

**MEMORANDUM**

**TO:** Members, Utah State Board of Education

**FROM:** Diana Suddreth  
Director, Teaching and Learning

**DATE:** June 9 - 10, 2016

**ACTION:** UPSTART Contract Amendment

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**Background:**

Under 53a-1a-1001, the UPSTART program, a home-based technology preschool program, has been in place since 2009. A new contract was awarded in 2014 due to an extension of the program by the legislature. Over the years of the program, insufficient communication and fiscal management between the USOE and the UPSTART provider, Waterford, has created a need to conduct a contract amendment. Furthermore, with the additional funds for UPSTART appropriated in the May 2016 Special Session of the Legislature, a contract amendment is needed.

**Board Strategic Plan:**

The requested contract amendment will ensure that the maximum amount of students are able to access the program to enhance student opportunities for quality learning.

**Anticipated Action:**

The Finance Committee will make recommendations to the Board concerning approval of the contract amendment for UPSTART.

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# UPSTART Contract Amendment



Prepared by the  
Utah State Office of Education  
June 9 - 10, 2016

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## UPSTART Contract Amendments

### Background

In 2009, the Utah State Legislature created the UPSTART Program (53a-1a-1001) as a five-year pilot program to provide home-based technology for preschool children and to study the impact. In 2014, the pilot was reauthorized for an additional five years. A new contract was created in July of 2014 that is set to conclude in July of 2019.

Over the course of the 2 five-year contract periods, carryover funds have been accrued. As of FY16, the following funds are potentially available depending on Board approval:

Fiscal Year	Appropriation	Waterford Contract Amount	Evaluation Contract	Balance
FY09	\$2,800,000.00	\$ 2,350,000.00	\$ 134,280.00	\$ 315,720.00
FY10	\$1,748,300.00	\$ 1,615,050.00		\$ 133,250.00
FY11	\$1,764,000.00	\$ 1,808,100.00	\$ 107,720.00	\$ (151,820.00)
FY12	\$1,940,300.00		\$ 264,600.00	\$ 1,675,700.00
FY13	\$1,763,900.00	\$ 1,631,607.00		\$ 132,293.00
FY14	\$2,263,900.00	\$ 2,063,192.00	\$ 135,800.00	\$ 64,908.00
FY15	\$4,763,900.00	\$ 4,371,000.00	\$ 275,010.00	\$ 117,890.00
FY16	\$5,763,900.00	\$ 5,321,000.00	\$ 258,190.00	\$ 184,710.00
FY17	\$6,263,900.00	\$ 4,371,000.00	\$ 438,473.00	\$ 1,454,427.00

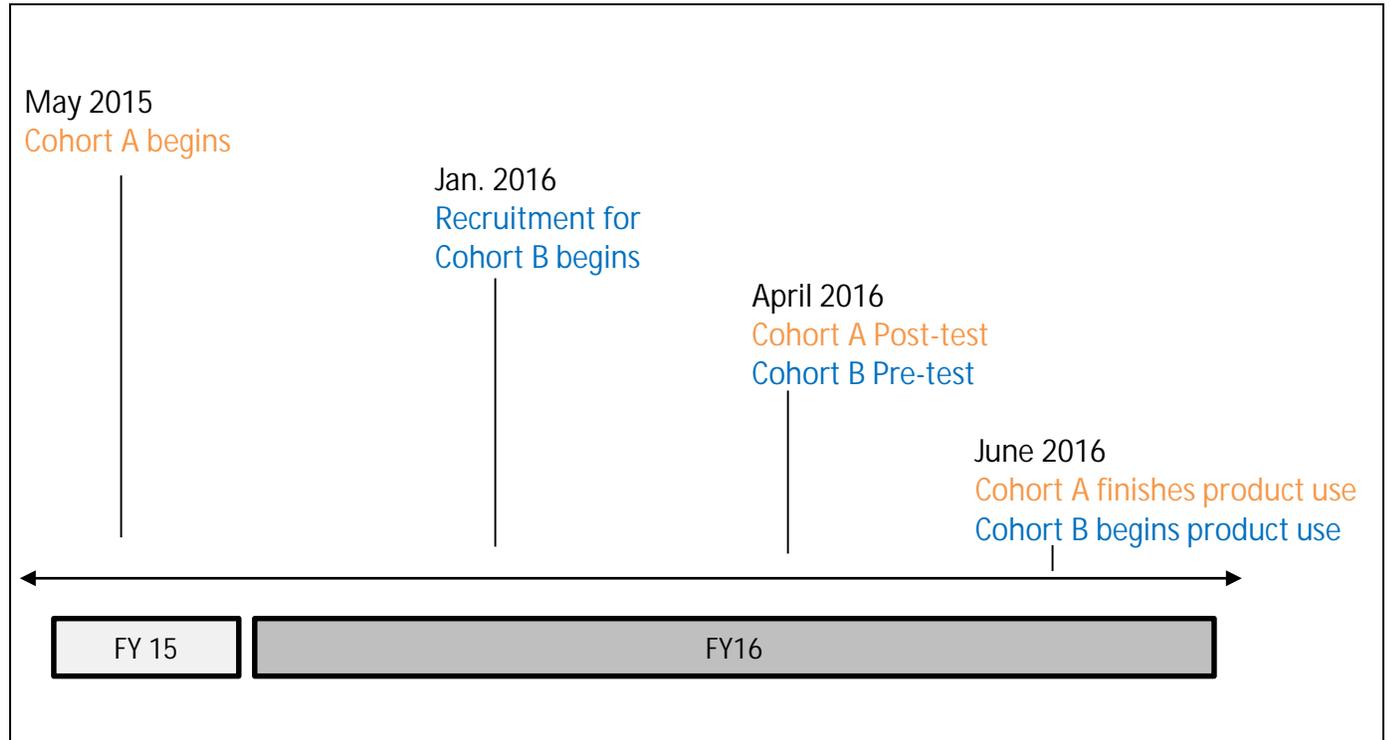
### Current Contract

Waterford has exceeded their current contract amount for FY16. As part of the implementation, there is an overlap of student cohorts (see figure A). For example, Waterford begins recruiting students in January of each year. Students begin engagement with the program as early as May. Additionally, the current year's students are still being served through June. This creates an overlap of current students and new students. As such, the scope of work and contract bridges two groups of students in one fiscal year. The current scope of work attends to only one cohort at a time, which has caused fiscal issues in that Waterford needs to begin services for the upcoming cohort during the previous contract year for things, such as the purchase of equipment and to provide parent training sessions.

Specifically, for FY16, Waterford has overspent their contracted amount by \$305,496.65. This occurred because under past accounting practices, unencumbered monies from previous fiscal years had been allowed to be used in following years without amending their contract. Changes to current accounting practice were not communicated clearly to Waterford and so they were left under the impression that this type of scenario was continuing. Therefore, they have overspent their current contract amount and an amendment to the contract is requested.

Attached is an updated scope of work that accounts for the additional funding appropriated in May 2016's Special Legislative Session, as well as changes needed to more accurately represent each year's costs and activities for FY16-19.

Figure A: Cohort Overlap  
Moving Forward



To avoid such circumstances in the future, USOE staff has worked with Waterford to update their scope of work to better represent the overlapping nature of the cohorts. Also, we will improve our level of communication in relation to the actual dollars available to be spent in the remaining contract years of FY17, FY18, and FY19 to prevent overspending.

**Action Needed**

We request for the Board to consider the following requests:

- Approve the proposed amendments for FY16 budget to increase the contract by \$305,496.65 to cover current expenditures (Attachment A)
- Approve new scope of work and budgets for C8, C9, and C10 which cover FY17-19 (see Attachment B, C, D, & E)
- Approve amendments to the contract amounts for FY17-19, based on the Special Session and scope of work adjustments

Fiscal Year	Current Contract Amount	Proposed Contract Amount
FY17	\$4,371,000	\$5,825,427
FY18	\$4,371,000	\$5,825,427
FY19	\$4,371,000	\$5,825,427

- Approve amendments to the Evaluation and Training Institute contract due to increased student enrollment for an amount of \$26,214 (see Attachment F)

## Year 7 UPSTART Budget

	Revised Year 7	Original Year 7	Change
Hardware and Internet	\$ 515,079.71	\$ 249,030.00	\$266,049.71
Hardware-Related Services	\$495,195.68	\$ 510,762.00	\$(15,566.32)
Project Coordination	\$456,279.36	\$ 321,543.00	\$134,736.36
License Fee	\$4,159,941.80	\$ 3,289,665.00	\$870,276.80
Additional One-Time Funding		\$ 950,000.00	\$(950,000.00)
Waterford Contribution	-		
<b>Total Waterford Contract</b>	\$ 5,626,496.55	\$ 5,321,000	\$ 305,496.55
Total Participants	6,622	6,622	-
Cost Per Participant	\$ 849	\$ 804	\$ 46

The total proposed budget for Year 7 of \$ 5,626,496.55 shows an increase of \$305,496.55 which is needed to capture expenses needed to prepare for Year 8 that need to occur during Year 7 in order to manage the growth and timing of the program for Year 8. We have had some cost savings in the Project Coordination portion of the budget which reduces the impact of these adjustments.

While this increases the Year 7 per participant cost substantially, the Years 7-10 per participant cost is \$802. This is due to our adding additional participants to offset this one time increase in cost during Year 7. (See Year 7 to 10 Upstart Budget Summary).

Waterford will submit monthly invoices for pass-through costs for hardware, including Internet, and will provide copies of supporting invoices. Costs for Project Coordination and Hardware-Related Services will be billed to the State on a quarterly basis. License fees will be charged to the State at a rate of \$628.39 per participant beginning with the initial billing on May 1<sup>st</sup> and monthly thereafter as more children register for the program. Beginning with Year 8 and onward, invoicing may begin on April 1<sup>st</sup>. Each year, invoices issued prior to June 1<sup>st</sup> will have a payment date of July 1<sup>st</sup>, and invoices issued after June 1<sup>st</sup> will have net 30 payment terms.

## Year 8 UPSTART Budget

	Revised Year 8	Original Year 8	Change
Hardware and Internet	\$ 539,564	\$ 286,707	\$ 252,857
Hardware-Related Services	629,437	515,870	113,567
Project Coordination	513,621	324,758	188,863
License Fee	4,618,750	3,243,665	1,375,085
Waterford Contribution	(475,945)	-	(475,945)
<b>Total Waterford Contract</b>	<b>\$ 5,825,427</b>	<b>\$ 4,371,000</b>	<b>\$ 1,454,427</b>
Evaluation, Auditing, and Surplus (up to 7%)	\$ 438,473		
<b>Total Program</b>	<b>\$ 6,263,900</b>	<b>\$ 4,371,000</b>	<b>\$1,892,900</b>
Total Participants	7,390	4,935	2,455
Cost Per Participant	\$ 788	\$ 886	\$ (97)

The total proposed budget for Year 8 of \$5,825,427 is an increase of \$1,454,427 due to an expansion of the funding available to the program.

Overall, as we increase our participants to 7,390 from 4,935; we are anticipating having increased costs that may go up at a greater rate than the total revenue related to this increase. This trend is driven from on-going increases in cost for both facilities and employees to service the program as well as potential increases in cost related to recruitment. As it is our goal to decrease the cost of the program to the State as we increase the scope of the program, Waterford will absorb these potential increases in the cost of servicing the program as reflected in the Waterford Contribution line of the budget.

The decrease in cost to \$788 is reflective of the cost of approximately \$300,000 in hardware from years 8 through 10 into Year 7. The cost through the Years 7 through 10 is reduced to \$802 per participant. (See Year 7 to 10 Upstart Budget Summary).

Waterford will submit monthly invoices for pass-through costs for hardware, including Internet, and will provide copies of supporting invoices. Costs for Project Coordination and Hardware-Related Services will be billed to the State on a quarterly basis. License fees will be charged to the State at a rate of \$625 per participant beginning with the initial billing on April 1<sup>st</sup> and monthly thereafter as more children register for the program. Each year, invoices issued prior to June 1<sup>st</sup> will have a payment date of July 1<sup>st</sup>, and invoices issued after June 1<sup>st</sup> will have net 30 payment terms. Note that invoices for the final month and final quarter for a year are submitted in the first month of the next year but still need to be captured in this year's budget.

**UPSTART Program**  
**Year 8 (July 1, 2016 – June 30, 2017)**  
**Scope of Work/Timeline**

**July 2016**

- Meet with insurance provider regarding continuation of liability coverage for Year 8.
- Prepare “diplomas” and related materials for Year 7 graduations.
- Continue to train summer interns to conduct graduations and trainings.
- Host Year 7 graduation parties throughout the state to include final participant assessment and equipment return.
- Mail return labels for equipment return from Year 7 participants not attending a graduation party with instructions on taking WACS at home.
- Disconnect Internet for outgoing Year 7 participants.
- If necessary, schedule additional equipment drop-off locations for outgoing Year 7 participants.
- Bill USOE for Year 7 4<sup>th</sup> quarter (April, May, June) expenses (to be disbursed from Year 7 funds).
- Make additional purchases of NAS/Router devices as necessary depending on Year 8 participant location.
- Return all unusable/retired equipment to USOE as USOE instructs.
- Continue to purchase hardware to meet additional equipment needs for Year 8 and to replace unusable returned equipment.
- Inventory and re-purpose (including cleaning and re-imaging) Year 7 equipment for future distribution.
- Continue to register Year 8 participants if participation slots are available.
- Send ETI a file for Year 8 expected participants including parent and child name, mailing address, physical address, phone numbers, district, equipment to receive, and all demographic information.
- Finalize testing/training/equipment distribution dates for incoming Year 8 participants and reconfirm reserved sites in targeted locations.
- Determine staffing and travel needs for Year 8 training/testing/distribution.
- Continue to advise Year 8 parents/caregivers of testing and training dates and sites.
- Begin Year 8 testing, training, and equipment distribution at initial locations throughout the State (programs in both Spanish and English).
- Make initial welcome calls for Year 8 participants a week after training.
- Determine best match of Internet providers for Year 8 lower SES participants and establish Internet connectivity.
- Monitor effectiveness of UPSTART websites and make any necessary changes or additions related to training.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.

- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Pre-register interested participants for Year 9 and beyond.
- Pay Internet bills.
- Ensure database maintenance and integrity.

### **August 2016**

- Purchase NAS/Router devices as necessary depending on Year 8 participant location.
- Begin planning for Year 9, including review of all processes for registration and data collection.
- Evaluate past processes for cost-effectiveness with a goal of streamlining activities.
- Return all unusable/retired equipment to USOE or as USOE instructs.
- Implement equipment collections for Year 7 participants who did not attend a graduation party or use a drop-off location, including scheduling at-home pickups and collection calls.
- Inventory and re-purpose (including cleaning and re-imaging) Year 7 equipment for future distribution.
- Continue to advise Year 8 parents/caregivers of testing and training dates and sites.
- Continue to register Year 8 participants if participation slots are available.
- Compile testing data from July administration of WACS for Year 7 participants.
- Continue Year 8 testing, training, and equipment distribution at initial locations throughout the State (programs in both Spanish and English).
- Conduct any necessary Year 8 “remote” training.
- Establish Internet connectivity for Year 8 participants.
- Make initial welcome calls for Year 8 participants a week after training.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Pre-register interested participants for Year 9 and beyond.
- Bill USOE as appropriate.
- Ensure database maintenance and integrity
- Submit annual report to USOE.

### **September 2016**

- Send Year 7 WACS results to parents/caregivers.
- Continue to register Year 8 participants if participation slots are available.
- Continue Year 8 testing, training, and equipment distribution at initial locations throughout the State (programs in both Spanish and English); offer online trainings as necessary.
- Establish Internet connectivity for Year 8 participants.
- Make welcome calls for Year 8 participants within a week of training.

- Submit all data and recommendations on product improvement reports to other Waterford departments.
- Provide Year 8 participants with technical, curricular, and motivational support.
- Track usage patterns.
- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 8 participants, including Waterford Words of the Week, and usage contests.
- Place proactive calls related to non-use.
- Continue to register and train participants if participation slots are available.
- Pay Internet bills.
- Inventory and re-purpose equipment returns from Year 7 and 8 for replacement of field equipment as necessary.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Continue to monitor effectiveness of UPSTART websites and make any necessary changes or additions.
- Invoice Year 7 participants who, after extensive collection effort, do not return their equipment.
- Return all unusable/retired equipment to USOE or as instructed by USOE.
- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Pre-register interested participants for Year 9 and beyond.
- Bill USOE as appropriate including Year 7 post assessments.
- Ensure database maintenance and integrity.

#### **October 2016**

- Provide Year 8 participants with technical, curricular, and motivational support.
- Track usage patterns.
- Continue to register Year 8 participants if participation slots are available.
- Monitor ongoing program improvements and deliverables by other departments.
- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 8 participants, including Waterford Words of the Week, and usage contests.
- Place proactive calls related to non-use.
- Inventory and re-purpose Year 7 and Year 8 equipment for future distribution.
- Continue to monitor effectiveness of UPSTART websites and make any necessary changes or additions.
- Continue to register and train participants if participation slots are available.
- Pay Internet bills.
- Replace field equipment as necessary.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Secure return of equipment from opt-outs and non-users.

- Plan and host Advisory Committee meeting; present final WACS data for Year 7 children and participation make-up for Year 8.
- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Pre-register interested participants for Year 9 and beyond.
- Bill USOE as appropriate.
- Submit Year 8 quarterly bill to USOE for July, August, and September.
- Ensure database maintenance and integrity.

#### **November 2016**

- Provide Year 8 participants with technical, curricular, and motivational support.
- Track usage patterns.
- Monitor ongoing program improvements and deliverables by other departments.
- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 8 participants, including Kids’ Corner, Waterford Words of the Week, and usage contests.
- Place proactive calls related to non-use.
- Continue to monitor effectiveness of UPSTART websites and make any necessary changes or additions.
- Pay Internet bills.
- Purchase and replace field equipment as necessary.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Secure return of equipment from opt-outs and non-users.
- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Pre-register interested participants for Year 9 and beyond.
- Bill USOE as appropriate.
- Ensure database maintenance and integrity.

#### **December 2016**

- Provide Year 8 participants with technical, curricular, and motivational support.
- Track usage patterns. Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 8 participants, including Waterford Words of the Week, and usage contests.
- Place proactive calls related to non-use.
- Continue to monitor effectiveness of UPSTART websites and make any necessary changes or additions.
- Pay Internet bills.
- Purchase and replace field equipment as necessary.

- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Secure return of equipment from opt-outs and non-users.
- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Pre-register interested participants for Year 9 and beyond.
- Bill USOE as appropriate.
- Ensure database maintenance and integrity.

### **January 2017**

- Provide Year 8 participants with technical, curricular, and motivational support.
- Track usage patterns.
- Begin registering Year 9 participants.
- Monitor Year 8 participants for potential move from core curriculum to intervention program; make related calls to parents and caregivers and disseminate intervention-related materials.
- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 8 participants, including Waterford Words of the Week, and usage contests.
- Place proactive calls related to non-use.
- Continue to monitor effectiveness of UPSTART websites and make any necessary changes or additions.
- Pay Internet bills.
- Purchase and replace field equipment as necessary.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Secure return of equipment from opt-outs and non-users.
- Plan and host Advisory Committee meeting.
- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Pre-register interested participants for Year 9 and beyond.
- Bill USOE as appropriate.
- Submit Year 8 quarterly bill to USOE for October, November, and December.
- Ensure database maintenance and integrity.

### **February 2017**

- Provide Year 8 participants with technical, curricular, and motivational support.
- Track usage patterns.
- Register Year 9 participants.
- Monitor Year 8 users for potential move from core curriculum to intervention program; make related calls to parents and caregivers and disseminate intervention-related materials.

- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 8 participants, including Waterford Words of the Week, and usage contests.
- Place proactive calls related to non-use.
- Continue to monitor effectiveness of UPSTART websites and make any necessary changes or additions.
- Pay Internet bills.
- Purchase and replace field equipment as necessary.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Secure return of equipment from opt-outs and non-users.
- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Pre-register interested participants for Year 9 and beyond.
- Recruit and interview summer interns from Utah colleges and universities.
- Bill USOE as appropriate.
- Ensure database maintenance and integrity.

### **March 2017**

- Provide Year 8 participants with technical, curricular, and motivational support.
- Continue tracking usage patterns.
- Register Year 9 participants.
- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 8 participants, including Waterford Words of the Week, and usage contests.
- Continue to monitor effectiveness of UPSTART websites and make any necessary changes or additions.
- Place proactive calls related to non-use.
- If necessary, retrieve equipment from non-users and opt-outs.
- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Pre-register interested participants for Year 9 and beyond.
- Review and renew strategic agreements with Internet providers throughout Utah.
- Hire summer interns.
- Pay Internet bills.
- Purchase and replace field equipment as necessary.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Bill USOE as appropriate.
- Ensure database maintenance and integrity.

## April 2017

- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Pre-register interested participants for Year 9 and beyond.
- Register Year 9 participants.
- Begin to match available hardware resources to initial information on Year 9 participant needs; determine any changes in hardware selection.
- Provide Year 8 participants with technical, curricular, and motivational support.
- Track usage patterns.
- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 8 participants, including Kids’ Corner, Waterford Words of the Week, and usage contests.
- Place proactive calls related to non-use.
- If necessary, retrieve equipment from non-users and opt-outs.
- Pay Internet bills.
- Purchase and replace field equipment as necessary.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Plan and host Advisory Committee meeting to feature Cohort 7 external evaluation.
- Work with USOE to finalize Scope of Work for Year 9.
- Finalize Year 9 budget with USOE.
- Bill USOE as appropriate.
- Plan Year 9 graduation schedule.
- Submit Year 8 quarterly bill to USOE for January, February, and March.
- Ensure database maintenance and integrity.

## May 2017

- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Pre-register interested participants for Year 9 and beyond.
- Register Year 9 participants.
- Continue to match available hardware resources to meet Year 9 participant needs.
- Purchase additional hardware and training materials for Year 9 participants.
- Match Internet providers to Year 9 participants receiving the service.
- Provide Year 8 participants with technical, curricular, and motivational support.
- Track usage patterns.
- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 8 participants, including Kids’ Corner, Waterford Word of the Week, and usage contests.
- Continue to monitor effectiveness of UPSTART websites and make any necessary changes or additions.

- Place proactive calls related to non-use.
- Pay Internet bills.
- Purchase and replace field equipment as necessary.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Establish dates and deadlines for summer pre-testing schedule from ETI for Year 9 participants.
- Establish dates, locations, staffing, and travel needs for Year 8 graduation parties.
- Print and produce all Year 8 graduation materials.
- Print and produce Year 9 training materials.
- Plan Year 9 training schedule and locations.
- Bill USOE as appropriate (to include Year 9 hardware and training material purchases).

### **June 2017**

- Train summer interns.
- Send ETI file for Year 8 final usage and demographics report.
- Advise Year 8 participants of graduation party locations, dates, and times and take RSVPs.
- Provide Year 8 participants with technical, curricular, and motivational support.
- Track usage patterns.
- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 8 participants, including Waterford Word of the Week, and usage contests.
- Update UPSTART website with graduation activities and related information.
- Pay Internet bills.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Finalize deployment of summer interns to assist with Year 8 graduation parties and final testing and Year 9 trainings and initial testing.
- Ensure database maintenance and integrity.
- Submit final bill for Year 8 to USOE for May monthly expenses.

### **Additional Overarching Activities:**

- Respond to USOE and external evaluator's requests for information and data.
- Comply with all State audit requirements.
- Participate in community activities to disseminate UPSTART program information.
- Present program outcomes to interested audiences locally, nationally, and internationally.

## Attachment C: Year 9 UPSTART Budget

	Revised Year 9	Original Year 9	Change
Hardware and Internet	\$ 493,900	\$ 304,623	\$ 189,277
Hardware-Related Services	677,053	521,028	156,025
Project Coordination	513,621	328,006	185,615
License Fee	4,618,750	3,217,343	1,401,407
Waterford Contribution	(477,897)	-	(477,897)
<b>Total Waterford Contract</b>	<b>\$ 5,825,427</b>	<b>\$ 4,371,000</b>	<b>\$ 1,454,427</b>
Evaluation, Auditing, and Surplus (up to 7%)	\$ 438,473		
<b>Total Program</b>	<b>\$ 6,263,900</b>	<b>\$ 4,371,000</b>	<b>\$1,892,900</b>
Total Participants	7,390	4,935	2,455
Cost Per Participant	\$ 788	\$ 886	\$ (97)

The total proposed budget for Year 9 of \$5,825,427 is an increase of \$1,454,427 due to an expansion of the funding available to the program.

Overall, as we increase our participants to 7,390 from 4,935; we are anticipating having increased costs that may go up at a greater rate than the total revenue related to this increase. This trend is driven from on-going increases in cost for both facilities and employees to service the program as well as potential increases in cost related to recruitment. As it is our goal to decrease the cost of the program to the State as we increase the scope of the program, Waterford will absorb these potential increases in the cost of servicing the program as reflected in the Waterford Contribution line of the budget.

The decrease in cost to \$788 is reflective of the cost of approximately \$300,000 in hardware from years 8 through 10 into Year 7. The cost through the Years 7 through 10 is reduced to \$802 per participant. (See Year 7 to 10 Upstart Budget Summary).

Waterford will submit monthly invoices for pass-through costs for hardware, including Internet, and will provide copies of supporting invoices. Costs for Project Coordination and Hardware-Related Services will be billed to the State on a quarterly basis. License fees will be charged to the State at a rate of \$625 per participant beginning with the initial billing on April 1<sup>st</sup> and monthly thereafter as more children register for the program. Each year, invoices issued prior to June 1<sup>st</sup> will have a payment date of July 1<sup>st</sup>, and invoices issued after June 1<sup>st</sup> will have net 30 payment terms. Note that invoices for the final month and final quarter for a year are submitted in the first month of the next year but still need to be captured in this year's budget.

**UPSTART Program**  
**Year 9 (July 1, 2017 – June 30, 2018)**  
**Scope of Work/Timeline**

**July 2017**

- Meet with insurance provider regarding continuation of liability coverage for Year 9.
- Prepare “diplomas” and related materials for Year 8 graduations.
- Continue to train summer interns to conduct graduations and trainings.
- Host Year 8 graduation parties throughout the state to include final participant assessment and equipment return.
- Mail return labels for equipment return from Year 8 participants not attending a graduation party with instructions on taking WACS at home.
- Disconnect Internet for outgoing Year 8 participants.
- If necessary, schedule additional equipment drop-off locations for outgoing Year 8 participants.
- Bill USOE for Year 8 4<sup>th</sup> quarter (April, May, June) expenses (to be disbursed from Year 8 funds).
- Make additional purchases of NAS/Router devices as necessary depending on Year 9 participant location.
- Return all unusable/retired equipment to USOE as USOE instructs.
- Continue to purchase hardware to meet additional equipment needs for Year 9 and to replace unusable returned equipment.
- Inventory and re-purpose (including cleaning and re-imaging) Year 8 equipment for future distribution.
- Continue to register Year 9 participants if participation slots are available.
- Send ETI a file for Year 9 expected participants including parent and child name, mailing address, physical address, phone numbers, district, equipment to receive, and all demographic information.
- Finalize testing/training/equipment distribution dates for incoming Year 9 participants and reconfirm reserved sites in targeted locations.
- Determine staffing and travel needs for Year 9 training/testing/distribution.
- Continue to advise Year 9 parents/caregivers of testing and training dates and sites.
- Begin Year 9 testing, training, and equipment distribution at initial locations throughout the State (programs in both Spanish and English).
- Make initial welcome calls for Year 9 participants a week after training.
- Determine best match of Internet providers for Year 9 lower SES participants and establish Internet connectivity.
- Monitor effectiveness of UPSTART websites and make any necessary changes or additions related to training.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.

- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Pre-register interested participants for Year 10.
- Pay Internet bills.
- Ensure database maintenance and integrity.

### **August 2017**

- Purchase NAS/Router devices as necessary depending on Year 9 participant location.
- Begin planning for Year 10, including review of all processes for registration and data collection.
- Evaluate past processes for cost-effectiveness with a goal of streamlining activities.
- Return all unusable/retired equipment to USOE or as USOE instructs.
- Implement equipment collections for Year 8 participants who did not attend a graduation party or use a drop-off location, including scheduling at-home pickups and collection calls.
- Inventory and re-purpose (including cleaning and re-imaging) Year 8 equipment for future distribution.
- Continue to advise Year 9 parents/caregivers of testing and training dates and sites.
- Continue to register Year 9 participants if participation slots are available.
- Compile testing data from July administration of WACS for Year 8 participants.
- Continue Year 9 testing, training, and equipment distribution at initial locations throughout the State (programs in both Spanish and English).
- Conduct any necessary Year 9 “remote” training.
- Establish Internet connectivity for Year 9 participants.
- Make initial welcome calls for Year 9 participants a week after training.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Pre-register interested participants for Year 10.
- Bill USOE as appropriate.
- Ensure database maintenance and integrity
- Submit annual report to USOE.

### **September 2017**

- Send Year 8 WACS results to parents/caregivers.
- Continue to register Year 9 participants if participation slots are available.
- Continue Year 9 testing, training, and equipment distribution at initial locations throughout the State (programs in both Spanish and English); offer online trainings as necessary.
- Establish Internet connectivity for Year 9 participants.
- Make welcome calls for Year 9 participants within a week of training.

- Submit all data and recommendations on product improvement reports to other Waterford departments.
- Provide Year 9 participants with technical, curricular, and motivational support.
- Track usage patterns.
- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 9 participants, including Waterford Words of the Week, and usage contests.
- Place proactive calls related to non-use.
- Continue to register and train participants if participation slots are available.
- Pay Internet bills.
- Inventory and re-purpose equipment returns from Year 8 and Year 9 for replacement of field equipment as necessary.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Continue to monitor effectiveness of UPSTART websites and make any necessary changes or additions.
- Invoice Year 8 participants who, after extensive collection effort, do not return their equipment.
- Return all unusable/retired equipment to USOE or as instructed by USOE.
- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Pre-register interested participants for Year 10.
- Bill USOE as appropriate including Year 8 post assessments.
- Ensure database maintenance and integrity.

#### October 2017

- Provide Year 9 participants with technical, curricular, and motivational support.
- Track usage patterns.
- Continue to register Year 9 participants if participation slots are available.
- Monitor ongoing program improvements and deliverables by other departments.
- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 9 participants, including Waterford Words of the Week, and usage contests.
- Place proactive calls related to non-use.
- Inventory and re-purpose Year 8 and Year 9 equipment for future distribution.
- Continue to monitor effectiveness of UPSTART websites and make any necessary changes or additions.
- Continue to register and train participants if participation slots are available.
- Pay Internet bills.
- Replace field equipment as necessary.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Secure return of equipment from opt-outs and non-users.

- Plan and host Advisory Committee meeting; present final WACS data for Year 8 children and participation make-up for Year 9.
- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Pre-register interested participants for Year 10.
- Bill USOE as appropriate.
- Submit Year 9 quarterly bill to USOE for July, August, and September.
- Ensure database maintenance and integrity.

#### **November 2017**

- Provide Year 9 participants with technical, curricular, and motivational support.
- Track usage patterns.
- Monitor ongoing program improvements and deliverables by other departments.
- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 9 participants, including Kids’ Corner, Waterford Words of the Week, and usage contests.
- Place proactive calls related to non-use.
- Continue to monitor effectiveness of UPSTART websites and make any necessary changes or additions.
- Pay Internet bills.
- Purchase and replace field equipment as necessary.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Secure return of equipment from opt-outs and non-users.
- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Pre-register interested participants for Year 10.
- Bill USOE as appropriate.
- Ensure database maintenance and integrity.

#### **December 2017**

- Provide Year 9 participants with technical, curricular, and motivational support.
- Track usage patterns. Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 9 participants, including Waterford Words of the Week, and usage contests.
- Place proactive calls related to non-use.
- Continue to monitor effectiveness of UPSTART websites and make any necessary changes or additions.
- Pay Internet bills.
- Purchase and replace field equipment as necessary.

- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Secure return of equipment from opt-outs and non-users.
- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Pre-register interested participants for Year 10.
- Bill USOE as appropriate.
- Ensure database maintenance and integrity.

### **January 2018**

- Provide Year 9 participants with technical, curricular, and motivational support.
- Track usage patterns.
- Begin registering Year 10 participants.
- Monitor Year 9 participants for potential move from core curriculum to intervention program; make related calls to parents and caregivers and disseminate intervention-related materials.
- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 9 participants, including Waterford Words of the Week, and usage contests.
- Place proactive calls related to non-use.
- Continue to monitor effectiveness of UPSTART websites and make any necessary changes or additions.
- Pay Internet bills.
- Purchase and replace field equipment as necessary.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Secure return of equipment from opt-outs and non-users.
- Plan and host Advisory Committee meeting.
- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Pre-register interested participants for Year 10.
- Bill USOE as appropriate.
- Submit Year 9 quarterly bill to USOE for October, November, and December.
- Ensure database maintenance and integrity.

### **February 2018**

- Provide Year 9 participants with technical, curricular, and motivational support.
- Track usage patterns.
- Register Year 10 participants.
- Monitor Year 9 users for potential move from core curriculum to intervention program; make related calls to parents and caregivers and disseminate intervention-related materials.

- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 9 participants, including Waterford Words of the Week, and usage contests.
- Place proactive calls related to non-use.
- Continue to monitor effectiveness of UPSTART websites and make any necessary changes or additions.
- Pay Internet bills.
- Purchase and replace field equipment as necessary.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Secure return of equipment from opt-outs and non-users.
- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Pre-register interested participants for Year 10.
- Recruit and interview summer interns from Utah colleges and universities.
- Bill USOE as appropriate.
- Ensure database maintenance and integrity.

### **March 2018**

- Provide Year 9 participants with technical, curricular, and motivational support.
- Continue tracking usage patterns.
- Register Year 10 participants.
- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 9 participants, including Waterford Words of the Week, and usage contests.
- Continue to monitor effectiveness of UPSTART websites and make any necessary changes or additions.
- Place proactive calls related to non-use.
- If necessary, retrieve equipment from non-users and opt-outs.
- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Pre-register interested participants for Year 10.
- Review and renew strategic agreements with Internet providers throughout Utah.
- Hire summer interns.
- Pay Internet bills.
- Purchase and replace field equipment as necessary.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Bill USOE as appropriate.
- Ensure database maintenance and integrity.

## April 2018

- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Pre-register interested participants for Year 10.
- Register Year 10 participants.
- Begin to match available hardware resources to initial information on Year 10 participant needs; determine any changes in hardware selection.
- Provide Year 9 participants with technical, curricular, and motivational support.
- Track usage patterns.
- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 9 participants, including Kids’ Corner, Waterford Words of the Week, and usage contests.
- Place proactive calls related to non-use.
- If necessary, retrieve equipment from non-users and opt-outs.
- Pay Internet bills.
- Purchase and replace field equipment as necessary.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Plan and host Advisory Committee meeting to feature Cohort 8 external evaluation.
- Work with USOE to finalize Scope of Work for Year 10.
- Finalize Year 10 budget with USOE.
- Bill USOE as appropriate.
- Plan Year 9 graduation schedule.
- Submit Year 9 quarterly bill to USOE for January, February, and March.
- Ensure database maintenance and integrity.

## May 2018

- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Pre-register interested participants for Year 10.
- Register Year 10 participants.
- Continue to match available hardware resources to meet Year 10 participant needs.
- Purchase additional hardware and training materials for Year 10 participants.
- Match Internet providers to Year 10 participants receiving the service.
- Provide Year 9 participants with technical, curricular, and motivational support.
- Track usage patterns.
- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 9 participants, including Kids’ Corner, Waterford Word of the Week, and usage contests.
- Continue to monitor effectiveness of UPSTART websites and make any necessary changes or additions.

- Place proactive calls related to non-use.
- Pay Internet bills.
- Purchase and replace field equipment as necessary.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Establish dates and deadlines for summer pre-testing schedule from ETI for Year 9 participants.
- Establish dates, locations, staffing, and travel needs for Year 9 graduation parties.
- Print and produce all Year 9 graduation materials.
- Print and produce Year 10 training materials.
- Plan Year 10 training schedule and locations.
- Bill USOE as appropriate to include Year 10 hardware and training material purchases.

### **June 2018**

- Train summer interns.
- Send ETI file for Year 9 final usage and demographics report.
- Advise Year 9 participants of graduation party locations, dates, and times and take RSVPs.
- Provide Year 9 participants with technical, curricular, and motivational support.
- Track usage patterns.
- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 9 participants, including Waterford Word of the Week, and usage contests.
- Update UPSTART website with graduation activities and related information.
- Pay Internet bills.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Finalize deployment of summer interns to assist with Year 9 graduation parties and final testing and Year 10 trainings and initial testing.
- Ensure database maintenance and integrity.
- Submit final bill for Year 9 to USOE for May monthly expenses.

### **Additional Overarching Activities:**

- Respond to USOE and external evaluator's requests for information and data.
- Comply with all State audit requirements.
- Participate in community activities to disseminate UPSTART program information.
- Present program outcomes to interested audiences locally, nationally, and internationally.

## Attachment D: Year 10 UPSTART Budget

	Revised Year 10	Original Year 10	Change
Hardware and Internet	\$ 325,123	\$ 292,596	\$ 32,527
Hardware-Related Services	1,135,233	526,238	608,995
Project Coordination	403,121	331,286	71,835
License Fee	4,618,750	3,220,880	1,397,870
Waterford Contribution	(656,800)	-	(656,800)
<b>Total Waterford Contract</b>	<b>\$ 5,825,427</b>	<b>\$ 4,371,000</b>	<b>\$ 1,454,427</b>
Evaluation, Auditing, and Surplus (up to 7%)	\$438,473		
<b>Total Program</b>	<b>\$ 6,263,900</b>	<b>\$ 4,371,000</b>	<b>\$1,892,900</b>
Total Participants	7,390	4,935	2,455
Cost Per Participant	\$ 788	\$ 886	\$ (97)

The total proposed budget for Year 10 of \$5,825,427 is an increase of \$1,454,427 due to an expansion of the funding available to the program.

Overall, as we increase our participants to 7,390 from 4,935; we are anticipating having increased costs that may go up at a greater rate than the total revenue related to this increase. This trend is driven from on-going increases in cost for both facilities and employees to service the program as well as potential increases in cost related to recruitment. As it is our goal to decrease the cost of the program to the State as we increase the scope of the program, Waterford will absorb these potential increases in the cost of servicing the program as reflected in the Waterford Contribution line of the budget. Hardware Related Services increase significantly by \$597,834 as Year 10's budget covers both the graduation for Year 9 and the graduation for Year 10.

The decrease in cost to \$788 is reflective of the cost of approximately \$300,000 in hardware from years 8 through 10 into Year 7. The cost through the Years 7 through 10 is reduced to \$802 per participant. (See Year 7 to 10 Upstart Budget Summary).

Waterford will submit monthly invoices for pass-through costs for hardware, including Internet, and will provide copies of supporting invoices. Costs for Project Coordination and Hardware-Related Services will be billed to the State on a quarterly basis. License fees will be charged to the State at a rate of \$625 per participant beginning with the initial billing on April 1<sup>st</sup> and monthly thereafter as more children register for the program. Each year, invoices issued prior to June 1<sup>st</sup> will have a payment date of July 1<sup>st</sup>, and invoices issued after June 1<sup>st</sup> will have net 30 payment terms. Note that invoices for the final month and final quarter for a year are submitted in the first month of the next year but still need to be captured in this year's budget.

**UPSTART Program**  
**Year 10 (July 1, 2018 – June 30, 2019)**  
**Scope of Work/Timeline**

**July 2018**

- Meet with insurance provider regarding continuation of liability coverage for Year 10.
- Prepare “diplomas” and related materials for Year 9 graduations.
- Continue to train summer interns to conduct graduations and trainings.
- Host Year 9 graduation parties throughout the state to include final participant assessment and equipment return.
- Mail return labels for equipment return from Year 9 participants not attending a graduation party with instructions on taking WACS at home.
- Disconnect Internet for outgoing Year 9 participants.
- If necessary, schedule additional equipment drop-off locations for outgoing Year 9 participants.
- Bill USOE for Year 9 4<sup>th</sup> quarter (April, May, June) expenses (to be disbursed from Year 9 funds).
- Make additional purchases of NAS/Router devices as necessary depending on Year 10 participant location.
- Return all unusable/retired equipment to USOE as USOE instructs.
- Continue to purchase hardware to meet additional equipment needs for Year 10 and to replace unusable returned equipment.
- Inventory and re-purpose (including cleaning and re-imaging) Year 9 equipment for future distribution.
- Continue to register Year 10 participants if participation slots are available.
- Send ETI a file for Year 10 expected participants including parent and child name, mailing address, physical address, phone numbers, district, equipment to receive, and all demographic information.
- Finalize testing/training/equipment distribution dates for incoming Year 10 participants and reconfirm reserved sites in targeted locations.
- Determine staffing and travel needs for Year 10 training/testing/distribution.
- Continue to advise Year 10 parents/caregivers of testing and training dates and sites.
- Begin Year 10 testing, training, and equipment distribution at initial locations throughout the State (programs in both Spanish and English).
- Make initial welcome calls for Year 10 participants a week after training.
- Determine best match of Internet providers for Year 10 lower SES participants and establish Internet connectivity.
- Monitor effectiveness of UPSTART websites and make any necessary changes or additions related to training.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.

- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Pay Internet bills.
- Ensure database maintenance and integrity.

### **August 2018**

- Purchase NAS/Router devices as necessary depending on Year 10 participant location.
- Evaluate past processes for cost-effectiveness with a goal of streamlining activities.
- Return all unusable/retired equipment to USOE or as USOE instructs.
- Implement equipment collections for Year 9 participants who did not attend a graduation party or use a drop-off location, including scheduling at-home pickups and collection calls.
- Inventory and re-purpose (including cleaning and re-imaging) Year 9 equipment for future distribution.
- Continue to advise Year 10 parents/caregivers of testing and training dates and sites.
- Continue to register Year 10 participants if participation slots are available.
- Compile testing data from July administration of WACS for Year 9 participants.
- Continue Year 10 testing, training, and equipment distribution at initial locations throughout the State (programs in both Spanish and English).
- Conduct any necessary Year 10 “remote” training.
- Establish Internet connectivity for Year 10 participants.
- Make initial welcome calls for Year 10 participants a week after training.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Bill USOE as appropriate.
- Ensure database maintenance and integrity
- Submit annual report to USOE.

### **September 2018**

- Send Year 9 WACS results to parents/caregivers.
- Continue to register Year 10 participants if participation slots are available.
- Continue Year 10 testing, training, and equipment distribution at initial locations throughout the State (programs in both Spanish and English); offer online trainings as necessary.
- Establish Internet connectivity for Year 10 participants.
- Make welcome calls for Year 10 participants within a week of training.
- Submit all data and recommendations on product improvement reports to other Waterford departments.
- Provide Year 10 participants with technical, curricular, and motivational support.
- Track usage patterns.

- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 10 participants, including Waterford Words of the Week, and usage contests.
- Place proactive calls related to non-use.
- Continue to register and train participants if participation slots are available.
- Pay Internet bills.
- Inventory and re-purpose equipment returns from Year 9 and Year 10 for replacement of field equipment as necessary.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Continue to monitor effectiveness of UPSTART websites and make any necessary changes or additions.
- Invoice Year 9 participants who, after extensive collection effort, do not return their equipment.
- Return all unusable/retired equipment to USOE or as instructed by USOE.
- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Bill USOE as appropriate including Year 9 post assessments.
- Ensure database maintenance and integrity.

#### **October 2018**

- Provide Year 10 participants with technical, curricular, and motivational support.
- Track usage patterns.
- Continue to register Year 10 participants if participation slots are available.
- Monitor ongoing program improvements and deliverables by other departments.
- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 10 participants, including Waterford Words of the Week, and usage contests.
- Place proactive calls related to non-use.
- Inventory and re-purpose Year 9 and Year 10 equipment for future distribution.
- Continue to monitor effectiveness of UPSTART websites and make any necessary changes or additions.
- Continue to register and train participants if participation slots are available.
- Pay Internet bills.
- Replace field equipment as necessary.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Secure return of equipment from opt-outs and non-users.
- Plan and host Advisory Committee meeting; present final WACS data for Year 9 children and participation make-up for Year 10.
- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Bill USOE as appropriate.

- Submit Year 10 quarterly bill to USOE for July, August, and September.
- Ensure database maintenance and integrity.

#### **November 2018**

- Provide Year 10 participants with technical, curricular, and motivational support.
- Track usage patterns.
- Monitor ongoing program improvements and deliverables by other departments.
- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 10 participants, including Kids' Corner, Waterford Words of the Week, and usage contests.
- Place proactive calls related to non-use.
- Continue to monitor effectiveness of UPSTART websites and make any necessary changes or additions.
- Pay Internet bills.
- Purchase and replace field equipment as necessary.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Secure return of equipment from opt-outs and non-users.
- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with "gate-keepers" to supplement general marketing.
- Bill USOE as appropriate.
- Ensure database maintenance and integrity.

#### **December 2018**

- Provide Year 10 participants with technical, curricular, and motivational support.
- Track usage patterns. Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 10 participants, including Waterford Words of the Week, and usage contests.
- Place proactive calls related to non-use.
- Continue to monitor effectiveness of UPSTART websites and make any necessary changes or additions.
- Pay Internet bills.
- Purchase and replace field equipment as necessary.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Secure return of equipment from opt-outs and non-users.
- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with "gate-keepers" to supplement general marketing.
- Bill USOE as appropriate.
- Ensure database maintenance and integrity.

## January 2019

- Provide Year 10 participants with technical, curricular, and motivational support.
- Track usage patterns.
- Monitor Year 10 participants for potential move from core curriculum to intervention program; make related calls to parents and caregivers and disseminate intervention-related materials.
- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 10 participants, including Waterford Words of the Week, and usage contests.
- Place proactive calls related to non-use.
- Continue to monitor effectiveness of UPSTART websites and make any necessary changes or additions.
- Pay Internet bills.
- Purchase and replace field equipment as necessary.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Secure return of equipment from opt-outs and non-users.
- Plan and host Advisory Committee meeting.
- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Pre-register interested participants for Year 10.
- Bill USOE as appropriate.
- Submit Year 10 quarterly bill to USOE for October, November, and December.
- Ensure database maintenance and integrity.

## February 2019

- Provide Year 10 participants with technical, curricular, and motivational support.
- Track usage patterns.
- Monitor Year 10 users for potential move from core curriculum to intervention program; make related calls to parents and caregivers and disseminate intervention-related materials.
- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 10 participants, including Waterford Words of the Week, and usage contests.
- Place proactive calls related to non-use.
- Continue to monitor effectiveness of UPSTART websites and make any necessary changes or additions.
- Pay Internet bills.
- Purchase and replace field equipment as necessary.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Secure return of equipment from opt-outs and non-users.

- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Recruit and interview summer interns from Utah colleges and universities.
- Bill USOE as appropriate.
- Ensure database maintenance and integrity.

### March 2019

- Provide Year 10 participants with technical, curricular, and motivational support.
- Continue tracking usage patterns.
- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 10 participants, including Waterford Words of the Week, and usage contests.
- Continue to monitor effectiveness of UPSTART websites and make any necessary changes or additions.
- Place proactive calls related to non-use.
- If necessary, retrieve equipment from non-users and opt-outs.
- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Hire summer interns.
- Pay Internet bills.
- Purchase and replace field equipment as necessary.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Bill USOE as appropriate.
- Ensure database maintenance and integrity.

### April 2019

- Market availability of UPSTART throughout Utah emphasizing outreach to low-income participants and participants from Spanish-speaking homes; meet with “gate-keepers” to supplement general marketing.
- Provide Year 10 participants with technical, curricular, and motivational support.
- Track usage patterns.
- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 10 participants, including Kids’ Corner, Waterford Words of the Week, and usage contests.
- Place proactive calls related to non-use.
- If necessary, retrieve equipment from non-users and opt-outs.
- Pay Internet bills.
- Purchase and replace field equipment as necessary.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Plan and host Advisory Committee meeting to feature Cohort 9 external evaluation.

- Bill USOE as appropriate.
- Plan Year 10 graduation schedule.
- Submit Year 10 quarterly bill to USOE for January, February, and March.
- Ensure database maintenance and integrity.

### May 2019

- Provide Year 10 participants with technical, curricular, and motivational support.
- Track usage patterns.
- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 10 participants, including Kids' Corner, Waterford Word of the Week, and usage contests.
- Continue to monitor effectiveness of UPSTART websites and make any necessary changes or additions.
- Place proactive calls related to non-use.
- Pay Internet bills.
- Purchase and replace field equipment as necessary.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Establish dates and deadlines for summer pre-testing schedule from ETI for Year 10 participants.
- Establish dates, locations, staffing, and travel needs for Year 10 graduation parties.
- Print and produce all Year 10 graduation materials.
- Bill USOE as appropriate including Year 10 post assessments.

### June 2019

- Train summer interns.
- Send ETI file for Year 10 final usage and demographics report.
- Advise Year 10 participants of graduation party locations, dates, and times and take RSVPs.
- Provide Year 10 participants with technical, curricular, and motivational support.
- Track usage patterns.
- Distribute certificates, stickers, and Tuesday emails as well as other motivational mechanisms for Year 10 participants, including Waterford Word of the Week, and usage contests.
- Update UPSTART website with graduation activities and related information.
- Pay Internet bills.
- Continue to train new and continuing program-related personnel to ensure User Support and Field Support are fully staffed and effectively functioning.
- Finalize deployment of summer interns to assist with Year 10 graduation parties and final testing.
- Ensure database maintenance and integrity.
- Submit final bill for Year 10 to USOE.

**Additional Overarching Activities:**

- Respond to USOE and external evaluator's requests for information and data.
- Comply with all State audit requirements.
- Participate in community activities to disseminate UPSTART program information.
- Present program outcomes to interested audiences locally, nationally, and internationally.

## Year 7 to 10 Summary UPSTART Budget

	Revised Year 7 to 10	Original Year 7 to 10	Change
Hardware and Internet	\$ 1,873,667	\$ 1,132,956	\$ 740,711
Hardware-Related Services	2,936,919	\$ 2,073,898	\$ 863,021
Project Coordination	1,886,642	\$ 1,305,593	\$ 581,049
License Fee	18,016,192	\$12,971,553	\$ 5,044,639
Additional One-Time Funding		\$ 950,000	\$ (950,000)
Waterford Contribution	(1,610,642)	-	\$(1,610,642)
<b>Total Waterford Contract</b>	<b>\$ 23,102,778</b>	<b>\$18,434.00</b>	<b>\$ 4,668,778</b>
Evaluation, Auditing, and Surplus (up to 7%)	\$ 1,452,822		
<b>Total Program</b>	<b>\$ 24,555,600</b>	<b>\$18,434.00</b>	<b>\$ 6,121,600</b>
Total Participants	28,792	21,427	7,365
Cost Per Participant	\$ 802	\$ 816	\$ (14)

Overall, as we increase our participants each year to 7,390; we are anticipating having increased costs that may go up at a greater rate than the total revenue related to this increase. This trend is driven from on-going increases in cost for both facilities and employees to service the program as well as potential increases in cost related to recruitment. As it is our goal to decrease the cost of the program to the State as we increase the scope of the program, Waterford will absorb these potential increases in the cost of servicing the program as reflected in the Waterford Contribution line of the budget.

Year 7 prior to these changes had a blended cost of \$804 per participant and with these years combined the blended cost of the program has been reduced to \$802 per participant.

## **Background for the Scope of Work Change and Budget Increase Request**

The USOE used additional funds to expand the UPSTART program, and is slated to reach a record number of families this year. While the exact number of available software licenses is not yet determined, the estimated increase will be from approximately 5,500 in 2015-2016, to a maximum of about 9,000 for the 2016-2017 preschool year, a 63% change. As part of the comprehensive UPSTART program evaluation, the state requests that the evaluator recruit and tests a sample of preschool aged students roughly equal to 5% of the program enrollment. Using a ceiling for program enrollment, this would increase the number of students tested in the evaluation by 63%- a sizable increase to the scope of work. ETI has a two-part solution to help the state meet its testing and evaluation requirement, and to control costs as the scope of work increases: 1) increase program student testing by to meet the higher enrollment numbers; and, 2) use recent control students (already tested and in ETI's historical data sets) as comparisons for current program students.

### **1. Increase Program Student Testing**

The state wants the evaluation to scale with the program, and to ensure that students are benefitting as a result of enrollment. In order to ensure appropriate monitoring of student literacy outcomes, the sample of program families included in the evaluation should scale with the increased program enrollment; however, even if the the total evaluation sample should need to be increased by 63% (the above highest increase scenario), ETI will need to increase the number of treatment students tested by approximately 31% because they comprise one-half of the total evaluation sample. Using this rationale, the increased costs with descriptions include a 31% increase to the personnel most directly associated with testing (Research Associates and Test Administrators), and other costs scale at a reduced rate. See the requested budget increase in Tables A and B below.

### **2. Use of Recent Control Students**

ETI has collected data from control students for several years. If we combine these data with yearly "new" control student testing data, ETI will be able to offer the state a more efficient process to develop the required control student sample. We will be able to control costs and keep the evaluation design as required by the legislature (i.e. a pre-program/post-program, quasi-experimental research design that compares treatment students' outcomes to a group of control students). Each year ETI will statistically compare new control student data with recent historical control student data to verify that historical factors or other confounding variables do not change the data in significant ways.

## **Budget Increase Request**

We are requesting a budget increase of \$26,214 per year for years 8, 9 and 10, which includes \$18,024 in personnel costs and \$8,190 in direct costs. The total increase to the contract would be \$78,642 (three years; C8/9/10). Tables A and B (on the next page) give details for the increased yearly costs, and are based on the current contract's Year 2 budget.

**Table A: Personnel Budget**

<b>Position</b>	<b>Original Cost</b>	<b>Additional Costs for New SOW</b>	<b>Notes</b>
Project Director	\$39,500	\$0	No significant change
Project Manager	\$69,530	\$0	No significant change
Research Associates	\$45,480	\$13,644	RA's time will increase by 30%
Test Administrators	\$14,600	\$4,380	TA's time will increase by 30%
<b>Total Yearly Increase</b>		<b>\$18,024</b>	

**Table B: Direct Costs Budget**

<b>Direct Costs</b>	<b>Original Cost</b>	<b>Additional Costs for New SOW</b>	<b>Notes</b>
Professional and Technical Services	\$10,250	\$0	No significant change
Travel	\$7,380	\$0	No significant change
Supplies	\$2,450	\$240	10% increase
Testing Incentive Gift Certificates	\$21,000	\$6,300	30% Increase
Testing Locations	\$5,500	\$1,650	
<b>Total Yearly Increase</b>		<b>\$8,190</b>	