November 22, 2011

The Honorable Christine Gregoire
Office of the Governor
P.O. Box 40002
Olympia, Washington 98504-0002

Dear Governor Gregoire:

I am writing in response to the revised timeline amendment request submitted to the U.S. Department of Education (the Department) on September 14, 2011, by the SMARTER Balanced Assessment Consortium (SBAC). This timeline revises the dates by which certain early activities in the first two years of the grant will be completed and adds detail regarding the timing and specific activities that will be undertaken. SBAC is making this change to reflect the work over the past year that was necessary for the consortium and its member states to analyze the Common Core State Standards in order to create content specifications that will guide item development and the creation of the test blueprint. Importantly, this timeline maintains SBAC's overall plan to conduct a pilot test during the 2012-2013 school year and a census field test in 2013-2014 in preparation for having an operational test for administration in the 2014-2015 school year.

As you know, the Department has the authority to approve an amendment to your plan and budget provided that such a change does not alter the scope or objectives of the approved proposal. On February 28, 2011, the Department sent a letter to you indicating the process that would be used to review any amendment to SBAC's approved plan. To determine whether approval could be granted for this request, the Department has reviewed the request against the principles noted in the February 28 letter.

I am pleased to approve your revised timeline. This timeline will now be the primary manner by which the Department evaluates SBAC's progress. We are concerned, however, by the ambitious schedule and tight timelines, particularly related to SBAC's procurement plans. Given the interdependent nature of the projects, any deviation or delay from this schedule will likely have consequences for future work. Your continued commitment to meeting this schedule is vital to ensure SBAC issues timely, high-quality requests for proposals that result in awarding contracts and developing products that will meet the goals of SBAC and the RTTA program.

It is our understanding that this amendment will not result in a change to SBAC's overall outcomes or key activities from the approved plan, nor will it change the scope of work.

The Department of Education's mission is to promote student achievement and preparation for global competitiveness by fostering educational excellence and ensuring equal access.

As noted in our communication of February 28, 2011, this approval letter and SBAC's timeline will be posted on the Department's website as a public record of the amendment.

I am confident that SBAC will continue its efforts to create the next generation of assessment systems that will more accurately measure what students know and are able to do. If you need any assistance or have any questions, please do not hesitate to contact Patrick Rooney at Patrick.Rooney@ed.gov or (202) 453-5514.

Sincerely,

//s//

Anthony W. Miller
Acting Assistant Deputy Secretary,
Implementation and Support Unit

cc: Randy Dorn, Washington State Superintendent
Joe Willhoft, Executive Director, SMARTER Balanced Assessment Consortium
Tony Alpert, Chief Operating Officer, SMARTER Balanced Assessment Consortium
Michael Middleton, Washington State Office of Superintendent of Public Instruction
Stanley Rabinowitz, WestEd

Gantt Chart Overview

Purpose: This Gantt chart represents the key activities of the SMARTER Balanced Assessment Consortium (SBAC). For each major area of work, it shows activities and timelines by month. As this document is a Gantt chart representing a high level of the Master Work Plan, it does not include components such as roles and responsibilities and dependencies. This information is contained in the detailed project plan maintained by the Project Management Partner.

Audience and Usage: The primary audiences for this document include SBAC Governing and Advisory State members, key external stakeholders, and prospective vendors. It is intended to be used to ensure common understanding of the Consortium's work plan and schedule. Once consensus is reached on the Summative Assessment Work Plan, the results will be used to build the work plans for the other components of the SBAC assessment including the interim assessment, formative processes and tools, professional development, and transition to Common Core support.

Document Structure: This document contains two spreadsheets that present the Master Work Plan information sorted from two perspectives:
1. Sorted by major areas of work
2. Sorted by start date

In addition, each view of the work plan contains two levels of detail:
   Level 0 – Represents the key areas of work that are necessary for the development of the summative assessment
   Level 1 – Represents the key activities including start and end dates for each Level 0 area of work

Note: The Master Work Plan reflects input from key SBAC stakeholders. Dates and scope components are subject to change based upon further review, feedback, and approval. This Gantt chart is integrated with other related materials: the Master Work Plan Narrative in MS Word, a detailed version of the Master Work Plan in MS Project used by the Project Management Partner, and a vendor procurement schedule.

ID	Task Name	Work Start	Work Finish	Year 1 - 2010 / 2011	Year 2 - 2011 / 2012
				Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep	Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep
	Assessment Design*				
1	Conduct Initial Analysis of the Content and Structure of the Common Core State Standards	Dec 2010	Feb 2011	1 - Conduct Initial Analysis of the Content and Structure of the Common Core State Standards	
2	Develop Content Specifications for ELA and Mathematics	May 2011	Sep 2011	2 - Develop Content Specifications for ELA and Mathematics	
3	Develop Accessibility and Accommodations Policy Guidelines	Dec 2011	May 2012		3 - Develop Accessibility and Accommodations Policy Guidelines
4	Develop Item and Task Specifications	Oct 2011	Dec 2011		4 - Develop Item and Task Specifications
5	Develop Test Specifications and Blueprints	Dec 2011	Mar 2012		5 - Develop Test Specifications and Blueprints
6	Develop Initial Achievement Level Descriptors	Jan 2012	Mar 2012		6 - Develop Initial Achievement Level Descriptors
	Writing of Items and Tasks*				
7	Develop Item and Task Prototypes	May 2011	Sep 2011	7 - Develop Item and Task Prototypes	
8	Write Item and Performance Task Style Guide	Oct 2011	Dec 2011		8 - Write Item and Performance Task Style Guide
9	Develop Accessibility Guidelines for Item and Task Development	Oct 2011	Dec 2011		9 - Develop Accessibility Guidelines for Item and Task Development
10	Develop and Distribute Item/Task Writing Training Materials	Dec 2011	Feb 2012		10 - Develop and Distribute Item/Task Writing Training Materials
11	Review and Vet State-Submitted Items and Tasks for Inclusion in SBAC Item Pool	Feb 2012	Jul 2013		11 - Review and Vet State-Submitted Items and Tasks for Inclusion in SBAC
12	Write Pilot Test Items and Tasks	Feb 2012	Jul 2012		12 - Write Pilot Test Items and Tasks
13	Develop Innovative Item and Task Types	Feb 2012	Jul 2013		13 - Develop Innovative Item and Task Types
14	Plan and Conduct Small-Scale Trials of New Item and Task Types	Feb 2012	Jul 2012		14 - Plan and Conduct Small-Scale Trials of New Item and Task Types
15	Develop Initial Automated Scoring Approach	Feb 2012	Aug 2012		15 - Develop Initial Automated Scoring Approach
16	Develop SBAC Item and Task Writing Participation Policies and Guidelines	Dec 2011	Oct 2013		16 - Develop SBAC Item and Task Writing Participation Policies and Guidelines
17	Develop Content and Bias/Sensitivity Pilot Item and Task Review Materials	Dec 2011	May 2012		17 - Develop Content and Bias/Sensitivity Pilot Item and Task Review Materials
18	Conduct Content and Bias/Sensitivity Reviews of Passages and Stimuli	Jan 2012	Apr 2012		18 - Conduct Content and Bias/Sensitivity Reviews of Passages and Stimuli
19	Conduct Content and Bias/Sensitivity Pilot Item and Task Review Meeting	Aug 2012	Sep 2012		19 - Conduct Cont
20	Revise Pilot Items and Tasks Based on Content and Bias/Sensitivity Committee Feedback	Aug 2012	Oct 2012		20 - Revise Pilot It
21	Write Field Test Items and Tasks	Aug 2012	Aug 2013		21 - Write Field Te
22	Develop Translation Framework and Specifications Languages	Jan 2012	Sep 2013		22 - Develop Translation Framework and Specifications Languages
23	Translate Pilot and Field Test Items and Tasks into Identified Languages	Mar 2012	Aug 2013		23 - Translate Pilot and Field Test Items and Tasks into Identified
24	Develop Content and Bias/Sensitivity Field Test Item and Task Review Materials	Apr 2013	Aug 2013		
25	Conduct Content and Bias/Sensitivity Field Testing Item and Task Review Meeting	Aug 2013	Oct 2013		
26	Revise Field Test Items and Tasks Based on Content and Bias/Sensitivity Committee Feedback	Sep 2013	Dec 2013		
	Pilot Testing*				
27	Develop Pilot Testing Deployment Plan	Feb 2012	May 2012		27 - Develop Pilot Testing Deployment Plan
28	Develop Pilot Test Administration Materials	Feb 2012	Jul 2012		28 - Develop Pilot Test Administration Materials
29	Select Items and Tasks for Pilot Test Forms	Aug 2012	Nov 2012		29 - Select Items a
30	Load and Review Pilot Test Items and Tasks	Oct 2012	Dec 2012		
31	Conduct Pilot Assessment System Integration Testing	Oct 2012	Jan 2013		
32	Pilot Testing Administration	Feb 2013	Mar 2013		
33	Score Pilot Test Responses	Feb 2013	Mar 2013		
34	Conduct Psychometric Analysis to Support Pilot Test Data Review	Mar 2013	Apr 2013		
35	Develop Pilot Test Item and Task Data Review Materials	Feb 2013	Apr 2013		
36	Conduct Pilot Test Item and Task Data Review	Apr 2013	Apr 2013		
37	Conduct Analysis of Pilot Test	Mar 2013	May 2013		
	Field Testing*				
38	Develop Field Test Deployment Plan	Feb 2012	Oct 2013		38 - Develop Field Test Deployment Plan
39	Update Field Test Administration Materials	May 2013	Sep 2013		
40	Conduct Field Test Assessment System Integration Testing – Preliminary	Sep 2013	Nov 2013		
41	Load and Review Field Test Items and Tasks	Jul 2013	Jan 2014		
42	Final Field Test Forms Verification	Feb 2014	Feb 2014		
43	Conduct Field Test Assessment Systems Testing – Final Verification	Jan 2014	Mar 2014		
44	Field Test Administration	Mar 2014	Jun 2014		
45	Score Field Test Responses	Mar 2014	Jul 2014		
46	Conduct Psychometric Analysis to Support Field Test Data Review	May 2014	Jun 2014		
47	Develop Field Test Item and Task Data Review Materials	Apr 2013	Jun 2014		
48	Conduct Field Test Item and Task Data Review	Jun 2014	Jul 2014		
	Research and Evaluation*				
49	Plan and Execute Four-Year Research Agenda	Mar 2011	Sep 2014	49 - Plan and Execute Four-Year Research Agenda	
50	Develop Research Agenda Implementation Strategy	Jul 2011	Sep 2014	50 - Develop Research Agenda Implementation Strategy	
51	Establish Psychometric Services	Dec 2011	Sep 2014		51 - Establish Psychometric Services
52	Determine Standard-Setting Design	Dec 2011	Jan 2014		52 - Determine Standard-Setting Design
53	Develop Preliminary Standard-Setting Materials	Apr 2014	Aug 2014		

*Note: Dates and scope are subject to change.

Related materials include a vendor procurement schedule, as well as project schedules in MS Excel and MS Project formats.

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Balanced Assessment Consortium

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54	Conduct Preliminary Standard Setting	Aug 2014	Aug 2014																								
55	Develop CAT Specifications and Conduct Initial CAT Simulation Studies	Dec 2011	Apr 2012															55 - Develop CAT Specifications and Conduct Initial CAT Simulation Studies									
56	Determine Linking and Equating Design for Special Forms	Dec 2011	Jan 2012															56 - Determine Linking and Equating Design for Special Forms									
57	Determine Vertical Scale Design	Dec 2011	Feb 2012															57 - Determine Vertical Scale Design									
58	Select Anchor Items and Tasks for Calibration and Building the Vertical Scale	May 2013	Feb 2014																								
59	Conduct Psychometric Analysis to Support Item and Task Calibration	Jun 2014	Jul 2014																								
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63	Develop IT Readiness Tool	Sep 2011	Mar 2012													63 - Develop IT Readiness Tool											
64	Maintain and Support IT Readiness Tool	Mar 2012	Sep 2014																	64 - Maintain and Support IT Readiness Tool								
65	Establish IT Systems Architecture	Sep 2011	Jan 2012													65 - Establish IT Systems Architecture											
66	Conduct IT Systems Integration Architecture Maintenance and Support Services	Feb 2012	Sep 2014																66 - Conduct IT Systems Integration Architecture Maintenance and Support									
67	Develop Item Authoring and Item Pool Applications	Dec 2011	Jul 2013															67 - Develop Item Authoring and Item Pool Applications									
68	Determine Initial Reports Reflecting Content Specifications and Bundling Activity	Feb 2012	Jun 2012																68 - Determine Initial Reports Reflecting Content Specifications and Bundli									
69	Design Beta Reports	Jun 2012	Oct 2012																					69 - Design Beta Reports			
70	Conduct Small-Scale User Acceptance Testing on Beta Reporting System	Nov 2012	Mar 2013																								
71	Design Support Materials for Implementation of Reporting System	Apr 2013	Jul 2014																								
72	Determine Reports and Reporting System for Large-Scale User Acceptance Testing	Apr 2013	Aug 2013																								
73	Conduct Large-Scale User Acceptance Testing of Reporting System	Sep 2013	Mar 2014																								
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78	Develop Technology Systems for Operational Administration	May 2012	Dec 2013																		78 - Develop Technology Systems for Operatio						
79	Conduct Overall Systems Test of SBAC Technology	Sep 2013	Apr 2014																								
80	Support Technology Deployment for Operational Administration	Oct 2013	Sep 2014																								
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84	Perform Financial Management Activities	Oct 2010	Sep 2014	84 - Perform Financial Management Activities																						
85	Oversee Vendors	Dec 2010	Sep 2014			85 - Oversee Vendors																				
86	Prepare and Conduct Project Status Reviews	Jan 2011	Sep 2014				86 - Prepare and Conduct Project Status Reviews																				
87	Develop and Implement Business Plan for Post-2014	Jul 2011	Oct 2014										87 - Develop and Implement Business Plan for Post-2014														
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88	Develop Initial Communications Materials	Oct 2010	Jan 2011	88 - Develop Initial Communications Materials																						
89	Develop Initial SBAC Web Presence	Oct 2010	Sep 2011	89 - Develop Initial SBAC Web Presence																						
90	Develop Long-term SBAC Web Presence	Jul 2011	Jan 2012										90 - Develop Long-term SBAC Web Presence														
91	Implement Communication Plan Activities – Internal Stakeholders	Oct 2010	Sep 2014	91 - Implement Communication Plan Activities – Internal Stakeholders																						
92	Implement Communication Plan Activities – External Stakeholders	Oct 2010	Sep 2014	92 - Implement Communication Plan Activities – External Stakeholders																						
93	Develop Communication Strategy and Plan	Nov 2010	Jul 2011		93 - Develop Communication Strategy and Plan																					
94	Select and Engage Communications Service Provider	Feb 2011	May 2011					94 - Select and Engage Communications Service Provider																			
95	Develop Policies and Procedures for Managing SBAC Document Distribution and Revision	Oct 2011	Sep 2014														95 - Develop Policies and Procedures for Managing SBAC Document Distribution and Revision											

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Balanced Assessment Consortium

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35	Develop Pilot Test Item and Task Data Review Materials	Feb 2013	Apr 2013					35 - Develop Pilot Test Item and Task Data Review Materials																			
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53	Develop Preliminary Standard-Setting Materials	Apr 2014	Aug 2014																				53 - Develop Preliminary Standard-Setting Materials				

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Related materials include a vendor procurement schedule, as well as project schedules in MS Excel and MS Project formats.

SMARTER Balanced Assessment Consortium

ID	Task Name	Work Start	Work Finish
54	Conduct Preliminary Standard Setting	Aug 2014	Aug 2014
55	Develop CAT Specifications and Conduct Initial CAT Simulation Studies	Dec 2011	Apr 2012
56	Determine Linking and Equating Design for Special Forms	Dec 2011	Jan 2012
57	Determine Vertical Scale Design	Dec 2011	Feb 2012
58	Select Anchor Items and Tasks for Calibration and Building the Vertical Scale	May 2013	Feb 2014
59	Conduct Psychometric Analysis to Support Item and Task Calibration	Jun 2014	Jul 2014
60	Conduct CAT Simulation Study Using Pilot Test Data	Jun 2013	Aug 2013
61	Conduct CAT Simulation Study Using Field Test Data – Final CAT Algorithm Verification	Jul 2014	Sep 2014
62	Develop Technical Manuals	Dec 2011	Aug 2014
	Technology Development*		
63	Develop IT Readiness Tool	Sep 2011	Mar 2012
64	Maintain and Support IT Readiness Tool	Mar 2012	Sep 2014
65	Establish IT Systems Architecture	Sep 2011	Jan 2012
66	Conduct IT Systems Integration Architecture Maintenance and Support Services	Feb 2012	Sep 2014
67	Develop Item Authoring and Item Pool Applications	Dec 2011	Jul 2013
68	Determine Initial Reports Reflecting Content Specifications and Bundling Activity	Feb 2012	Jun 2012
69	Design Beta Reports	Jun 2012	Oct 2012
70	Conduct Small-Scale User Acceptance Testing on Beta Reporting System	Nov 2012	Mar 2013
71	Design Support Materials for Implementation of Reporting System	Apr 2013	Jul 2014
72	Determine Reports and Reporting System for Large-Scale User Acceptance Testing	Apr 2013	Aug 2013
73	Conduct Large-Scale User Acceptance Testing of Reporting System	Sep 2013	Mar 2014
74	Determine Technology Approach for Pilot Test	Jan 2012	Apr 2012
75	Implement Technology Systems for Pilot Test	May 2012	Jan 2013
76	Determine Technology Approach for Field Test	Mar 2013	May 2013
77	Implement Technology Systems for Field Test	Jun 2013	Feb 2014
78	Develop Technology Systems for Operational Administration	May 2012	Dec 2013
79	Conduct Overall Systems Test of SBAC Technology	Sep 2013	Apr 2014
80	Support Technology Deployment for Operational Administration	Oct 2013	Sep 2014
	Governance and Project Management*		
81	Initiate Project	Oct 2010	Apr 2011
82	Perform Governance and Compliance Monitoring Activities	Oct 2010	Sep 2014
83	Monitor Project	Oct 2010	Sep 2014
84	Perform Financial Management Activities	Oct 2010	Sep 2014
85	Oversee Vendors	Dec 2010	Sep 2014
86	Prepare and Conduct Project Status Reviews	Jan 2011	Sep 2014
87	Develop and Implement Business Plan for Post-2014	Jul 2011	Oct 2014
	Communications*		
88	Develop Initial Communications Materials	Oct 2010	Jan 2011
89	Develop Initial SBAC Web Presence	Oct 2010	Sep 2011
90	Develop Long-term SBAC Web Presence	Jul 2011	Jan 2012
91	Implement Communication Plan Activities – Internal Stakeholders	Oct 2010	Sep 2014
92	Implement Communication Plan Activities – External Stakeholders	Oct 2010	Sep 2014
93	Develop Communication Strategy and Plan	Nov 2010	Jul 2011
94	Select and Engage Communications Service Provider	Feb 2011	May 2011
95	Develop Policies and Procedures for Managing SBAC Document Distribution and Revision	Oct 2011	Sep 2014

Note: Dates and scope are subject to change.

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				Year 1 - 2010 / 2011	Year 2 - 2011 / 2012
ID	Task Name	Work Start	Work Finish	Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep	Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep
81	Initiate Project	Oct 2010	Apr 2011	81 - Initiate Project	
82	Perform Governance and Compliance Monitoring Activities	Oct 2010	Sep 2014	82 - Perform Governance and Compliance Monitoring Activities	
83	Monitor Project	Oct 2010	Sep 2014	83 - Monitor Project	
84	Perform Financial Management Activities	Oct 2010	Sep 2014	84 - Perform Financial Management Activities	
88	Develop Initial Communications Materials	Oct 2010	Jan 2011	88 - Develop Initial Communications Materials	
89	Develop Initial SBAC Web Presence	Oct 2010	Sep 2011	89 - Develop Initial SBAC Web Presence	
91	Implement Communication Plan Activities – Internal Stakeholders	Oct 2010	Sep 2014	91 - Implement Communication Plan Activities – Internal Stakeholders	
92	Implement Communication Plan Activities – External Stakeholders	Oct 2010	Sep 2014	92 - Implement Communication Plan Activities – External Stakeholders	
93	Develop Communication Strategy and Plan	Nov 2010	Jul 2011	93 - Develop Communication Strategy and Plan	
1	Conduct Initial Analysis of the Content and Structure of the Common Core State Standards	Dec 2010	Feb 2011	1 - Conduct Initial Analysis of the Content and Structure of the Common Core State Standards	
85	Oversee Vendors	Dec 2010	Sep 2014	85 - Oversee Vendors	
86	Prepare and Conduct Project Status Reviews	Jan 2011	Sep 2014	86 - Prepare and Conduct Project Status Reviews	
94	Select and Engage Communications Service Provider	Feb 2011	May 2011	94 - Select and Engage Communications Service Provider	
49	Plan and Execute Four-Year Research Agenda	Mar 2011	Sep 2014	49 - Plan and Execute Four-Year Research Agenda	
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87	Develop and Implement Business Plan for Post-2014	Jul 2011	Oct 2014	87 - Develop and Implement Business Plan for Post-2014	
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66	Conduct IT Systems Integration Architecture Maintenance and Support Services	Feb 2012	Sep 2014		66 - Conduct IT Systems Integration Architecture Maintenance and Suppor
68	Determine Initial Reports Reflecting Content Specifications and Bundling Activity	Feb 2012	Jun 2012		68 - Determine Initial Reports Reflecting Content Specifications and Bundli
23	Translate Pilot and Field Test Items and Tasks into Identified Languages	Mar 2012	Aug 2013		23 - Translate Pilot and Field Test Items and Tasks into Identified
64	Maintain and Support IT Readiness Tool	Mar 2012	Sep 2014		64 - Maintain and Support IT Readiness Tool
75	Implement Technology Systems for Pilot Test	May 2012	Jan 2013		75 - Implement Technology Systems for Pilot T
78	Develop Technology Systems for Operational Administration	May 2012	Dec 2013		78 - Develop Technology Systems for Operatio
69	Design Beta Reports	Jun 2012	Oct 2012		69 - Design Beta Reports
19	Conduct Content and Bias/Sensitivity Pilot Item and Task Review Meeting	Aug 2012	Sep 2012		19 - Conduct Cont
20	Revise Pilot Items and Tasks Based on Content and Bias/Sensitivity Committee Feedback	Aug 2012	Oct 2012		20 - Revise Pilot It
21	Write Field Test Items and Tasks	Aug 2012	Aug 2013		21 - Write Field Te
29	Select Items and Tasks for Pilot Test Forms	Aug 2012	Nov 2012		29 - Select Items a
30	Load and Review Pilot Test Items and Tasks	Oct 2012	Dec 2012		
31	Conduct Pilot Assessment System Integration Testing	Oct 2012	Jan 2013		
70	Conduct Small-Scale User Acceptance Testing on Beta Reporting System	Nov 2012	Mar 2013		

Note: Dates and scope are subject to change.

Related materials include a vendor procurement schedule, as well as project schedules in MS Excel and MS Project formats.

				Year 1 - 2010 / 2011												Year 2 - 2011 / 2012											
ID	Task Name	Work Start	Work Finish	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
32	Pilot Testing Administration	Feb 2013	Mar 2013																								
33	Score Pilot Test Responses	Feb 2013	Mar 2013																								
35	Develop Pilot Test Item and Task Data Review Materials	Feb 2013	Apr 2013																								
34	Conduct Psychometric Analysis to Support Pilot Test Data Review	Mar 2013	Apr 2013																								
37	Conduct Analysis of Pilot Test	Mar 2013	May 2013																								
76	Determine Technology Approach for Field Test	Mar 2013	May 2013																								
24	Develop Content and Bias/Sensitivity Field Test Item and Task Review Materials	Apr 2013	Aug 2013																								
36	Conduct Pilot Test Item and Task Data Review	Apr 2013	Apr 2013																								
47	Develop Field Test Item and Task Data Review Materials	Apr 2013	Jun 2014																								
71	Design Support Materials for Implementation of Reporting System	Apr 2013	Jul 2014																								
72	Determine Reports and Reporting System for Large-Scale User Acceptance Testing	Apr 2013	Aug 2013																								
39	Update Field Test Administration Materials	May 2013	Sep 2013																								
58	Select Anchor Items and Tasks for Calibration and Building the Vertical Scale	May 2013	Feb 2014																								
60	Conduct CAT Simulation Study Using Pilot Test Data	Jun 2013	Aug 2013																								
77	Implement Technology Systems for Field Test	Jun 2013	Feb 2014																								
41	Load and Review Field Test Items and Tasks	Jul 2013	Jan 2014																								
25	Conduct Content and Bias/Sensitivity Field Testing Item and Task Review Meeting	Aug 2013	Oct 2013																								
26	Revise Field Test Items and Tasks Based on Content and Bias/Sensitivity Committee Feedback	Sep 2013	Dec 2013																								
40	Conduct Field Test Assessment System Integration Testing – Preliminary	Sep 2013	Nov 2013																								
73	Conduct Large-Scale User Acceptance Testing of Reporting System	Sep 2013	Mar 2014																								
79	Conduct Overall Systems Test of SBAC Technology	Sep 2013	Apr 2014																								
80	Support Technology Deployment for Operational Administration	Oct 2013	Sep 2014																								
43	Conduct Field Test Assessment Systems Testing – Final Verification	Jan 2014	Mar 2014																								
42	Final Field Test Forms Verification	Feb 2014	Feb 2014																								
44	Field Test Administration	Mar 2014	Jun 2014																								
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53	Develop Preliminary Standard-Setting Materials	Apr 2014	Aug 2014																								
46	Conduct Psychometric Analysis to Support Field Test Data Review	May 2014	Jun 2014																								
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59	Conduct Psychometric Analysis to Support Item and Task Calibration	Jun 2014	Jul 2014																								
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54	Conduct Preliminary Standard Setting	Aug 2014	Aug 2014																								

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ID	Task Name	Work Start	Work Finish	Year 3 - 2012 / 2013												Year 4 - 2013 / 2014											
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
81	Initiate Project	Oct 2010	Apr 2011																								
82	Perform Governance and Compliance Monitoring Activities	Oct 2010	Sep 2014																								
83	Monitor Project	Oct 2010	Sep 2014																								
84	Perform Financial Management Activities	Oct 2010	Sep 2014																								
88	Develop Initial Communications Materials	Oct 2010	Jan 2011																								
89	Develop Initial SBAC Web Presence	Oct 2010	Sep 2011																								
91	Implement Communication Plan Activities – Internal Stakeholders	Oct 2010	Sep 2014																								
92	Implement Communication Plan Activities – External Stakeholders	Oct 2010	Sep 2014																								
93	Develop Communication Strategy and Plan	Nov 2010	Jul 2011																								
1	Conduct Initial Analysis of the Content and Structure of the Common Core State Standards	Dec 2010	Feb 2011																								
85	Oversee Vendors	Dec 2010	Sep 2014																								
86	Prepare and Conduct Project Status Reviews	Jan 2011	Sep 2014																								
94	Select and Engage Communications Service Provider	Feb 2011	May 2011																								
49	Plan and Execute Four-Year Research Agenda	Mar 2011	Sep 2014																								
2	Develop Content Specifications for ELA and Mathematics	May 2011	Sep 2011																								
7	Develop Item and Task Prototypes	May 2011	Sep 2011																								
50	Develop Research Agenda Implementation Strategy	Jul 2011	Sep 2014																								
87	Develop and Implement Business Plan for Post-2014	Jul 2011	Oct 2014																								
90	Develop Long-term SBAC Web Presence	Jul 2011	Jan 2012																								
63	Develop IT Readiness Tool	Sep 2011	Mar 2012																								
65	Establish IT Systems Architecture	Sep 2011	Jan 2012																								
4	Develop Item and Task Specifications	Oct 2011	Dec 2011																								
8	Write Item and Performance Task Style Guide	Oct 2011	Dec 2011																								
9	Develop Accessibility Guidelines for Item and Task Development	Oct 2011	Dec 2011																								
95	Develop Policies and Procedures for Managing SBAC Document Distribution and Revision	Oct 2011	Sep 2014																								
3	Develop Accessibility and Accommodations Policy Guidelines	Dec 2011	May 2012																								
5	Develop Test Specifications and Blueprints	Dec 2011	Mar 2012																								
10	Develop and Distribute Item/Task Writing Training Materials	Dec 2011	Feb 2012																								
16	Develop SBAC Item and Task Writing Participation Policies and Guidelines	Dec 2011	Oct 2013																								
17	Develop Content and Bias/Sensitivity Pilot Item and Task Review Materials	Dec 2011	May 2012																								
51	Establish Psychometric Services	Dec 2011	Sep 2014																								
52	Determine Standard-Setting Design	Dec 2011	Jan 2014																								
55	Develop CAT Specifications and Conduct Initial CAT Simulation Studies	Dec 2011	Apr 2012																								
56	Determine Linking and Equating Design for Special Forms	Dec 2011	Jan 2012																								
57	Determine Vertical Scale Design	Dec 2011	Feb 2012																								
62	Develop Technical Manuals	Dec 2011	Aug 2014																								
67	Develop Item Authoring and Item Pool Applications	Dec 2011	Jul 2013																								
6	Develop Initial Achievement Level Descriptors	Jan 2012	Mar 2012																								
18	Conduct Content and Bias/Sensitivity Reviews of Passages and Stimuli	Jan 2012	Apr 2012																								
22	Develop Translation Framework and Specifications Languages	Jan 2012	Sep 2013																								
74	Determine Technology Approach for Pilot Test	Jan 2012	Apr 2012																								
11	Review and Vet State-Submitted Items and Tasks for Inclusion in SBAC Item Pool	Feb 2012	Jul 2013	C Item Pool																							
12	Write Pilot Test Items and Tasks	Feb 2012	Jul 2012																								
13	Develop Innovative Item and Task Types	Feb 2012	Jul 2013																								
14	Plan and Conduct Small-Scale Trials of New Item and Task Types	Feb 2012	Jul 2012																								
15	Develop Initial Automated Scoring Approach	Feb 2012	Aug 2012																								
27	Develop Pilot Testing Deployment Plan	Feb 2012	May 2012																								
28	Develop Pilot Test Administration Materials	Feb 2012	Jul 2012																								
38	Develop Field Test Deployment Plan	Feb 2012	Oct 2013																								
66	Conduct IT Systems Integration Architecture Maintenance and Support Services	Feb 2012	Sep 2014	t Services																							
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21	Write Field Test Items and Tasks	Aug 2012	Aug 2013	st Items and Tasks																							
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33	Score Pilot Test Responses	Feb 2013	Mar 2013
35	Develop Pilot Test Item and Task Data Review Materials	Feb 2013	Apr 2013
34	Conduct Psychometric Analysis to Support Pilot Test Data Review	Mar 2013	Apr 2013
37	Conduct Analysis of Pilot Test	Mar 2013	May 2013
76	Determine Technology Approach for Field Test	Mar 2013	May 2013
24	Develop Content and Bias/Sensitivity Field Test Item and Task Review Materials	Apr 2013	Aug 2013
36	Conduct Pilot Test Item and Task Data Review	Apr 2013	Apr 2013
47	Develop Field Test Item and Task Data Review Materials	Apr 2013	Jun 2014
71	Design Support Materials for Implementation of Reporting System	Apr 2013	Jul 2014
72	Determine Reports and Reporting System for Large-Scale User Acceptance Testing	Apr 2013	Aug 2013
39	Update Field Test Administration Materials	May 2013	Sep 2013
58	Select Anchor Items and Tasks for Calibration and Building the Vertical Scale	May 2013	Feb 2014
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