

May 7, 2021

Ms. Lennon,

ILO Group is confident that it can fulfill all components of the RFP for K12 School and Higher Education Reopening Plan Consulting Services, supporting the Governor's vision to get all students back in school for five days a week of in-person learning by the fall, and to do everything possible to ensure that schooling is uninterrupted in the 2021-2022 school year. The proposed team stated in our proposal can deliver on the level of effort stated in the subsequent pages. That said, the indicated maximum level of effort per component communicated by the state does necessitate a slight reduction of services, and the elimination of two supplemental outputs we had included in our original submission. This is detailed below.

As stated in the submitted Technical Proposal related to component vii (development of metrics and accountability of outcomes relevant to program implementation and organization), ILO Group will develop key metrics to monitor program execution and outcomes, creating an associated internal dashboard by which to monitor and report out on key metrics. Due to the maximum allowable level of effort related to this project component, ILO Group will no longer be able to build a custom RI-specific dashboard that is public-facing, and to maintain the regular updates for the public-facing metrics. In addition, the level of effort related to ongoing project management and support for the internal dashboard will be reduced.

ILO Group will also decrease the level of effort related to the evaluation portion of component v (program design, analysis and evaluation backed with empirical data for municipal programs, summer catch up programs and state school reopening). We will reduce the level of effort required of the Harvard evaluation team during the design and implementation phase of the evaluation process, and instead rely on the Harvard Strategic Data Project Fellow to provide necessary capacity within this component. The Harvard evaluation team will continue to support the evaluation aspect of the project, but will not staff and participate in the design and implementation stages as originally described.

Lastly, ILO Group will decrease the level of effort with regards to project management within component i (COVID testing planning, organization and communication as a part of statewide full in-person public school reopening including, but not limited to, underserved students). The RFP did not explicitly name vaccination issues as part of the workstreams, but as described in our interview, we believe that vaccine confidence is critical to reopening efforts. We are removing the effort originally envisioned for vaccine confidence to align with the reduced hours. This includes the removal of the vaccine confidence report and its related research, national level of support, and communications support, which are removed from the scope of work due to level of efforts limits.

A locally-founded, locally- and women-owned firm, our team at ILO Group possess unparalleled experience and knowledge, and we are prepared and ready to begin on day one. We are practitioners with a deep understanding of the challenges leaders face in state agencies, school

districts, and city and town halls. We understand the lives of the leaders we serve, we are trusted partners, and we are prepared to execute and accomplish the bold goals of this RFP, including achieving five days of in-person, uninterrupted learning for all students in Rhode Island in the fall.

Sincerely,
ILO Group

<p>Instructions: Please review the "Estimated Level of Effort" column on the next tab. Please then complete table on the next tab with your best and final proposed rates, level of effort, and best and final fully loaded blended (all inclusive rates). Last, please confirm and/or explain the following:</p>	<p>ILO Group Response:</p>
<p>1. The proposed team provided in your proposal can deliver the level of effort stated in the next tab (Yes or No).</p>	<p>Yes</p>
<p>1b. If not, please specify whether you wish to withdraw from consideration or how you will otherwise meet the requirements of the RFP.</p>	<p>Not applicable</p>
<p>2. Please confirm that the proposed work plan, approach and methodology will does not change based on the anticipated level of effort provided in the following tab. (Yes or No)</p>	<p>No</p>

Explanation:

The proposed team provided in our proposal can deliver on the level of effort stated in the next tab. The indicated maximum level of effort per component communicated by the state does necessitate a slight reduction of services, and the elimination of two supplemental outputs we had included in our original submission. This is detailed below.

As stated in the submitted Technical Proposal related to component vii (development of metrics and accountability of outcomes relevant to program implementation and organization), ILO Group will develop key metrics to monitor program execution and outcomes, creating an associated internal dashboard by which to monitor and report out on key metrics. Due to the maximum allowable level of effort related to this project component, ILO Group will no longer be able to build a custom RI-specific dashboard that is public-facing. In addition, the level of effort related to ongoing project management and support for the internal dashboard will be reduced.

ILO Group will also decrease the level of effort related to the evaluation portion of component v (program design, analysis and evaluation backed with empirical data for municipal programs, summer catch up programs and state school reopening). We will reduce the level of effort required of the Harvard evaluation team during the design and implementation phase of the evaluation process, and instead rely on the Harvard Strategic Data Project Fellow to provide necessary capacity within this component. The Harvard evaluation team will continue to support the evaluation aspect of the project, but will not staff and participate in the design and implementation stages as originally described.

Lastly, ILO Group will decrease the level of effort with regards to project management within component i (COVID testing planning, organization and communication as a part of statewide full in-person public school reopening including, but not limited to, underserved students). The RFP did not explicitly name vaccination issues as part of the workstreams, but as described in our interview, we believe that vaccine confidence is critical to reopening efforts. We are removing the effort originally envisioned for vaccine confidence to align with the reduced hours. This includes the removal of the vaccine confidence report and its related research, national level of support, and communications support, which are removed from the scope of work due to level of efforts limits.

	(Provided by State)		Provided by Vendor:			
<i>Estimated Level of Effort By Component</i>	<i>State's Estimated Level of Effort (hours) - Minimum</i>	<i>State's Estimated Level of Effort (hours) - Max</i>	<i>Vendor's Itemized Rates (Title and \$)</i>	<i>Vendor's Proposed Level of Effort (Hours)</i>	<i>Vendor's fully loaded Blended Rate (\$)</i>	<i>Cost (Level of Effort x Fully Loaded Blended Rate)</i>
i. COVID testing planning, organization and communication as a part of statewide full in-person public school reopening including, but not limited to, underserved students;	3000	4000	Subject Matter Expert, \$280 Project Manager, \$230 Project Consultant, \$180	3996.4	216.88	\$866,739
ii. advice to State of Rhode Island government from the Governor through and including the Rhode Island Department of Education and the Rhode Island Department of Health with respect to school reopening activities organization and communication;	1500	2000	Subject Matter Expert, \$280 Project Manager, \$230 Project Consultant, \$180	1993.2	251.24	\$500,772
iii. advice, consultation and project management support with respect to expenditure and prioritization of American Rescue Plan and other relevant federal funds to address learning loss, catch up and accelerated learning;	3000	4000	Subject Matter Expert, \$280 Project Manager, \$230 Project Consultant, \$180	3999.2	242.34	\$969,166
iv. planning, program development and implementation of municipal learning programs of Cities and Towns in the State including municipal programs not directly administered by LEAs and/or traditional school committees to address lost learning and catch up and long-term learning programs;	9000	10750	Subject Matter Expert, \$280 Project Manager, \$230 Project Consultant, \$180	10747.4	232.87	\$2,502,747
v. program design, analysis and evaluation backed with empirical data for municipal programs, summer catch up programs and state school reopening;	1000	2000	Subject Matter Expert, \$280 Project Manager, \$230 Project Consultant, \$180	1952	184.61	\$360,359
vi. equity review and initiatives;	1250	1500	Subject Matter Expert, \$280 Project Manager, \$230 Project Consultant, \$180	1484	240	\$356,160
vii. development of metrics and accountability of outcomes relevant to program implementation and organization;	500	750	Subject Matter Expert, \$280 Project Manager, \$230	750	255.28	\$191,460
viii. higher education needs assessment relative to in person reopening of state colleges and universities, and	750	1000	Subject Matter Expert, \$280 Project Manager, \$230 Project Consultant, \$180	998.8	202.33	\$202,087
ix. act as lead project manager for setting up pool testing for public schools, K through 12, Rhode Island Office of Higher Education, public colleges and universities as well as coordination of communication regarding same.	2000	3000	Subject Matter Expert, \$280 Project Manager, \$230 Project Consultant, \$180	2748	211.99	\$582,549
	22000	29000		28669	Total Cost:	\$6,532,038