



June 13, 2017

Marty Elquist
CCR&R Program Director
Children's Cabinet
1090 S. Rock Blvd.
Reno, NV 89502

Dear Marty:

I am pleased to provide this letter of agreement to assist the Nevada Early Childhood Advisory Council (NECAC) in updating its strategic plan in order to achieve a coordinated system of support for children birth through grade three.

Our objectives will be to:

1. Ensure Advisory Council agreement on its vision of impact on the lives of children.
2. Reach agreement on specific goals to achieve progress toward the vision, focusing on early learning and development, family support and child health.
3. Develop a strategic action plan that addresses these goals and areas of focus, aligns them for greatest impact, ensures clarity on who is responsible for their implementation, and identifies where additional funding will be required.
4. Translate the plan into a proposal to address key funding needs.

Assignment Description

Landscape Review and Initial ECAC Input

Time frame: September 1 – October 13, 2017

1. Our team will review the Council's current strategic plan, subcommittees, areas of focus, and preliminary ("straw man") goals in order to understand work that has been done to date. We will relate this with what we have learned in the context of our current Nevada early childhood assignments, such as issues and needs that have been identified, existing plans, areas where there are opportunities for collaboration, standout assets and practices, and evidence of public will for change. We will also do

research to identify and understand other major initiatives to improve early childhood outcomes in Nevada.

2. We will translate the above information into a matrix that provides a clear, concise overview of activities, assets and potential opportunities for impact. The document will highlight where the Council may be able to partner or align with other major efforts.
3. We will interview members of the Council to gain their input on the landscape of need, activity and opportunity in Nevada. We will discuss how this relates to NECAC's purpose, vision and preliminary goals. We will also invite comment on key issues that should be addressed through our subsequent facilitation activities.
4. We will translate the results of this inquiry into a presentation for our initial meeting with the Council.

NOTE: If there will be a scheduled meeting of the Council near the outset of our assignment, we would be pleased to attend and review the planning process. During the visit, we would conduct individual, in-person interviews of Council members as their schedules permit.

Council Retreat

Time frame: To be scheduled by NECAC between October 16-31, 2017

We will facilitate a half-day retreat of the full Council, during which we will:

1. Briefly review the planning process and invite questions and input.
2. Review the landscape of need, activity and opportunity in Nevada, highlighting Council member input from the interview process.
3. Review the ECAC role and vision to ensure consensus on these elements of its strategic plan.
4. Focus in-depth attention on the preliminary goals and supporting objectives in the context of the Nevada landscape assessment. Do they meet SMART criteria (specific, measurable, achievable, relevant and time bound – a construct used regularly by DCA)? Is any modification required in order to respond to changing circumstances, align with existing initiatives, capitalize on existing assets, or better relate to ECAC interests or capacities? If so, what should those modifications be? We will work to ensure consensus.
5. Discuss how the results of these decisions will influence the work of the ECAC subcommittees and agree on a planning process and schedule.

We will produce a summary of the retreat results to share with Council members.

Subcommittee Facilitation

Time Frame: November 1, 2017 – January 12, 2018

We will facilitate the work of subcommittees to develop strategic action plans focusing on early learning and development, family support and child health. In so doing, we will help them address the following questions:

- What strategies offer the greatest promise of achieving the goals and supporting objectives we have set?
- Based on our understanding of the landscape of early childhood system-building activity in Nevada, where should the ECAC play a key support role in advancing promising strategies? What should be the nature of that role? Who should take the lead in managing this work? What systemic changes should be sought, and what would be the benefits for children and their families?
- Where are *new* efforts required to address strategic gaps in ways that can lead to a more coordinated system of support for children birth through grade three? What role should the ECAC perform in developing and advancing such efforts? Who should take the lead in managing this work? What systemic changes should be sought, and what would be the benefits for children and their families?
- How will state ECAC members be involved in these efforts? How will local Advisory Councils be involved? Who else will be needed to perform prominent roles, and how will they be engaged?
- What are the funding implications? Where are there opportunities to harness existing resources for greater effect? Where are there opportunities to align with other resource development efforts? Where will the ECAC need to seek *new* infusions of funding? Where may there be opportunities for public funding? Where will philanthropy be needed?
- What should our initial steps be? What will we seek to accomplish within the next six, 12, 18 and 24 months?

During the facilitation process, our team will confer to ensure that the emerging plans are mutually reinforcing but not duplicative. We will capture the results in a shared template and also articulate how the strategies will support the impact goals, supporting objectives, and development of a stronger overall system of support for young children and their families.

Strategic Plan Update and Presentation

Time Frame: January 15-31, 2017

We will draft the strategic plan update in two forms:

1. A PowerPoint presentation that presents the results in ways that can be easily shared with other audiences.
2. A written presentation. *If needed, we will adapt that presentation into a proposal that can be used to seek funding to address needs arising from the strategic plan.* DCA has extensive experience in resource development, which remains a central component of our work. If, as expected, this project identifies areas where new infusions of funding will make a major impact, it will make sense to incorporate them into the strategic plan and present the plan in a way a potential funder can readily understand.

We will present the products to the full Council in a meeting in which we will take input on any refinements that may be required. Also during this meeting, we will discuss strategies to communicate the plan publicly and to pursue additional resources that may be required. We will translate this input into final documents.

Project Management and Budget

I will be DCA's lead consultant on this project, responsible for managing all of its components, serving as lead strategist, facilitator and writer, and responsible for final products. DCA Senior Consulting Associate Bradley Bauler and Deborah Loesch-Griffin and Jen McClendon of Turning Point, Inc. will assist with assessment of the Nevada early childhood system-building landscape, facilitation of full-group and subcommittee planning sessions, and strategy development. DCA Associate Anne Ten Eyck will assist project management and research.

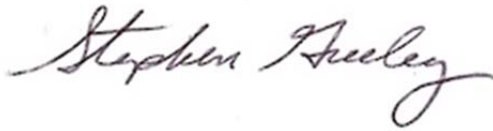
The timeframe for this project will be from September 1, 2017 to January 31, 2018. The fee for these services is \$55,000. A deposit of \$11,000 will be due upon executing our letter of agreement. This deposit will be applied equally to the final 2 months of the contract.

The fee will be billed at \$11,000 per month. The fee will be invoiced at the start of the month following services and will be payable upon receipt. In addition to fees, DCA will bill the Children's Cabinet for prior approved travel at cost. A budget estimate of \$6,000 is provided and will not be exceeded without prior agreement. Actual receipts will be used to reimburse for airfare, hotel, and ground transportation. DCA will attempt to find hotel rates that are within the GSA rate. GSA rates will be used to reimburse for mileage, meals and incidentals.

Throughout this process we will work closely with you, your team and the NECAC. We will draw upon your staff for support and will need the collaboration of Council members in order to have a successful project.

Either DCA or Children's Cabinet may terminate this agreement by giving thirty (30) days notice to the other party, sent in writing to their official business address. Fees will be paid to the date of termination.

Please sign below and return a copy to me with the deposit in order to execute this as our formal letter of agreement. We look forward to working with you on this project.
Sincerely,



Stephen Greeley
President
DCA, Inc. (Development Communications Associates, Inc.)

For Children's Cabinet

Date

Printed Name and Title