Capacity Building Academy
For the
Washoe County Social Impact Collaborative

September 2, 2014

FINAL REVISED

Project Scope, Approach, Deliverables, Budget Summary, and Work Plan to Conduct an Academy and Prepare a Strategic Business Plan for the Collaborative.

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1. BACKGROUND AND INTRODUCTION

We at Social Entrepreneurs, Inc. (SEI) appreciate the opportunity to be of service to the Washoe County Social Impact Collaborative (referred to as the Collaborative throughout). This proposal describes a scope of work, timeline, budget, and other relevant information to provide preparation, facilitation and documentation for WCSIC for conducting a Capacity Building Academy to result in a strategic business plan for the Collaborative.

Social Entrepreneurs, Inc. (SEI) was incorporated in 1996 and is a privately held corporation registered in Nevada, California and Washington. The mission of SEI is to improve the lives of people by helping organizations realize their potential. We fulfill our mission by providing services that merge the best management practices from the not-for-profit, public, and for-profit sectors. These services include assessments of community assets and needs, strategic planning, organizational development, management information systems selection and implementation, human resource management, financial planning and management, funding allocation and diversification methods, program and systems level evaluations, and program development.

We believe that our mission and expertise align with the Collaborative need for a consultant that can perform all aspects of the scope of work in a high quality, efficient and effective manner.

Since 1996, SEI has worked on over 500 projects, assisted over 190 nonprofit service providers, state and local governmental agencies, foundations, and state and local associations throughout the United States. Of these projects, SEI has facilitated hundreds of meetings, both large and small in scale, completed 60 gaps analysis or needs assessment planning projects, served as the evaluator for 49 projects and initiatives, analyzed data and written 85 reports, planned and delivered 15 conferences, designed and delivered 56 training events and engaged in community building at the state and local level for 100 projects. In addition, every project we undertake includes project management with a detailed work plan developed and used to manage the project and track status. In fact, SEI has developed its own project management training and uses it both in-house and with clients. In addition to preparing and submitting successful grant applications on behalf of our clients, SEI has developed grant writing toolkits and templates for our clients and their partners, and conducted training on grant writing for community organizations. A more extensive description of our clients and services is available online at: http://www.socialent.com/services/.

Over the past few months various organizations in Washoe County have been meeting to discuss evidence based programming and sharing a framework for action. SEI was invited to present information about sustainability planning, and more specifically its Capacity Building Academy at the group’s May 16, 2014 meeting. During that session SEI provided the evidenced based framework used over the past four years with

Guiding Principles

SEI uses several guiding principles that govern our work with each of our clients:

1. Maintain the highest standards of integrity and professional ethics,
2. Uphold every commitment made by an SEI associate, every time,
3. Set the standard for high quality management support, and
4. Ensure that clients receive significantly greater benefit than what they invest in SEI.

These values underscore our commitment to providing quality results to every client we serve. Each SEI Associate has committed to these principles.
nonprofit organizations in San Bernardino, California. The presentation covered the 8 Essential Elements of Sustainability, how the Capacity Building Academy is structured, lessons learned and possible implications for the Washoe County group. After the group’s June 6th meeting, Mike Pomi, Executive Director for the Children’s Cabinet, Inc. contacted SEI to request SEI develop a proposal for conducting a sustainability planning process through a Capacity Building Academy and present the information during the June 20th meeting. Subsequent to the initial presentation of the proposal, stakeholders in the capacity building project met to identify changes and revisions they desired to scope and approach. This proposal has been modified to reflect the changes desired by the group.

KEY ASSUMPTIONS AND CHANGES
The significant changes and assumptions contained in this version include:

1. A shared value and culture of evaluation is desired from this project. Language and an understanding of how evaluation links to both sustainability and collective impact will be woven throughout.
2. Coaching and technical assistance specific to evaluation is included through the addition of a Communities of Practice model of conversations and learning (see Communities of Practice description, page 6).
3. Additional (targeted) coaching and TA has been included to assist with completing assessments and for developing organizational tools (e.g., MOUs, governance materials) for the Collaborative.
4. These activities are anticipated to support the assessment components of the project, as well as helping organizations communicate to board or ensure organization staff understand key elements of sustainability.
5. Additional consultants have been added to the project team. These consultants bring specific expertise in evaluation. These consultants will also contribute by providing additional research and or coaching supports.
6. Time has been built into the project to allow for project team meetings and coordination of curriculum development and delivery across the four entities.
7. A workshop has been added to the curriculum focusing on evaluation. This is a onetime workshop to be facilitated by Deborah Loesch-Griffin and Brenda Freeman. It may set the stage for ongoing evaluation learning communities outside of this project.
8. Once a CBA proposal is approved, members of the collaboration will begin grant writing to obtain funding to support the project. Therefore the actual start date of the academy may be delayed by two or three months.
9. The additional project team members will be handled as subcontractors to this proposal.

2. PROJECT SCOPE AND OBJECTIVES
SEI will provide a structured learning environment through its Capacity Building Academy (CBA) for up to ten agencies participating in the Washoe County Social Impact Collaborative. SEI will leverage our sustainability planning and capacity building experience of the past 10 years. Contents and approach for each learning session
will reflect the specific learning needs of the Collaborative and be customized to include the most current information and research around the 8 Essential Elements of Sustainability.

| 1 | **Vision:** Clarity exists about fundamental issues such as the culture of evaluation, and how that relates to what is being sustained, for how long, and at what level of activity; all partners in the initiative embrace the vision. |
| 2 | **Results Orientation:** The entire focus is on the health and well-being of the community and environment being served and not specific programs, organizations, or systems. |
| 3 | **Strategic Financing Orientation:** A long-term perspective is taken to financing activities, cultivating multiple diverse sources of revenue to maintain financing at sufficient levels. |
| 4 | **Broad Based Community Support:** Community members show solid support through volunteerism, donations, advocacy and other forms of involvement. |
| 5 | **Key Champions:** The organization has effective leadership plus visible champions in the form of business, political, media and/or other community leaders. |
| 6 | **Ability to Adapt to Changing Conditions:** Flexibility is maintained to change strategies, services, systems etc. over time without losing sight of the end results sought. |
| 7 | **Strong Internal Systems:** The organization has strong internal functions (governance, finance, human resources, evaluation, etc.). |
| 8 | **Sustainability Plan:** A written plan has been developed and agreed to by the organization and is used to guide actions to promote long-term sustainability. This plan addresses all eight elements. |

There are two primary objectives to be achieved through the Capacity Building Academy project. Primary:

1. Increased Collaborative Capacity: Increased strength and commitment to the Collaborative in order to achieve a common agenda for solving a specific social problem, through:
   - Engaging participants to build the Collaborative’s connections to one another and the shared work.
   - Providing time and space for participants to learn together, relax, reflect and prepare for creating the future direction of the Collaborative.
   - Facilitating the Collaborative through a strategic business planning process as part of the Capacity Building Academy, in order to establish a sustainable framework for collective impact.

2. Establish a Culture of Evaluation and Evidence Building: A learning community in which evaluation is a shared value and integrated into the Collaborative’s activities and initiatives; where evidence-based strategies are implemented or built so that the community realizes the greatest value from the Collaborative’s efforts.

Benefits to be realized through this project include:

- **Knowledge Acquisition:** A shift in attitudes related to collective impact, strategic business planning, implementation, organizational development, leadership development, and overall capacity building.
• Adaptive Capacities: Increased ability to effectively work across sectors and increased ability to innovate, reflect, revise and adapt to changing environment.
• Leadership Capacities: Increased ability to create and sustain positive balance of power with boards and ability to effectively engage boards; increased ability to partner with private sectors in effective and innovative partnerships; and increased ability to share leadership and power within organization and beyond to nurture and expand nonprofit network
• Management Capacities: Increased ability to engage volunteers and organizational champions in meaningful relationships that support impact and sustainability and increased ability to collect, use and share meaningful outcome data. Increased ability to learn from evaluation as a Collaborative
• Technical Capacities: Increased ability to secure funding which both diversifies revenue and is flexible enough to support the Collaborative activities
• Enhanced Systems: Increased collaboration and coordination between nonprofits serving Washoe County

“... large-scale social change comes from better cross-sector coordination. ... examples suggest that substantially greater progress could be made in alleviating many of our most serious and complex social problems if nonprofits, governments, businesses, and the public were brought together around a common agenda to create collective impact (Kania, 2011).”

These objectives and benefits were paramount in developing SEI’s proposal for facilitation services.

3. PROJECT APPROACH AND DELIVERABLES
The proposed approach is based on lessons learned from conducting Capacity Building Academies and county-wide Sustainability Planning projects over the past 10 years. The project assumes the participants would work together as a single Collaborative to develop the Strategic Business Plan based upon the 8 Essential Elements of Sustainability. The CBA project would be conducted in two phases:

Phase 1: Getting Organized. SEI would work with members of the Collaborative to establish the first cohort of 8 to 10 organizations to participate in the CBA. Recommended criteria for participation include:
1. Opting into the CBA process,
2. Committing to attend and participate fully in all learning sessions (same staff, board members each session),
3. Committing to share and discuss assessment results openly and in the spirit of learning,
4. A demonstrated desire and commitment to form strategic alliances,
5. *Already part of one or more functioning partnerships,*
6. *Committing the time necessary and making the financial investment in CBA*
7. *Equally owning the strategic business plan when finished,* and
8. *Obligating their agency/organization to implement the shared plan.*

Once the organizations are confirmed, the session schedule will be confirmed and the first session announced. It is expected that sessions will last six hours and occur at least once a month.

**Phase 2: Conducting the Capacity Building Academy and Developing the Strategic Business Plan.**
The CBA series is expected to cover a 10 to 11 month period, beginning in October/November 2014. Topics for the learning sessions are shown in the graphic that follows, followed by more detailed descriptions for each workshop. The actual workshops may be held on shorter intervals than one month. Workshop length is generally 6 hours, but may be extended to accommodate more than one learning objective (e.g. Session 1 & Session 2 could be combined into a single, longer day of training). Therefore, the timing for training shown below is approximate and will need to be adjusted to accommodate holidays, and the project team and participants’ availability once an actual start date and participants are known.

### Learning Session Timing and Topics

|--------------------------|----------------------------------------------------------|-----------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------------------------|----------------------------------------------------------|----------------------------------------------------------|----------------------------------------------------------|----------------------------------------------------------|

*Phase 2: Conducting the Capacity Building Academy and Developing the Strategic Business Plan.*
Kickoff Session: Orientation to Collective Impact, Sustainability, and Key Evaluation Concepts. This 4-hour workshop will be used to ensure clarity about the process, its requirements from participants and the benefits of involvement. We will establish group decision making protocols (consensus based, majority, etc.), and establish the calendar of future workshops for CBA. An orientation to the essential concepts and terminology which serve as the foundation of the Capacity Building Academy will be presented and discussed.

Session #1: Setting the Collaborative’s Vision & Results. SEI will customize a strategic business plan template for the Collaborative, so that a common vision exists at the very beginning of the project regarding the format and expected contents of the plan. During this workshop vision statements and desired results from other Social Impact initiatives will be provided as examples so that can draft the Collaborative’s vision and establish the results it seeks to achieve. These decisions will serve as a framework for moving forward.

Session #2: Organization/Collaborative Assessment Training & Preparation. During this session we will work with the group to have them share their organization history and thoughts/needs regarding sustainability and be orientated and prepared to complete three assessments: 1) the McKinsey organization capacity assessment tool (the OCAT). OCAT helps nonprofits assess their operational capacity and identify strengths and areas for improvement. It is an in-depth, online survey that allows the Board, leadership and staff of a non-profit to measure how well their organization performs against best practices. 2) Participants will be asked to also complete the Social Impact Assessment as a group (a shared assessment). The goal of social impact assessment is to drive improvements that increase the value of programs to the people they serve. Social impact assessment helps organizations to plan better, implement more effectively, and successfully bring initiatives to scale. Assessment also facilitates accountability, supports stakeholder communication, and helps guide the allocation of scarce resources. 3) Evaluation Culture. This assessment helps organizations move from understanding evaluation as a concept or activity to seeing where it already “lives,” within each agency. The aggregated information from this assessment serves as a baseline for growing the Collaborative’s culture of evaluation.

Sessions #3 & #4: Strategies for Achieving Results. These sessions will focus on selecting effective and evidence-based or evidence-built practices that lead to achieving the desired results of the Collaborative. This will include establishing a plan for building and sustaining key stakeholder and community support around the Collaborative’s strategies. These sessions will also define what type of community support and which key champions are most important for sustainability and how the Collaborative will cultivate that support.

Session #5: Evaluation: Creating a Culture of Evaluation and Using Evidence to Guide Decision Making. This workshop will focus on what it means to create deep learning in a culture of evaluation and evidence-building. Using the work developed by the Collaborative in previous sessions, concepts of evaluation and evidence building will be applied to the group’s collective vision and strategic planning from sessions 1 through 5. Additionally, results of the Evaluation Assessment will be used to show where the Collaborative’s capacity and resources are currently. This workshop will set the groundwork for identifying specific staff and team members from the participating organizations who want to take on a more in-depth role around building evidence and aligning their existing programs and initiatives with the vision and planning of the Collaborative in separate Communities of Practice sessions:

- Supplemented by additional Communities of Practice (COP). The COP would run weekly for two hours per week for 6 weeks. They may be conducted virtually or face to face, depending on the group’s needs. These COP sessions will follow the half day face-to-face Evaluation session. In
addition to the CBA members, these COP sessions can include other staff from the participating organizations.

**Sessions #6 & #7 Strong Internal Systems & Partnerships.** Two more critical elements of sustainability are having strong internal systems and the ability to adapt to changing conditions. During these two sessions we will provide content and guidance for developing the components of a strong collaborative entity. This will include addressing issues related to the self-assessment results and defining strategies for enhancing internal systems and strategic relationships.

**Sessions #8 & #9 - Strategic Financing.** Finances can be addressed at this point because the insights from the preceding steps create a clear picture of the resources that are needed to ensure sustainability and why those resources are needed. SEI will conduct the strategic financing workshops to orient the Collaborative on the approach to creating a strategic financial plan and to share current research of options for fund development. SEI will provide guidance to develop cost management strategies and assess future funding. One session will be used to define fund development strategies to fill funding gaps and diversify/strengthen revenue streams in general, and to set fundraising goals for each strategy.

**Session #10 - Complete Strategic Business Plan, begin Implementation Planning.** At this point in the academy, most of the components of the strategic business plan will have been drafted. During this session the participants will review and affirm (or modify as needed) any final changes to the document. Once completed, we will move into implementation planning. SEI will highlight considerations in implementation, leveraging lessons learned from the field. Priority actions for the first 12 to 18 months will be identified and work begun to develop detailed task lists for each strategy. Persons/groups responsible for leading the activity will be identified along with other necessary resources. Start and end dates for the tasks will also be established.

**Session #11 - Complete Implementation Plan.** This session will conclude implementation planning. Once the entire implementation plan has been drafted, it will be reviewed and considered in light of other community activities to ensure the actions and timing are realistic. Where needed, tasks, timing and lead agencies/persons will be modified to ensure the plan is viable and actionable. This is important as the implementation plan become both a communication and management tool of the Collaborative.

**Session #12 – Formal Adoption and Public Presentation/Launch.** This last session provides an opportunity for the Collaborative to formally present the vision, results and goals of the strategic business plan through a unified voice. This is an opportunity to reach out to the groups and individuals identified through the CBA and Strategic Business Planning process and connect them to the larger vision of the collaborative, including its priorities and resource needs.

A targeted amount of intensive coaching and follow up support will be provided to each organization in order to implement the tools and processes necessary to complete the Collaborative’s Strategic Business plan (e.g. taking and understanding assessment results), etc. After each session, SEI will document the decisions of the group into the Strategic Business Plan template. The draft plan will be used to build a shared understanding of what the group is working toward while also offering the opportunity to continually review and refine as we move through the CBA process.
**Project Deliverables**
The primary deliverables include:

- Facilitated learning and work sessions with associated training materials/handouts.
- Target number of 10 coaching hours for each organization.
- Collaborative business strategic plan around the 8 Essential Elements of Sustainability which incorporates key evaluation concepts.
- Targeted number of customized tools/templates (e.g., MOUs, governance materials for the Collaborative)
- Evidence Based Practice manual / guidance document

4. **PROJECT TEAM**
Kelly Marschall and Sarah Boxx will act as co-leads for this project. They will joined by Brenda Freeman, Deborah Loesch-Griffin and Jennifer McClendon in preparing and delivering various training modules and coaching sessions. The project team will draft contents of the strategic business plan based on the Collaborative’s decisions during the CBA sessions. Other SEI staff will provide assistance as needed throughout. Short biographies of each individual are offered here in alphabetical order. More detailed resumes can be found in Appendix B: Resumes.

**Sarah Boxx** is a Principal of Social Entrepreneurs, Inc. (SEI) and has more than 30 years of professional experience working in and assisting nonprofit organizations. She has planned, administered and provided direct services at local, regional and state levels. She has provided interdisciplinary training and coordinated training to regional collaborations in various other states. Sarah is a skilled facilitator, process coach, and community strategist and planner. She has lead more than 80 projects for County Commissions, state agencies, charter schools, nonprofit organizations, foundations, and local, regional and state collaborative networks. She understands a variety of service delivery systems, including early childhood development, domestic violence, child welfare/safety, juvenile services, suicide prevention, and family strengthening. She is an experienced provider of technical assistance and has managed numerous complex projects with great success. Sarah earned a Masters of Art in Pastoral Counseling from St. John’s University, and was given the National Governor's Association Award for distinguished service to government. While at SEI, Sarah has provided technical assistance, project management and consulting services to numerous organizations and agencies throughout Nevada and California. Over the past 14 years at SEI, Ms. Boxx has lead 138 projects of which, 33% were for nonprofit organizations, 57% were for public (city, county or state) entities and the remaining 10% were for education institutions, associations or foundations.

**Kelly Marschall** is the President and a Principal of Social Entrepreneurs, Inc. She has a Bachelor of Arts from Penn State University and a Masters of Social Work from the University of Nevada, Reno. She has been with SEI since 1998 and is President of SEI. She has over 24 years of experience working in and assisting nonprofit organizations. She served as project lead for the Kings County 3 Year Capacity Building Initiative and for the Stanislaus Children and Families Commission Sustainability Project. She was a lead consultant on both the Monterey and Santa Barbara Sustainability Projects, working with 2 of the 5 initiatives in Santa Barbara and with 5 agencies in Monterey. Kelly is a skilled facilitator and community planner, and as such, has worked with over 20 County Commissions. She is an experienced trainer and has facilitated numerous strategic planning processes.
and provided training nationally and statewide in Nevada and California. She also has assisted First 5 Tehama, Contra Costa, Madera and Kings in developing and implementing RFAs. Kelly assisted Solomon Ujamaa Center Inc., Priscilla’s Helping Hands, Foothill Family Shelter and Community Health Systems, Inc. during CBA I. She is currently the CBA coach for Another Way, Cedar House Life Change Center, Making a Difference Association and Morongo Basin Mental Health.

Brenda Freeman, Ph.D., is a tenured Professor of Counseling and Educational Psychology in the College of Education at the University of Nevada, Reno, with a shared appointment in the College of Cooperative Extension. Dr. Freeman earned a BFA in Fine Arts from Boise State University, an MA in Counseling from Emporia State University, and a Ph.D. in Counselor Education from the University of Wyoming. She is a Licensed Clinical Professional Counselor (LCPC) and a National Certified Counselor (NCC) with a specialization in grief and loss. In addition to licensure and certification she has clinical training in Family Wellness, Prepare and Enrich, Trauma-Based Cognitive Behavioral Therapy, and the Gottman approach to couples counseling. Appointed by the governor, she recently completed two terms of service on the Idaho Mental Health and Marriage and Family Therapy State Licensure Board. Dr. Freeman has over 30 years of experience in the field of counseling, including 28 years of experience as a teacher and trainer. For the past 15 years she has provided consulting and technical assistance to tribes, community organizations and governmental agencies in program evaluation, implementation of best practice programs, and research related to mental health, wellness, and health disparities, including providing evaluation and direct services for systems of care. In addition to serving as a Department Chair in higher education, for a decade she initiated and directed a non-profit agency dedicated to providing mental health and related services to underserved families. She has published over 40 manuscripts and is a prolific presenter and trainer. Recent presentations and trainings include Evidence Based Approaches to Alexithymia (presented at the American Counseling Association national conference in Hawaii), and community presentation such as Conducting Focus Groups, Designing Program Evaluation Feasibility and Fidelity Studies, Coding Qualitative Data, Designing and Evaluating Pilot Studies, and Social Marketing of Evaluation Results. She is committed to community participatory research and evaluation approaches. Three examples of current projects include The Diffusion of Innovation: The Legacy of Community Change (conducted with researchers from Portland State University), Characteristics of Effective AI/AN Community Leaders (conducted with researchers from the University of Colorado Health Sciences), and A Comparison of Domestic Violence in Coastal and Inland Tribal Communities (conducted with community based organizations). Dr. Freeman is the lead author of the University of Nevada, Reno application for the Carnegie Community Engagement designation, submitted to the Carnegie Foundation in the spring of 2014.

Deborah Loesch-Griffin has owned and operated a small business, Turning Point, Inc. (TPI) for the past twenty-six years. She earned her Masters in Counseling at California State University, Fullerton, an Education Specialist degree in School Administration at UNR, and an Education Specialist degree in Evaluation (1986) and doctorate degree in Educational Psychology and Child Development from Stanford University in 1987. Deborah Loesch-Griffin is a Say-It-Straight (SIS) Master Trainer and is also a Fellow of Creating the Future. Deborah’s career in Northern Nevada spans a number of roles and projects, both outside and through TPI. She has served as the Director for a research and educational center in the College of Education and as the Associate Dean for Research and Evaluation in the Division of Health at the University of Nevada, Reno. She is the co-founder of a social justice non-profit, Community Chest, Inc., in Storey County, Nevada where she provided training in service-learning and facilitated the bi-state Nevada Service-learning Partnership for 10 years. In 1998 TPI entered a ten-year partnership with the University of Nevada, Reno (UNR) to co-sponsor the Center for Program Evaluation (CPE). As Co-Director she trained and mentored individuals as professional evaluators using a partnership (i.e., empowerment or participatory) orientation. She designed and provided instruction for the...
Evaluation Institute within the Division of Health Sciences. She has served as a trainer, facilitator and evaluator on over 50 local, regional, statewide, national and international projects for the past 35 years. She has evaluated initiatives and projects in education, public health, human services and family support, youth development as well as arts and culture and the environment. She has provided training, coaching and mentoring to individuals and organizations in transition to build their capacity to achieve their vision and create lasting social change.

Jennifer McClendon, PhD, is newly relocated to Reno, Nevada from New York City. A social work professor at UNR, her research focuses on services for homeless youth and young adults. Other areas of academic and clinical expertise include mental health crisis intervention, services for LGBT youth, access to children’s mental health service systems, and family support for chronic and severe mental illness. Jennifer has been actively involved with community non-profit organizations in support of fundraising, organizational development, program evaluation, and program development.

5. TIMING AND RESPONSIBILITIES

SEI project team’s responsibilities for the project include:
- Planning and overall coordination of the project.
- Conduct research necessary to update/customize the tools and curriculum for the CBA.
- Prepare all materials (participant workbooks/handouts, electronic files, facilitation approach and group exercises, evaluation forms, and provide other items required for a successful CBA.
- Issue meeting agendas, and maintain communications with the CBA participants as it relates to the project objectives.
- Provide targeted coaching needed to support participants’ understanding and completion of the evaluation tools and templates.
- Facilitate and document decisions made during the CBA in order to develop the Collaborative Strategic Business Plan.

The Collaborative’s responsibilities for the project include:
- Provide an on-going commitment by each participating agency/organization to the CBA and Collaborative Strategic Business planning process or, if such commitment cannot be sustained, to promptly notify SEI.
- Coordinate with SEI on planning meeting logistics, such as arranging meeting space and confirming layout and facility’s ability to accommodate the CBA sessions (technology, space, flip charts, markers, etc.)
- Provide AV equipment and other technology needed for CBA sessions.
- Provide noon meals and morning/afternoon meeting refreshments for each CBA session.

The time estimates required to complete this project, both in terms of hours and projected timeframe, are shown below. No target dates have been set, as they will be dependent upon when the Collaborative has secured funding and is ready to begin this work. However, the project team could begin work in late October/November 2014, assuming that the Collaborative members are available as needed to work on this project. Appendix A: DETAILED WORK PLAN contains the specific tasks to be accomplished.
6. **BUDGET AND FEES**

We propose to complete this project for a total cost of **$78,260**. This represents the total project cost of $85,760 less $7,500 of donated SEI professional fees. SEI bases our charges on our hourly professional fee rates for consulting and research/administration, and on the hourly rates charged by our subcontractors. The table below details all costs related to this project, encompassing all proposed activities. The Collaborative (through a designated agency) would be invoiced for professional fees and expenses incurred each month.

<table>
<thead>
<tr>
<th>Element Description</th>
<th>SEI Project Team Hours</th>
<th>Professional Fees</th>
<th>Expenses</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>ELEMENT 1: Getting Organized &amp; Project Management</td>
<td>68</td>
<td>$9,124</td>
<td>$0</td>
<td>$9,124</td>
</tr>
<tr>
<td>ELEMENT 2: Developing/Updating Workshop Content</td>
<td>142</td>
<td>$15,070</td>
<td>$0</td>
<td>$15,070</td>
</tr>
<tr>
<td>ELEMENT 3: Delivering CBA</td>
<td>180</td>
<td>$28,512</td>
<td>$5,100</td>
<td>$33,612</td>
</tr>
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<td>ELEMENT 4: Coaching and TA Support</td>
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<td>$23,504</td>
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<td>$23,504</td>
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<td>ELEMENT 5: Developing the Strategic Business Plan</td>
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<td>$4,450</td>
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<tr>
<td><strong>Totals</strong></td>
<td><strong>576</strong></td>
<td><strong>$80,660</strong></td>
<td><strong>$5,100</strong></td>
<td><strong>$85,760</strong></td>
</tr>
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</table>

(7,500)  

**$78,260**

It should be noted that this proposal contains a targeted amount of time for individual agency coaching. Should the members of the Collaborative desire coaching beyond the hours set aside, the scope of work would need to be expanded and fees and costs adjusted as needed.

The only expenses budgeted for this project is for meeting materials (binders, handouts, etc.). Any costs for room rental, equipment, travel, food, meals, etc. will be the responsibility of the Collaborative.

As noted, no specific start date has been established. However, based on previous conversations services could commence by mid to late October, 2014, depending on the participants’ and project team’s availability once funding is secured and contract for services is in place.

If the information summarized in this letter is agreeable to the Collaborative, we can move forward to develop a contract pending acquisition of funding.

Sincerely,

Sarah Boxx, Principal  
Social Entrepreneurs, Inc.
Appendix A: DETAILED WORK PLAN

The following work plan details the tasks for each element of the project. Hours are estimates and may shift between resources and tasks and necessary. Holidays and existing project commitments have been factored into the work plan. Although timing has not yet been set, the project could start by late October or early November 2014. Exact timing will be determined once a contract is in place and a start date established.

### DETAILED WORK PLAN

<table>
<thead>
<tr>
<th>Task #</th>
<th>Description</th>
<th>Timeframe</th>
<th>SEI-KM/SB</th>
<th>SEI-R/S</th>
<th>BF</th>
<th>DLG</th>
<th>JMC</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Work with collaborative to identify and select first cohort of up to 10 agencies</td>
<td>TBD</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>The setup internal communication structure</td>
<td>TBD</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Create strategic business plan template</td>
<td>TBD</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Schedule kickoff meeting session with cohort 1</td>
<td>TBD</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Convene and project team meeting to review work plan, clarify roles and responsibilities</td>
<td>TBD</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Establish dates for all workshop sessions</td>
<td>TBD</td>
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<td>7</td>
<td>Conduct monthly project team coordination meetings via phone or at SEI</td>
<td>TBD</td>
<td>22</td>
<td>11</td>
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Subtotal for ELEMENT - hours 28 4 12 12 12

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<th>DLG</th>
<th>JMC</th>
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<td>8</td>
<td>Prepare materials for kickoff session (orientation session)</td>
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<tr>
<td>9</td>
<td>Update and prepare materials for session number 1: Vision and Results</td>
<td>TBD</td>
<td>1</td>
<td>2</td>
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<tr>
<td>10</td>
<td>Update and prepare materials for session number 2: Organization/Collaborative Assessment Training and Preparation</td>
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<td>11</td>
<td>Update and prepare materials for sessions number 3 &amp; 4: Strategies for Achieving Results</td>
<td>TBD</td>
<td>2</td>
<td>4</td>
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<td>12</td>
<td>Update and prepare materials for session number 5: Evaluation and the COP sessions to follow.</td>
<td>TBD</td>
<td>6</td>
<td>30</td>
<td>6</td>
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<td>13</td>
<td>Update and prepare materials for sessions number 6 &amp; 7: Strong Internal Systems and Partnerships</td>
<td>TBD</td>
<td>2</td>
<td>4</td>
<td></td>
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<td>14</td>
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Includes research in creating content related to collective impact and "top 10 evaluation concepts"

business case/situational data needed, hours captured in task 18

may include research
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<th>Task #</th>
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<td>Strategic Financing</td>
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<td>into funding and financing specific to collaborative; hours captured in task 18</td>
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<td>15</td>
<td>Update and prepare materials for session number 10: Complete Business Plan,</td>
<td>TBD</td>
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<td></td>
<td></td>
<td></td>
<td>begin Implementation Plan</td>
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<td>16</td>
<td>Update and prepare materials for session number 11: Complete Implementation</td>
<td>TBD</td>
<td>1</td>
<td>2</td>
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<td></td>
<td></td>
<td>Plan and Prepare for Public Presentation</td>
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<tr>
<td>17</td>
<td>Update and prepare materials for session number 12: Public Presentation/</td>
<td>TBD</td>
<td>3</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
<td>Launch</td>
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<tr>
<td>18</td>
<td>Allowance for additional research and tool development for evaluation,</td>
<td>TBD</td>
<td></td>
<td>10</td>
<td>20</td>
<td>20</td>
<td></td>
<td>situational analysis, and strategic financing components.</td>
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<td></td>
<td>Includes time for Brenda/UNR to research and summarize key data points for</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>the business case/situational analysis; and for research into EBP/strategies-including financing to achieve desired results.</td>
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<tr>
<td>19</td>
<td>Allowance to develop targeted number of customized tools for the Collaborative (e.g., MOUs, governance materials, etc.)</td>
<td>TBD</td>
<td>2</td>
<td>6</td>
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<td>26</td>
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**ELEMENT 3: Delivering CBA**

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<tr>
<td>20</td>
<td>Create packets and deliver contents of kickoff session (orientation session)</td>
<td>TBD</td>
<td>12</td>
<td>1</td>
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<td></td>
<td>Orientation to Collective Impact, Sustainability, and Key Evaluation Concepts</td>
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<td>21</td>
<td>Create packets and deliver contents for session number 1: Vision and Results</td>
<td>TBD</td>
<td>12</td>
<td>1</td>
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<td>22</td>
<td>Create packets and deliver contents for session number 2: Organization/</td>
<td>TBD</td>
<td>12</td>
<td>1</td>
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<td>Collaborative Assessment Training and Preparation</td>
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<td>23</td>
<td>Create packets and deliver contents for session number 3 &amp; 4: Strategies</td>
<td>TBD</td>
<td>24</td>
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<td></td>
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<td>for Achieving Results</td>
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<tr>
<td>24</td>
<td>Create packets and deliver contents for session number 5: Evaluation</td>
<td>TBD</td>
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<td>6</td>
<td>6</td>
<td>6</td>
<td>Deborah and Brenda to lead workshop; Jennifer to support and document.</td>
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## DETAILED WORK PLAN

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<td>25</td>
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<td>26</td>
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<td>TBD</td>
<td>24</td>
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<td>27</td>
<td>Create packets and deliver contents for session number 10: Complete Business Plan, begin Implementation Plan</td>
<td>TBD</td>
<td>12</td>
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<td>28</td>
<td>Create packets and deliver contents for session number 11: Complete Implementation Plan and Prepare for Public Presentation</td>
<td>TBD</td>
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<td>29</td>
<td>Create packets and deliver contents for session number 12: Public Presentations/Launch</td>
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Subtotal for ELEMENT - hours 144 18 6 6 6

### ELEMENT 4: Coaching and TA Support

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<td>30</td>
<td>Coordination and communications with participants to confirm meetings and ensure &quot;homework&quot; and other activities are completed in a timely manner.</td>
<td>TBD</td>
<td>22</td>
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<tr>
<td>31</td>
<td>Conduct Communities of Practice workshops</td>
<td>TBD</td>
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<td>12</td>
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<tr>
<td>32</td>
<td>Direct Coaching and TA re: understanding the Assessment Results and implications for organizational and collaborative development</td>
<td>TBD</td>
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Subtotal for ELEMENT - hours 122 10 0 12 0

### ELEMENT 5: Developing the Strategic Business Plan

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<td>33</td>
<td>Incorporate results of each meeting into the plan template</td>
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<td>34</td>
<td>Obtain review and suggested changes and modify/update plan based on participants’ feedback</td>
<td>TBD</td>
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<td>8</td>
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<tr>
<td>35</td>
<td>Conduct final technical edit of plan. Add graphic elements.</td>
<td>TBD</td>
<td>6</td>
<td>3</td>
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<tr>
<td>36</td>
<td>Conduct final plan review with participants and prepare to issue as part of project launch.</td>
<td>TBD</td>
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Subtotal for ELEMENT - hours 13 29 0 0 0

### PROJECT TOTAL

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<th>Hours</th>
<th>576</th>
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<th>105</th>
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<td>Professional fees</td>
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Appendix B: Resumes

SARAH BOXX

Sarah Boxx, MA, is a Principal of Social Entrepreneurs, Inc. (SEI) and has more than 30 years of professional experience working in and assisting nonprofit organizations. She has planned, administered and provided direct services at local, regional and state levels. She has provided interdisciplinary training and coordinated training to regional collaborations in various other states. Sarah is a skilled facilitator, process coach, and community strategist and planner. She has lead more than 80 projects for County Commissions, state agencies, charter schools, nonprofit organizations, foundations, and local, regional and state collaborative networks. She understands a variety of service delivery systems, including early childhood development, domestic violence, child welfare/safety, juvenile services, suicide prevention, and family strengthening. She is an experienced provider of technical assistance and has managed numerous complex projects with great success. Sarah earned a Masters of Art in Pastoral Counseling from St. John’s University, and was given the National Governor's Association Award for distinguished service to government. While at SEI, Sarah has provided technical assistance, project management and consulting services to numerous organizations and agencies throughout Nevada and California.

Over the past 14 years, Ms. Boxx has lead 138 projects of which, 33% were for nonprofit organizations, 57% were for public (city, county or state) entities and the remaining 10% were for education institutions, associations or foundations. Examples of consulting experience related to this project are highlighted below.

Experience in Conducting Planning and Facilitating Various Groups and Sectors

- Facilitated various meetings and planning projects for the Nevada Department of Health and Human Services including:
  - Rural Clinics Recruitment and Retention Plans for Lyon and Douglas Counties
  - Primary Care Office Data Sharing Workgroup
  - Sexual Assault Prevention Strategic Plan
  - Perinatal Substance Abuse Prevention Gaps Analysis
  - Mobilizing for Action through Planning and Partnerships (MAPP) training
  - Nevada State Health Division strategic planning workgroups facilitation and tracking across five administration function areas
  - Early Hearing Detection Initiative to develop a strategic plan
  - Nevada Food Security Plan Workgroups comprised of 50 participants, representing the public and private sector all across Nevada, informed by input from 17 national, state and local leaders in a variety of industries and more than 1,800 individuals provided input through focus groups and surveys.

- Consultant for First 5 Kings County Family Resource Center Capacity Building Initiative from 2008-2010 which included development and training on a grant writing toolkit for all Family resource Centers in the county and identification of funding opportunities specific to each FRC.

- Facilitated project planning and coordination grant writing and grant management and assisted in the submission of the annual federal funding proposals for the Rural Nevada Continuum of Care to the Department of Housing and Urban Development. Since 2002. These federal grants have resulted in more than $6.5 million in housing and supportive service grants to the 15-county region.
• Worked with a collaborative group of Family Resource Centers in Kings County to develop a sustainability plan for the initiative, to include identification of resource needs, strategic financing strategies, and grant writing workshop, training and support.

• Facilitated strategic planning with numerous nonprofit and public agencies in Nevada, such as the CARE Chest, Food Bank of Northern Nevada and the Sierra, Churchill County Social Services, Frontier Community Action Agency, ICDA Charter High School, Nevada Bicycle Advisory Board, Tahoe Rim Trail Association, and ReStart Inc.

• Facilitated strategic planning with numerous nonprofit and public agencies in California, including: seven Local Child Care Planning Councils (Alpine, Amador, Calaveras, Yuba & Sutter, Glenn, San Luis Obispo, and Shasta Counties), four Children and Families Commissions (Amador, Fresno, Glenn and Lassen Counties), Glenn County Head Start, Calaveras County Behavioral Health Services, Lake Tahoe Humane Society, Rural Action Knights Landing (FRC), and United Way of Southern Nevada.

• Facilitated planning and selection of Information & Referral and Client Case Management Systems for Yolo County Family Resource Center, Contra Costa Children and Families Commission, Nevada County Children and Families Commission; and United Way of Northern Nevada and the Sierra.

• Designed, facilitated and documented strategic planning for school-based and nonprofit Family Resource Centers in Kings, Lassen, Yolo, and Yuba Counties. The Lassen plan was a collaborative effort with other organizations, and has evolved into the County’s School Readiness strategy being funded through First 5.

• Lead a project to assist the Calaveras County Department of Behavioral Health Services with developing the County's three-year plan for programs and expenditures in response to California's Mental Health Services Act. The project included analyzing data on community needs and existing services, facilitating community planning meetings, documenting decisions, and participating at the State Review session.

• Worked with community members, nonprofit and public services providers, schools and local politicians to develop a 10 Year Master Plan for Children and Youth in Calaveras County, California.

• Facilitated development of sustainability plans for diverse funded partners across four counties: Monterey (Centro Binacional para el Desarrollo Indígena Oaxaqueño, Interactive Parenting Media, Radio Bilingue, Inc. and Monterey County Probation Department, Stanislaus (Children’s Crisis Center, DMC Foundation, El Concilio, and United Way), San Bernardino (Assure Pregnancy Center, Bear Valley Community Healthcare District, CUIDAR, Easter Seals of Southern California, El Sol Neighborhood Education Center, Family Man Ministries, Hearts and Lives, High Desert New Beginnings, KEYS (Housing Authority nonprofit), Loma Linda University, Rialto Unified School District, Rim Family Services, and San Bernardino City Unified School District) and Santa Barbara (Family Support Initiative, Early Education and Care Initiative).

• In 2009, created strategic financial plans for four diverse public and private nonprofit agencies funded by First 5 Stanislaus County through a process that included drafting long-term sustainability plans to sustain the results achieved by their programs.

• In 2008, created strategic financial plans for five diverse public and private nonprofit agencies funded by First 5 Monterey County through a process that included drafting long-term sustainability plans to support the results achieved by their programs.

• In 2006, facilitated development of long-range sustainability plans including financial plans for two countywide initiatives, the Early Care and Education and Family Services initiatives, funded by First 5 Santa Barbara County.

• In 2010, 2011 and 2012, created strategic financial plans for 11 diverse public and private nonprofit agencies funded by First 5 San Bernardino Capacity Building Initiative through a process that included drafting long-
term sustainability plans to support the results achieved by their programs. Currently working with three organizations to do the same work.

- In 2006, assisted in planning and program design for the Food Bank of Northern Nevada for a new regional food distribution center which was used to submit and secure funds from the Donald W. Reynolds Foundation for $8 million. The facility is now operational.

### PROFESSIONAL EXPERIENCE

**Social Entrepreneurs, Inc.**  
**2000 to present**  
Principal for enterprise to assist nonprofit human service organizations and governmental agencies (local, state and federal) in building strong management and operating infrastructures by providing management consulting, training, and computer systems and support. Responsible for governance and management of SEI Corporation, including human resource management, business planning and implementation, customer relations, sales and marketing, in addition to best-practice client project development and service delivery. Ms. Boxx specializes in providing consulting services to a wide range of organization types in the areas of coordinated service delivery, including coordinated case management; sustainability planning; strategic planning; social venture readiness assessments and planning; governance and management coaching; effective communication strategies, including conflict resolution; and organizational assessments and organizational capacity building.

**Children's Cabinet, Inc.**  
**1994 to 2000**  
Executive Director of agency providing child care subsidies, early childhood education, child and family counseling, broad-based resource and referral services, homeless and runaway youth outreach, and other child and family development services throughout Nevada. Responsible for administration, operations, and fiscal management of $10 million budget, 35 staff, and numerous sub-contractors and volunteers. Developed new and expanded existing partner agency relationships to enhance delivery of human services. Assisted in development of legislation to establish funding for Family Resource Centers under Governor Bob Miller; and then served as lead agency (local governing board) for establishing the FRC network throughout Nevada, with the exception of Clark County. Worked with and helped develop a 20-member public-private board of trustees.

**U.S. Office of Juvenile Justice and Delinquency Prevention**  
**1992 – 2000**  
Consultant providing evaluation, facilitation and development of county-wide multi-agency, multi-disciplinary strategic action plans to respond to missing and exploited children in 17 counties across the nation.

**Child Assault Prevention Project**  
**1991 to 1994**  
Executive Director, responsible for program development, evaluation, staff recruitment and training, public relations and marketing, fund development, and reporting for an agency focus on child abuse prevention and treatment.

**Intu Action**  
**1986 to 1991**  
Owner; served as Trainer of Trainers and chapter developer for national self-defense classes for women. Provided business start-up and marketing support, staff development, and conflict resolution support.

### Additional Training and Human Services Experience
Elite Professional / Personal Coaching Certification (in process) 2014

Mobilizing for Action through Planning & Partnerships (MAPP) 2012

National Association of County & City Health Officials training course, Washington DC. Completed training on the MAPP strategic approach to community health improvement. Used MAPP training to conduct session with Nevada stakeholders in partnership with DPBH staff.

Evaluation Rating Scale ECERS/ITERS Training 2011

Evaluation Rating Scale training, University of North Carolina, Chapel Hill. Completed training on use of validated scales to assess process quality in an early childhood or school age care group. Applied training to assess centers in Nevada.

Truckee Meadows Human Services Association 1994 to 2000

Served a board member for association of human service agencies providing broad range of services to children and families in Washoe County. Association Chair in 1996 and 1997.

Gang Alternatives Partnership 1994 to 2000

Board Member responsible for representing human service agencies and family issues on a public private board of directors. Acted as primary contact for Board during merger discussions and analysis.

I Can Do Anything Charter High School 1998 to 1999

Charter Board member, participated in structuring Nevada's first charter high school, staff hiring, and problem resolution during critical startup phase.

Suicide Prevention Crisis Center of Monterey Peninsula 1983 to 1990

Trained and certified crisis line worker; provided volunteer training and support. Actively involved in high school program development and implementation.

Rape Crisis Center of Monterey County 1988 to 1990

Community volunteer providing crisis line and on-site hospital support for victims of rape.

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<th>EDUCATION</th>
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<td>2004</td>
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</table>
Kelly Marschall, MSW, is President of Social Entrepreneurs, Inc. (SEI) and has over 28 years of experience working in and assisting nonprofit organizations. She has planned, administered and provided direct services at both a local and state level as well as having provided regulatory oversight and planning for the state of Nevada. Kelly is a skilled facilitator and community planner, and as such, has worked with over 20 County Commissions, multiple state agencies and several national Initiatives. She is an experienced provider of technical assistance and has managed numerous complex projects with great success. She is a skilled grant writer with extensive history of funded applications at the federal, state and local level. While at SEI, Kelly has provided technical assistance, project management and consulting services to numerous organizations and agencies throughout Nevada and California. Examples of consulting experience related to this project are highlighted below.

Experience with Program Design, Needs Assessments, and Evaluation

- Project leader for Nevada Mental Health Gaps Analysis, 2013
- Current member of the evaluation staff for First 5 El Dorado Children and Families Commission, implementing evaluation tools and supporting the Commission, grantees, and First 5 staff in their evaluation plan implementation.
- Conducted needs assessment for four Nevada Counties as part of the Kindergarten Entry and Data Systems planning project for the Nevada Head Start State Collaboration Office.
- Conducted a statewide evaluation of the Nevada Head Start State Collaboration Office.
- Managed the development of a strategic business plan for Lighthouse of the Sierra, a Reno-based transitional housing and substance abuse treatment program for single women and families linking together services from over 40 county and nonprofit providers.
- Conducted a strategic planning process, including a statewide assessment for civil legal services, for the Nevada State Bar Association.
- Project leader and lead consultant for a countywide assessment of children’s health needs and gaps in services for First 5 San Diego County, including use of community assessment results to define strategic priorities for First 5 funding related to children’s health.
- Provided facilitation, organizational development and/or fund allocation consulting to county-level Children and Families Commissions in Butte, Contra Costa, Glenn, Monterey and Tehama Counties.
- Guided strategic planning and organizational restructuring processes for the Amador County Behavioral Health Department, including support for the merger of two County departments.
- Assisted in development and implementation of the State of Nevada’s Fund for a Healthy Nevada five year evaluation plan.
- Project lead for a county-wide assessment and authored the Washoe County Senior Services 10-Year Plan.
- Developed indicators and report cards for a variety of county agencies including First 5 Plumas County and Madera County Children and Families Commission.
- Project lead for the successful National CARF Accreditation of Ridge House, an organization providing assistance to people with substance abuse and dependency.
• Assisted in program and system evaluation for other clients such as the Contra Costa, Lassen, and Glen Children and Families Commissions.

Experience Conducting Planning and Facilitating Various Groups and Sectors

• Facilitated various meetings and planning projects for the Nevada Department of Health and Human Services including:
  o Rural Mental Health Telemedicine Planning Project
  o Nevada Recruitment and Retention Planning Project
  o Nevada Information and Referral Planning Project
  o Nevada Food Security Summit
  o Nevada Food Security Plan
  o Nevada Aging and Disability Services Integration Plan
  o National Governor’s Association Birth Outcomes Convening

• Provided consulting services to over one hundred organizations including First 5 Commissions (Alameda, Butte, Contra Costa, El Dorado, Glenn, Kings, Madera, Monterey, Solano, Stanislaus, Yolo); government agencies (Washoe County, Churchill County, City of West Sacramento, State of Nevada, State of California), and nonprofits through a coordinated planning project.

• Facilitated strategic planning with numerous diverse organizations such as the Alaska Village Initiatives, American Association of Public Health Dentistry, Compass Point Nonprofit Services, California Association of Nonprofits, Great Basic Primary Care Association, Hispanic Dental Association, California Association of Nonprofits, University of Nevada Reno’s Sanford Center on Aging, and University of California, San Francisco CAN DO.

• Facilitated a convening of international oral health professionals, several statewide university and association planning efforts and over 50 local strategic plans in a variety of environments and topic areas including aging services, health, housing, technology, universal preschool, substance abuse, hunger, legal needs, and community wide planning for a variety of First 5 Commissions.

• Facilitated monthly meetings of the Northern Nevada Affordable Housing Task Force to assist over 40 key stakeholder groups interested in affordable housing to develop an action plan related to affordable housing. Workgroups were used to develop goals and strategies related to policy, regulations, finances and advocacy.

• Facilitated development of sustainability plans for diverse funded partners including Salinas Public Library, the Community Foundation of Monterey County, Door to Hope, Monterey County Children’s Behavioral Health and the Monterey County Screening Team for Assessment, Treatment and Referral (MCSTART Collaborative).

• Facilitated citizen focus groups with ten diverse socio-economic groups including seniors, persons with disabilities, caregivers, African Americans, Hispanic and Asian Pacific Islanders in Washoe County to develop the Washoe County 10 year strategic plan. This includes planning with groups speaking many different languages and with diverse cultural backgrounds.

• Facilitated the Childhood Obesity Prevention Task Force of Fresno and Madera Counties which included a diverse group of community representatives and rural and urban providers in the region to create a strategic plan to address childhood obesity.

• Facilitated strategic planning community meetings with parents and providers in eight diverse communities throughout Alameda County for the First 5 Alameda County 2009 Strategic Plan.
• Facilitated parent and provider focus groups and developed the Preschool for All Plans for the City of West Sacramento, First 5 Napa County, First 5 Butte County and First 5 Solano County including addressing disparities by ethnicity and demography.

• Conducted a series of community outreach sessions across California on behalf of the California Dental Association to identify strengths, areas to improve and recommendations for improving the Denti-Cal program, and developed an action plan to implement changes.

Experience in Fund Development, Sustainability Plan Development, Resource Leveraging, Grants and Contracts Management

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<thead>
<tr>
<th>PROFESSIONAL EXPERIENCE</th>
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<tbody>
<tr>
<td>Social Entrepreneurs, Inc., Reno, Nevada</td>
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<td>1998 to present</td>
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Client Services Manager, President and Principal for enterprise to assist nonprofit human service organizations and governmental agencies (local, state and federal) in building strong management and operating infrastructures by providing management consulting, training, and computer systems and support. Provides planning, facilitation and analysis to state agencies, foundations, county commissions, national associations and nonprofit organizations. Served as chief researcher and co-designer for SEI’s comprehensive organizational assessment model, used to evaluate a wide range of organizations in Nevada and California. Responsible for governance and management of SEI Corporation, including business planning and implementation, customer relations, sales and marketing, in addition to best-practice client project development and service delivery.

Nevada Bureau of Alcohol and Drug Abuse, Carson City, Nevada | Program Analyst |
| 1994-1998 |

Planned, monitored, and coordinated state substance abuse intervention and treatment programs. Determined funding and accreditation for over 40 federally and state funded programs. Liaison between Single State Agency and substance abuse treatment providers. Coordinated multi-agency planning sessions. Conducted complaint investigation and facilitated complaint resolution. Researched, analyzed and developed testimony and fiscal notes for proposed legislation. Conducted special projects. Principal activities and achievements included: drafted statewide action plan to integrate state substance abuse treatment system into managed care; served as Lead Accreditor and assisted in the transition to managed care; provided technical assistance for JOIN TOGETHER Service Continuum Committee for developing a public-private provider network in Northern Nevada and developing testimony in support of key legislative initiatives related to substance abuse in Nevada; conducted legislative research and analysis, developed, recruited and coordinated a grass-roots, statewide campaign to increase the excise tax on alcohol and enhance treatment program funding; conducted planning session to develop a Frontier Document for Congress. Facilitated combined session of the Rural and Frontier Coalitions resulting in a collaborative agreement between the two entities; and, co-authored the 1996 State Plan and Revised State Regulations, 1997 Legislative Testimony.

Johnson, Bassin, and Shaw, Inc. Reno, Nevada | Contract Consultant |
Carson Detoxification Center (CDC), Carson City, Nevada  Executive Director
1992-1994

As Executive Director, established all clinical and organizational operations, developed quality improvement and utilization management systems, and wrote organization's operations manual. Program administration included clinical training and supervision, personnel management, fund raising, proposal development and grant administration. Program was recognized as a "model program" by the Bureau of Alcohol and Drug Abuse.

Adolescent Care and Treatment (ACT), Reno, Nevada  Residential Counselor,
1986-1992  Outpatient Treatment Manager

Counselor responsible for assessment, patient placement and case management. Provided individual, group and family therapy. Conducted case documentation, treatment and discharge planning and review. Participated in program development and evaluation, community relations and grant administration.

**EDUCATION**

May 1995  Master of Social Work, University of Nevada, Reno with High Honors
Reno, Nevada

May, 1985  Bachelor of Arts, Psychology, The Pennsylvania State University
University Park, Pennsylvania
BRENDA J. FREEMAN

Brenda Freeman, PhD, is a Professor of Counselor Education and Cooperative Extension at the University of Nevada, Reno. Dr. Freeman has a passion for healthy child and youth development, and extensive experience developing, administering, and evaluating non-profit programs for children, youth, and families throughout the western United States. She has unique expertise as a program development and evaluation consultant for rural and underserved communities. She has skills and experience with resource development, budget management, and staffing. She brings more than 25 years of experience as an instructor and trainer, and is also a licensed clinical professional counselor with experience in clinical counseling, international student counseling, grief and loss counseling, and program evaluation consultation with American Indian/Alaska Native programs. She has published and presented widely on various issues related to evaluation and measurement, professional development, and promising practices for addressing social problems (for a full list of Dr. Freeman’s publications, presentations, service positions, editorial activities, and technical reports, please view her CV on the UNR website, http://www.unr.edu/Documents/education/college/vitae/freeman.pdf). Examples of her work with evaluation and program development for communities and non-profits include:

- Currently serves as lead evaluator and research coordinator, Nagi Kicopi, Oglala Lakota SAMHSA System of Care Expansion Grant, 2013-2017, Oglala Lakota Health and Human Services, Oglala Lakota Tribe, Pine Ridge Indian Reservation.
- Also serves as Principal Investigator of Quileute New Beginnings, a Domestic Violence Research Project studying the prevalence of elder abuse, domestic violence, sexual violence, and stalking in an Olympic Peninsula Native population.
- Since 1997, has been an evaluation consultant for Circles of Care, a technical assistance program housed at the University of Colorado Health Sciences, assisting tribal grantees in implementation of planning grants for the delivery of mental health and related services to AI/AN populations.
- Provided evaluation services to the Quileute Tribe in LaPush, WA, for a domestic violence prevention grant (2011- present) and a five-year teen pregnancy prevention grant (2005-2010).
- Served as an evaluation consultant for a SAMHSA Statewide System of Care Grant for the Idaho Department of Health and Welfare, co-leading the national evaluation data collection process (2003-2010).
- Developed a state training on career development guidelines and comprehensive school guidance for the Wyoming State Vocational Education Department in Cheyenne, WY (1993).
- Provided volunteer support to the Idaho National Guard, specifically serving on the Executive Resilience Working Group and the Mental Health Committee.
- Served as a founding board member and board secretary for Families, ETC, a non-profit counseling and education center in Nampa, ID
- Served on the board and development committee of Big Brothers, Big Sisters of Boise, ID

PROFESSIONAL EXPERIENCE

Tenured Full Professor of Counselor Education and Cooperative Extension
University of Nevada, Reno, Nevada, 2013 – present
Responsible for CACREP accreditation within the Counseling and Educational Psychology program unit. Teach courses; conduct scholarship and grant writing; serve on the UN Collaborative Engagement Committee; contribute to the writing of the Carnegie Community Engagement application. Advise and serve of masters and doctoral committees.

**Department Chair and Full Professor of Counselor Education, Tenured**

Northwest Nazarene University, Nampa, Idaho, 1999 to 2013 (Program Head September 2001-2002; Department Chair 2002 to 2013). Responsible for all aspects of administration and budgeting of the Counselor Education Department. Hire, supervise, mentor, and evaluate full-time and adjunct faculty and support staff; lead department in strategic planning, assessment, and CACREP and NCATE accreditation processes. Manage the delivery of the Masters of Science in Counseling degree at four locations including both face-to-face and blended delivery for three CACREP majors (Clinical Counseling, Marriage and Family Counseling, and School Counseling), six emphasis areas, and a post-graduate certification in Play Therapy. Teach core, major, and emphasis courses in masters program, provide clinical supervision and conduct internship site visits. Participate in scholarly engagement (reduced expectation due to department chair position). Co-Founded department’s non-profit community counseling, training and education center to serve the under served in the region. Courses include Research in Counseling, Statistics, Thesis Research, Lifespan Development, Group Process, Counseling Theories, Grief and Loss, Treatment of Complicated Bereavement, and Clinical/Community Counseling.

**Associate Professor, Counseling and Human Resource Development**

South Dakota State University, Western Region Center, Rapid City, SD, 1998. Taught core and elective courses in CACREP-accredited master’s program. Advised students, conducted research and engaged in service. Supported cooperative relationship with the Oglala Lakota tribe.

**Associate Professor, Counselor Education, Tenured**

Educational Psychology and Counseling, University of Wyoming, Laramie, WY, 1989-1997. (Temporary Assistant Professor, 1989 – 1991; tenure track Assistant Professor, 1991 – 1996; tenured and promoted to Associate Professor, 1997). Taught core masters and doctoral counseling courses advised and chaired doctoral and master’s committees, provided clinical supervision, and chaired the Higher Education/Student Affairs Practice program area. Generated research, and provided service to the program unit, college, university, and profession. Wrote CACREP self-study and coordinated team visit (received seven year accreditation). Courses taught include: Doctoral Practicum in Counseling, Research in Counselor Education, Counseling Theories, Group Procedures, Advanced Group Procedures, Fundamentals of Counseling, Theories of Student Affairs Practice, Short Course in Higher Education/Student Affairs Practice, Introduction to Higher Education/Student Personnel Services, Multicultural Counseling, Grief and Loss, Woman’s Development, Career Decision Making, Practicum in College Teaching, and Career Information and Comprehensive Developmental School Guidance.

**Visiting Assistant Professor**


**Director, International Student Programs, University Center, and Student Activities**

Willamette University, Salem, OR, 1987 –1989. Provided administrative support for University Center functions, including international student programming and educational programming. Advised Student
Senate, New Student Orientation, and Multicultural Services. Assisted in the establishment of Tokyo International University at Willamette.

Dean of Student Affairs
The College of Idaho, Caldwell, ID, 1983 – 1987 (with two-year leave to work toward a doctoral degree). Responsible for overall administration and supervision of directors of programs in residential life, counseling center, career planning and placement center, health services, chaplaincy, student activities, security, facilities, student orientation, retention, student employment, student union, and study skills. Taught adjunct counseling courses in Masters of Education program, including Practicum, Legal and Ethical Issues, and Theories of Personality and Learning.

Research Assistant, Graduate Assistantship
Counselor Education Department, University of Wyoming, Laramie, WY, 1984 – 1985, 18 hours per week. Assisted Department Chair in research. Taught classes as needed.

Residence Life Assistant Area Coordinator

Residence Hall Director, Graduate Assistantship

EDUCATION AND LICENSURES

Ph.D., Counselor Education
University of Wyoming, Laramie, Wyoming, December, 1986
CACREP-accredited program

Master of Science, Counseling
Emporia State University, Emporia, Kansas, May, 1982
Emphasis: Higher Education/Student Personnel
CACREP-accredited program

Bachelor of Fine Arts, Art Education
Boise State University, May 1980
National Exchange Student: University of Wisconsin—Green Bay
Art Study Session Abroad—Italy

Licensed Clinical Professional Counselor (LCPC)
State of Idaho, #335
National Certified Counselor
  National Board for Certified Counselors, 1988 - present

Level II Gottman Certification
  Gottman Institute, University of Washington, 2012

Other Specialized Training
  Family Wellness, Prepare and Enrich, and Trauma Focused CBT Trained
DEBORAH LOESCH-GRIFFIN

Deborah Loesch-Griffin, PhD, has owned and operated a small business, Turning Point, Inc. (TPI) for the past twenty-six years. She earned her Masters in Counseling at California State University, Fullerton, an Education Specialist degree in School Administration at UNR, and an Education Specialist degree in Evaluation (1986) and doctorate degree in Educational Psychology and Child Development from Stanford University in 1987. Deborah Loesch-Griffin is a Say-It-Straight (SIS) Master Trainer and is also a Fellow of Creating the Future. Deborah engages in capacity-building of public and private non-profit organizations, coalitions and communities of practice. She assists organizations and communities in the effective development, delivery and evaluation of programs and initiatives that promote human potential, particularly those for children and youth, just and healthy communities, and support the wise and effective use of existing human and planetary resources. She is widely published in the area of youth development, service-learning, and program development and evaluation. Projects of particular relevance to this proposal include:

- Currently serving as the Needs Assessment and Health Services Hub Facilitator for the Healthy Communities Coalition of Lyon and Storey Counties and manage related projects and funding. Review and collect data from multiple sources to determine the feasibility and potential for replicating the Health Services Hub model. Facilitate meetings of the Steering Committee and support momentum for moving the project from the planning to action stages through ongoing communication, outreach, coordination and evaluation.

- Co-founded the Center for Program Evaluation at the University of Nevada, Reno, whose mission is to support health, human service and educational organizations involved in improving the quality of life in Nevada and neighboring states through evaluation services and technical assistance.

- Since 2011, consults with World Vision as the Life Skills/Monitoring and Evaluation Consultant to Children in Ministry’s Education and Life Skills team as the organization shifts its global focus to outcomes-based programming and community engagement models around child well-being.

- For the Healthy Communities Coalition of Lyon and Storey Counties, served as Community Youth Development and Evaluation Consultant from 2002-2013. Provided support for the evaluation of various community youth development and prevention initiatives; presentation/ training and facilitation of key stakeholder groups such as the coalition, community and youth task forces to support strategic planning, project design and evaluation: topics range from substance abuse prevention; health promotion; service-learning; and community youth development. Conducted a needs assessment and collaborated to develop an action plan for a School-Based Community Health Center and comprehensive health care system for the region.

- Co-founded Community Chest, Inc., and served as Project Development and Evaluation Director from 1992-2011, providing project direction, program development and facilitation services to small, rural non-profit social justice organization with the mission of acting as a catalyst for community change and providing direct services to families and youth to improve the quality of life of Storey County citizens.

- Prior to and during work with Community Chest, Inc., mobilized community resources and facilitated the development of a cooperative county-school-sponsored preschool and child care program for Storey County; conducted a needs assessment, wrote a community development grant proposal, publicly presented the need
and program to county commissioners and legislative subcommittee on child care and subsequently served as chair of the board to the organization from April, 1990-1995

- Coordinated the Nevada Youth Action Council from 2009-2011, providing training and technical assistance to the organization and its related initiatives: facilitation of community coalition-building; supporting youth development staff through coaching and mentoring approaches;

- Served as Partnership Facilitator for a three-year $1.5 million Community, Higher Education, School-Based Partnership (CHESP) grant. Facilitated partnership and youth development process among five bi-state partnerships to support their development and implementation of service-learning activities, events and projects. Coordinated the efforts of local coalitions and partnerships with the three statewide regional service-learning centers. Served as the liaison and director for the evaluation of the bi-state project to assess asset development, academic and civic engagement outcomes of participating youth. Provided training and technical assistance to teachers, volunteers, and community partners in service-learning strategies, positive youth development approaches, and project-based learning. Worked annually with a cadre of 25 middle/high school youth who served as service-learning peer leaders from the five partnerships

- Was Project Director of a Piñon Service Project Higher Education Learn & Serve/Service-Learning Corp through the Corporation for National Service. Received one of eleven national grants at $100,000/year. Served as Project Director for six-year demonstration project to integrate service-learning into school and community-based programs of learning for K-16 students. Supervised teams of 20 AmeriCorps volunteers annually who directly served in five Nevada counties and coordinated service-learning activities for schools and/or community organizations. Provided training and technical assistance to teachers, volunteers, and community partners in service-learning strategies, positive youth development approaches, and project-based learning.

- Current evaluator for the Nevada Department of Education and Division of Public and Behavioral Health Silver State Kindergarten Inventory Development System Pilot Evaluation. Provide oversight and direct evaluation services for a two-year pilot project involving the use of the Teaching Strategies Gold Assessment tool in 11 Nevada counties, including Carson City in Pre-K and Kindergarten settings.

- From 2002-2013, worked with the Nevada Head Start Association and State Collaboration Office to conduct a statewide needs assessment and facilitated strategic planning using a data-driven decision-making approach.

- From 2002-2013, provided consultation and coaching in early childhood nutrition studies and projects, facilitating and evaluation statewide and multi-state efforts to use best practices in delivering nutrition education through WIC and Head Start/child care centers for families and young children in poverty. Coordinated evaluation of nationwide pilot of All 4 Kids – an early childhood health education and nutrition program.

- Under subcontract through Community Services Agency, Washoe County & rural counties in Nevada and in collaboration with the University of Nevada, Reno conducted a six-year program development and evaluation of intensive training, services and follow-up of Head Start children and families into and through the third grade (1991-1998).
• Received two three-year program development and evaluation contracts (funded by Administration on Children, Youth and Families) to assess intensive support services to homeless Head Start families in a school-based Head Start Center and intensive support services to Head Start families in areas of employability, substance abuse education and intervention and literacy

• Facilitated and provided support for an outcomes-based approach to strategic planning, program development and evaluation of place-based learning and community building initiatives through facilitation of coalitions in the Tahoe-Truckee region, including the Community Collaborative of Tahoe Truckee and the Tahoe Region Education Coalition (2002-2008)

• Served as evaluation consultant to the Institute for the Study of Knowledge Management in Education (ISKME) of Half Moon Bay, CA, in designing an evaluation to capture post-build civic development and engagement outcomes among a sample of ten communities and their key stakeholders working in partnership with KaBOOM!, a national non-profit organization dedicated to increasing safe play spaces for children across the country, particularly in low-income communities

• Evaluated and provided evaluation and facilitation services in documenting and measuring the effectiveness of this partnership among Washoe County School District, University of Nevada, Reno and the Nevada Humanities Committee in increasing teacher competency and professionalism and improving the delivery of history instruction and student learning of history content and skills (2001-2004)

• Evaluated and provided technical assistance in evaluating the California Arts Council (CAC-funded) project, Tahoe Truckee Arts for the Schools, through the organization in partnership with the schools (2001-2004)

• For Carson Coalition on Youth, provided consultation for comprehensive evaluation of Drug-Free Communities and Bureau of Alcohol and Drug Abuse (now SAPTA) State Improvement Grants

• As evaluator of the Youth Service California’s CASSL Initiative, provided technical assistance in designing the cross-site evaluation for seven programs serving as models for integration of service-learning into out-of-school programs for elementary through high school youth

• Facilitated the development of evaluation methods to provide statewide information on the processes and impacts of Learn and Serve grantees and act as a resource for training and evaluation to the Nevada Service-Learning Partnership

PROFESSIONAL EXPERIENCE

Turning Point, Inc., Virginia City, NV: President, Director 1990-present
• Work with communities, schools, businesses and agencies involved in restructuring, transforming and/or delivering model human, health and educational services to facilitate, design, evaluate and build capacity to implement these innovations (see select, relevant consultation, research and evaluation experiences below for specific international and domestic project work). Use a coaching model for capacity-building in utility-
focused program and personnel development, evaluation and human resource management for planning, program improvement and decision-making

**World Vision: Consultant 2011-present**
- Serve as the Life Skills/Monitoring and Evaluation Consultant to Children in Ministry’s Education and Life Skills team as the organization shifts its global focus to outcomes-based programming and community engagement models around child well-being. FY2013 contracted to provide capacity-building training and technical support to Latin American National Office and community level staff in action learning and evidence-building around evidence-based life skills approaches and practices for children and adolescents. FY12: developed guidance for designing, implementing and evaluation adolescent programming around the Positive Youth Development framework and community asset-building approaches; facilitated virtual and face-to-face trainings around the education and life skills guidance. FY11: facilitated a global meeting of 75 people—16 national offices, 6 support offices, 6 International NGOs (e.g., UNICEF, SAVE the Children) and several regional office staff and teams—around their transition to a new education and life skills strategy in Kenya, Africa, May 2011.

**Northern Nevada International Center: Evaluation and Facilitation Consultant 2000-present**
- Serve as evaluator, facilitator and youth development and leadership consultant on a number of international visitor, exchange projects: provide action planning for and evaluation of Community Connections Program involving a series of professional and business delegations from Russia to Nevada to learn about cultural, economic, and political strategies for developing their own communities and businesses; facilitate a delegation of six Afghani women visiting Nevada to become trainers of women in developing small businesses in Kabul, Afghanistan; provide training to 25 Algerian and 10 American youth through the Algerian Youth Leadership Program annually for three years. Assess training needs of 35 NGOs involved in community and youth development through World Learning-Nicaragua

**Global Voice Project: Co-Founder 2002-2011**
- Over ten years served as facilitator and coordinator for groups of Northern Nevada youth who were involved in an international youth exchange network with: 1) Northern Irish youth from January 2002-December 2004 and 2) Mexican schools in the rural areas of Teacapan, Escuinapa, and Chapala, Jalisco, Mexico and Loreto, Baja California Sur (2003-2011). The project is designed to raise personal and political awareness among youth ages 14-21 years and create opportunities for them to collaborate on local action projects around priorities that affect youth locally as well as globally. Successfully transitioned the leadership and organization of the project to young alumni

**Magnet Young Adult Centre, Newry, County Down, Northern Ireland: Evaluator 2002**
- Provide technical assistance and a case study of the centre’s youth development approach to Youth Workers in the Centre during Fall, 2002

**Community Chest, Inc., Virginia City, NV: Co-Founder 1992-2011**
- Provide project direction, program development and facilitation services to small, rural non-profit social justice organization with the mission of acting as a catalyst for community change and providing direct services to families and youth to improve the quality of life of Storey County citizens. Recruit, train, and supervise staff and volunteers; provide joint management and direction for the organization in conjunction
with Executive Director; manage the organization’s involvement and leadership within the Piñon Service Project partnership. Utilized a community-driven approach to social change within and across the region’s rural communities to engage and empower citizens of all ages to create the community they desired for their future

**University of Nevada, Reno, College of Education, Reno, NV** 1987-2008
- *College of Health and Human Sciences, Reno, UNR: Associate Dean for Research and Evaluation (2005-2008)*
  Provide transitional leadership and guidance in building a research and evaluation infrastructure that facilitated collaborative inquiry and interdisciplinary, community-based participatory research and evaluation projects
- *Center for Program Evaluation, Reno, UNR: Co-Founder/Acting Director (1998-2008)*
  Turning Point, Inc. was a joint partner with the University in sponsoring this center whose mission is to support health, human service and educational organizations involved in improving the quality of life in Nevada and neighboring states through evaluation services and technical assistance
- *Research and Educational Planning Center: Director (1987-1990)*
  Provided administrative and programmatic leadership for educational research, evaluation and demonstration projects operated through the center. Annual grants and contracts budget totaled approximately $1,000,000. The center employed approximately 12 to 15 professionals and support staff

**Storey County Preschool/Child Care Community Program: Co-Founder/Board Member 1988-2005**
- Prior to and during work with Community Chest, Inc. Mobilized community resources and facilitated the development of a cooperative county-school-sponsored preschool and child care program; conducted a needs assessment, wrote a community development grant proposal, publicly presented the need and program to county commissioners and legislative subcommittee on child care and subsequently served as chair of the board to the organization from April, 1990-1995

**Corporation for National Service** 1994-2000
**Piñon Service Project Higher Education Learn & Serve/ Service-Learning Corps: Project Director**
- Received one of eleven national grants at $100,000/year. Served as Project Director for six-year demonstration project to integrate service-learning into school and community-based programs of learning for K-16 students. Supervised teams of 20 AmeriCorps volunteers annually who directly served in five Nevada counties and coordinated service-learning activities for schools and/or community organizations. Provided training and technical assistance to teachers, volunteers, and community partners in service-learning strategies, positive youth development approaches, and project-based learning

**Stanford University, Stanford, CA** 1984-1987
- *Undergraduate Program in the School of Education (UPSE) Director and Assistant to the Dean (1986-1987)*
  Coordinated and supervised educational research and teaching experiences of undergraduate students across campus and in community placements. Taught education practicum and seminar on Adolescent Development. Wrote and received three-year grant ($10,000/year) to establish tutor training program for from 1987-1990: Whitney Education Foundation
- *Youth Studies Co-Director (1984-1986)*
  Developed and researched health promotion and prevention programs for Stanford's Heart Disease Prevention Program
EDUCATION AND LICENSURES

Stanford University, Stanford, CA  1987
- Ph.D., Educational Psychology; specialization in child and adolescent development, with an emphasis on positive youth development approaches
- Dissertation Title: The Transition to Adulthood

Stanford University, Stanford, CA  1986
- Ed.S., Evaluation

University of Nevada, Reno
- Ed.S., Educational Administration

California State University, Fullerton, CA
- M.S., Counseling, 1978
- B.S., Human Services, 1976

Say It Straight Master Trainer
Creating the Future Fellow
Evaluation Specialist
Nevada Elementary and Secondary School Counseling Certificate
Nevada Educational Administration Certificate
Pupil Personnel Services Credential, State of California
California Community College Instructor: Psychology and Preschool Administration
California Community College Counselor
Jennifer McClendon is newly relocated to Reno, Nevada from New York City. A social work professor at UNR, her research focuses on services for homeless youth and young adults. Other areas of academic and clinical expertise include mental health crisis intervention, services for LGBT youth, diversity in social work education, access to children's mental health service systems, and family support for chronic and severe mental illness. Jennifer has been actively involved with community non-profit organizations in support of fundraising, organizational development, program evaluation, and program development. Relevant work includes:

- Recent engagement with Northern Nevada initiatives, including membership on the You’N’I Community Foundation steering committee. Served as a volunteer facilitator for two stakeholder meetings with more than 100 participants. Regularly attends at Reno Area Alliance for the Homeless monthly meetings. Volunteered for 16 hours of the Reno Homeless Youth Count, and helped with the winter and summer HUD point-in-time homeless count for unsheltered adults.

- Served on the Nassau County Youth/Adult Consortium on Adolescent Sexual Health, primarily responsible for facilitating community-based participatory evaluation projects with LGBT youth. Successfully conducted survey research, PhotoVoice projects, and qualitative data analysis with high-school and college students throughout the county.

- Advisory Board Member, St. Louis for Kids Compassion Capital Fund: Reaching our Youth Institute (2008-2010). The Compassion Capital Fund (CCF) grant program helped grassroots organizations increase their effectiveness and enhance their ability to provide social services to low-income individuals. Their goal was to strengthen the role of organizations in their ability to provide social services to low-income communities.

- Served as a consultant for a state-wide evaluation of Early Head Start programs in Missouri, responsible for control group recruitment, assessment, and analysis.

- Conducted organizational assessments for multiple non-profit agencies in Missouri, assisting them through the initial states of organizational and leadership development.

- Extensive experience providing highly-rated courses and seminars on evaluation, program development, statistics, and research methods to social service providers.

### PROFESSIONAL EXPERIENCE

**University of Nevada, Reno**  
**Assistant Professor, Social Work**  
**2013-present**

Teach core bachelors and masters courses, advise students, chair and serve on masters committees, serve as field liaison. Generate research, and provide service to the program unit, college, university, and profession. Served on the planning committee for the Division of Health Sciences Cultural Considerations in Healthcare Conference. Courses include: Basics of Professional Communication, Elements of Evidence-Informed Practice, Social Work
Methods with Individuals, Social Work Methods: Communities, Organizations, and Legislatures, Advanced Field Seminar.

**Adelphi University, Garden City, NY 2009-2013**

Assistant Professor, Social Work


**Washington University In St. Louis, George Warren Brown School of Social Work 2007-2009**

Instructor

Taught core masters courses, advised students, provided field instruction. Courses included: Social Work Practice with Individuals, Families, and Groups, Evaluation of Programs and Services, Statistics, Research Methods, Applied Group Work Practice, Developing Programs for Children and Youth, and Policies and Services for Children and Youth.

**Youth In Need, Inc., St. Charles, MO 2007-2009**

Grants Manager and Program Evaluation Specialist

Wrote federal grant applications, state contract applications, and community foundation grant applications to support new and existing programs at a $7M/yr agency serving more than 2,000 children, youth, and families each year. Developed evaluation plans for new and existing programs. Programs included Head Start, Out-of-School Time programming, street outreach and drop-in center programs, transitional living programs, and shelter services for runaway and homeless youth. Successfully received multi-million, multi-year grants in support of programs. In conjunction with a successful development team, raised nearly $400,000 in unrestricted funds each year.

**Independent Consultant, Grant Writing and Program Evaluation 2003-2009**

Provided assistance to youth agencies seeking federal funds for youth programs across the state of Missouri in the area of grant preparation and designing methods for effective program evaluation.

**Behavioral Health Response, St. Louis, MO 2000-2007**

Crisis Intervention Counselor

For a regional mental health support and suicide prevention center, provided telephone triage and clinical assessments to callers experiencing suicidality, emotional distress, and other mental health concerns. From 2005-2007, worked on the Mobile Outreach Team to conduct immediate face-to-face evaluations in homes, schools, jails, shelters, rural hospitals, and other locations across eastern Missouri. Developed expertise in high quality
clinical assessments, clinical judgment, case planning, customer service, cross-professional consultation, and efficient, comprehensive case documentation.

**Washington University in St. Louis and NAMI, St. Louis**

**Support Group Facilitator**

**2000-2001**

As part of an NIMH-funded research study and community partnership, planned and conducted weekend seminars to educate and support parents and other family caregivers of adults with chronic and severe mental illness. In response to demand, developed an alternative seminar for parents of children with mental disorders and behavioral health concerns. Co-facilitated (with a psychiatrist or psychiatric nurse) multiple weekly psychoeducation support groups for caregivers.

### EDUCATION

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<tr>
<th>Year</th>
<th>Degree</th>
<th>Institution</th>
<th>Thesis/Concentration</th>
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<tbody>
<tr>
<td>1998</td>
<td>Bachelor of Arts, Psychology</td>
<td>Wellesley College, Wellesley, MA</td>
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