



NWEA Response to the Nebraska Department of Education

Request for Proposal Number
RFP NDE.GA.ASMT.2016

Due: February 1, 2017

COST PROPOSAL - ELECTRONIC COPY



Cost Proposal

This section describes the requirements to be addressed by bidders in preparing the Cost Proposal. The bidder must submit the Cost Proposal in a section of the proposal that is a separate section or is packaged separately as specified in the RFP from the Technical Proposal section.

The component costs of the fixed price proposal for providing the services set forth in the Request for Proposal must be provided by submitting forms substantially equivalent to those described below.

This summary shall present the total fixed price to perform all of the requirements of the Request for Proposal. The bidder must include details in the Cost Proposal supporting any and all costs. These details must include, at a minimum, detailed descriptions and/or specifications of the deliverables including goods and/or services to be provided, quantities, and timing and unit costs, if applicable.

To allow comparisons across proposals, budget information must be summarized in the format of the Major Task Area Summary Budget Form C (attached). Complete one Form C for each year of the five fiscal years and one Form C summarizing all five years.

The five years for which bidders are to provide costs are as follows:

July 1, 2017 – June 30, 2018

July 1, 2018 – June 30, 2019

July 1, 2019 – June 30, 2020

July 1, 2020 – June 30, 2021

July 1, 2021 – June 30, 2022

The State reserves the right to review all aspects of the Cost Proposal for reasonableness and to request clarification of any proposal where the cost component shows significant and unsupported deviation from industry standards or in areas where detailed pricing is required.

Cost Proposal:

Costs are clear and sufficiently detailed.

Costs are reasonable and justified.

Proposal provides maximum value for least cost.

Costs are provided for enhancements or optional activities.

Cost Narrative

NWEA is committed to providing the Nebraska Department of Education (NDE) the best possible price for the deliverables and services we propose. As a not-for-profit company, we are dedicated to the benefit of students and educators and not to investors or unreasonable profit margins. As such, we believe that our proposed costs are reasonable, justified, and provide maximum value for least cost.

With this proposal, NWEA offers the NDE a comprehensive assessment solution that meets the requirements of Request for Proposal (RFP) NDE.GA.ASMT.2016. We propose leveraging the State's current item bank in conjunction with a collaborative and rigorous plan for development to create computer-based, adaptive, summative assessments delivered on our industry-leading platform. To fulfill the State's need for an Interim Assessment, we propose the State use our Measures of Academic Progress® (MAP®) assessment, which is currently being used in 95 percent of Nebraska's school districts. As described in our proposal, this level of usage and familiarity will be a considerable cost saver on implementation and training, and already has tremendous acceptance and support with your educators.

NWEA is also partnering with Dynamic Learning Maps (DLM), an established assessment developer to provide services in their area of expertise in the design and delivery of alternate assessments, and in response to the State's desire for innovation in alternate assessments.

Finally, we offer a partnership that will maximize the use of Nebraska's interim assessment item bank. As an option in our proposal that can be purchased with MAP, Certica provides a solution to integrate the deep item pool of items Nebraska educators have already developed with which teachers can develop their own classroom-based assessments to fulfill formative assessment needs. The combination of these education assessment tools and the leadership and technical expertise offered will provide the balanced assessment system of multiple measures that meets Nebraska's vision and commitments.

Throughout our proposal, we have sought ways to provide thoughtful and innovative solutions that meet the specific needs of the NDE and your varied stakeholders. We have taken into consideration the program management and interaction with the Department's leadership that will be needed to provide visibility into the assessments we will develop and administer. We also consider a student-centric approach to our solutions in-order to provide data at the state and teacher level that ultimately assists in decision making at the administrative level and at the student level.

A consistent theme of our offer is our vision of multiple-measures and how the approach can benefit all stakeholders in an assessment system. NWEA is dedicated to this vision and we hope to partner in thought leadership and innovation with the NDE as ESSA becomes a growing and important influence on our educational landscape.

The following narrative demonstrates valuable aspects of our proposal. It is followed by a detailed presentation of our costs, highlighting specific deliverables and services described in our technical response. This table will provide sufficient detail on the various aspects of each program component. Finally, we have completed the summarized cost forms (Form C) for each year of our contract.

The costs in this Cost Proposal are provided for the purchase of a comprehensive assessment program, which include all components of the program. When combined, the NDE will receive the complete bundle of assessments described in this proposal – summative, interim, and all associated services - for \$55/student in Year 1 and \$52/student in Year 2-5. If the NDE were to consider making individual

awards for specific components of our offer, NWEA would work with the Department on a revised cost. For example, our interim assessment costs for MAP would be presented at the rate of \$12.50/student, which is what districts in Nebraska presently pay on average. Additionally, if the State chooses to award NWEA a contract for the summative assessment only, our cost would be approximately \$56.87/student. Table 1 illustrates the approximate student price of individual components. It is important to note that these are estimates and subject to negotiation with the State should NDE decide to make individual awards.

Table 1: Costs for Individual Components

Individual Component	Per-Student Price Unbundled*
Interim Only (No Certica)	\$12.50 / student
Interim (w/ Certica)	\$15.73 / student
Summative Assessment (No ECT, PD, Interim)	\$56.87 / student
Professional Development (Assumes 5000 teachers. Price is per teacher, not per student)	\$180.64 / teacher
Alternate Assessments (Assumes 2,000 students)	\$583.15 / student
*Costs for components of the NWEA proposed offer if selected individually and not our proposed per-student cost of \$55/student for a bundled solution in year 1 and \$52/student in years to follow.	

Within the RFP, requests are made for certain specific costs to be provided separate from the cost summaries. Please note that, while a written response has been provided for each of these requirements, dollar amounts have not been included in our technical proposal under the assumption that all costs are to be provided separately and in honor of the required response structure.

The proposal requests that costs be provided separately for workshops and for Web-Exes. These are included in multiple places within our solution, and we will adhere to the standard NDE pricing for this as specified in Section A.3.b. In our estimate, the workshops and Web-Exes that we have provided amount to approximately \$47,690 per year. Costs for meetings and Web-Exes regarding the Alternate Assessments provided by DLM are approximately \$38,500 in the first year and \$17,500 in each subsequent year.

Reading passages are another area of specific interest with regard to cost. This is a component of our content development cost, and we estimate that each reading passage will cost on average \$820. The total amount is included within our costs in the following table.

The cost of item transfer is also called out in the RFP as a cost that should be provided if the proposal includes use of the item bank already developed by Nebraska educators. Our estimate is that this work will cost approximately \$40,000.

Costs for linkages between paper/pencil tests and student information as well as online assessments and student information do not incur any additional costs because they are inherent functions in our system.

All other costs associated with the scope of work and requested within the RFP have been included within our budget and are presented within the prices that follow. If the NDE has any questions or concerns about any of these costs, NWEA would be happy to provide additional insight or explanation at your request.

Value-based Proposal

Experienced Team

NWEA has established a State Solutions team comprised of industry experts in psychometrics, content development, test design, program management and compliance. Our newly formed State Solutions team consists of experts with decades of experience supporting forty-eight states in high-stakes, peer-reviewed, state-level test design, development, scoring, administration, and psychometrics. The leaders of this team will be critical to the success of our program in Nebraska and bring with them an extraordinary amount of experience in designing and delivering a valid, documented, and balanced assessment system.

Program Management

To lead program management for the Nebraska Statewide Assessments, NWEA proposes two extraordinary individuals who have a tremendous amount of experience managing large, complex, and high-profile state assessment programs.

Dacia Hopfensperger will serve as the Nebraska Statewide Assessments Project Director and primary point of contact for the State. Ms. Hopfensperger has over seventeen years of experience in the field of education, as a teacher, district level administrator, assessment consultant at the Wisconsin Department of Public Instruction, along with experience managing large-scale state assessment programs in Wisconsin and in the Smarter Balanced Assessment Consortium.

Ms. Hopfensperger will be supported by Melinda Orta, who will be responsible for managing the deliverables, timeline, scope, budget, and communication of contractual commitments made by and between NWEA and NDE. Ms. Orta will serve as the Nebraska Statewide Assessments Project Manager. Ms. Orta has over fourteen years of experience in managing statewide assessment programs in Mississippi and Alabama.

Ms. Hopfensperger and Ms. Orta will be supported by a team of experts who have been selected for this bid because of their unique and extensive experience with state assessment.

Assessment Development

Our approach to the development and delivery of the Nebraska Statewide Assessment is reflective of the *Standards for Educational and Psychological Measurement* and provides the evidence required of USDE Peer Review of state summative assessments. Starting with the Nebraska standards, through tight item development and review processes, psychometric analyses, scoring, and reporting, our solution attends to the steps and documentation necessary for an assessment system that is defensible, rigorous, reliable, and valid.

Our approach to developing assessments for Nebraska's comprehensive system is efficient and economical. Using items that the NDE has already developed, we will be able to quickly create an adaptive assessment for you without extreme costs associated with new content development and

administer the summative assessment with embedded field test items. We will include Nebraska educators in the writing and review of items, leveraging their deep understanding of the Nebraska standards for a meaningful and valid summative assessment. And, our psychometric leadership on this proposal will provide rigorous psychometric analyses and tasks to provide Nebraska with a valid, reliable summative assessment. Our Interim Assessment solution, MAP, is an off-the-shelf product that will be efficient to deliver – especially since 95 percent of Nebraska school districts currently use MAP in this capacity.

The University of Kansas Center for Research (KUCR), through CETE, will provide a semi-customized solution that uses the existing DLM assessment system as an off-the-shelf assessment, supplemented with customized professional services to meet NDE’s unique requirements. The standard assessment system is comprised of the full scope of work for any state in the DLM consortium, including assessment training and support; assessment preparation and administration; the KITE system, which includes a management application (Educator Portal) and a testing platform (KITE client); psychometric services, scoring and reporting; professional development; maintenance of learning maps and content standards; test development; and consortium governance. Customized supports for NDE include program management, psychometric support via participation in Nebraska TAC and State advisory meetings, district staff and test administration trainings, upload of student data, design and delivery of a customized score report, and a standards validation process.

NWEA will coordinate closely with CETE on overlapping activities, such as professional development, training, and reporting to bring additional value and efficiency to Nebraska.

Test Administration and Delivery of Assessments

The Nebraska Statewide Assessments for both general and summative, as well as the Interim System, will be delivered online. The general assessment will also include all machine scored items, including technology-enhanced items which will reduce testing time and logistical burdens on students and teachers, with rapid reporting in Years Two and beyond. As cost savings for Nebraska, we provide online, interactive reports with pdf versions for local print/print on demand. We are also providing paper forms in Braille, large print, and Spanish.

NWEA has invested heavily in a platform capable of delivering millions of adaptive assessments quickly to students. NE students and educators will benefit from this investment and experience with a familiar and proven platform. We have observed over 145,000 peak concurrent users, over 900,000 tests administered in a single day, and over 10 million students rostered. NWEA is an industry leader in online, computer-adaptive testing and NDE will directly benefit from our expertise for delivery of both the proposed summative and interim assessments.

Scoring

Because our computer-adaptive test design for the General Assessment will use selected-response and technology-enhanced items; and the alternate assessment will be fully online with no hand scoring, Nebraska will not endure the heavy costs of hand scoring. This represents a significant cost savings to the State as well as increased speed in returning results.

Professional Development in Assessment Literacy

Our proposal includes robust professional development (PD) around an assessment literacy plan that builds upon the training and relationships already in-place in the state thus reducing costs in both dollars and time. NWEA is at the forefront of a national conversation regarding Assessment Literacy and in collaboration with the NDE, has proposed an approach that can enhance Nebraska's already considerable leadership on that critical endeavor.

Prices quoted shall be net, including transportation and delivery charges fully prepaid by the bidder, F.O.B. destination named in the Request for Proposal. No additional charges will be allowed for packing, packages, or partial delivery costs. When an arithmetic error has been made in the extended total, the unit price will govern.

NWEA is providing a fixed-price proposal, inclusive of all the requirements of this RFP. To extend Value to Nebraska stakeholders, we are also including optional offerings and they are called out as such.

The payment schedule for the project will be tied to specific dates and deliverables included in the contract. Invoices may be submitted by the Contractor on specific dates based on the completion and acceptance of related deliverables. The Contractor should propose a schedule of deliverables and a payment amount associated with each deliverable. A final schedule of deliverables and payment amount associated with each deliverable will be specified in the contract award. No invoice will be approved unless the associated deliverables have been approved. For the purpose of this section, a deliverable is defined as a separately usable piece of the product. A deliverable is not a specified number of hours or amount of effort.

An invoice/payment schedule that will be most effective to the NDE will be created once a deliverable schedule is agreed on by both parties. NWEA is very flexible when it comes to invoices and billing, so we can structure a quarterly invoice for all deliverables completed in that period or we can agree to invoice upon completion of each mutually agreed deliverable.

Detailed Cost Presentation

Description	Year 1 (2017) Cost	Year 2 (2018) Cost	Year 3 (2019) Cost	Year 4 (2020) Cost	Year 5 (2021) Cost	Total Costs Combined
1. Project Management and Support						
Transition Related Activities	\$ 6,076.94	\$ -	\$ -	\$ -	\$ -	\$ 6,076.94
Psychometric Meetings (TAC, SAAG)	\$ 8,704.20	\$ 10,369.93	\$ 11,081.41	\$ 11,070.56	\$ 12,158.11	\$ 53,384.22
TAC and other NDE Consultation Prep	\$ 18,899.00	\$ 23,191.29	\$ 25,526.35	\$ 26,265.71	\$ 29,711.39	\$ 123,593.74
Program Management Travel	\$ 79,144.26	\$ 44,773.71	\$ 47,845.60	\$ 47,798.77	\$ 52,494.45	\$ 272,056.78
Online Support	\$ 195,376.11	\$ 205,980.42	\$ 225,738.03	\$ 231,305.49	\$ 260,576.99	\$ 1,118,977.03
General Project Management and Support	\$ 988,483.07	\$ 978,356.32	\$ 919,441.50	\$ 948,851.69	\$ 1,076,472.17	\$ 4,911,604.74
Subtotal	\$ 1,296,683.59	\$ 1,262,671.67	\$ 1,229,632.88	\$ 1,265,292.21	\$ 1,431,413.11	\$ 6,485,693.46
2. Assessment Development						
Practice Tests and Sample Items	\$ 95,733.45	\$ -	\$ -	\$ -	\$ -	\$ 95,733.45
Design & Composition	\$ 15,478.12	\$ 18,993.75	\$ 20,905.56	\$ 21,511.89	\$ 24,333.21	\$ 101,222.54
Forms Construction	\$ 37,864.57	\$ 31,170.80	\$ 34,309.18	\$ 35,302.87	\$ 39,934.93	\$ 178,582.35
Item Rendering for APIP, Online Assessment	\$ 31,253.21	\$ 38,351.21	\$ 42,212.01	\$ 43,435.66	\$ 49,133.98	\$ 204,386.08
Acquisition of Items and Forms	\$ 92,715.14	\$ 47,879.35	\$ 51,847.13	\$ 52,499.68	\$ 27,296.75	\$ 272,238.06
Spanish Translation	\$ 78,369.84	\$ 64,321.03	\$ 67,904.58	\$ 67,842.18	\$ 65,627.00	\$ 344,064.62
Item Review Meeting Prep Time	\$ 114,423.17	\$ 103,260.89	\$ 113,656.12	\$ 116,951.50	\$ 85,889.03	\$ 534,180.71
Data Review	\$ 152,010.61	\$ 181,100.96	\$ 193,526.17	\$ 193,336.73	\$ 212,329.84	\$ 932,304.32
Development Travel	\$ 408,240.63	\$ 251,513.57	\$ 268,769.74	\$ 268,506.63	\$ 294,884.33	\$ 1,491,914.90
Passage and Item Content Review	\$ 464,853.80	\$ 477,707.73	\$ 510,482.92	\$ 509,983.20	\$ 560,083.19	\$ 2,523,110.84
Item Development/Art Procurement	\$ 1,078,372.21	\$ 641,560.30	\$ 706,144.71	\$ 726,616.94	\$ -	\$ 3,152,694.15
General Assessment Development	\$ 326,303.08	\$ 334,424.03	\$ 438,974.92	\$ 378,955.84	\$ 429,025.46	\$ 1,907,683.32
Subtotal	\$ 2,895,617.84	\$ 2,190,283.63	\$ 2,448,733.03	\$ 2,414,943.12	\$ 1,788,537.73	\$ 11,738,115.34
3. Delivery of Assessments						
Large Print/Braille - Composition & Printing	\$ 2,154.93	\$ 2,644.33	\$ 2,910.50	\$ 1,198.23	\$ 3,388.18	\$ 12,296.17
Audio CD with Practice Test	\$ 6,215.83	\$ 4,991.29	\$ 5,477.15	\$ 5,619.94	\$ 5,735.77	\$ 28,039.97
Test Session Assignments and Management	\$ 4,393.06	\$ 5,390.84	\$ 5,933.44	\$ 6,105.09	\$ 6,905.99	\$ 28,728.42
General Delivery of Assessments	\$ 366,338.64	\$ 285,366.64	\$ 314,141.96	\$ 321,432.87	\$ 362,724.39	\$ 1,650,004.50
Subtotal	\$ 379,102.46	\$ 298,393.10	\$ 328,463.05	\$ 334,356.12	\$ 378,754.33	\$ 1,719,069.06
4. Test Administration						
Practice Tests	\$ 2,666.94	\$ 3,272.63	\$ 3,602.27	\$ 3,707.01	\$ 4,192.76	\$ 17,441.61
General Test Administration	\$ 182,841.83	\$ 211,596.75	\$ 233,979.52	\$ 241,901.16	\$ 274,918.37	\$ 1,145,237.64
Subtotal	\$ 185,508.78	\$ 214,869.38	\$ 237,581.79	\$ 245,608.17	\$ 279,111.13	\$ 1,162,679.25
5. Scanning/Imaging						
Scanning/Imaging	\$ 35,176.47	\$ 43,551.12	\$ 48,266.19	\$ 50,015.14	\$ 56,979.91	\$ 233,988.84
Subtotal	\$ 35,176.47	\$ 43,551.12	\$ 48,266.19	\$ 50,015.14	\$ 56,979.91	\$ 233,988.84
6. Scoring						
General Scoring	\$ 89,795.45	\$ 106,020.26	\$ 117,103.08	\$ 120,925.37	\$ 137,278.28	\$ 571,122.44
Subtotal	\$ 89,795.45	\$ 106,020.26	\$ 117,103.08	\$ 120,925.37	\$ 137,278.28	\$ 571,122.44
7. Analysis						

Detailed Cost Presentation

Description	Year 1 (2017) Cost	Year 2 (2018) Cost	Year 3 (2019) Cost	Year 4 (2020) Cost	Year 5 (2021) Cost	Total Costs Combined
Validity Studies	\$ 23,500.07	\$ 24,259.54	\$ 26,702.12	\$ 27,476.15	\$ 31,080.97	\$ 133,018.85
Technical Report	\$ 20,423.52	\$ 25,061.69	\$ 27,584.55	\$ 28,384.59	\$ 32,108.15	\$ 133,562.50
Equating, Data Analysis and Item Calibration	\$ 34,845.62	\$ 31,497.15	\$ 34,668.51	\$ 35,674.06	\$ 40,353.32	\$ 177,038.65
Analysis	\$ 41,956.23	\$ 46,946.43	\$ 51,672.41	\$ 53,170.48	\$ 60,145.69	\$ 253,891.25
Data Forensics	\$ 152,579.58	\$ 175,451.64	\$ 193,113.88	\$ 198,712.46	\$ 224,781.18	\$ 944,638.74
Subtotal	\$ 273,305.02	\$ 303,216.45	\$ 333,741.47	\$ 343,417.74	\$ 388,469.30	\$ 1,642,149.98
8. Reporting						
Report Printing & Delivery	\$ 9,353.82	\$ 10,234.97	\$ 11,265.55	\$ 11,592.34	\$ 13,112.88	\$ 55,559.57
General Reporting	\$ 524,511.51	\$ 624,842.73	\$ 501,426.95	\$ 505,910.64	\$ 561,263.27	\$ 2,717,955.10
Subtotal	\$ 533,865.33	\$ 635,077.70	\$ 512,692.51	\$ 517,502.98	\$ 574,376.15	\$ 2,773,514.67
9. Standard Setting and Alignment						
ALD and Standard Setting (includes technical report)	\$ 20,758.89	\$ -	\$ -	\$ -	\$ -	\$ 20,758.89
General Standard Setting	\$ -	\$ 107,862.55	\$ -	\$ -	\$ -	\$ 107,862.55
General Alignment Studies	\$ 166,206.78	\$ 106,812.60	\$ 4,999.67	\$ 5,144.55	\$ 5,818.91	\$ 288,982.51
Subtotal	\$ 186,965.67	\$ 214,675.15	\$ 4,999.67	\$ 5,144.55	\$ 5,818.91	\$ 417,603.95
10. Interim Assessment						
Interim Assessment	\$ 294,528.52	\$ 350,892.60	\$ 374,967.09	\$ 374,600.03	\$ 411,400.18	\$ 1,806,388.43
Subtotal	\$ 294,528.52	\$ 350,892.60	\$ 374,967.09	\$ 374,600.03	\$ 411,400.18	\$ 1,806,388.43
11. Additional Components						
Workshop Materials	\$ 19,748.30	\$ 17,975.82	\$ 19,491.87	\$ 18,135.37	\$ 18,458.88	\$ 93,810.24
Training Materials, Webinars, In-Person Training	\$ 139,779.28	\$ 75,482.44	\$ 71,200.48	\$ 73,030.69	\$ 82,353.34	\$ 441,846.23
Design & Services	\$ 586,272.33	\$ 612,786.02	\$ 511,009.28	\$ 452,718.29	\$ 500,227.72	\$ 2,663,013.65
General Additional Components	\$ 241,375.91	\$ 288,554.82	\$ 309,438.50	\$ 310,253.22	\$ 341,996.13	\$ 1,491,618.58
Subtotal	\$ 987,175.83	\$ 994,799.10	\$ 911,140.13	\$ 854,137.57	\$ 943,036.07	\$ 4,690,288.70
12. Exit Strategy						
Exit Strategy	\$ 9,890.04	\$ 12,253.98	\$ 13,618.05	\$ 14,148.87	\$ 16,160.73	\$ 66,071.67
General Transition Related Activities Year 5 - Exit Strategy	\$ -	\$ -	\$ -	\$ -	\$ 31,690.66	\$ 31,690.66
Subtotal	\$ 9,890.04	\$ 12,253.98	\$ 13,618.05	\$ 14,148.87	\$ 47,851.39	\$ 97,762.33
13. Overhead						
Overhead	\$ 532,384.99	\$ 653,295.86	\$ 719,061.06	\$ 739,908.12	\$ 836,973.51	\$ 3,481,623.54
Subtotal	\$ 532,384.99	\$ 653,295.86	\$ 719,061.06	\$ 739,908.12	\$ 836,973.51	\$ 3,481,623.54
Optional or Additional Activities (Specify)						

Form C

General Assessments FY2018

Major Task Area Budget Summary by Fiscal Year

Request for Proposal Number RFP NDE.GA.ASMT.2016

	Labor Costs		Other Direct Costs	Total
	All employees	Subcontractors		
1. Project Management and Support	\$971,858	\$227,377	\$97,449	\$1,296,684
2. Assessment Development	\$1,424,679	\$384,491	\$1,086,448	\$2,895,618
3. Delivery of Assessments	\$131,234	\$247,868	\$0	\$379,102
4. Test Administration	\$61,408	\$124,101	\$0	\$185,509
5. Scanning/Imaging	\$0	\$35,176	\$0	\$35,176
6. Scoring	\$58,741	\$31,054	\$0	\$89,795
7. Analysis	\$238,208	\$214,688	\$0	\$452,896
8. Reporting	\$71,025	\$447,979	\$14,861	\$533,865
9. Standard Setting and Alignment	\$26,962	\$160,004	\$0	\$186,966
10. Interim Assessment	\$0	\$0	\$294,529	\$294,529
11. Additional Components	\$328,664	\$376,073	\$282,439	\$987,176
12. Exit Strategy	\$0	\$9,890	\$0	\$9,890
13. Overhead	\$0	\$0	\$532,385	\$532,385
14. Fees	\$0	\$0	\$0	\$0
Total	\$3,195,297	\$2,196,593	\$2,308,110	\$7,700,000
Optional or Additional Activities (Specify)				

Form C

General Assessments FY2019

Major Task Area Budget Summary by Fiscal Year

Request for Proposal Number RFP NDE.GA.ASMT.2016

	Labor Costs		Other Direct Costs	Total
	All employees	Subcontractors		
1. Project Management and Support	\$927,051	\$280,477	\$55,144	\$1,262,672
2. Assessment Development	\$860,637	\$346,242	\$983,404	\$2,190,284
3. Delivery of Assessments	\$151,730	\$146,664	\$0	\$298,393
4. Test Administration	\$70,816	\$144,053	\$0	\$214,869
5. Scanning/Imaging	\$0	\$43,551	\$0	\$43,551
6. Scoring	\$67,543	\$38,477	\$0	\$106,020
7. Analysis	\$127,765	\$175,452	\$0	\$303,216
8. Reporting	\$81,374	\$535,998	\$17,705	\$635,078
9. Standard Setting and Alignment	\$106,813	\$0	\$107,863	\$214,675
10. Interim Assessment	\$0	\$0	\$350,893	\$350,893
11. Additional Components	\$189,528	\$393,142	\$412,129	\$994,799
12. Exit Strategy	\$0	\$12,254	\$0	\$12,254
13. Overhead	\$0	\$0	\$653,296	\$653,296
14. Fees	\$0	\$0	\$0	\$0
Total	\$2,583,256	\$2,116,311	\$2,580,433	\$7,280,000
Optional or Additional Activities (Specify)				

Form C

General Assessments FY2020

Major Task Area Budget Summary by Fiscal Year

Request for Proposal Number RFP NDE.GA.ASMT.2016

	Labor Costs		Other Direct Costs	Total
	All employees	Subcontractors		
1. Project Management and Support	\$860,338	\$310,368	\$58,927	\$1,229,633
2. Assessment Development	\$946,254	\$451,604	\$1,050,875	\$2,448,733
3. Delivery of Assessments	\$164,706	\$163,757	\$0	\$328,463
4. Test Administration	\$77,945	\$159,637	\$0	\$237,582
5. Scanning/Imaging	\$0	\$48,266	\$0	\$48,266
6. Scoring	\$74,343	\$42,760	\$0	\$117,103
7. Analysis	\$140,628	\$193,114	\$0	\$333,741
8. Reporting	\$89,567	\$404,206	\$18,920	\$512,693
9. Standard Setting and Alignment	\$5,000	\$0	\$0	\$5,000
10. Interim Assessment	\$0	\$0	\$374,967	\$374,967
11. Additional Components	\$156,545	\$416,042	\$338,553	\$911,140
12. Exit Strategy	\$0	\$13,618	\$0	\$13,618
13. Overhead	\$0	\$0	\$719,061	\$719,061
14. Fees				
Total	\$2,515,324	\$2,203,372	\$2,561,303	\$7,280,000
Optional or Additional Activities (Specify)				

Form C

General Assessments FY2021

Major Task Area Budget Summary by Fiscal Year

Request for Proposal Number RFP NDE.GA.ASMT.2016

	Labor Costs		Other Direct Costs	Total
	All employees	Subcontractors		
1. Project Management and Support	\$885,281	\$321,142	\$58,869	\$1,265,292
2. Assessment Development	\$973,525	\$391,572	\$1,049,846	\$2,414,943
3. Delivery of Assessments	\$165,389	\$168,967	\$0	\$334,356
4. Test Administration	\$80,205	\$165,403	\$0	\$245,608
5. Scanning/Imaging	\$0	\$50,015	\$0	\$50,015
6. Scoring	\$76,498	\$44,427	\$0	\$120,925
7. Analysis	\$144,705	\$198,712	\$0	\$343,418
8. Reporting	\$92,164	\$406,438	\$18,901	\$517,503
9. Standard Setting and Alignment	\$5,145	\$0	\$0	\$5,145
10. Interim Assessment	\$0	\$0	\$374,600	\$374,600
11. Additional Components	\$140,575	\$415,634	\$297,928	\$854,138
12. Exit Strategy	\$0	\$14,149	\$0	\$14,149
13. Overhead	\$0	\$0	\$739,908	\$739,908
14. Fees				
Total	\$2,563,486	\$2,176,461	\$2,540,053	\$7,280,000
Optional or Additional Activities (Specify)				

Form C

General Assessments FY2022

Major Task Area Budget Summary by Fiscal Year

Request for Proposal Number RFP NDE.GA.ASMT.2016

	Labor Costs		Other Direct Costs	Total
	All employees	Subcontractors		
1. Project Management and Support	\$1,001,416	\$365,344	\$64,653	\$1,431,413
2. Assessment Development	\$228,870	\$406,686	\$1,152,982	\$1,788,538
3. Delivery of Assessments	\$186,597	\$192,157	\$0	\$378,754
4. Test Administration	\$90,726	\$188,385	\$0	\$279,111
5. Scanning/Imaging	\$0	\$56,980	\$0	\$56,980
6. Scoring	\$86,533	\$50,745	\$0	\$137,278
7. Analysis	\$163,688	\$224,781	\$0	\$388,469
8. Reporting	\$104,254	\$449,364	\$20,758	\$574,376
9. Standard Setting and Alignment	\$5,819	\$0	\$0	\$5,819
10. Interim Assessment	\$0	\$0	\$411,400	\$411,400
11. Additional Components	\$161,162	\$456,466	\$325,408	\$943,036
12. Exit Strategy	\$31,691	\$16,161	\$0	\$47,851
13. Overhead	\$0	\$0	\$836,974	\$836,974
14. Fees				
Total	\$2,060,757	\$2,407,068	\$2,812,174	\$7,280,000
Optional or Additional Activities (Specify)				

Form C

General Assessments

5 Year Total

Major Task Area Budget Summary

Request for Proposal Number RFP NDE.GA.ASMT.2016

	Labor Costs		Other Direct	Total
	All employees	Subcontractors	Costs	
1. Project Management and Support	\$4,645,943	\$1,504,709	\$335,041	\$6,485,693
2. Assessment Development	\$4,433,966	\$1,980,594	\$5,323,555	\$11,738,115
3. Delivery of Assessments	\$799,656	\$919,413	\$0	\$1,719,069
4. Test Administration	\$381,100	\$781,579	\$0	\$1,162,679
5. Scanning/Imaging	\$0	\$233,989	\$0	\$233,989
6. Scoring	\$363,658	\$207,464	\$0	\$571,122
7. Analysis	\$697,511	\$944,639	\$0	\$1,642,150
8. Reporting	\$438,384	\$2,243,985	\$91,146	\$2,773,515
9. Standard Setting and Alignment	\$149,738	\$160,004	\$107,863	\$417,604
10. Interim Assessment	\$0	\$0	\$1,806,388	\$1,806,388
11. Additional Components	\$976,475	\$2,057,357	\$1,656,457	\$4,690,289
12. Exit Strategy	\$31,691	\$66,072	\$0	\$97,762
13. Overhead	\$0	\$0	\$3,481,624	\$3,481,624
14. Fees				
Total	\$12,918,121	\$11,099,805	\$12,802,074	\$36,820,000
Optional or Additional Activities (Specify)				

January 26, 2017

Northwest Evaluation Association, NWEA
Karen Barton, Ph.D.
121 NW Everett St.
Portland, OR 97209

Dear Dr. Barton

The University of Kansas Center for Research, Inc. has reviewed and approved the proposal entitled “DLM Alternate Assessment System for the State of Nebraska” submitted under the direction of Meagan Karvonen to Northwest Evaluation Association. It is our understanding that Northwest Evaluation Association will submit a proposal to The State of Nebraska Department of Education. The approved budget reflects a total request of \$5,431,537 for the project duration of 07/01/2017 to 06/30/2022.

The University of Kansas Center for Research, Inc. is a non-profit organization affiliated with the University of Kansas, and handles the administrative and financial functions of grants for the university. Should this proposal result in an award, please direct all payments to the following address:

University of Kansas Center for Research, Inc.
Accounting Services
2385 Irving Hill Road
Lawrence, KS 66045-7568

EIN: 48-0680117

Please contact our office if you need any additional information. Thank you for your attention to this matter.

Sincerely,

Alicia M. Reed
Interim Director, Research Administration

**Form C
Alternate Assessments
FY2018**

**Major Task Area Budget Summary by Fiscal Year Request for
Proposal Number RFP NDE.GA.ASMT.2016**

	Labor Costs		Other Direct	Total
	All employees	Subcontractors		
1. Project Management and Support		199,744	35,176	234,920
2. Assessment Development				
3. Delivery of Assessments		---	---	\$832,185* (*See note)
4. Test Administration				
5. Scanning/Imaging				
6. Scoring				
7. Analysis				
8. Reporting		19,354	38,141	57,495
9. Standard Setting and Alignment		28,305	38,149	66,454
10. Interim Assessment				
11. Additional		9,418	0	9,418
12. Exit Strategy				
13. Overhead				125,218^ (^See note)
14. Fees				
Total		256,821	111,466	1,325,690
Optional or Additional Activities (Specify)				

*The DLM alternate assessment system is delivered as the full scope of work for any state in the DLM consortium, including assessment training and support; assessment preparation and administration; the KITE system, which includes a management application (Educator Portal) and a testing platform (KITE)

client); psychometric services; scoring and reporting; professional development; maintenance of learning maps and content standards; test development; and consortium governance. This group of services is provided at a blended, fully loaded rate. Services align with NDE cost categories 2, 3, 4, 6, 7, 8, and 10.

^Because the DLM alternate assessment system is based on a blended, fully loaded rate, the total for Delivery of Assessments already includes overhead. Line 13 Overhead total is based on direct costs for lines 1, 8, 9, and 11.

**Form C
Alternate Assessments
FY2019**

**Major Task Area Budget Summary by Fiscal Year Request for
Proposal Number RFP NDE.GA.ASMT.2016**

	Labor Costs		Other Direct	Total
	All employees	Subcontractors		
1. Project Management and Support		163,587	16,309	179,896
2. Assessment Development				
3. Delivery of Assessments		---	---	839,498* (*See note)
4. Test Administration				
5. Scanning/Imaging				
6. Scoring				
7. Analysis				
8. Reporting				
9. Standard Setting and Alignment				
10. Interim Assessment				
11. Additional				
12. Exit Strategy				
13. Overhead				61,165^ (^See note)
14. Fees				
Total		163,587	16,309	1,080,559
Optional or Additional Activities (Specify)				
Learning map – progression connections		25,439		

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client); psychometric services; scoring and reporting; professional development; maintenance of learning maps and content standards; test development; and consortium governance. This group of services is provided at a blended, fully loaded rate. Services align with NDE cost categories 2, 3, 4, 6, 7, 8, and 10.

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**Form C
Alternate Assessments
FY2020**

**Major Task Area Budget Summary by Fiscal Year Request for
Proposal Number RFP NDE.GA.ASMT.2016**

	Labor Costs		Other Direct	Total
	All employees	Subcontractors		
1. Project Management and Support		168,383	16,586	184,969
2. Assessment Development				
3. Delivery of Assessments		---	---	846,952* (*See note)
4. Test Administration				
5. Scanning/Imaging				
6. Scoring				
7. Analysis				
8. Reporting				
9. Standard Setting and Alignment				
10. Interim Assessment				
11. Additional				
12. Exit Strategy				
13. Overhead				62,889^ (^See note)
14. Fees				
Total		168,383	16,586	1,094,810
Optional or Additional Activities (Specify)				
Learning map – progression connections				

*The DLM alternate assessment system is delivered as the full scope of work for any state in the DLM consortium, including assessment training and support; assessment preparation and administration; the KITE system, which includes a management application (Educator Portal) and a testing platform (KITE)

client); psychometric services; scoring and reporting; professional development; maintenance of learning maps and content standards; test development; and consortium governance. This group of services is provided at a blended, fully loaded rate. Services align with NDE cost categories 2, 3, 4, 6, 7, 8, and 10.

^Because the DLM alternate assessment system is based on a blended, fully loaded rate, the total for Delivery of Assessments already includes overhead. Line 13 Overhead total is based on direct costs for line 1.

**Form C
Alternate Assessments
FY2021**

**Major Task Area Budget Summary by Fiscal Year Request for
Proposal Number RFP NDE.GA.ASMT.2016**

	Labor Costs		Other Direct	Total
	All employees	Subcontractors		
1. Project Management and Support		168,597	16,586	185,183
2. Assessment Development				
3. Delivery of Assessments		---	---	687,893* (*See note)
4. Test Administration				
5. Scanning/Imaging				
6. Scoring				
7. Analysis				
8. Reporting				
9. Standard Setting and Alignment				
10. Interim Assessment				
11. Additional				
12. Exit Strategy				
13. Overhead				62,962^ (^See note)
14. Fees				
Total		168,597	16,586	936,038
Optional or Additional Activities (Specify)				
Learning map – progression connections				

*The DLM alternate assessment system is delivered as the full scope of work for any state in the DLM consortium, including assessment training and support; assessment preparation and administration; the KITE system, which includes a management application (Educator Portal) and a testing platform (KITE)

client); psychometric services; scoring and reporting; professional development; maintenance of learning maps and content standards; test development; and consortium governance. This group of services is provided at a blended, fully loaded rate. Services align with NDE cost categories 2, 3, 4, 6, 7, 8, and 10.

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**Form C
Alternate Assessments
FY2022**

**Major Task Area Budget Summary by Fiscal Year Request for
Proposal Number RFP NDE.GA.ASMT.2016**

	Labor Costs		Other Direct	Total
	All employees	Subcontractors		
1. Project Management and Support		168,411	16,587	184,998
2. Assessment Development				
3. Delivery of Assessments		---	---	695,650* (*See note)
4. Test Administration				
5. Scanning/Imaging				
6. Scoring				
7. Analysis				
8. Reporting				
9. Standard Setting and Alignment				
10. Interim Assessment				
11. Additional				
12. Exit Strategy				
13. Overhead				62,899^ (^See note)
14. Fees				
Total		168,411	16,587	943,547
Optional or Additional Activities (Specify)				
Learning map – progression connections				

*The DLM alternate assessment system is delivered as the full scope of work for any state in the DLM consortium, including assessment training and support; assessment preparation and administration; the KITE system, which includes a management application (Educator Portal) and a testing platform (KITE)

client); psychometric services; scoring and reporting; professional development; maintenance of learning maps and content standards; test development; and consortium governance. This group of services is provided at a blended, fully loaded rate. Services align with NDE cost categories 2, 3, 4, 6, 7, 8, and 10.

^Because the DLM alternate assessment system is based on a blended, fully loaded rate, the total for Delivery of Assessments already includes overhead. Line 13 Overhead total is based on direct costs for line 1.

**Form C
Alternate Assessments
5 Year Summary**

**Major Task Area Budget Summary 5 Year Total for Proposal
Number RFP NDE.GA.ASMT.2016**

	Labor Costs		Other Direct	Total
	All employees	Subcontractors		
1. Project Management and Support		\$868,722	\$101,244	\$969,966
2. Assessment Development				
3. Delivery of Assessments		---	---	\$3,902,178 *(*See note)
4. Test Administration				
5. Scanning/Imaging				
6. Scoring				
7. Analysis				
8. Reporting		\$19,354	\$38,141	\$57,495
9. Standard Setting and Alignment		\$28,305	\$38,149	\$66,454
10. Interim Assessment				
11. Additional				
12. Exit Strategy				
13. Overhead				\$375,133 (^See note)
14. Fees				
Total				\$5,380,644
Optional or Additional Activities (Specify)				
Learning map – progression connections				

*The DLM alternate assessment system is delivered as the full scope of work for any state in the DLM consortium, including assessment training and support; assessment preparation and administration; the KITE system, which includes a management application (Educator Portal) and a testing platform (KITE)

client); psychometric services; scoring and reporting; professional development; maintenance of learning maps and content standards; test development; and consortium governance. This group of services is provided at a blended, fully loaded rate. Services align with NDE cost categories 2, 3, 4, 6, 7, 8, and 10.

^Because the DLM alternate assessment system is based on a blended, fully loaded rate, the total for Delivery of Assessments already includes overhead. Line 13 Overhead total is based on direct costs for line 1.

Costing Assumptions

Paper/Pencil Counts: We used a 10 percent count for paper/pencil assessment, for paper though we can support additional students as required for additional costs. Paper and pencil costs are fixed and do not change based on number of students participating; cost will be the same.

Interim: Cost per student will change if only Interim is chosen, as there are some line items from Category 1 – Project Management/Support that will need to move into Interim if contracted as a “stand-alone”.

Project Management/Support: These costs represent project director, project management, technical support and overall management/coordination within each functional area.

Educator Created Tests: Cannot be chosen as a stand-alone – these can only be purchased with the purchase of Interim (MAP)

PD Assumptions:

Teacher Training:

- Our costed model includes the use of ESU Certified Facilitators (CF) that will lead all the regional training for teachers.
- We currently have 31 facilitators in state, and will need to increase that number to 50 and train all 50 on the full suite of Assessment Literacy and formative assessment.
- Our professional development costs assume that we can use local regional service centers at no charge. If this assumption is incorrect, additional costs may be needed.
- Our professional development costs assume that the ESU will pay for the facilitators.
- We have assumed delivery of workshop materials digitally (print materials may require additional costs).
- Our costs include the training for as many teachers as the ESU’s can support in grades 3 - 8.

Taking Stock and Community Advocacy Sessions

- We have assumed use of the ESU facilities at no charge for these sessions.
- In Year One – there are regional meetings in both fall and winter, and have included one meeting for State Leadership – all other years have only one meeting per year.