



Arlington Public Schools

Procurement Office
2110 Washington Blvd., Arlington, VA 22204 • Phone: (703) 228-6123 • Fax: (703) 841-0681
www.apsva.us

March 20, 2018

Via Email

Public Consulting Group, Inc.
Attn: Christen Courville
4491 Lake Brook Dr., Suite 190
Glen Allen, VA 23060
ccourville@pcgus.com

Subject: Evaluation of APS Services for Students with Special Needs – Contract 32FY18 Amendment No. 1

Dear Ms. Courville:

The above cited Contract with Arlington County School Board, operating at Arlington Public Schools (APS) is amended on the date the APS Procurement Director / Purchasing Agent executes the Amendment. Attached is Amendment No. 1 to the amend the Contract for the following reasons:

- Adding Exhibit J – Project Charter,
- Amending Exhibit A – Agreement, by adding 10 Exhibit J – Project Charter, and by adding Exhibit J – Project Charter to the order of precedence, and,
- Amending Exhibit G – Contract Terms and Conditions, Section 1 CONTRACT DOCUMENTS, by adding 10 Exhibit J – Project Charter, and by adding Exhibit J – Project Charter to the order of precedence.

All other terms and conditions shall remain unchanged.

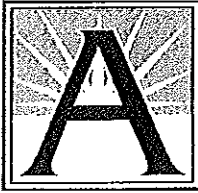
Please indicate your acceptance by having an officer sign and return the acceptance portion attached to my attention via email. Upon receipt, this office will sign and execute the Amendment and return one copy to your office. Your response is requested no later than five (5) days from the date of this letter.

Sincerely,

Joshua A. Makely, CPPO, CPPB
Assistant Director of Procurement

JAM:jam

Enclosure



Arlington Public Schools

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Amendment No. 1

Subject: Contract 32FY18 – Evaluation of APS Services for Students with Special Needs

Contractor:

Public Consulting Group, Inc.
Attn: Christen Courville
4491 Lake Brook Dr., Suite 190
Glen Allen, VA 23060
ccourville@pcgus.com

Contract:

32FY18

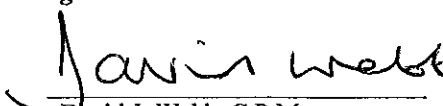
In accordance with the Contract terms and conditions, Contract 32FY18 is hereby amended for the following reasons:

- Adding Exhibit J – Project Charter,
- Amending Exhibit A – Agreement, by adding 10 Exhibit J – Project Charter, and by adding Exhibit J – Project Charter to the order of precedence, and,
- Amending Exhibit G – Contract Terms and Conditions, Section 1 CONTRACT DOCUMENTS, by adding 10 Exhibit J – Project Charter, and by adding Exhibit J – Project Charter to the order of precedence.

Arlington Public Schools

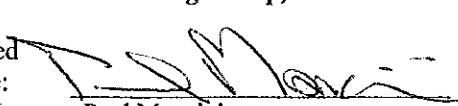
Public Consulting Group, Inc.

Authorized
Signature:
Printed Name
and Title:



David J. Webb, C.P.M.
Director / Purchasing Agent

Authorized
Signature:
Printed Name
and Title:



Paul Mancini
Manager

Date:

November 5, 2018

Date:

9/14/18



Exhibit J
Project Charter
Arlington Public Schools:
Evaluation of APS Services for Students with Special Needs

Project Objectives

Arlington Public Schools (APS) has engaged Public Consulting Group (PCG) to conduct a comprehensive evaluation of services for students with special needs, pre-K through grade 12. The evaluation will look at services for students that are covered by policies and procedures for:

- Intervention Assistance Teams (IATs)
- Multi-Tiered System of Support (MTSS), referred to as Arlington Tiered System of Support (ATSS) in APS
- 504 plans
- Individual Education Programs (IEPs)

The review will study the topical areas listed below and assess the extent to which these APS goals are realized.

Goal 1: Evaluate and identify students who may require additional supports, services, interventions, and accommodations.

Goal 2: Provide services, accommodations, and instruction for students based on identification of needed services

Goal 3: Resources are organized to consistently implement the processes for: a) Evaluating and identifying students who may require additional supports, services, interventions, and accommodations; b) Providing services, accommodations, and instruction for students based on identification of needed services.

Goal 4: Students identified with an IEP or 504 are challenged and engaged.

Goal 5: Students with special needs are supported to develop socially and emotionally.

Goal 6: Students with special needs have the opportunity to engage in the school experience equitably.

Goal 7: Students with special needs are serviced by high quality staff and service providers across all settings.

Goal 8: Support parents and families of students with disabilities.

Goal 9: Students with special needs are academically successful.

Goal 10: Students with special needs thrive socio-emotionally.

Goal 11: Seamless transitions between grade levels and to postsecondary opportunities



Recommendations resulting from this project will highlight how APS can more effectively organize its structures, systems, and processes to better support the delivery of services to students with special needs and improve student outcomes. The end goal of this work is improved fiscal operations, policies and procedures that ensure all students with special needs receive high quality, appropriate services in the most cost effective and results oriented manner.

Project Schedule

Activity	Timeframe	Owners	Location
Weekly Project Management Calls (30 minutes)	Ongoing	PCG, APS	Off-site
Project Kick-off (1/2 day)	October 4, 2018	PCG, APS	On-site
Round 1 Data/Document Collection Request	July 2018	PCG	Off-site
All Round 1 Data to PCG	September 2018	APS	Off-site
Stakeholder Surveys	October 22- November 9, 2018	PCG	Off-site
Round 1 Interviews and Focus Groups	Week of November 5, 2018	PCG	On-site
Round 2 Interviews, Focus Groups, and Student File Reviews	Week of November 26, 2018	PCG	On-site
Student Shadowing	January 2019	PCG	On-site
Round 2 Data/Document Request	February 2018	PCG	Off-site
All Round 2 Data to PCG	February 2019	APS	Off-site
PCG Writing and Analysis	Spring 2019	PCG	Off-site
APS Review Report (1 st Draft)	June 2019	APS	Off-site
Report Feedback to PCG (1 st Draft)	July 2019	APS	Off-site
PCG Report Revisions (1 st Draft)	July 2019	PCG	Off-site
APS Review Report (2 nd Draft)	August 2019	APS	Off-site
Report Feedback to PCG (2 nd Draft)	August 2019	APS	Off-site
PCG Report Revisions (2 nd Draft)	September 2019	PCG	Off-site
Final Report	September 2019	PCG	Off-site
Action Planning Retreat (1/2 day)	October 2019	PCG, APS	On-site
Presentation to the School Board and/or Other Stakeholder Groups (1/2 day)	October 2019	PCG, APS	On-site
Check in/ implementation support	December 2019	PCG, APS	Off-site



Deliverables

1.0 Written Report: The final written report will detail commendable practices, recommended areas of improvement and projected benefits of the recommendations. The recommendations will be organized in ways that facilitate action planning. The report will display quantitative and qualitative findings in user-friendly formats that foster understanding and use of the data by multiple stakeholders. The study will be guided by the following research questions:

- a. How does APS **evaluate and identify** students who may require additional supports, services, interventions, and accommodations?
- b. How does APS provide **services, accommodations, and instruction** for students based on identification of needed services?
- c. **How are resources** are organized to consistently implement the processes for 1) evaluating and identifying students who may require additional supports, services, interventions, and accommodations, and 2) providing services, accommodations, and instructions for students based on identification of needed services?
- d. To what extent are APS students identified with an IEP or 504 **challenged and engaged**?
- e. How are APS students with special needs **supported to develop socially and emotionally**?
- f. In what ways are APS students with special needs provided the **opportunity to engage in the school experience equitably**?
- g. How does APS ensure that students with special needs are serviced by **high quality staff and service providers** across all settings?
- h. How does APS **support parents and families** of students with disabilities?
- i. To what extent are APS students with special needs **academically successful**?
- j. How does APS prepare students with special needs to **thrive socio-emotionally**?
- k. To what extent does APS provide **seamless transitions between grade levels and to post-secondary opportunities**?

2.0 Action Planning Retreat: Upon report completion, PCG will facilitate an action planning retreat to concretize next steps, with timelines and designated owners for implementation. The retreat will take place in October 2019 at a division-hosted facility.

3.0 Stakeholder Presentation: PCG will present the final report, findings, and recommendations to APS' Board of Education and/or other stakeholders. PCG will produce a power point for presentation purposes as well as an executive summary of the report.

Project Organization



Key PCG Personnel

Staff Members	Role
Anna d'Entremont	Project Manager
Dr. Jennifer Meller	Subject Matter Expert and Project Coordination
Will Gordillo	Subject Matter Expert
Dr. Christine Donis-Keller	Evaluation Specialist
Matthew Scott	Project Support and Data Analyst

Key APS Personnel

Staff Members	Role
Regina Van Horne	Assistant Director Evaluation
Paul Jamelske	Director of Special Education
Dr. Kelly Krug	Supervisor Special Program - ATSS
Dr. Laura Newton	Director of Student Services
Robyn Ristau	Evaluation Specialist
Heather Rothenbuescher	Supervisor, Special Education

PCG Project Oversight

All PCG Education projects are managed by an implementation plan that details the project objectives, task descriptions, deliverables and expected results, as well as project timing and staff assigned to the engagement.

In conjunction with Dr. Jennifer Meller, Anna d'Entremont, Senior Consultant, shall perform project oversight on behalf of PCG for this engagement. PCG's Project Manager will:

- 1) Be responsible for administering this agreement and the management of day-to-day operations under this agreement
- 2) Serve as a liaison between the APS Project Manager and all PCG personnel participating in this engagement
- 3) Facilitate regular communication with the APS Project Manager and review project performance against the project plan
- 4) Provide a status update on the project plan on a weekly basis
- 5) Sign acceptance forms to acknowledge their receipt from APS
- 6) Be responsible for the management and deployment of APS personnel



Project Risks

Risk	Description	Mitigation Strategy
Timeline	Timeframe to schedule interviews, collect data from stakeholders, and develop report.	Use of weekly check-ins to ensure adherence to the project plan
Stakeholder Engagement	Stakeholder participation, through focus groups and interviews, is required for PCG to gain a comprehensive understanding of current strengths, challenges, and opportunities for improvement in the APS special education program.	APS project leadership will notify stakeholders about the purpose of the project and the importance of their participation. PCG/APS projects leads will meet to review communication strategy if scheduling challenges arise.

Sign Off

The following parties are the required approvers of this Project Charter along with their selected dispositions. Approvers must select one of three dispositions after reviewing the item:

Public Consulting Group Signature

- I approve this Project Charter and have no further questions or comments.
- I conditionally approve this Project Charter contingent on the following corrections (see comments).
- I disapprove of this Project Charter for the following reasons identified (see comments).

09/07/2018

Name: Jennifer Meller

Date

PCG Representative

Comments:

Arlington Public Schools' Signature

- I approve this Project Charter and have no further questions or comments.
- I conditionally approve this Project Charter contingent on the following corrections (see comments).
- I disapprove of this Project Charter for the following reasons identified (see comments).

November 5, 2018

Name: David J. Webb, C.P.M.
 Procurement Director / Purchasing Agent
 APS Representative

Date