



Nevada Early Childhood
Advisory Council

SEI Proposal to the
Nevada Early Childhood Advisory Council for
Strategic Plan Facilitation

March 31th, 2017



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We at Social Entrepreneurs, Inc. (SEI) appreciate the opportunity to be considered for assistance to the Nevada Early Childhood Advisory Council (referred to as “the Nevada ECAC” and “the Council” throughout). This proposal outlines the objectives, scope, deliverables, timing, and fees associated with the project to facilitate a strategic plan.

1. INTRODUCTION AND BACKGROUND

Early childhood forms the foundation for life. Strong families are at the center of supporting early childhood. Our systems – including both public and private entities - play a critical role in helping all children to reach their potential. Recognizing the importance of the early years, the Nevada Early Childhood Advisory Council (ECAC) works to strengthen state-level coordination and collaboration among the various sectors and settings of early childhood programs and services. The Council was established in 2009 by an executive order signed by Governor Gibbons, which was continued by Governor Sandoval in 2011. During the 2013 Nevada Legislature, Governor Sandoval signed Assembly Bill 79 establishing the Council in statute. Membership includes a diverse group of business, community, education, government, non-profit, parent, and provider representatives that are appointed by the Governor. The Council follows the Head Start Act requirements for State Advisory Councils. The Council works to achieve its vision:

“Nevada’s children will be safe, healthy, and thriving during the first eight years of life, and the system will support children and families in achieving their full potential.”

The Nevada ECAC has made considerable developments in recent years. This work is a strategic mission and vision; grounded in a solid understanding of state needs and strengths. The work is implemented through the efforts of the Council, its subcommittees, and partners. In developing its next strategic plan, the Council has a great deal to build on including 2016 draft goals and asset maps that identify the array of partners in service to children and families across the state. Together, these components are scaffolding for a streamlined approach to strategic planning. They offer the opportunity to build on and refine the planning in progress while providing the space to create new opportunities.

At SEI, we are honored to have been of service to the Nevada ECAC and are pleased to be considered to support development of a strategic plan in 2017. We believe that our experience, passion, and expertise are an excellent match for this project.

2. PROJECT OBJECTIVES AND BENEFITS

The process of strategic planning provides the opportunity for groups to work together to envision a desired future. A strong strategic plan sets forward an ambitious but also actionable course to reach that future. A long-range strategic plan should also be flexible enough to meet emerging needs and circumstances. The use of an outside facilitator for planning helps to ensure that the process is organized and intentional and allows all Council members the opportunity to participate (as opposed to holding a role of facilitator).

Based on the *Strategic Planning Facilitator Guide* issued by the Nevada Early Childhood Advisory Council, our understanding is that there are three primary objectives for this project:

1. Understand and assess the Nevada ECAC progress in moving forward the goals, objectives and strategies of the 2014-2017 Strategic Plan.
2. Facilitate a planning process to update the plan and set the strategic course for the Nevada ECAC over the next 3-5 years with a summary action plan.
3. Complete short-term action plans for three (3) subcommittees that drive meaningful activity in alignment with the Council's mission, vision and goals.

These objectives were paramount in developing the project scope and approach outlined in the proposal.

The additional benefits expected to be realized from successful completion of the project include:

1. A renewed sense of understanding, purpose and drive created through the planning process for current stakeholders and partners.
2. A plan that helps to communicate with stakeholders and bring in new partners to the work of the Council and its subcommittees.

3. PROJECT SCOPE AND DELIVERABLES

This project will result in a strategic plan and a high level action plan. Our recommendation for timing is for a 3 year strategic plan. However, this can be adjusted based on the preferences of the Council. During the planning process, SEI will facilitate review of the existing vision and values, develop goals (building on 2016 draft goals), and identify strategies to reach the goals. To create the action plan, the most urgent strategies will be prioritized, and specific actions along with roles and timelines identified, including tasks and responsibilities for subcommittees. Finally, SEI will provide targeted support to subcommittees to further develop action plans. These components will be documented in three major project deliverables.

Project Deliverables

- ✓ **1 Page Summary of the Strategic Plan.** This document is intended as a graphic, community-friendly version to use for communication. It will include the Nevada ECAC logo, vision, and 3-Year goals.
- ✓ **Updated Strategic Plan.** The strategic plan will include a brief introduction and background, vision, goals, strategies, and summary action plan. Where possible and relevant, data that supports the vision and mission as well as metrics for goals will be established.
- ✓ **The Summary Action Plan.** The summary action plan will document an overview of prioritized strategies and actions for the next 6-12 months, with specific responsibilities designated to subcommittees.
- ✓ **Subcommittee Action Plans (3 total).** Considering that much of the work of the plan will be completed by subcommittees, it is important that each has a separate action plan to manage the work. A template will be developed and then customized for each subcommittee to clarify the major strategies and tasks to be accomplished. These documents will be created as flexible, working documents to be continually updated by the subcommittee as they work to achieve results in alignment with the strategic plan. In creating these action plans for the short term and as working documents, the Council has flexibility to adapt tactics to meet emerging needs. SEI will assist up to 3 subcommittees to develop action plans. Potential committees could include: *Early Learning, Professional Development, Family and Community, and Systems.*

4. APPROACH AND TIMING

We have developed an approach that is customized for the Nevada ECAC and is also based in best practice. To complete this project, we will work with the Council to build on the existing planning steps, as well as provide opportunities to view its work through new perspectives.

The work of the Council is collaborative, and, to support this, a collective impact approach will inform the framework for strategic planning. Collective impact has been used to reinforce and improve on collaborative outcomes through awareness and focus on essential conditions, common agenda, shared measurement, mutually reinforcing activities, continuous communication, and backbone support. A sixth condition, equity, has also been proposed as essential to collective impact. Our understanding is that the work of the Council is already collaborative and effective. Many Council members are familiar with collective impact – and for others, orientation may help to provide insights into opportunities to further strengthen outcomes through collaborative work. Orientation to collective impact principles is planned to be incorporated in meeting 1.

The Nevada ECAC's strategic planning project proposed by SEI has three overlapping components. Each component results in one or more deliverables, i.e. tangible output that is important to achieving the project objectives. The phases of the project are:

Phase 1. Project Organization, Preparation and Assessment. SEI will work with Council Leadership to coordinate and conduct activities necessary to understand the current context and future direction of the Nevada ECAC, including:

- **Communications and Tools.** This work begins with SEI holding a call with Nevada ECAC leadership to finalize the project approach and ensure SEI has access to relevant documents and resources including asset maps, the most recent strategic plan, sub-committees and areas of focus, updated strategic plan activities,). We will develop a template for the strategic plan (Word) and action plans (Excel or tabular format) that will guide content for the final deliverables. This strategic plan template can be a refreshed version of the existing plan or a new plan template, depending on the preferences of the Nevada ECAC. SEI will draft a pre-planning survey designed to gather perspectives on the existing goals and most important opportunities to consider during planning from Council members and other stakeholders as identified by the Council. Once these tools have been drafted, SEI will facilitate a kickoff meeting with the Nevada ECAC to review the project plan, confirm timelines, signoff on templates, and discuss communication preferences. SEI will also work with the Council to identify other stakeholders to engage in pre-planning surveys. The project kickoff, including key decisions, is planned using the meeting videoconferencing through the Reno or Carson sites.
- **Data Gathering and Synthesis.** SEI will send the approved electronic survey to Council members to gather initial feedback and opinions on the relevance of the vision, values and draft goals from the June 2016 session. This will set a solid frame for additional conversations during the planning sessions. The survey will also be issued to additional stakeholders (e.g. local Early Childhood Advisory Council members) to gather input on vision, values, and draft goals. SEI will reach out via phone if needed to gather input for special circumstances (e.g., for interviews should a person not be able to complete a survey, an allowance for up 4 hours). Once the inquiry process is completed, SEI will summarize information from document reviews and surveys to use in strategic planning.

This tasks and hours for this phase assumes all organization and planning can take place by phone and webinar.

Phase 2. Create/Update the Strategic Plan. This component results in an updated strategic plan document. SEI will facilitate two full Nevada ECAC sessions. Planning Session 1 will be used to review survey information, agree on vision, and values, and affirm or modify goals as needed. SEI will use the strategic questions identified in the *Facilitator Criteria* to test goals and ensure they are important, relevant, and actionable; and to ensure the objectives are SMART. While not the focus of this first meeting, we will also take note of any strategies that are identified during the meeting through discussions. We will document the results of Session 1 into the Strategic Plan template. The plan will be emailed out to the group for review and comments prior to Session 2. We will incorporate changes as appropriate. This part of planning needs to be completed prior to Session 2, as that session builds on the decisions and work completed in Session 1 and during document review.

SEI will then prepare and facilitate Planning Session 2. This session will be used to affirm existing strategies as well as develop new strategies based on the data gathering and synthesis work completed in Component 1. The group will then prioritize strategies for achieving the goals and objectives, and assign subcommittees and leads. Finally, SEI will send updated strategic plan draft to the Nevada ECAC for review and feedback. Once finalized with feedback, SEI will create 1 Page Summary. An allowance for one additional public webinar is included to ensure Council members and other stakeholders have an opportunity to provide feedback on the plan before it is finalized.

This phase includes travel for two onsite meetings in Las Vegas with the ECAC.

Phase 3. Facilitate Subcommittee Action Plans. Starting with the plan drafted by the Council, SEI will develop action planning templates that can be used to establish implementation activities with subcommittees. Next, SEI will organize webinars with 3 subcommittees to further action planning. SEI can attend planned meetings, or schedule new meetings depending on group preferences. Using webinars to connect (*GoTo Meeting*) SEI will facilitate and document an action planning cycle that moves strategies into specific actions. It is recommended that this planning take place in several shorter sessions to allow members to draft strategies, reflect, and, then finalize the action plans. SEI will work to ensure that the three action plans are coordinated and aligned but not duplicative. These documents will be designed to be updated with progress and also with flexibility to add new activities as needed. The final step in this phase will be to provide all materials to the Nevada ECAC as a knowledge base. *This component assumes activities can take place by phone and webinar. SEI uses GoTo meeting and can connect subcommittee members in this way.*

The tangible deliverables that will be produced by the project include:

The timing for this work has coincided with planned Nevada ECAC meetings, starting with a project kickoff (orientation and sign off on process) in June, Meeting 1 targeted for August 6th, and Meeting 2 targeted for October 3rd. Subcommittee action planning would take place later in October and

November, with all materialized final and delivered in December. This schedule can be moved up or back if needed to meet other timelines established by the Council.

The time estimates required to complete the components, both in terms of hours and projected timeframe, are shown below. The target dates are based on reaching agreement on the proposal and being able to initiate project activities by 5/8/17 and assume that both SEI and ECAC staff as identified in the project workplan (in Appendix A of this proposal).

	<u>Phase</u>	<u>Start Date</u>	<u>End Date</u>	<u>SEI Hours</u>
1.	PHASE 1. Project Organization, Preparation & Assessment	June 2017	August 2017	58
2.	PHASE 2: Create / Update Strategic Plan	August 2017	October 2017	93
3.	PHASE 3. Facilitate Subcommittee Action Plan	October 2017	December 2017	35
	Totals			186

5. SEI QUALIFICATIONS AND STAFFING

Organizational Information

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.

SEI uses several guiding principles that govern our work with each of our clients. Each SEI associate has committed to these principles:

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

SEI has worked on over 620 projects, and assisted over 200 nonprofit service providers, state and local governmental agencies, foundations, and state and local associations throughout the United States. Of these projects, SEI has completed over 200 strategic planning projects. Additionally, SEI is an approved vendor through Nevada's Master Services Contract for strategic planning, allowing for streamlined contracting.

Every project we undertake includes project management, using a detailed work plan to manage the project and report status. In fact, SEI has developed its own project management training and uses it both in-house and with clients. SEI has demonstrated expertise that we believe can be of value to the Nevada ECAC. Some distinctive aspects of SEI's team include:

- Deep understanding of the state, regional, and local service delivery system,
- Content experts in a variety of subject areas including early care and education as well as related fields of disability services, housing and homelessness, food security and basic needs, health, and public education (K-12),
- Expert large and small group facilitators, and
- Technological capabilities to share files in the cloud, conduct and record webinars, administer online surveys and create websites for projects.

SEI is well positioned to support the Nevada ECAC having recently completed many projects for the Council in previous years. Our team has worked extensively to provide excellent research, planning, and support to our clients. Examples of SEI qualifications are provided below. Please note that some projects may be duplicated among categories and sections of this document, emphasizing different aspects of our experience.

Work with the Nevada Early Childhood Advisory Council

- Completed an assessment on the status of quality in early care and education for the Nevada ECAC. The assessment used the Environmental Rating System (ERS) to directly assess sites on a volunteer basis across the state.
- Developed a plan for a Statewide Early Childhood Data Collection System linked to a Kindergarten Entry Assessment System in the State of Nevada. Activities included focus groups, presentations, a statewide needs assessment and plan that included actionable steps toward implementation of a Kindergarten Assessment tool.
- Completed a needs assessment and developed a strategic plan for providing comprehensive early childhood services to children in Nevada (2014-17 Strategic Plan).

Child development, early education and family support systems

- Facilitated Butte County Strengthening Families Initiative to integrate protective factors across First 5 partners.
- Evaluated the Butte Baby Steps home visiting program for Butte County First 5, a Healthy Families America accredited program located in Oroville, California.
- Facilitated a strategic plan for the Child Care Planning Council of Yuba and Sutter Counties.
- We have completed strategic planning with more than 10 Local Child Care Planning Councils around California. Each of these Councils met their planning requirements and are working to make strategic improvement in their communities.
- Facilitated comprehensive planning for Preschool for all in several counties, including Butte County, Napa County, and Solano County and planning for the City of West Sacramento.
- Led multi-year, multi-cohort Capacity Building Academies for grantees of First 5 San Bernardino. Sustainability plans include strategies for organizational development, fund development, and partnerships.
- Outlined an integration framework to bring Early Intervention Services and Developmental Services into the Aging and Disability Services Division (ADSD), and developed a strategic plan to align service delivery, and improve and strengthen the system in Nevada.
- Facilitated all aspects of strategic planning for First 5 Commissions in nine counties, plus strategic planning support such as facilitation of planning retreats, assessment of community

assets and needs, and long-range financial planning for First 5 Commissions in 13 additional counties. Each of these Commissions have met their planning requirements and are working to make improvements in the lives of young children and their families.

Community and countywide planning

- Assisted the Food Bank of Northern Nevada and the Sierra in implementing its collective impact pilot, Collaborating for Communities (C4C), a project to address root causes of food security through community partnerships.
- Facilitated strategic planning for Safe Kids Washoe County.
- Developed needs assessment for Safe Schools Healthy Students in Washoe, Nye and Lyon Counties.
- Contracted with the Bureau of Child, Family and Community Wellness to facilitate meetings and build community coalitions with primary care partners to expand health care access to uninsured populations.
- Contracted by the Nevada State Health Division to assist in project facilitation of their strategic planning work groups. The work groups were created to impact primary program areas: organizational development, policy development, communication planning, staff development, and targeted impact.
- Worked with the Grants Management Unit to facilitate statewide strategic planning to address food insecurity in Nevada.
- Developed the strategic plan for the Food Bank of Northern Nevada. The Food Bank serves people throughout Nevada and parts of Northern California.
- We have developed strategic plans for countywide human services, senior services, homeless services and juvenile services for both Washoe County and Nevada (including the Reno metropolitan area). Strategic plans have helped the agencies position for continued funding and services.
- Conducted strategic planning and developed two strategic plans for the Family Resource Centers to guide operations.
- Assessed needs in Washoe County related to older adults, and developed 10-Year countywide plan for seniors.

Project Team

The project team from SEI includes Sarah Marschall, Client Services Manager and Sarah Boxx, SEI Principal. Sarah Marschall will serve as Project Manager for the project and facilitate the planning sessions in person. Sarah Boxx will advise as needed as well as review documents before they are finalized as well as assist with meetings from Reno. Other SEI staff may also be engaged where they have specific knowledge and expertise that can benefit the project outcomes.

A brief overview about the experience of the SEI's members assigned to the project is shown as follow:

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, as well as the corporate sector. She has served as a board member, executive director, and client services volunteer and brings a depth of understanding to her work with the nonprofit communities. She has planned, administered and provided direct services at local, regional and state levels. Over the past 13 years, Sarah has led more than 140 projects for nonprofit organizations, public entities (city, county or state), educational institutions, associations, and foundations. She has a master's degree in pastoral counseling from St. John's University in Springfield, Louisiana. In August 2016 Sarah published *The Changemaker Ripple Effect*, a book that became an Amazon bestseller after few weeks of its launch.

Sarah Marschall (Niswonger), MS is a Client Services Manager for Social Entrepreneurs, Inc. (SEI). Sarah has 10 years of consulting experience with the firm, more than 15 years of experience in research, and has been offering service and support to community organizations for more than 20 years. At SEI, Sarah helps to guide organizations in effective decision making and planning using data and information. Sarah brings strong analytical skills to her consulting practice including evaluation. Sarah has assisted clients in a range of fields including early care and education, K-12 education, public health, home visiting, family engagement, and health with experience working with different aspects of a system including direct service, management and oversight, and policy/advocacy.

Sarah has a bachelor's degree in environmental science from Willamette University and a master's degree in environmental science from the University of Nevada, Reno.

Claudia Montoya is a Research Associate for Social Entrepreneurs, Inc. (SEI). She joined SEI in 2013. She has worked on numerous projects serving both California and Nevada-based organizations. Claudia is a foreign licensed attorney with more than ten years of legal experience in the public and private sector. She is a Spanish native speaker.

Claudia graduated from the University of Lima (Peru) with a J.D. in law and a bachelor's degree in political science.

Please note that additional information about our team is available on our website or by request.

SEI Responsibilities

SEI's responsibilities for the project include:

- Planning and overall coordination of the project.
- Facilitation of planning sessions.
- Developing of templates and tools, and documentation of the planning process.
- Making copies of interim documents such as handouts for two onsite planning sessions.
- Developing and finalizing all deliverables outlined in this proposal.

ECAC's Responsibilities

ECAC's responsibilities for the project include:

- Providing information needed to conduct the project including noted documents and available data.
- Connecting with other stakeholders as needed to gather information for planning.
- Providing timely feedback on draft documents.
- Participation in planning sessions and decision-making.
- Publication and distribution of the final plan.

6. BUDGET AND FEES

The total cost for completion of all activities to accomplish the desired scope of work for the ECAC needs assessment project as described in this proposal is **\$26,018** consisting of **\$24,800** in professional fees and **\$1,218** in expenses. This budget is based on the scope and detailed workplan; however, we are happy to work with the ECAC to further customize this proposal. This includes an opportunity to reduce the total costs by changing the scope.

Actual expenses may vary from our estimates based on cost fluctuations or other actions outside of our control. As a result of said fluctuations, SEI will conduct this project on a "total project basis", meaning that we will complete all activities described in the Scope of Work for a total cost not to exceed \$26,018.

The estimated hours required from SEI and target timeframes for each task are also provided; hours are divided according to type of resource. The professional fees are based on the estimated hours contained in the detailed project work plan (Appendix A) and hourly rates of:

	Rate*
Principal	\$175.00
Client Services Manager	\$145.00
Client Services Associate	\$115.00
Research Associate	\$75.00
Research Assistant	\$55.00
Project Support	\$40.00

**Time spent travelling is billed at 50%*

The fees are based on the scope of the project, as defined in the Project Scope section of this proposal, and build on existing work of the Council and ability to use a considerable portion of two ECAC meetings for planning. We will also utilize the video conferencing system to reduce travel costs. Two planning sessions to be held in Las Vegas are considered in the project budget. Changes to the project scope, such as the addition of other deliverables to be produced, may result in additional fees. SEI will notify ECAC if we believe that the scope has changed; additional fees cannot be charged unless agreed to by ECAC.

Specific professional fees and expenses by phase are shown as follows:

	<u>SEI Hours</u>	<u>Professional Fees</u>	<u>Expenses</u>	<u>Total Cost</u>
PHASE 1. Project Organization, Preparation & Assessment	58	\$7,530	\$0	\$7,530
PHASE 2: Create / Update Strategic Plan	93	\$11,895	\$1,218	\$13,113
PHASE 3.Facilitate Subcommittee Action Plan	35	\$5,375	\$0	\$5,375
Totals	186	\$24,800	\$1,218	\$26,018

Normal and reasonable expenses incurred by SEI for this project will be billed in addition to the professional fees. Expenses include travel and printing of materials for in-person meetings as shown as follows.

Expense Type	Expense Calculation	Total Cost
Airfare	Estimated 2 total plane flights at an average cost of \$400.00 per trip	\$800
Meals	Up to 2 travel days at \$22.00 per day	\$44
Ground transportation	Estimated 2 days of ground transportation at an average cost of \$40.00 per day for taxis or other forms of ground transportation	\$80
Airport parking	Estimated 2 days of airport parking for trips involving plane flights, at an average cost of \$22.00 per day	\$44
Copies and printing	Allowance for printing costs throughout the project, such as copies of agendas and handouts for meetings and other printing needed to complete tasks in the detailed work plan	\$250
Total Estimated Expenses		\$1,218

Payments are due within 30 days of invoice date unless otherwise agreed to by SEI.

7. RISKS, CONTINGENCIES AND OTHER PROVISIONS

Conflict of Interest

SEI perceives no situations relationships, transactions, or other circumstances, including those of an immediate family member, which could result in a conflict between the Nevada Early Childhood Advisory Council's interests and his or her personal, financial or other interests.

Project Risks

No major project risks are anticipated. The successful project delivered on time and as planned requires engagement as described by the Nevada ECAC. In the case that timelines for the Council are not realistic, timing for the final plan may be delayed. SEI will communicate with Council leadership should risks or concerns emerge.

Independent Contractor

SEI will render all services hereunder as an independent contractor, not as an employee or agent of ECAC. As an independent contractor, SEI makes no representations or warranties as to the business results achieved by ECAC. ECAC acknowledges that final decisions on the business matters of ECAC will be made by the other owners or employees of ECAC, not by SEI employees. ECAC therefore agrees to indemnify and hold SEI harmless from and against any and all loss, claim, or damage to ECAC in any way relating to, directly or indirectly, the services rendered pursuant to this proposal.

You may discharge SEI at any time upon written notice. If discharged, no further consulting fees will be incurred from the date that notice is received by SEI, and a final invoice will be issued for any remaining fees and expenses incurred prior to the time of discharge.

Achieving the benefits described for the project depend on solid recommendations from SEI, active involvement and decision-making by the leadership of ECAC, and an on-going commitment by ECAC to implement the recommendations and decisions resulting from the project. It must be emphasized again that executive involvement and support for the project is absolutely critical to achieving the desired results.

APPENDIX A DETAILED PROJECT WORK PLAN

A detailed work plan is provided showing the individual tasks that are envisioned in order to fulfill all aspects of the project scope and approach described in the proposal. The target dates are based on reaching agreement on the proposal and being able to initiate project activities by May 8th and assume that both SEI and ECAC staff are available at scheduled meetings. Public holidays are factored into the schedule.

Task #	Description	Timeframe	Principal	Manager	Hours			Notes
					Associate	Research	Support	
Phase 1. Preparation & Organization								
1	Schedule and hold call with Council leadership to finalize approach and request documents (e.g. most recent strategic plan, sub-committees and areas of focus, updated strategic plan activities, and asset maps).	5/8/2017	2	3				
2	Develop template for strategic plan (Word) and action plans (Excel or tabular format).	5/15/2017	2	4		2		
3	Draft planning survey in Survey Monkey for preview and distribution.	5/22/2017		2		2		
4	Facilitate kickoff with Council to review the project plan, confirm timelines signoff on templates, and discuss communication preferences. Identify additional stakeholders to engage through the planning survey and discuss approach to reach them.	6/6/2017	2	2				In order to save travel costs, this can be completed remotely using teleconferencing, videoconferencing, or both.
5	Develop contact lists including roster for council and all stakeholders to send survey.	6/9/2017		1			4	

Task #	Description	Timeframe	Principal	Hours			Support	Notes
				Manager	Associate	Research		
6	Draft introductory email that can be used for Council members to share the survey with stakeholders.	6/9/2017		1				
7	Send electronic survey to Council members to gather feedback on mission, vision, and values and potential goals.	6/12/2017		1				
8	Send survey to additional stakeholders (e.g. local Council members not on NECAC) to gather input on mission, vision, values, and potential goals.	6/12/2017		1				
9	Hold follow-up calls if needed to gather input in special circumstances (allowance for up 4 hours).	6/26/2017		4				
10	Summarize information from documents and outreach for strategic planning. This summary includes information from the planning survey and may include targeted data requested and provided by the Council to assist in planning.	7/11/2017	2	4	16			Time includes synthesis feedback and themes from surveys and targeted data that supports planning.
11	Develop a slide deck for Meeting 1 to share results of surveys.	7/11/2017		3				

Subtotal for phase - hours	8	26	16	4	4
Subtotal for phase - professional fees	\$1,400	\$3,770	\$1,840	\$300	\$220

Task #	Description	Timeframe	Hours				Notes
			Principal	Manager	Associate	Research Support	

PHASE 2: Strategic Planning							
12	Prepare materials for meeting 1: (Hours include developing agenda, reviewing materials, and making copies.).	7/17/2017	3	1	2		2
13	Distribute via email to Council members.	7/17/2017					2
14	Hold Planning Session 1 to review survey information, agree on mission, vision, and values, and draft goals. Use strategic questions to test goals and ensure they are important, relevant, and actionable. Note any strategies that are identified during the meeting.	8/1/2017	4	8			Travel time included and billed at 50%
15	Document meeting 1 into the Strategic Plan template.	8/1/2017			3		
16	Allowance to work with a subcommittee to strengthen the plan draft. This work will happen only if there are unresolved issue from session 1 and can be completed using webinar technology. For example, a small group may be identified to help wordsmith values and goals for approval at session 2.	8/8/2017		4			
17	Prepare materials for meeting 2: (Hours include developing agenda, reviewing materials, and making copies.).	9/19/2017	3	4			2
18	Complete narrative (updates to introduction, background, context for goals, objectives, and strategies for plan).	9/25/2017		4			
19	Hold planning session 2. Finalize goals and strategies. Facilitate prioritization of strategic opportunities. Identify SMART objectives as needed / appropriate to mark progress toward meeting the goals. Prioritize and sequence actions, and assign	10/3/2017	4	8			Documentation will occur during meeting with assistance of teleconference / web conferencing. Considers that documentation can happen

Task #	Description	Timeframe	Hours				Support	Notes
			Principal	Manager	Associate	Research		
	subcommittees/leads, and timing. Orient subcommittees to Action Plan template and make suggestions for use.							during meeting using a phone or web connection from the Reno office.
20	Document meeting 2 into plan template.	10/3/2017		4				
21	Complete internal review of the plan and make edits.	10/4/2017					2	
22	Allowance to hold a webinar to gather additional input on the plan. Time includes sending information for the webinar and documenting input.	10/7/2017	2	4			4	
23	Create 1 Page Summary. Includes logo, vision, goals, graphics, and 1-2 important facts or statements as selected by the Council.	10/7/2017		6			2	
24	Create the summary action plan. Includes overview of prioritized strategies and actions for the next 6-12 months, with specific responsibilities designated to subcommittees.	10/14/2017	2	4			4	
25	Send draft plan to Nevada ECAC for review and feedback. Incorporate feedback and note any unresolved questions or issues for plan.	10/20/2017		1			4	

Subtotal for phase - hours	18	48	5	0	22
Subtotal for phase - professional fees	\$3,150	\$6,960	\$575	\$0	\$1,210

APPENDIX B RESUMES

Sarah M. Marschall

Sarah Marschall, M.S., is a Client Services Manager for Social Entrepreneurs, Inc. (SEI). Sarah has 10 years of consulting experience with the firm, more than 15 years of experience in research, and has been offering service and support to community organizations for more than 20 years. Sarah is passionate about helping organizations to develop meaningful data to guide decision making and planning. Sarah has assisted clients in a range of fields including early care and education, K-12 education, home visiting, family engagement, and health. She has experience working with many aspects of systems including policy, funding, governance, management, direct service providers, and consumers. Sarah received training in collective impact (CI) and evaluating community outcomes.

RELEVANT EXPERIENCE**2005-present****SOCIAL ENTREPRENEURS, INC., RENO, NV**

Client Services Manager

Consultant to assist nonprofit human service organizations and governmental agencies in building strong management and operating infrastructures. Provides planning services, project management, training, needs assessment, evaluation and report development. Examples of relevant experiences are highlighted below:

Experience with Evaluation, including Needs Assessment

- Invited speaker on program evaluation (University of Nevada, Reno 2011, 2012, 2014; American Association of Service Coordinators, 2015)
- Held interviews with Food Bank of Northern Nevada consumers to assist with development of Strategic Plan (2014, Project Support).
- Led statewide project to directly assess and measure the quality of early childhood environments across the state of Nevada using Environmental Rating Scales. Quality Care Child Care Needs Assessment (2012; Project Lead).
- Evaluator for Washoe County School District Parent University. Provide tools, data analysis and reports that inform both program improvement opportunities and outcome information (2012-Present; Project Lead).
- Evaluator for First 5 El Dorado Children and Families Commission, developing evaluation tools and reporting to the commission, grantees, and First 5 staff (2010-2015; Project Support).
- Evaluator for First 5 Butte County Children and Families Butte Baby Steps (Home Visiting) Program (2011-2015; Project Lead).
- Assisted in evaluation of First 5 Butte County Children and Families Strengthening Families Initiative (2011; Project Support).
- Received training in and assisted with logistics for MAPP-Mobilizing for Action

- through Planning and Partnerships (2013; Project Support).
- Led data collection to inform Nevada's Information and Referral Strategic Plan (2013; Project Support).
 - Created ArcView geo-social maps using for various reports (Ongoing; various projects).
 - Developed three-county Needs Assessment for Safe Schools Healthy Students for Nevada. The purpose of this assessment was to determine the risk factors to be targeted to prevent violence and promote mental health for children and youth (2014, Project Support).
 - Developed needs assessment for Washoe County Ready for Life® Strategic Plan. As part of a needs assessment to identify the extent and issues related to youth at risk of not connecting by the age of 25, held focus groups with youth that were pregnant or parenting, youth at risk of not graduating, youth in foster care, and youth involved in the juvenile justice system (2007; Project Support).
 - Researched and wrote mental health prevalence portion of the Calaveras County Behavioral Health Community Service and Supports Plan (2005; Project Support).
 - Designed and authored "Lassen Success Storybook" which highlighted the stories of families that have been involved in an intensive Home Visiting Program (2009 & 2012; Project Support).
 - Assisted in program and system evaluation for Contra Costa First 5 Children and Families Commission (2009; Project Support).
 - Coordinated research for a statewide civil legal needs assessment for the Nevada Supreme Court Access to Justice Commission (2007; Project Support).
 - Developed Community Impact Reports for United Way of Northern Nevada (Project Lead; 2010).
 - Facilitated citizen focus groups in the City of West Sacramento to understand issues related to low-income housing (2006; Project Lead).
 - Facilitated focus groups for Alameda County First 5 to understand the most compelling needs for young children and their families (2008, Project Support).
 - Assisted in program and system evaluation for Contra Costa First 5 Children and Families Commission (2009; Project Support).

Experience with Planning and Organizational Development

- Backbone support for Collaborating for Clients (C4C), a collective impact initiative in Washoe County, Nevada increase food security, housing, and economic well-being.
- Led capacity-building and Board training for Consolidated Agency of Human Services (CAHS), a Community Action Agency (2012; Project Lead).
- Led all aspects of Silver State Kids Kindergarten Entry Assessment project, including planning and coordinating two-day Summit, completing statewide Needs Assessment, and developing implementation plan for Nevada's Kindergarten Entry and Data Systems (2012; Project Co- Lead).
- Led all aspects of Silver State Strong, Nevada's plan for Early Childhood. Activities included coordinating meetings and webinars, developing a statewide needs assessment using surveys and interviews, and facilitating a planning summit (2013; Project Lead).
- Led a district-wide Family Engagement Planning process with each high school in Washoe County, Nevada. The project was one of 20 planning grants awarded nationwide; the final plan was submitted and includes strategies to engage community partners to leverage

funding, build school capacity, and provide additional resources to the Family Engagement effort targeted for youth at risk of not graduating (2010; Project Lead).

- Provided facilitation support to develop a strategic and implementation plan for the Child Care Planning Council of Yuba and Sutter Counties (2008; Project Co-lead).
- Researched and developed materials to support best practice in evaluation for the First 5 Association Northwest Region. Examples of deliverables included a brief on culturally relevant evaluation practices (2009; Project Support).
- Facilitated technical assistance for early childhood to improve playgroup (socialization) quality and practices in Monterey County (2010; Project Lead).
- Provided facilitation support for the Nevada Governor's Council on Developmental Disabilities Strategic Planning Retreat (2008, Project Support).
- Assisted in facilitation of Washoe County Ready for Life® Strategic Plan (2008; Project Support).
- Assisted in facilitation of the Mountain Oaks Charter School Strategic Plan (2008; Project Support).
- Convened and organized community response teams in Churchill County (Project Support; 2007).
- Developed tools and templates to assist clients with data collection, reporting, and community outreach, including program monitoring tools for Little People's Head Start (2007; Project Support). Developed a Preschool for All outreach toolkit for Stanislaus County Office of Education (2009; Project Support).
- Conducted county-wide assessments to support the Washoe County Senior Services 10-Year Plan (Project Support; 2005).

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

- Researched public and private grant opportunities for Kings County Children and Families Commission grantees for grant writing workshop (2006; Project Support).
- Assisted Glenn County First 5 Children and Families Commission with countywide needs assessment (2008; Project Support).
- Assisted in feasibility study for Step 2 service expansion (2009; Project Support).
- Evaluated compliance and provided technical assistance towards the successful National CARF Accreditation of Ridge House, an organization providing assistance to people with substance abuse and dependency (2009; Project Support).
- Researched and developed Long Term Financial Models for First 5 Monterey County in preparation for Sustainability Planning using information from more than 10 First 5 Commissions across California. The document outlined 3 unique approaches used to prepare for declining revenues and sustained services (2007; Project Support).
- Researched and presented public and private grant writing opportunities for the Education Alliance of Washoe County, Inc. (2011; Project Support).

WORK EXPERIENCE

2000-2003

DESERT RESEARCH INSTITUTE, RENO NV

Graduate Research Assistant.

Participated in NASA funded study of viruses in ice-covered Antarctic lakes. Provided technical support for multi-agency biomass monitoring program of the lower Truckee River.

EDUCATION

University of Nevada, Reno NV	Master of Science, Environmental Science	2003
Willamette University, Salem OR	Bachelor of Arts, Environmental Science	1999
University of Heredia, Costa Rica	Study Abroad	1998

RELEVANT MEMBERSHIPS AND TRAINING

- (Member) American Evaluation Association (2012-Present)
- (Received Training in) MAPP Community Assessment (2013)
- Invited Speaker on Evaluation: University of Nevada Reno 2012-2015); American Association of Service Providers (2015)
- Participant: Tamarack Collective Impact Summit, Vancouver BC (2015)
- Participant: Evaluating Community Outcomes (Tamarack Institute, Vancouver BC (2016)

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. Examples of consulting experience related to this project are highlighted below.

Experience with Program Design, Needs Assessments, and Evaluation

- Conducted multi-year evaluation projects for County Children and Family Commissions in Glenn and Lassen Counties (California). This included coaching, support and monitoring related to data collection and reporting systems, completion of the annual report due to First 5 California Children and Families Commission.
- Designed the evaluation framework and supported implementation for the Sierra View Training Consortium (for 5-county Head Start agency collaboration).
- Planned and provided ongoing evaluation of United Way of Southern Nevada Pre-K Initiative (2012 and 2013), and High School Family Engagement Five Year Implementation Project Initiative (2010-2014).
- Designed and managed evaluation of Lassen County Tobacco Project implementation.
- Conducted community needs assessments for State of Nevada (Fund for a Healthy Nevada, Sexual Assault Prevention Council), Local Child Care Planning Councils (Glenn, Mono, Plumas, and Calaveras Counties in California); Homelessness in 15 rural Nevada Counties;
- Conducted qualitative evaluation of Washoe County Juvenile Services' progress reducing unnecessary commitments to youth corrections centers and other residential facilities through policy, practice, and program reforms at both the state and local levels.
- Conducted needs assessment for Clark County as part of the Kindergarten Entry and Data Systems planning project for the Nevada Head Start State Collaboration Office.
- Provided facilitation, organizational development and/or fund allocation consulting to county-level Children and Families Commissions in Glenn and Lassen Counties (California).
- Guided needs assessment and organizational design processes for Washoe County Ready for Life Initiative (focusing on educational outcomes and successful transitioning of youth into adulthood).
- Assisted with planning, implementing and reporting results from homeless needs assessment for Rural Nevada.
- Assisted in development and implementation of the State of Nevada's Fund for a Healthy Nevada five-year evaluation plan.
- Consulted in developing the Northwest Region Project Evaluation Report for the 10 Executive Directors of the Region as well as the First 5 Association of California. Worked directly with three

counties, conducted community stakeholder interviews and documented results, and wrote summary results for each county.

- Developed the Sacramento Region Impact Report for the eight counties in the region to demonstrate results of shared initiatives/investments. Conducted community stakeholder interviews and documented results.
- Conducted the Community Impact Planning Project with the Education Alliance, Washoe County School District for 12 area high schools. Designed and facilitated workgroup and planning sessions and incorporated evaluation into the final work plans.
- Planned and facilitated a series of statewide and regional group learning events on evaluation tools and techniques for grantees of the Fund for a Healthy Nevada, the state commission that administers annual funds received through the national tobacco lawsuit settlement.
- Facilitated workshops for the Sierra View Training Consortium of Head Start Directors comprised of six northern rural counties in California, training participants in the results-based accountability model of evaluation and facilitating discussions to identify a core set of child and family outcome measures and indicators to apply across the region and plan steps for implementation among partners.

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 work groups 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.
- 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 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 support.
- Developed materials and presented recruitment and retention training for the Amador and Calaveras Child Care Councils, including community partners. Materials have since been leveraged by the participants to educate other planning council stakeholders.
- 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.

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

- Conducted a comprehensive organizational assessment for nonprofit organizations providing medical, educational, family support, legal, basic needs, and other individual and family support services in Calaveras, Kings, Merced, Monterey, San Bernardino, Stanislaus Counties (California) and Washoe County, Nevada.
- Provided Executive Transition planning and support, including tools and process to track and manage decisions for nonprofit family services organization in Yolo County, California.
- Provided training on governing roles and responsibilities for Nevada and California nonprofit organizations; worked with board members to identify areas where capacity building, structural and procedural changes were necessary; provided coaching and support.
- 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.
- 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.
- 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.
- 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.

RELEVANT 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. Sarah 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

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.

EDUCATION

- 2006 Master of Arts, Pastoral Counseling, St. John's University, Springfield, LA
Graduated Magna cum Laude
- 2004 Bachelor of Arts, St. John's University, Springfield, LA

EMPLOYMENT HISTORY

- 2006 Certified Clinical Hypnotherapist, St. John's University, Springfield, LA
- 2004 Mediation Certification, Neighborhood Mediation Center, Reno, NV
- 1990 California State Certified Suicide Intervention Trainer and Facilitator