



SENATE FISCAL OFFICE
ISSUE BRIEF

Race to the Top

FEBRUARY 15, 2012

Race to the Top is a \$4.3 billion education reform fund made available by the U.S. Department of Education (USDOE) as part of the American Recovery and Reinvestment Act (ARRA). Awards in the grant competition went to states that submitted plans for education reform.

In August 2010, Rhode Island was one of ten states awarded a Race to the Top (RTTT) grant in the second phase of the competition, coming in fifth out of the 35 states, plus the District of Columbia, that applied. Rhode Island won \$75.0 million over four years to help transform education in the State; 50.0 percent of the award has been designated for participating Local Education Agencies (LEAs).

The RTTT grant is intended to accelerate Rhode Island student achievement by strengthening teachers, leaders and the systems that support them. The Rhode Island Department of Education (RIDE) projects that the award will enable Rhode Island to achieve the following student-achievement goals by 2015:

- 90.0 percent of students entering the fourth and eighth grades will be proficient in reading, as measured by the state assessment;
- 90.0 percent of students entering fourth grade and 75.0 percent of students entering eighth grade will be proficient in mathematics, as measured by the state assessment;
- Achievement gaps, as measured by the state assessment, will be cut in half;
- 85.0 percent of students will graduate from high school;
- 77.0 percent of students who graduate from high school will enroll in postsecondary education within 16 months;
- 90.0 percent of students who enroll in postsecondary education will complete their first year; and
- No student will have an ineffective teacher in two consecutive years.

BUDGET SUMMARY

The Rhode Island RTTT plan is designed to pool state and local resources to build systems of support that benefit all participating LEAs and increase student achievement across the state. The RTTT scope of work includes five systems of support, or program areas, plus a plan to build state and local capacity to implement the proposed systems.

Year 1 of RTTT ended on September 30, 2011, and RIDE is in the process of amending the scope of work budget tables with the USDOE. The program budget data provided in this brief is from

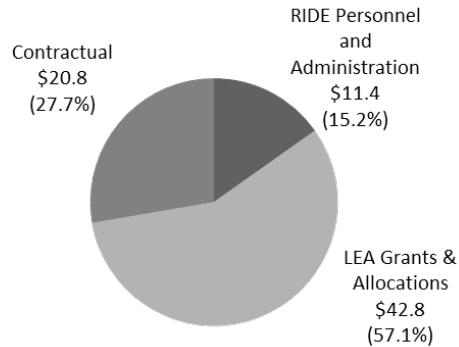
	FY2012 Enacted	FY2012 Revised	FY2013 Request
RIDE	\$9.4	\$10.0	\$10.7
LEAs	12.9	14.6	15.5
Total	\$22.3	\$24.6	\$26.3

Source: Rhode Island Department of Education FY2013 Budget Request. \$ in millions.

the Rhode Island Race to the Top State Education Association Scope of Work Version 2.0, Updated and Submitted November 30, 2011. Another update of this report is due in April 2012.

The chart to the right shows the breakdown of the total RTTT budget by expenditure category. RIDE Personnel and Administration represents expenditures at the state level, including project management, fiscal management and grant management. Of the \$11.4 million budgeted, approximately \$9.1 million (80.0 percent) supports the salaries and benefits of the 22.0 FTE positions authorized in RIDE for the RTTT program. These positions will expire after the four-year grant period. The remaining \$1.2 million in RIDE Personnel and Administration expenditures supports grant administration by other personnel within the Department.

Breakdown by Expenditure
(\$ in millions)



The contractual costs are for contractors selected through a competitive bidding process to provide a specific service. These services involve activities such as designing a teacher evaluation system, student data systems, and curriculum alignment studies.

Local Education Agency (LEA) Grants & Allocations represent expenditures at the local level. The table at the end of this brief shows how the \$42.8 million in grants and allocations is distributed among the participating LEAs, including districts, state schools and charter schools. Each LEA has a scope of work containing the five systems of support included at the state level designed to pool resources for statewide reform. The LEA Scopes of Work are reviewed and approved first by RIDE and then by the USDOE. RIDE determines whether there are areas of non-compliance that must be addressed. The LEA allocations provides funding for local costs such as substitute teachers, teacher stipends and mentors as well as set-aside funds to support the design, development and implementation of the systems of support.

CURRENT STATUS

The FY2011 Supplemental Budget included \$13.2 million for RTTT, of which \$5.6 million was the local share. The funding was directed to specific initiatives based on the state and local scopes of work that were approved by the USDOE. The scope of work reflects the approved RTTT application and amendments that have been submitted to the USDOE for approval regarding changes in timelines, performance measures, and budgets. Of the \$7.6 million appropriated to RIDE, \$1.5 million was spent on the educator evaluation system, standards, curriculum, school transformation specialists, and data-system initiatives. The budget also authorized 22.0 FTE positions for RTTT including transformation specialists, assessment specialists, data managers/analysts, grants management, and clerical support. As of January 19, 2012, 18.0 FTE positions had been filled.

The FY2012 Budget provides \$22.3 million, of which \$12.9 million is the local share and \$9.4 million is the state share. These funds are budgeted to specific support system

ISSUE BRIEF
Race to the Top

programs, pursuant to the state and local scopes of work to support the goals in RTTT. It is anticipated that the remaining 4.0 FTE positions will be filled during FY2012.

Year 1 Progress

On July 1, 2010, the Rhode Island Board of Regents adopted the Common Core State Standards (CCSS). To prepare educators to understand and implement the CCSS, RIDE held Study of Standards training sessions in 19 LEAs as of mid-September 2011. With state support, each district evaluated its current curricula in English Language Arts, mathematics, science and social studies. This analysis was used to determine the support needed to ensure that each district’s curricula aligned with the CCSS.

In addition, Rhode Island joined the Partnership for Assessment of Readiness for College and Careers (PARCC) as a governing member. RIDE established a PARCC team consisting of state and local educators to guide the implementation of the CCSS and PARCC-created assessments. The Partnership for Assessment of Readiness for College and Careers (PARCC) is a consortium of 24 states that are working together through a Race to the Top assessment grant to develop a K-12 assessment system aligned to the Common Core State Standards (CCSS) in English Language Arts/literacy and mathematics.

In Year 1, RIDE approved three teacher evaluation systems as meeting the State standards. The majority of LEAs will implement the Rhode Island Model Educator Evaluation System (Rhode Island Model), six LEAs will implement the Rhode Island Federation of Teachers and Health Professionals (RIFTHP) educator evaluation system and one will use a locally developed evaluation system.

Rhode Island created a new induction and mentoring program for first- and second-year teachers based on instructionally-focused, data-driven coaching. Induction coaches have been hired, and each new teacher has been paired with a coach to provide one-on-one job-embedded support for the 2011-2012 school year.

To ensure that all the projects in the RTTT plan are properly executed, the State developed performance management systems at the State and LEA level. These systems provide the basis of data-driven conversations between and among RIDE and LEA representatives about project progress, implementation and best practices.

PROGRAM SUMMARY

The RTTT plan is divided into five systems of support comprised of 15 programs, each with a separate budget. In addition, funds are being invested in state and local capacity to implement the program initiatives. Each system of support has a four-year budget. Since the proposed budgets are from the federal grant application, these years are based on federal fiscal years, running from October 1 through September 30. Consequently, state fiscal year 2012 (July 1, 2011, through June 30, 2012)

	State Share	District Share	Total
New System Investments			
Standards and Curriculum	\$4.7	\$4.1	\$8.8
Instructional Improvement System	7.2	10.9	18.1
Educator Effectiveness	10.4	7.6	18.0
Human Capital Development	4.3	11.5	16.0
School Transformation & Innovation	4.1	3.4	7.3
Other Investments			
State Capacity	2.6	-	2.6
Supplemental LEA Funding	4.0	-	4.0
Total	\$37.5	\$37.5	\$75.0

Source: Rhode Island Department of Education, SEA Scope of Work 11-30-11. \$ in millions.

corresponds roughly with Year 2 of the budget tables provided below; however, the data was not provided on a state fiscal year basis.

In the following tables, the administration costs represent expenditures at RIDE and the contractual costs are for contractors selected through a competitive bidding process to provide a specific service.

The state-level RTTT budget includes \$4.0 million in supplemental funding for LEAs to develop local capacity, in addition to the 50.0 percent (\$37.5 million) indicated in the grant application. The formula provided in Title I of the federal Elementary and Secondary Education Act was used to determine the allocation of the \$37.5 million local share of RTTT funds to the LEAs. This formula is based on the percentage of students in the LEA from low-income families; based on school and district demographics, RIDE determined that some LEAs would not receive sufficient funding through the local share to implement the RTTT initiatives. Consequently, RIDE set aside \$4.0 million in supplemental funding from the state share to distribute based on the formula provided in Title I, but only to those LEAs receiving insufficient funding through the distribution of the \$37.5 million LEA share. These grants will be used to implement the RTTT initiatives.

Standards and Curriculum

This system of support is focused on the adoption of the Common Core State Standards and the development of a comprehensive curricula aligned to those standards. The Common Core State Standards define the knowledge and skills students should have within their K-12 education careers so that they will graduate from high school able to succeed in entry-level, credit-bearing academic college courses and in workforce training programs. The Standards were developed as a state-led effort of 48 states, 2 territories and the District of Columbia and coordinated by the National Governors Association and Council of Chief State School Officers.

RIDE intends use the RTTT funding to provide training on the Common Core standards for 85.0 percent of core teachers in urban districts and four teachers from each of the non-urban districts. RIDE proposes to work with LEAs to develop model curricula in English Language Arts, mathematics, science, and social studies. Furthermore, the program provides funding for a small group of teachers from Providence to attend training on project-based learning that is aligned with the Common Core Standards and the Engineering and Technology standards.

ISSUE BRIEF

Race to the Top

Standards and Curriculum	Year 1	Year 2	Year 3	Year 4	Total	Percentage of Total
Administration						
Personnel and Operating	\$193,841	\$195,523	\$197,868	\$203,628	\$790,860	9.0%
Study of the Standards						
Contractual	-	331,020	331,642	-	662,662	7.5%
LEA Allocation	150,000	150,000	300,923	-	600,923	6.8%
Curriculum Alignment						
Contractual	301,765	1,297,245	929,141	699,863	3,228,014	36.7%
LEA Allocation	856,227	856,226	856,226	856,226	3,424,905	38.9%
Project Based Learning						
Contractual	-	48,000	-	-	48,000	0.5%
LEA Allocation	-	20,000	20,000	-	40,000	0.5%
Total Costs	\$1,501,833	\$2,898,014	\$2,635,800	\$1,759,717	\$8,795,364	100.0%

Source: Rhode Island Department of Elementary and Secondary Education, SEA Scope of Work 11-30-11.

Instructional Improvement Systems

This system of support is designed to enable teachers and principals to use a broader spectrum of data in making instructional decisions. RIDE proposes to develop a state-wide instructional management system that will house state and locally collected data on student progress. Student progress would be measured against specific achievement targets aligned to the state standards. Leadership teams from participating LEAs would be trained to use tools and processes to design and implement formative assessment tools to measure student learning of daily and weekly learning goals.

Instructional Improvement	Year 1	Year 2	Year 3	Year 4	Total	Percentage of Total
Administration						
Personnel and Operating	\$496,793	\$501,934	\$516,242	\$519,850	\$2,034,819	11.2%
Instructional Management Systems						
Contractual	390,000	1,355,287	1,437,177	1,689,254	4,871,718	26.9%
LEA Allocation-Formative Assessment	-	687,259	687,259	687,258	2,061,776	11.4%
LEA Allocation-Professional Development	-	395,200	395,200	395,200	1,185,600	6.5%
LEA Allocation-Interim Assessments	1,710,000	2,185,000	2,185,000	475,000	6,555,000	36.1%
LEA Allocation-Instructional Management System	100,000	343,975	343,975	343,975	1,131,925	6.2%
Early Warning system						
Contractual	60,000	120,000	90,000	30,000	300,000	1.7%
LEA Allocation	-	-	-	-	-	0.0%
Total Costs	\$2,756,793	\$5,588,655	\$5,654,853	\$4,140,537	\$18,140,838	100.0%

Source: Rhode Island Department of Elementary and Secondary Education, SEA Scope of Work 11-30-11.

Educator Effectiveness

RIDE is working with LEA leaders, labor representatives, and other experts to create the Rhode Island Model Educator Evaluation System. The system is intended to provide continuous feedback to support educators' professional growth so that district professional-development opportunities can be informed by evaluation. RIDE proposes

to work with district evaluation teams to develop and refine the evaluation system as it begins to be gradually implemented at the local level in 2011 and beyond.

RIDE also plans to award competitive grants to two districts, consortia of districts, or district-union partnerships to develop performance-based compensation systems. The goal is to develop two viable models for districts to adopt or use as guidance for their own compensation systems. One award would be granted to study the replacement of the current step-and-lane compensation schedules with a system based on evidence of teacher effectiveness. Another grant would be awarded to develop a system that includes whole-school rewards.

Educator Effectiveness	Year 1	Year 2	Year 3	Year 4	Total	Percentage of Total
Administration						
Personnel and Operating	\$738,942	\$747,591	\$769,375	\$785,312	\$3,041,220	16.9%
Educator Evaluation System						
Contractual	2,542,000	1,966,004	1,334,004	363,004	6,205,012	34.4%
LEA Allocation-Evaluation Model Design and Implementation	1,344,000	1,344,000	-	-	2,688,000	14.9%
LEA Contribution-Student Growth Measures	870,000	1,305,000	1,305,000	1,392,000	4,872,000	27.0%
Educator Certification Program and Data System Redesign						
Contractual	200,000	270,260	-	-	470,260	2.6%
LEA Allocation	-	-	-	-	-	0.0%
Compensation Reform						
Contractual	-	250,000	-	-	250,000	1.4%
Grants to LEAs	-	-	500,000	-	500,000	2.8%
LEA Allocation	-	-	-	-	-	0.0%
Total Costs	\$5,694,942	\$5,882,855	\$3,908,379	\$2,540,316	\$18,026,492	100.0%

Source: Rhode Island Department of Elementary and Secondary Education, SEA Scope of Work 11-30-11.

Human Capital Development

This system of support is designed to develop the districts’ human capital systems through alternative certification, a state-wide recruitment website, a new teacher induction program, and quality professional development. Expanded certification routes for teachers and leaders should allow districts to recruit candidates from experienced mid-career professionals and undergraduate institutions.

RIDE proposes to provide district leaders with research-based models for the improvement of school-wide instruction, and beginning teachers would receive individual coaching with a continuous focus on improved student outcomes. Rhode Island’s new teacher induction model focuses on in-class coaching for all first-year teachers and a second year of coaching for those teachers in the urban core districts: Providence, Pawtucket, Central Falls, and Woonsocket.

ISSUE BRIEF
Race to the Top

Human Capital	Year 1	Year 2	Year 3	Year 4	Total	Percentage of Total
Administration						
Personnel and Operating	\$602,256	\$611,380	\$625,769	\$643,935	\$2,483,340	15.5%
Alternative Certification						
Contractual	31,250	106,250	68,750	31,250	237,500	1.5%
LEA Contribution-Statewide						
Online Recruiting Platform	28,125	28,125	28,125	28,125	112,500	0.7%
LEA Contribution-The New Teachers Project and Teach for America	317,216	962,552	971,546	992,972	3,244,286	20.2%
Academy of Transformative Leadership						
Contractual	75,000	196,200	355,655	355,655	982,510	6.1%
LEA Contribution-Design and Delivery for Leadership Training Modules and Operating Costs for Turnaround Principal Corp.	75,000	196,200	355,655	355,655	982,510	6.1%
LEA Contribution-Turnaround Principal Program	137,907	358,200	648,342	646,551	1,791,000	11.2%
New Teacher Induction						0.0%
Contractual	121,380	227,640	161,640	117,440	628,100	3.9%
LEA Allocation-Induction Program	401,000	1,171,776	2,000,000	2,000,000	5,572,776	34.8%
Quality Teacher PD Options						
Contractual	-	-	-	-	-	0.0%
LEA Allocation	-	-	-	-	-	0.0%
Total Costs	\$1,789,134	\$3,858,323	\$5,215,482	\$5,171,583	\$16,034,522	100.0%

Source: Rhode Island Department of Elementary and Secondary Education, SEA Scope of Work 11-30-11.

School Transformation and Innovation

RIDE proposes to focus these RTTT funds to provide intensive support to schools identified as persistently low-achieving. This support would include a school achievement specialist, evaluation support, school assessment, and a summer institute. RIDE will work with the LEAs so that each school receives the support of a school achievement specialist during the planning year and the first two years of the intervention program.

RTTT funds will provide a full-time person to support the implementation of an educator evaluation system in the years leading up to and including the first year of intervention. Each school will undergo an assessment of its performance against established criteria and will receive specific recommendations for improvement. Prior to the first year of implementation, the leadership team and the entire teaching staff will participate in summer training offered through the Academy of School Leadership in partnership with nationally-recognized experts.

The intervention program will be overseen by RIDE’s Chief Transformation Officer and supported by the following new employees: a Transformation Specialist (1.0 FTE), an Accountability and Reporting Specialist (1.0 FTE), and an Administrative Assistant (1.0 FTE).

RIDE proposes to use RTTT funds to actively recruit additional, high-performing charter schools and expand the work of existing charter schools in the state. RIDE plans to issue a competitive grant that will support planning grants to start two new high-performing

charter schools in Rhode Island, and to give existing Rhode Island high-performing charters the opportunity to expand.

RIDE proposes to develop virtual and web-based instructional resources to increase student math proficiency. This project has three primary goals: improving student graduation rates by providing targeted support in high need academic areas; helping to close the 11th grade mathematics achievement gap for students of color, students living in poverty, students with IEPs, and English Language Learners; and improving the efficiency and quality of LEA access to Advanced Placement and world language virtual courses.

School Transformation	Year 1	Year 2	Year 3	Year 4	Total	Percentage of Total
Administration						
Personnel and Operating	\$340,419	\$346,821	\$358,332	\$361,516	\$1,407,088	19.2%
Struggling Schools Intervention						
Contractual	100,000	375,000	225,000	-	700,000	9.5%
LEA Allocation-Turnaround Schools ¹	1,078,933	1,078,933	1,078,934	-	3,236,800	44.2%
Charter Grants						0.0%
Contractual	-	250,000	500,000	250,000	1,000,000	13.6%
LEA Allocation	-	-	-	-	-	0.0%
Multiple Pathways Innovation²						
Contractual	153,388	20,000	10,000	10,000	193,388	2.6%
Grants to LEAs	5,000	210,127	294,580	283,070	792,777	10.8%
LEA Allocation	-	-	-	-	-	0.0%
Total Costs	\$1,677,740	\$2,280,881	\$2,466,846	\$904,586	\$7,330,053	100.0%

¹ Final allotments to districts will be awarded based on type of school, intervention and the reform plan submitted

² RIDE received USDOE approval to redirect the State Board Exams project.

Source: Rhode Island Department of Elementary and Secondary Education, SEA Scope of Work 11-30-11.

State and Local Capacity

These funds are programed to ensure that Rhode Island is ready to implement the plans outlined in the RTTT application and the Rhode Island Scope of Work. The RTTT budget allows for the state and LEAs to hire staff and contractors to support and implement program initiatives.

The formula provided in Title I of the federal Elementary and Secondary Education Act was used to determine the allocation of the \$37.5 million local share of RTTT funds to the LEAs. This formula is based on the percentage of students in the LEA from low-income families; based on school and district demographics, RIDE determined that some LEAs would not receive sufficient funding through the local share to implement the RTTT initiatives. Consequently, RIDE set aside \$4.0 million in supplemental funding from the state share to distribute based on the formula provided in Title I, but only to those LEAs receiving insufficient funding through the distribution of the \$37.5 million LEA share. These grants will be used to implement the RTTT initiatives.

ISSUE BRIEF
Race to the Top

State and Local Capacity	Year 1	Year 2	Year 3	Year 4	Total	Percentage of Total
Administration						
Personnel and Administration	\$403,186	\$407,078	\$412,311	\$424,397	\$1,646,972	24.7%
Contractual	700,039	196,583	50,000	50,000	996,622	14.9%
Discretionary Grants to LEAs ¹	-	-	-	-	4,029,136	60.4%
Total Costs	\$1,103,225	\$603,661	\$462,311	\$474,397	\$6,672,730	100.0%

¹ State supplemental funding for those LEA's for which the Title I formula will result in insufficient funding to implement the RTTT initiatives reflected in the LEA allocation.

Source: Rhode Island Department of Elementary and Secondary Education, SEA Scope of Work 11-30-11.

LEA GRANTS

As with other federal grants, LEAs receive their share of funding on a reimbursement basis for the approved activities in the LEA’s scope of work. The state-level RTTT budget includes \$4.0 million in supplemental funding for LEAs to develop local capacity, in addition to the 50.0 percent (\$37.5 million) indicated in the grant application. RIDE set aside the \$4.0 million in supplemental funding from the state share to LEAs receiving insufficient funding through the distribution of the \$37.5 million LEA share. These grants will be used to implement the RTTT initiatives.

The LEA share includes direct allocations for substitute teachers, replacement costs, teacher stipends, mentors, etc., and set-aside funds to support the design, development, and implementation of the five RTTT systems: Standards and Curriculum, Instructional Improvement Systems, Educator Effectiveness, Human Capital, and School Transformation and Innovation. The table on the following page shows distribution of the state supplemental funds as currently obligated. The remaining \$0.6 million will be directed into the following areas:

- To conduct trainings throughout the districts to build additional capacity within LEAs in order to sustain the systems of reform beyond the RTTT grant period;
- To identify and mentor those individuals who need additional, targeted support specifically in our persistently lowest performing schools ;
- To develop and establish innovative alternative approaches to learning, such as the virtual high school initiative; and
- To enroll currently non-participating districts into various targeted projects upon review and approval of the Commissioner of RIDE and USDOE.

SENATE FISCAL OFFICE

Race to the Top - Local Education Agency Allocations

LEA	State Supplemental		Total Award	FY2012
	LEA Share ¹	Funds		
Barrington	\$35,066	\$240,922	\$275,988	\$127,475
Beacon Charter School	54,787	22,221	77,008	15,600
Blackstone Academy	75,756	7,763	83,519	15,600
Bristol Warren	344,136	-	344,136	65,600
Burrillville	285,112	69,133	354,245	115,475
Central Falls	1,931,808	-	1,931,808	501,603
Chariho	199,723	239,191	438,914	185,558
Coventry	359,094	-	359,094	45,800
Cranston	1,725,118	-	1,725,118	636,093
Cumberland	327,160	295,116	622,276	298,350
Davies Career and Tech	249,031	-	249,031	9,100
DCYF	-	40,475	40,475	18,400
East Greenwich	38,115	178,385	216,500	109,483
East Providence	954,873	11,103	965,976	323,648
Exeter-West Greenwich	36,878	150,584	187,462	97,233
Foster	31,365	4,378	35,743	9,100
Foster-Glocester	91,973	-	91,973	24,200
Glocester	78,022	20,953	98,975	40,250
Highlander	129,607	-	129,607	11,950
International Charter	95,870	-	95,870	9,100
Jamestown	11,815	88,418	100,233	52,158
Johnston	440,760	-	440,760	174,405
Kingston Hill Academy	14,254	21,496	35,750	15,400
Learning Community	229,996	-	229,996	24,600
Lincoln	258,390	77,725	336,115	152,300
Little Compton	33,016	69,926	102,942	30,075
MET Career and Tech	309,294	-	309,294	19,075
Middletown	184,202	24,288	208,490	88,700
Narragansett	140,952	6,154	147,106	65,083
New Shoreham	10,099	28,887	38,986	19,608
Newport	641,088	-	641,088	94,115
North Kingstown	336,425	136,945	473,370	189,658
North Providence	454,823	99,761	554,584	228,855
North Smithfield	94,077	176,851	270,928	100,900
Paul Cuffee Charter School	299,403	-	299,403	27,100
Pawtucket	3,516,600	-	3,516,600	528,385
Portsmouth	40,131	216,092	256,223	107,950
Providence	18,363,446	-	18,363,446	4,783,731
R.I. School for the Deaf	27,446	79,725	107,171	84,100
R.I.M.A- Blackstone Valley	23,239	79,321	102,560	35,275
Scituate	116,305	68,248	184,553	63,725
Segue Institute for Learning	38,739	63,206	101,945	34,800
Smithfield	54,590	106,973	161,563	79,125
South Kingstown	223,420	136,779	360,199	160,858
The Compass School	0	28,735	28,735	13,300
Tiverton	136,540	76,259	212,799	76,300
Warwick	987,869	518,391	1,506,260	653,318
West Warwick	675,872	-	675,872	226,978
Westerly	291,489	-	291,489	90,210
Woonsocket	2,502,226	-	2,502,226	415,033
Unobligated supplemental funding	-	644,732	644,732	-
Educator Effectiveness - Compensation Reform ²	-	-	500,000	-
School Transformation - Multiple Pathways ²	-	-	792,777	-
Total	\$37,500,000	\$4,029,136	\$42,821,914	\$11,294,738

¹ Includes Direct Allocations for substitute teachers, replacement costs, teacher stipends, mentors, etc. and set-aside funds to support the design, development, and implementation of the five RTTT systems: Standards and Curriculum, Instructional Improvement Systems, Educator Effectiveness, Human Capital Development and School Transformation and Innovation.

² Reflects change made in State Scope of Work, 11-30-11. District distribution not available for this brief.

Source: Rhode Island Department of Education

Prepared February 15, 2012, for the Senate Committee on Finance, State of Rhode Island by Kelly Carpenter. Please direct any questions to kcarpenter@rilin.state.ri.us.