

Office of Governor Dan McKee
Education Support: Preliminary Draft Scope of Work – West Ed
Revised: June 14, 2021

Task 1. Program Analysis and Evaluation: Higher Education

Consultant will conduct a needs assessment and review of current plans for in person reopening and maintaining operational strategies at state colleges and universities, given the entity’s size, student body makeup, commuter population, participation rate in sports and extracurriculars, and operating policies and regulations. This includes, but is not limited to, considerations of pooled COVID-19 testing. Consultant will assemble a small panel, including both researchers and practitioners, to develop a typology of interventions needed to support in person learning while managing the COVID-19 virus. If there are two to three or more interventions that are being implemented in multiple municipalities, have sufficient enrollment, and for which there is a credible comparison group, Consultant will evaluate and monitor the outcomes. If it is determined that an evaluation is not possible due to numbers or implementation decisions, then the Consultant will provide guidance on what is needed in future iterations for an evaluation to be possible and ongoing supports needed. Consultant will also provide case studies of best practices in RI.

Proposed Task 1 Workplan:

Activity	Timeline
<p>1.1 Conduct a needs assessment and review of current plans for in-person reopening and maintaining operational strategies, including:</p> <ul style="list-style-type: none"> • Conduct a Landscape Review, to include current plans, website materials, school population information, etc. • Identify and interview key informants for gaps in information (guided conversations) • Consider quick response web-survey to assess attitudes and concerns • Formulate recommendations in brief report/memo • Coordinate with the Governor’s Office, RIDE, RIPOC, RIC, URI, CCRI and the Office of the Postsecondary Commissioner in carrying out these activities 	<p>July-Aug 2021</p>
<p>1.2 Assemble and facilitate a steering committee inclusive of researchers, practitioners and stakeholders across RI agencies and WestEd/PHI staff to guide direction of work</p>	<p>July-Aug 2021</p>

<ul style="list-style-type: none"> • Identify and recruit panel knowledgeable about RI, including education practitioners and researchers – e.g., Governor’s Office, RIDE, RIPOC, RIC/URI/CCRI staff, WestEd/PHI staff and experts • Consult with steering committee panel to: <ul style="list-style-type: none"> ○ Develop intervention typology– share needs assessment, review best practices, CDC and DOE guidance ○ Create recommendations to support in-person learning (primary and secondary interventions) and virus management (secondary and tertiary interventions) ○ Assess feasibility of proposed interventions ○ Identify possible evaluation metrics for each intervention 	
<p>1.3 Identify potential interventions for study</p> <ul style="list-style-type: none"> • Review best practices and set expectations for tried interventions • Develop case studies specific to RI best practices • Identify gaps in existing interventions and develop improvements specific to RI landscape review • Recommend interventions to include M&E metrics as identified by steering committee panel 	<p>Aug-Sep 2021</p>

Estimated Task 1 Cost

The estimated number of labor hours to complete Task 1 is:

- 840 hours for PHI x \$209 fully loaded blended rate = **\$175,560***
- 473.5 hours for WestEd x \$140.65 fully loaded blended rate = **\$66,594**
- Total = **\$254,607* total**

Other Direct Costs

- **The Agency’s indirect cost rate (overhead rate) is negotiated with its cognizant agency, the United States Department of Education. WestEd’s 2021 indirect rate is 14.0%. For each subcontractor, indirect is charged on the first \$25,000 each year. The total indicated above includes this cost.*

Total Estimated Task 1 Labor + ODC costs = \$254,607

Task 2. Equity Review and Initiatives

Consultant will conduct an equity review to examine the impact of learning loss on the most vulnerable students across PK-12 in the state. The review will encompass a review of key programs across the state and within municipalities to provide recommendations for equity-focused strategies for recovery efforts.

Proposed Task 2 Workplan

Activity	Timeline
<p>2.1 Equity review planning</p> <ul style="list-style-type: none"> • Consult with RIDE and Governor’s Office leaders to confirm <ul style="list-style-type: none"> ○ focus questions for equity review ○ key outcomes of interest to examine in equity review (e.g., student metrics related to achievement/performance, attendance/engagement, well-being/mental health outcomes, access to out of school time/extended learning opportunities, access to advanced coursework and CTE, access to effective/experienced teachers) • Conduct a data inventory of available data sets, including data availability over time, aligned to each outcome of interest, and potential stakeholder engagement data <ul style="list-style-type: none"> ○ Example data sources: RICAS data, SurveyWorks data, chronic absenteeism/attendance data, school/district accountability data, stakeholder data from LEAP report development • Conduct an inventory of current programming aligned to the outcomes of interest (e.g., extended learning time programming, advanced coursework network, mental health/wellbeing supports, engagement/attendance supports, etc.) • Consult with project leadership to confirm equity review plan, timeline, and key milestones in consultation with RI Governor’s Office • Consult with a team of WestEd subject matter experts in the areas of student learning, student well-being, student attendance, educator talent, vulnerable populations, access to learning opportunities, and equity to finalize equity review plans 	<p>July 2021</p>

<p>Note: Availability of data over time, and access/ quality/ consistency of data sets will impact the amount of time and effort required to conduct this analysis. WestEd will consult with RI agencies to determine the best balance between reviewing robust data sets and accessibility/timelines to meet project needs and goals.</p>	
<p>2.2 Quantitative & qualitative data collection and analysis</p> <ul style="list-style-type: none"> • Collect, clean and analyze extant publicly available datasets • Submit data request (or data sharing agreement as needed) for other datasets as appropriate (includes data request for 2.4) • Conduct descriptive analysis to identify equity gaps in each of the identified areas of interest and disaggregate by race, income, Multilingual learner status, differently-abled student status (and other variables as appropriate), at the state and LEA level • Identify gaps in available programming to support addressing improvements in outcomes of interest 	<p>July-Aug 2021</p> <p>July 2021</p> <p>Aug-Sep 2021</p> <p>Aug-Sep 2021</p>
<p>2.3 Stakeholder data interpretation sessions</p> <ul style="list-style-type: none"> • Finalize stakeholder engagement plan to include engagement of RI education stakeholders in data interpretation sessions to review and interpret early equity review findings, uncover root causes, and identify potential recommendations • Conduct stakeholder outreach and scheduling • Develop stakeholder engagement data interpretation protocols • Facilitate series of up to 5 data interpretation sessions with RI stakeholders in role-alike groups (e.g., administrators through RI School Superintendents Association (RISSA) and RI Association of School Principals (RIASP), school committee members and community leaders through RI Association of School Committees (RIASC) and the Governor's Workforce Board (GWB), students through Student Advisory Council to the Council on Elementary and Secondary Education, Young Voices, and the Providence Student Union, parents through RI PTA And RI Parent Information Network (RIPIN), Teachers through teachers unions, teacher of the year network, RI educators of color , or others as appropriate) – these 	<p>July 2021</p> <p>Aug 2021</p> <p>Aug 2021</p> <p>Oct 2021</p>

<p>sessions ideally take place in person, but could be done virtually if necessary</p> <ul style="list-style-type: none"> • Transcribe and analyze data interpretation session findings to produce themes for report 	Nov 2021
<p>2.4 Equitable Resource Allocation Planning</p> <ul style="list-style-type: none"> • Conduct a review of available resource opportunities at the federal, state, and LEA level; make recommendations at the state and LEA Level for equitable resource allocation as it aligns to each outcome of interest the equity review and each LEAP absolute priority (learning, well-being, attendance/engagement, etc.) • Align findings of resource allocation practices to identified equity gaps in tasks 2.2. and 2.3 	<p>July-Oct 2021</p> <p>Nov-Dec 2021</p>
<p>2.5 Equity Review White Paper</p> <ul style="list-style-type: none"> • Identify themes from quantitative and stakeholder data collection • Summarize and integrate findings from resource allocation planning task • Develop draft white paper, including actionable recommendations, in consultation with RI Governor’s Office • Share recommendations with subset of stakeholders from data interpretation sessions for affirmation of vision • Refine and finalize report 	<p>Nov 2021</p> <p>Nov-Dec 2021</p> <p>Dec 2021</p> <p>Jan 2022</p> <p>Jan 2022</p>
<p>2.6 Equity Review Implementation Planning, Dissemination, & Support</p> <ul style="list-style-type: none"> • In consultation with RI Governor’s Office, develop state-level implementation/action plans, monitoring plans, and communication plans based on recommendations in the white paper; develop sample LEA plans for local use or adaptation • Design and facilitate virtual community of practice (COP) to support cross-agency stakeholders to meet up to 4 times to support implementation/action planning, problem solving, sharing successes and lessons learned, and connecting with subject matter experts <ul style="list-style-type: none"> ○ may include sessions related to resource allocation planning, talent/workforce planning, student/family re-engagement, student mental 	<p>Jan-Feb 2022</p> <p>Jan-June 2022</p>

<p>health/SEL, strategy implementation, progress monitoring, and other topics as appropriate</p> <ul style="list-style-type: none"> • Develop promising practice brief outlining equity initiative strategies elevated in the (COP) • Meet quarterly with cross-agency stakeholders to monitor progress on implementation plan and communications plan <p>Note: The activities described in 2.6 can potentially extend into an option year as determined by RI</p>	<p>May-June 2022</p> <p>Mar & June 2022</p>
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Estimated Task 2 Labor Cost

The estimated number of labor hours to complete Task 2 is:

- 2,937 hours for WestEd x \$147.06 fully loaded blended rate = **\$431,903**
- 16 hours for NIOST x \$114 fully loaded blended rate = **\$1,824***
- **=\$434,087*** total labor costs

Other Direct Costs

- Travel from Bedford, MA (1 staff person) and Washington, DC (1 staff person) to Providence, Rhode Island for one trip of up to 5 days/5 nights to facilitate stakeholder data interpretation sessions in task 2.3 (*these sessions can also be facilitated virtually, as determined by client*)
 - **\$3,710**
- Transcription costs for up to 5 three-hour stakeholder data interpretation sessions (900 minutes) in task 2.3
 - **\$1,347**
- **The Agency's indirect cost rate (overhead rate) is negotiated with its cognizant agency, the United States Department of Education. WestEd's 2021 indirect rate is 14.0%. For each subcontractor, indirect is charged on the first \$25,000 each year. The total indicated above includes this cost.*

Total Estimated Task 2 Labor + ODC costs = \$439,144

Task 3. Metrics and Accountability of Outcomes.

Consultant will develop key metrics, aligned to the [RI Department of Education’s Learning, Equity, and Accelerated Pathway \(LEAP\) report](#), to monitor program execution and outcomes, including a process for monitoring implementation of PK-12 reopening plans and innovations in education policy and practice in the state and municipalities. Consultant will build a custom RI-specific dashboard to monitor and publicly report out on progress toward key outcome metrics. Consultant will review progress with relevant RI government entities during project management meetings and as requested.

Proposed Task 3 Workplan:

Activity	Timeline
<p>3.1 Metrics & accountability planning</p> <ul style="list-style-type: none"> • Consult with RI cross-agency staff and selected RI stakeholders (e.g., representation from LEAP Taskforce or LEAs) to agree to key metrics of interest as aligned to the LEAP Report findings • Determine the aligned data sources for each identified metric • Confirm task timeline and key milestones 	<p>July-Aug 2021</p>
<p>3.2 Dashboard development</p> <ul style="list-style-type: none"> • Discovery: Identify requirements, use cases, data sources, and specifications for dashboard • Development: User experience, design, and development of dashboard • Quality Assurance/Testing: Pilot and test the dashboard engage in quality assurance testing • Ongoing Maintenance: Coordinate with RI agencies and LEAs to provide routine database updates and maintenance <p>Note: The level of effort/cost required to develop a data dashboard is highly variable based on a number of factors, including the selected indicators, availability of datasets, system integration requirements, grain size of reporting, IT security requirements, design requirements, intended users, frequency of maintenance, and mechanism for district data submission – among other variables. The estimate provided here may require adjustment based on the determinations in the Discovery and Development phases.</p>	<p>Aug 2021 Sept 2021 Oct 2021 Oct 2021-June 2022</p>

<p>3.3 Develop Monitoring Plan</p> <ul style="list-style-type: none"> Establish benchmarks for each key metric in consultation with RI Establish monitoring calendar, with routine checkpoints (for example, quarterly) to examine progress against benchmarks 	<p>Aug 2021</p> <p>Aug 2021</p>
<p>3.4 Engage in Routine Monitoring & Reporting</p> <ul style="list-style-type: none"> Engage in routine (e.g., quarterly) monitoring activities in consultation with RI agencies Provide quarterly memos summarizing progress toward identified benchmarks 	<p>Sept 2021-June 2022</p>
<p>3.5 Implementation and Dissemination Support</p> <ul style="list-style-type: none"> Design and facilitate virtual community of practice (COP) to support LEA stakeholders to meet up to 4 times to support problem solving, sharing successes and lessons learned, and connecting with subject matter experts Develop promising practice brief outlining strategies elevated in the (COP) Support for dissemination/communication <p>Note: The activities described in 3.5 and 3.6 can potentially extend into an option year as determined by RI</p>	<p>Oct 2021-Jun 2022</p> <p>Spring 2022</p> <p>Ongoing</p>

Estimated Task 3 Labor Cost

The estimated number of labor hours to complete Task 2 is:

- 1857 hours for WestEd x \$141.29 fully loaded blended rate = **\$262,427**

Other Direct Costs

- Dashboard IT costs for hosting and licenses: **\$5,985***

**Amount may vary based on dashboard specs*

Total Estimated Task 3 Labor + ODC costs = \$268,412

Additional Optional Services

As the Governor's office considers how best to support RI agencies and LEAs in implementing the equity review recommendations; accomplish the reopening goals; and understand and communicate the impact of this significant investment in improving equity of opportunity for Rhode Island students and families, WestEd recommends considering the following longer-term supports and services. WestEd also operates several federally-funded technical assistance centers that can be leveraged to expand the reach of our support. We welcome discussion about these additional offerings, and can provide estimated pricing upon request.

- **Ongoing resource planning and implementation support for RI agencies and LEAs.** WestEd can provide ongoing support for examination of equitable resource allocation practices at the state and local level, including analysis, recommendations, and ongoing consultation to inform planning.
- **Evaluation of impact of RI's investment in accelerated learning and equity of opportunity.** WestEd can draw upon the ongoing monitoring data collected in task 2 (equity review) and task 3 (reopening accountability metrics) to provide an evaluation report that examine progress toward stated outcomes and provides actionable recommendations for strengthened implementation.
- **Peer-to-peer consultancies.** Drawing on WestEd's relationships with states across the northeast region and the country, WestEd can identify peer states for the Governor's Office and other RI agencies as appropriate to engage with virtually to problem solve, identify promising practices, and reflect on lessons learned during reopening and recovery efforts.
- **Technical assistance for LEA implementation of equity strategies.** WestEd can provide individualized coaching, problem solving and implementation support for LEAs that choose to pursue the strategies recommended in task 2 (equity reviews).
- **Student, family, and educator re-engagement supports.** Communicating with families, students, and educators about safely returning to in-person learning and the importance of attendance will be critical to addressing incomplete learning and supporting student well-being needs. WestEd can draw upon our expertise in student and family engagement, attendance, and student well-being/social emotional learning (SEL) to provide additional supports to RI agencies. We offer communications and outreach planning, SEL screening tools, and alignment and coherence planning supports to enable cross-sector collaboration and coordination in the service of student well-being.