as seating arrangements and registration;
- Assemble and distribute collateral materials for planned events such as press kits. The work may include activities like color copying or providing Spanish language translation of documents. The contractor shall budget for preparation of delivery of materials to the offices of Congressional education committee members;
- Provide logistic support to include set-up and tear-down for planned events, and on-site support;
- Provide a written assessment of the event/s and support provided for each event. This report may include recommendations for future events, as necessary;
- Provide an oral briefing to the Governing Board's Reporting and Dissemination Committee or to the full Board at the Governing Board Quarterly meeting immediately following the release event, as requested.

Following the release, the contractor will submit electronically (in Microsoft Word 2003 or 2007) a written assessment of the event plans, the goals attained, and the tactics employed in the planning and execution of the events, to be received by Governing Board no later than 30 calendar days following the release date. These reports shall include copies of all press coverage, including print, broadcast and other electronic media.

Period of Performance

The period of performance for this task order is immediately upon task award through approximately August 27, 2010. The final deliverable – the written assessment of the release is due to the following address no later than close of business 30 calendar days following the event's conclusion:

Munira Mwalimu
Contracting Officer (CO)
National Assessment Governing Board
800 North Capitol Street, N.W., Suite 825
Washington, DC 20002-4233
Telephone: (202) 357-6906

Please provide email or telephone notification of the final deliverable submission to the Governing Board CO, with a copy to the COR.

Points of Contact

The Governing Board technical point of contact for this task order is Stephaan Harris who can be reached at (202) 357-7504 or via email at Stephaan.Harris@ed.gov. All contractual communications shall be addressed to Munira Mwalimu, the Governing Board Contracting Officer.



**TASK ORDER REQUEST
(Time and Materials Task Order)**

Contract Number: ED-09-CO-XXXXXXXXXX

Subtask Order 3.5: Event Plan for the Release of the 2009 NAEP High School Transcript Study

Note to bidders: Task orders are typically issued in advance, no later than 45 days prior to an event. For purposes of this RFP, bidders should assume the start date of this Task Order as July 5, 2010 since the High School Transcript Study is scheduled to be released in November 2010.

PURPOSE OF TASK ORDER

The contractor shall provide communications support in planning and executing the initial release of the 2009 NAEP High School Transcript Study. The release event should be planned in Washington, D.C., and is expected to take place in November 2010. The exact release date will be confirmed once it is established by the National Assessment Governing Board.

Upon receipt of this task order, the contractor shall submit a release plan designed to provide the best opportunity for clear, broad communication of the 2009 High School Transcript Study. The contractor shall also submit an estimated project timeline for the task. Since the exact release date has not been confirmed, the proposed timeline will estimate the number of days prior to each proposed work activity.

The proposed budget, release plan, and timeline shall be prepared and submitted within five business days of receipt of this Task Order to the Governing Board Contracting Officer for review and approval.

Within three business days of receipt, Governing Board will provide comments to the contractor on the proposed budget. Based upon these comments, the contractor shall prepare a final version for Governing Board review and approval.

SCOPE OF WORK

The contractor shall provide communications support services for a press conference to announce the initial public release of the 2009 Nation's Report Card High School Transcript Study. The release will be targeted to a broad audience. Pre-release and post-release briefings will also be held for a small number of stakeholder groups.

The contractor will propose innovative ideas and targeted communications in planning and executing the event. The contractor will work under the direction of the Contracting Officer's Representative (COR) and coordinate activities with staff from the National Center for Education Statistics, and their contractors.

Activities in support of the press release will include the following:

- Develop and execute an event timeline, including the coordination of pre- and post-release briefings of stakeholder groups. For budgeting purposes, the contractor should plan for the following pre-release briefings: media and Congressional education committees;
- Recommend and secure an event location suitable for a formal press conference addressing approximately 30-50 media members and other stakeholders, as well as a post-release briefing event for interested parties;
- Conduct media relations outreach in support of planned events, including invitations to selected media and stakeholders, as well as news releases, advisories, and other materials for event promotion;
- Secure appropriate technical capabilities, layout and design of pre-release briefings and all release day events – which may include audiovisual, satellite/telecommunications, recording and transcription services, creating an audio podcast, coordinating conference calls, and providing logistics for the event such as seating arrangements and registration;
- Assemble and distribute collateral materials for planned events such as press kits. The work may include activities like color copying or providing Spanish language translation of documents. The contractor shall budget for preparation of delivery of materials to the offices of Congressional education committee members;
- Provide logistic support to include set-up and tear-down for planned events, and on-site support;
- Provide a written assessment of the event/s and support provided for each event. This report may include recommendations for future events, as necessary;
- Provide an oral briefing to the Governing Board's Reporting and Dissemination Committee or to the full Board at the Governing Board Quarterly meeting immediately following the release event, as requested.

Following the release, the contractor will submit electronically (in Microsoft Word 2003 or 2007) a written assessment of the event plans, the goals attained, and the tactics employed in the planning and execution of the events, to be received by Governing Board no later than 30 calendar days following the release date. These reports shall include copies of all press coverage, including print, broadcast and other electronic media.

Period of Performance

The period of performance for this task order is immediately upon task award through approximately December 30, 2010. The final deliverable – the written assessment of the release is due to the following address no later than close of business 30 calendar days following the event’s conclusion:

Munira Mwalimu
Contracting Officer (CO)
National Assessment Governing Board
800 North Capitol Street, N.W., Suite 825
Washington, DC 20002-4233
Telephone: (202) 357-6906

Please provide email or telephone notification of the final deliverable submission to the Governing Board CO, with a copy to the COR.

Points of Contact

The Governing Board technical point of contact for this task order is Stephaan Harris who can be reached at (202) 357-7504 or via email at Stephaan.Harris@ed.gov. All contractual communications shall be addressed to Munira Mwalimu, the Governing Board Contracting Officer.



**TASK ORDER REQUEST
(Time and Materials Task Order)**

Contract Number: ED-09-CO-XXXXXXXXXX

Subtask Order 3.6: Event Plan for the Release of the 2009 Nation’s Report Cards for Reading and Mathematics at Grade 12

Note to bidders: Task orders are typically issued in advance, no later than 45 days prior to an event. For purposes of this RFP, bidders should assume the start date of this Task Order as July 1, 2010 since the 2009 Reading and Mathematics Report Cards are scheduled to be released in fall/winter 2010.

PURPOSE OF TASK ORDER

The contractor shall provide communications support in planning and executing the initial release of the 2009 Nation’s Report Card results for Reading and Mathematics at Grade 12. The release event should be planned in Washington, D.C., and is expected to take place in fall/winter 2010. The exact release date will be confirmed once it is established by the National Assessment Governing Board.

Upon receipt of this task order, the contractor shall submit a release plan designed to provide the best opportunity for clear, broad communication of the 2009 Nation’s Report Card results for Reading and Mathematics. The contractor shall also submit an estimated project timeline for the task. Since the exact release date has not been confirmed, the proposed timeline will estimate the number of days prior to each proposed work activity.

The proposed budget, release plan, and timeline shall be prepared and submitted within five business days of receipt of this Task Order to the Governing Board Contracting Officer for review and approval.

Within three business days of receipt, Governing Board will provide comments to the contractor on the proposed budget. Based upon these comments, the contractor shall prepare a final version for Governing Board review and approval.

SCOPE OF WORK

The contractor shall provide communications support services for a press conference to announce the initial public release of the 2009 Nation's Report Card in Reading and Mathematics at Grade 12. The release will be targeted to a broad audience. Pre-release and post-release briefings will also be held for a small number of stakeholder groups.

The contractor will propose innovative ideas and targeted communications in planning and executing the event. The contractor will work under the direction of the Contracting Officer's Representative (COR) and coordinate activities with staff from the National Center for Education Statistics, and their contractors.

Activities in support of the press release will include the following:

- Develop and execute an event timeline, including the coordination of pre- and post-release briefings of stakeholder groups. For budgeting purposes, the contractor should plan for the following pre-release briefings: media, Congressional education committees, the Council of Chief State School Officers, and the National Governors' Association;
- Recommend and secure an event location suitable for a formal press conference addressing approximately 50-75 media members and other stakeholders, as well as a post-release briefing event for interested parties;
- Conduct media relations outreach in support of planned events, including production and dissemination of a video news "bites" package, as well as news releases, advisories, and other materials for event promotion;
- Secure appropriate technical capabilities, layout and design of pre-release briefings and all release day events – which may include audiovisual, satellite/telecommunications, recording and transcription services, creating an audio podcast, webcasting, coordinating conference calls, and providing logistics for the event such as seating arrangements and registration;
- Assemble and distribute collateral materials for planned events such as press kits. The work may include activities like color copying or providing Spanish language translation of documents. The contractor shall budget for preparation of delivery of materials to the offices of Congressional education committee members;
- Provide logistic support to include set-up and tear-down for planned events, and on-site support;
- Provide a written assessment of the event/s and support provided for each event. This report may include recommendations for future events, as necessary;
- Provide an oral briefing to the Governing Board's Reporting and Dissemination Committee or to the Board at the Governing Board Quarterly meeting immediately following the release event, as requested.

Following the release, the contractor will submit electronically (in Microsoft Word 2003 or 2007) a written assessment of the event plans, the goals attained, and the tactics employed in the planning and execution of the events, to be received by Governing Board no later than 30 calendar days following the release date. These reports shall include copies of all press coverage, including print, broadcast and other electronic media.

Period of Performance

The period of performance for this task order is immediately upon task award through approximately December 20, 2010. The final deliverable – the written assessment of the release is due to the following address no later than close of business 30 calendar days following the event's conclusion:

Munira Mwalimu
Contracting Officer (CO)
National Assessment Governing Board
800 North Capitol Street, N.W., Suite 825
Washington, DC 20002-4233
Telephone: (202) 357-6906

Please provide email or telephone notification of the final deliverable submission to the Governing Board CO, with a copy to the COR.

Points of Contact

The Governing Board technical point of contact for this task order is Stephaan Harris who can be reached at (202) 357-7504 or via email at Stephaan.Harris@ed.gov. All contractual communications shall be addressed to Munira Mwalimu, the Governing Board Contracting Officer.

Appendix H: Sample Monthly Progress Report

TASK	ACTIVITY	PROGRESS	RECOMMENDATIONS, PLANNED ACTIVITIES AND AREAS OF CONCERN
Task 3: Support for Quarterly Board Meetings			
	Submit summary of press coverage of Governing Board and NAEP outreach event (unrelated to initial public releases)	Completed. Clip report delivered electronically to the Governing Board on February 10, 2009.	N/A
Task 5: 20 th Anniversary Conference Outreach Support			
Communications Counsel	Develop and disseminate invitations to reporters to attend the Governing Board's 20 th Anniversary conference.	Completed. Invitations sent to reporters on February 19, 2009.	N/A
	Secure vendor to record the 20 th Anniversary conference and produce sound clips.	In progress. Clips to be recorded at and produced after the 20 th Anniversary conference on March 4, 2009.	
	Schedule and coordinate meeting for speakers and Governing Board members and staff at 20 th Anniversary conference.	In progress. Meeting held on March 4, 2009 at National Press Club..	
	Design and produce signs and posters for 20 th Anniversary conference.	Completed. Final posters delivered to Governing Board on February 25, 2009.	
Task 19: Release of The Nation's Report Card – Arts 2008			
	Developed draft PowerPoint presentation on release of Mathematics Puerto Rico report Card.	<i>Completed. Presentation made to R&D Committee at Board meeting on March 6, 2009.</i>	N/A

APPENDIX I: Sample Invoice

SUMMARY PAGE

Two original copies of invoices need to be submitted to:

Ms. Remona Flowers
 National Assessment Governing Board
 800 North Capitol Street NW, Suite 825
 Washington, DC 20002

Contract # ED08XXXXXXXXXX

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 In-Person Meeting	\$100,000	\$5,000	\$20,000	\$80,000	25%
Task 2 Review and Recommend Communications Plan	\$100,000	\$5,000	\$20,000	\$80,000	25%
Task 3 2009 Science Report Card	\$100,000	\$5,000	\$20,000	\$80,000	25%
Task 4: 2009 TUDA Science Report Card	\$100,000	\$5,000	\$20,000	\$80,000	25%
Task 5: 2009 Reading Report Card	\$100,000	\$5,000	\$20,000	\$80,000	25%
Task 6: 2009 TUDA Reading Report Card	\$100,000	\$5,000	\$20,000	\$80,000	25%
Task 7: High School Transcript Study	\$100,000	\$5,000	\$20,000	\$80,000	25%
Task 8: 2009 Reading and Math Report Card	\$100,000	\$5,000	\$20,000	\$80,000	25%
Total Contract	\$800,000	\$40,000	\$160,000	\$640,000	25%

EXAMPLE OF REPORT BY TASK

Contract # ED09XXXXXXXXXX

Period of
Performance:
Contract #:

Billing Period:
Direct Labor:
Other Direct Costs:

Task Order 1: Attend Initial Planning Meeting

Personnel/Direct Labor	Budget Hours	Labor Rate	Current	Cumulative	Total	Contract	Contract
			Labor Hours	Labor Hours	Labor Hours	Task Costs	Task Budget
Person 1	40	\$120.00	8	16	\$1,920.00	\$4,800.00	\$2,880.00
Person 2	40	\$60.00	8	16	\$960.00	\$2,400.00	\$1,440.00
Person 3	8	\$60.00	8	8	\$480.00	\$480.00	\$0.00
Person 4	8	\$60.00	8	8	\$480.00	\$480.00	\$0.00
Person 5	8	\$60.00	8	8	\$480.00	\$480.00	\$0.00
Person 6	8	\$60.00	8	8	\$480.00	\$480.00	\$0.00
Person 7	8	\$60.00	8	8	\$480.00	\$480.00	\$0.00
Person 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
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Other Direct Costs (ODCs)	Quantity	Unit Cost	Total
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Supplies		\$100.00	\$0.00
Postage		\$100.00	\$0.00
Travel			\$0.00
Airfare	4	\$1,000.00	\$4,000.00
Per diem	4	\$64.00	\$256.00
Transportation	4	\$75.00	\$300.00
Consultants	2	\$1,500.00	\$3,000.00
Subcontractor		\$5,000.00	\$1,000.00
TBD			\$0.00

Total Other Direct Costs	\$11,164.00		\$8,556.00
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Detail/calculations on items below per contract budget (to be added)

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

Total (Task budget and Task Balance after adding overhead and fee)	\$18,636.00	\$12,876.00
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Attachment B: Past Performance Report

U.S. Department of Education

CONTRACTOR PERFORMANCE INFORMATION		
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.Swearigen@ed.gov
Or fax to: [202-357-6945](tel:202-357-6945)
Attn: [Stephen Swearigen](#)
RFP # **ED-NAG-09-0001**

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

Quality of Product or Service –Nonconformance jeopardizes the achievement of contract goals; default.

Unsatisfactory

- 1 – Poor
- 2 – Fair

Nonconformance requires major agency intervention to ensure achievement of contract goals; show cause or cure notices.
Quality meets specifications in most cases, however, some agency intervention required to ensure achievement of contract requirements.

- 3 – Good
- 4 – Excellent

Quality meets specifications in all cases.
Quality exceeds specifications in some cases.

Problem Resolution

- 0 – Unsatisfactory
- 1 – Poor
- 2 – Fair
- 3 – Good
- 4 – Excellent

Inadequately resolved problems jeopardize contract goals.
Significant agency intervention required to resolve problems jeopardizing contract goals.
Some agency intervention required to resolve problems jeopardizing contract goals.
Successfully overcomes or resolves all problems and achieves contract goals with minimal agency intervention.
Anticipates and avoids most problems and successfully overcomes all unforeseen problems.

Cost Control

- 0 – Unsatisfactory
- 1 – Poor
- 2 – Fair
- 3 – Good
- 4 – Excellent

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

Timeliness of Performance

- 0 – Unsatisfactory
- 1 – Poor
- 2 – Fair
- 3 – Good
- 4 – Excellent

Delays jeopardize the achievement of contract goals.
Other significant delays.
Minor delays.
All deliverables on time.
All deliverables on time with some ahead of schedule; or stays on schedule despite unforeseen circumstances.

Business Relations

- 0 – Unsatisfactory
- 1 – Poor
- 2 – Fair
- 3 – Good
- 4 – Excellent

Unethical or illegal business practices.
Business practices are not attuned to customer support.
Business practices are somewhat attuned to customer support.
Business practices focus on customer support.
Highly effective, proactive business practices focused on customer support.

Customer Service

- 0 – Unsatisfactory
- 1 – Poor
- 2 – Fair
- 3 – Good
- 4 – Excellent

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.
Response to service requests is often late, ineffective or rude; some complaints are resolved.
Response to service requests is uneven in timing or effectiveness; customer interactions are tenuous; contractor is trying hard and understands service issues.
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.
Response to service requests is timely, effective and courteous; the contractor is proactive in building good relations with customers, proposing new service strategies, analyzing and reporting on service loads and collecting and using customer feedback.

Attachment C: Pricing Schedule

Solicitation Number: ED-NAG-09-0001

INSTRUCTIONS TO OFFERORS

1. 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 Pricing Schedule provide bidders with guidance on proposed labor categories. It is discretionary for bidders to propose alternate labor categories based on the proposed contractor personnel qualifications and experience.
2. 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. For this solicitation, bidders shall provide specific cost proposals for Task Order 3 subtasks 1-7. The scope of work for Task 3 subtasks is provided in the Statement of Work, Attachment A of the RFP, in Section 3. For each subtask, bidders will include in the subtask budget, costs associated with project management for the specific work requirements for each subtask. This might include costs for attending management planning meetings and presenting work status reports and monthly reports. Costs for other illustrative tasks defined in Task 3, subtasks 4-7 of the Statement of Work should not be provided at this time. The tasks are described in the Statement of Work simply to illustrate the range of services required by NAGB under this IDIQ contract. Please provide detail for proposed other direct costs, by line item, to provide an understanding of proposed costs.
3. Offerors must provide explain in narrative how the proposed labor rates were derived with regard to labor hour calculation for each proposed category.
4. 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.
5. 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.

PROPOSED LABOR RATES FOR BASE CONTRACT YEAR

CONTRACTOR NAME: _____

LABOR CATEGORY	MAXIMUM LOADED RATE/HOUR
ACCOUNT ASSISTANT	\$ _____
ACCOUNT DIRECTOR	\$ _____
ACCOUNT EXECUTIVE	\$ _____
ACCOUNT SUPERVISOR	\$ _____
ART DIRECTOR	\$ _____
ASSISTANT ACCOUNT EXECUTIVE	\$ _____
ASSISTANT PRODUCER	\$ _____
CLERICAL/ADMINISTRATIVE ASSISTANT	\$ _____
COPYWRITER	\$ _____
CREATIVE DIRECTOR	\$ _____
DESIGNER	\$ _____
EDITOR	\$ _____
ILLUSTRATOR	\$ _____
IT GRAPHICS/PUBLICATIONS SPECIALIST	\$ _____
JUNIOR RESEARCHER	\$ _____
JUNIOR SYSTEMS PERSONNEL	\$ _____
MEETING COORDINATOR	\$ _____
PRINCIPAL/CEO	\$ _____
PRODUCER	\$ _____
PRODUCTION DIRECTOR	\$ _____
PROGRAMMER	\$ _____
PROJECT DIRECTOR	\$ _____
PROJECT MANAGER	\$ _____
RESEARCH ANALYST	\$ _____
RESEARCH ASSISTANT	\$ _____
RESEARCH ASSOCIATE	\$ _____
SCRIPTWRITER	\$ _____
SENIOR ACCOUNT EXECUTIVE	\$ _____
SENIOR ACCOUNT SUPERVISOR	\$ _____
SENIOR RESEARCHER/SYSTEMS	\$ _____
SOUND TECHNICIAN	\$ _____
SUBJECT MATTER EXPERT	\$ _____
SYSTEM ADMINISTRATOR	\$ _____
TASK MANAGER	\$ _____
TECHNICAL SPECIALIST	\$ _____
TRANSLATOR	\$ _____
VICE PRESIDENT	\$ _____
VIDEOGRAPHER	\$ _____
WRITER	\$ _____

PROPOSED LABOR RATES FOR OPTION YEAR ONE

CONTRACTOR NAME: _____

LABOR CATEGORY : **MAXIMUM LOADED RATE/HOUR**

ACCOUNT ASSISTANT	\$ _____
ACCOUNT DIRECTOR	\$ _____
ACCOUNT EXECUTIVE	\$ _____
ACCOUNT SUPERVISOR	\$ _____
ART DIRECTOR	\$ _____
ASSISTANT ACCOUNT EXECUTIVE	\$ _____
ASSISTANT PRODUCER	\$ _____
CLERICAL/ADMINISTRATIVE ASSISTANT	\$ _____
COPYWRITER	\$ _____
CREATIVE DIRECTOR	\$ _____
DESIGNER	\$ _____
EDITOR	\$ _____
ILLUSTRATOR	\$ _____
IT GRAPHICS/PUBLICATIONS SPECIALIST	\$ _____
JUNIOR RESEARCHER	\$ _____
JUNIOR SYSTEMS PERSONNEL	\$ _____
MEETING COORDINATOR	\$ _____
PRINCIPAL/CEO	\$ _____
PRODUCER	\$ _____
PRODUCTION DIRECTOR	\$ _____
PROGRAMMER	\$ _____
PROJECT DIRECTOR	\$ _____
PROJECT MANAGER	\$ _____
RESEARCH ANALYST	\$ _____
RESEARCH ASSISTANT	\$ _____
RESEARCH ASSOCIATE	\$ _____
SCRIPTWRITER	\$ _____
SENIOR ACCOUNT EXECUTIVE	\$ _____
SENIOR ACCOUNT SUPERVISOR	\$ _____
SENIOR RESEARCHER/SYSTEMS	\$ _____
SOUND TECHNICIAN	\$ _____
SUBJECT MATTER EXPERT	\$ _____
SYSTEM ADMINISTRATOR	\$ _____
TASK MANAGER	\$ _____
TECHNICAL SPECIALIST	\$ _____
TRANSLATOR	\$ _____
VICE PRESIDENT	\$ _____
VIDEOGRAPHER	\$ _____
WRITER	\$ _____

PROPOSED LABOR RATES FOR OPTION YEAR TWO

CONTRACTOR NAME: _____

LABOR CATEGORY **MAXIMUM LOADED RATE/HOUR**

ACCOUNT ASSISTANT	\$ _____
ACCOUNT DIRECTOR	\$ _____
ACCOUNT EXECUTIVE	\$ _____
ACCOUNT SUPERVISOR	\$ _____
ART DIRECTOR	\$ _____
ASSISTANT ACCOUNT EXECUTIVE	\$ _____
ASSISTANT PRODUCER	\$ _____
CLERICAL/ADMINISTRATIVE ASSISTANT	\$ _____
COPYWRITER	\$ _____
CREATIVE DIRECTOR	\$ _____
DESIGNER	\$ _____
EDITOR	\$ _____
ILLUSTRATOR	\$ _____
IT GRAPHICS/PUBLICATIONS SPECIALIST	\$ _____
JUNIOR RESEARCHER	\$ _____
JUNIOR SYSTEMS PERSONNEL	\$ _____
MEETING COORDINATOR	\$ _____
PRINCIPAL/CEO	\$ _____
PRODUCER	\$ _____
PRODUCTION DIRECTOR	\$ _____
PROGRAMMER	\$ _____
PROJECT DIRECTOR	\$ _____
PROJECT MANAGER	\$ _____
RESEARCH ANALYST	\$ _____
RESEARCH ASSISTANT	\$ _____
RESEARCH ASSOCIATE	\$ _____
SCRIPTWRITER	\$ _____
SENIOR ACCOUNT EXECUTIVE	\$ _____
SENIOR ACCOUNT SUPERVISOR	\$ _____
SENIOR RESEARCHER/SYSTEMS	\$ _____
SOUND TECHNICIAN	\$ _____
SUBJECT MATTER EXPERT	\$ _____
SYSTEM ADMINISTRATOR	\$ _____
TASK MANAGER	\$ _____
TECHNICAL SPECIALIST	\$ _____
TRANSLATOR	\$ _____
VICE PRESIDENT	\$ _____
VIDEOGRAPHER	\$ _____
WRITER	\$ _____

PROPOSED LABOR RATES FOR OPTION YEAR THREE

CONTRACTOR NAME: _____

LABOR CATEGORY	MAXIMUM LOADED RATE/HOUR
ACCOUNT ASSISTANT	\$ _____
ACCOUNT DIRECTOR	\$ _____
ACCOUNT EXECUTIVE	\$ _____
ACCOUNT SUPERVISOR	\$ _____
ART DIRECTOR	\$ _____
ASSISTANT ACCOUNT EXECUTIVE	\$ _____
ASSISTANT PRODUCER	\$ _____
CLERICAL/ADMINISTRATIVE ASSISTANT	\$ _____
COPYWRITER	\$ _____
CREATIVE DIRECTOR	\$ _____
DESIGNER	\$ _____
EDITOR	\$ _____
ILLUSTRATOR	\$ _____
IT GRAPHICS/PUBLICATIONS SPECIALIST	\$ _____
JUNIOR RESEARCHER	\$ _____
JUNIOR SYSTEMS PERSONNEL	\$ _____
MEETING COORDINATOR	\$ _____
PRINCIPAL/CEO	\$ _____
PRODUCER	\$ _____
PRODUCTION DIRECTOR	\$ _____
PROGRAMMER	\$ _____
PROJECT DIRECTOR	\$ _____
PROJECT MANAGER	\$ _____
RESEARCH ANALYST	\$ _____
RESEARCH ASSISTANT	\$ _____
RESEARCH ASSOCIATE	\$ _____
SCRIPTWRITER	\$ _____
SENIOR ACCOUNT EXECUTIVE	\$ _____
SENIOR ACCOUNT SUPERVISOR	\$ _____
SENIOR RESEARCHER/SYSTEMS	\$ _____
SOUND TECHNICIAN	\$ _____
SUBJECT MATTER EXPERT	\$ _____
SYSTEM ADMINISTRATOR	\$ _____
TASK MANAGER	\$ _____
TECHNICAL SPECIALIST	\$ _____
TRANSLATOR	\$ _____
VICE PRESIDENT	\$ _____
VIDEOGRAPHER	\$ _____
WRITER	\$ _____