

**RFQ
3435**

Section I – Title Page

Part IA – Statement of
Minimum Qualifications

Federal Grant Development and Management

Opening Date: May 18, 2017
Opening Time: 2:00 PM



Vendor name:

Strategic Progress, LLC
Cyndy Ortiz Gustafson

Company Address:

1697 Crescent Pointe Court
Reno, NV 89523



Section II

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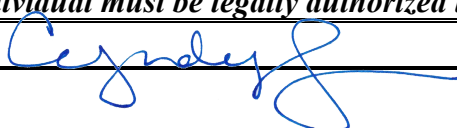
Section III

Vendor Information Sheet

VENDOR INFORMATION SHEET FOR RFQ 3435

Vendor Must:

- A) Provide all requested information in the space provided next to each numbered question. The information provided in Sections V1 through V6 will be used for development of the contract;
- B) Type or print responses; and
- C) Include this Vendor Information Sheet in Tab III of the Technical SOQ response.

V1	Company Name	<i>Strategic Progress, LLC</i>		
V2	Street Address	<i>1697 Crescent Pointe Court</i>		
V3	City, State, ZIP	<i>Reno, NV 89523</i>		
V4	Telephone Number			
	Area Code: <i>702</i>	Number: <i>241-8033</i>	Extension:	
V5	Facsimile Number			
	Area Code: <i>866</i>	Number: <i>635-1577</i>	Extension:	
V6	Toll Free Number			
	Area Code:	Number:	Extension:	
V7	<i>Contact Person for Questions / Contract Negotiations, including address if different than above</i>			
	Name: <i>Cynthia Marie Gustafson (goes by Cyndy Ortiz Gustafson)</i>			
	Title: <i>CEO</i>			
	Address: <i>1697 Crescent Pointe Court, Reno, NV 89523</i>			
	Email Address: <i>cyndy@strategicprogress.com</i>			
V8	Telephone Number for Contact Person			
	Area Code: <i>702</i>	Number: <i>241-8033</i>	Extension:	
V9	Facsimile Number for Contact Person			
	Area Code: <i>866</i>	Number: <i>635-1577</i>	Extension:	
V10	<i>Name of Individual Authorized to Bind the Organization</i>			
	Name: <i>Cynthia Marie Gustafson</i>		Title: <i>CEO</i>	
V11	Signature (<i>Individual must be legally authorized to bind the vendor per NRS 333.337</i>)			
	Signature: 		Date: <i>May 18, 2017</i>	



Section IV

State Documents

A. The signature page from all amendments with an original signature by an individual authorized to bind the organization.

B. Attachment A – Confidentiality and Certification of Indemnification with an original signature by an individual authorized to bind the organization.

C. Attachment C – Vendor Certifications with an original signature by an individual authorized to bind the organization.

D. Copies of any vendor licensing agreements and/or hardware and software maintenance agreements.

E. Copies of applicable certifications and/or licenses.



SUBJECT: Amendment 1 to Request for Qualification 3435
 DATE OF AMENDMENT: May 2, 2017
 DATE OF RFQ RELEASE: April 18, 2017
 DATE AND TIME OF OPENING: May 18, 2017 @ 2:00 PM
 AGENCY CONTACT: Gail Burchett, Procurement Staff Member

The following shall be a part of RFQ 3435 for ***Federal Grant Development and Management***. If a vendor has already returned a proposal and any of the information provided below changes that proposal, please submit the changes along with this amendment. You need not re-submit an entire proposal prior to the opening date and time.

1. Project Overview – Page 4/46
 Will Nevada provide a list of the agencies that are required to utilize vendors identified through this RFQ and their past volumes of applications for at least two years?

Agencies are not required to use identified vendors. The purpose of the Master Service Agreement is to expedite the contracting process for state agencies by eliminating the procedure for a Request for Proposal.

2. Scope of Work – Task #2 – Page 5/46
 Will there be a central point of contact for this contract?

No central point of contact.

Who will be the final decision-maker on whether to go/no-go on an open opportunity?

The State Agency Director/Program Manager has the task of making the final decision.

3. This relates to process as well as 1.2.2.3 Deliverables on Page 6/46. There are several reasons to have a proposal declined with the majority due to the program. The grant professional is only one variable. If the opportunity does not strongly align with the state's proposal, it would be expected that the state would not submit. Would the grant writer have the option to decline based an opportunity not being a strong fit?

Yes.

4. 1.2.3.2 Activities Page

Are we expected to meet in person at any time during the grant process?

The State Program Manager/Agency Director makes the final decision on the need to meet in person.

5. 3.3 Technical Minimum Qualifications

Due to non-disclosure agreements, we cannot provide any information about specific grant applications that we have prepared. Will this affect the scoring of our proposal if we are not able to provide the level of detail being requested?

Yes, a contractor's success, working methodology and type of work history is important in the State Agency's final decision to engage them.

6. Cost Schedule #5, Page 22

Does the state have a maximum number of hours projected each year to cover services that will be provided through this award?

No.

7. Is the State looking for technology at this point (for any of the tasks) or just resources to assist with the processes?

No technology, only resources to assist with the process.

8. Can you please rate the relative importance of the 3 tasks?

The importance is qualified by the state program and agency needs.

9. 3.1.3 Third Stage

Can you please provide an estimated number of awards expected to result from this contract?

No estimate is available. The number of awards varies based on state agencies' needs.

10. Will separate awards be made to address each task if it is in the State's best interest?

Yes. This is dependent on the state agency's needs, funding available and the program requirements.

11. Can any more detail be provided regarding adding more vendors over time?

Vendors are added to this Master Service Agreement when reviewed, at minimum every four years and as amendments are required.

12. The recently published budget outlined a \$211,000 item for grants management. Is this project what that money will be used for?

No, that is the limit on the category of work.

13. Is the State looking for an individual to take a lead role and really drive the implementation of these processes and procedures/ensure compliance? Or is the State looking for individuals to support these efforts, with State resources leading the effort?

The needs of the state program/agency determine the role of the contractor.

ALL ELSE REMAINS THE SAME FOR RFQ 3435.

Vendor shall sign and return this amendment with proposal submitted.

NAME OF VENDOR ***Strategic Progress, LLC***

AUTHORIZED
SIGNATURE

TITLE : CEO

DATE: 05/18/17

RFQ 3435 Amendment 1

This document must be submitted in the "State Documents" section/tab of vendors' technical proposal

ATTACHMENT A – CONFIDENTIALITY AND CERTIFICATION OF INDEMNIFICATION

Submitted proposals, which are marked “confidential” in their entirety, or those in which a significant portion of the submitted proposal is marked “confidential” **will not** be accepted by the State of Nevada. Pursuant to NRS 333.333, only specific parts of the proposal may be labeled a “trade secret” as defined in NRS 600A.030(5). All proposals are confidential until the contract is awarded; at which time, both successful and unsuccessful vendors’ technical and cost proposals become public information.

In accordance with the Submittal Instructions of this RFQ, vendors are requested to submit confidential information in separate binders marked “**Part I B Confidential Technical**” and “**Part III Confidential Financial**”.

The State will not be responsible for any information contained within the proposal. Should vendors not comply with the labeling and packing requirements, proposals will be released as submitted. In the event a governing board acts as the final authority, there may be public discussion regarding the submitted proposals that will be in an open meeting format, the proposals will remain confidential.

By signing below, I understand it is my responsibility as the vendor to act in protection of the labeled information and agree to defend and indemnify the State of Nevada for honoring such designation. I duly realize failure to so act will constitute a complete waiver and all submitted information will become public information; additionally, failure to label any information that is released by the State shall constitute a complete waiver of any and all claims for damages caused by the release of the information.

This proposal contains Confidential Information, Trade Secrets and/or Proprietary information as defined in *Section 2 “ACRONYMS/DEFINITIONS.”*

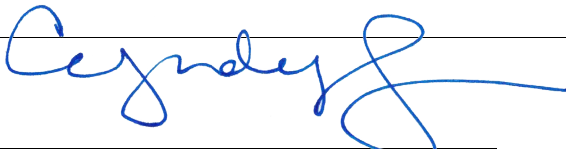
Please initial the appropriate response in the boxes below and provide the justification for confidential status.

Part I B – Confidential Technical Information			
YES		NO	<i>X</i>
Justification for Confidential Status			

A Public Records CD has been included for the Technical SOQ and Cost Proposal			
YES	<i>X</i>	NO	

Part III – Confidential Financial Information			
YES		NO	<i>X</i>
Justification for Confidential Status			

Company Name: *Strategic Progress, LLC*

Signature 

Print Name: Cynthia Ortiz Gustafson

Date: 5/18/17

This document must be submitted in Tab IV of vendor’s technical proposal

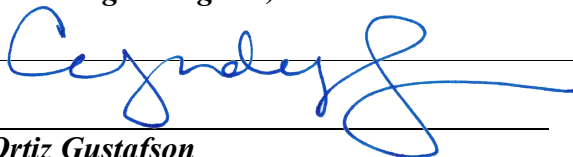
ATTACHMENT C – VENDOR CERTIFICATIONS

Vendor agrees and will comply with the following:

- (1) Any and all prices that may be charged under the terms of the contract do not and will not violate any existing Federal, State or municipal laws or regulations concerning discrimination and/or price fixing. The vendor agrees to indemnify, exonerate and hold the State harmless from liability for any such violation now and throughout the term of the contract.
- (2) All proposed capabilities can be demonstrated by the vendor.
- (3) The price(s) and amount of this proposal have been arrived at independently and without consultation, communication, agreement or disclosure with or to any other contractor, vendor or potential vendor.
- (4) All proposal terms, including prices, will remain in effect for a minimum of 180 days after the proposal due date. In the case of the awarded vendor, all proposal terms, including prices, will remain in effect throughout the contract negotiation process.
- (5) No attempt has been made at any time to induce any firm or person to refrain from proposing or to submit a proposal higher than this proposal, or to submit any intentionally high or noncompetitive proposal. All proposals must be made in good faith and without collusion.
- (6) All conditions and provisions of this RFQ are deemed to be accepted by the vendor and incorporated by reference in the proposal, except such conditions and provisions that the vendor expressly excludes in the proposal. Any exclusion must be in writing and included in the proposal at the time of submission.
- (7) Each vendor must disclose any existing or potential conflict of interest relative to the performance of the contractual services resulting from this RFQ. Any such relationship that might be perceived or represented as a conflict should be disclosed. By submitting a proposal in response to this RFQ, vendors affirm that they have not given, nor intend to give at any time hereafter, any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant or any employee or representative of same, in connection with this procurement. Any attempt to intentionally or unintentionally conceal or obfuscate a conflict of interest will automatically result in the disqualification of a vendor's proposal. An award will not be made where a conflict of interest exists. The State will determine whether a conflict of interest exists and whether it may reflect negatively on the State's selection of a vendor. The State reserves the right to disqualify any vendor on the grounds of actual or apparent conflict of interest.
- (8) All employees assigned to the project are authorized to work in this country.
- (9) The company has a written equal opportunity policy that does not discriminate in employment practices with regard to race, color, national origin, physical condition, creed, religion, age, sex, marital status, sexual orientation, developmental disability or handicap.
- (10) The company has a written policy regarding compliance for maintaining a drug-free workplace.
- (11) Vendor understands and acknowledges that the representations within their proposal are material and important, and will be relied on by the State in evaluation of the proposal. Any vendor misrepresentations shall be treated as fraudulent concealment from the State of the true facts relating to the proposal.
- (12) Vendor must certify that any and all subcontractors comply with Sections 7, 8, 9, and 10, above.
- (13) The proposal must be signed by the individual(s) legally authorized to bind the vendor per NRS 333.337.

Vendor Company Name: ***Strategic Progress, LLC***

Vendor Signature



Print Name: ***Cynthia Ortiz Gustafson***

Date: ***5/18/17***

This document must be submitted in Tab IV of vendor's technical proposal

SECRETARY OF STATE



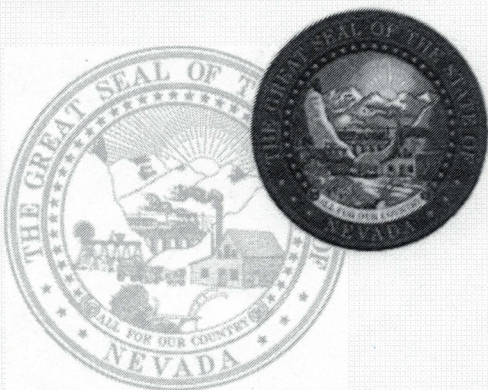
NEVADA STATE BUSINESS LICENSE

STRATEGIC PROGRESS, LLC
Nevada Business Identification # NV20051774907

Expiration Date: December 31, 2017

In accordance with Title 7 of Nevada Revised Statutes, pursuant to proper application duly filed and payment of appropriate prescribed fees, the above named is hereby granted a Nevada State Business License for business activities conducted within the State of Nevada.

Valid until the expiration date listed unless suspended, revoked or cancelled in accordance with the provisions in Nevada Revised Statutes. License is not transferable and is not in lieu of any local business license, permit or registration.



IN WITNESS WHEREOF, I have hereunto
set my hand and affixed the Great Seal of State,
at my office on October 6, 2016

Barbara K. Cegavske

BARBARA K. CEGAVSKE
Secretary of State

You may verify this license at www.nvsos.gov under the Nevada Business Search.

License must be cancelled on or before its expiration date if business activity ceases.
Failure to do so will result in late fees or penalties which by law cannot be waived.



Section V

Attachment B,
Technical Proposal Certification
of Compliance with Terms and
Conditions of RFQ.

ATTACHMENT B – TECHNICAL CERTIFICATION OF COMPLIANCE WITH TERMS AND CONDITIONS OF RFQ

I have read, understand and agree to comply with ***all*** the terms and conditions specified in this Request for Qualification.

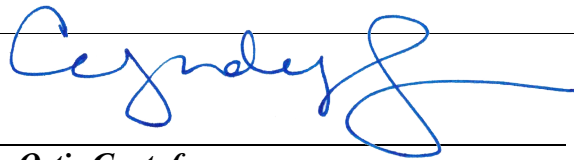
YES X I agree to comply with the terms and conditions specified in this RFQ.

NO _____ I do not agree to comply with the terms and conditions specified in this RFQ.

If the exception and/or assumption require a change in the terms in any section of the RFQ, the contract, or any incorporated documents, vendors ***must*** provide the specific language that is being proposed in the tables below. If vendors do not specify in detail any exceptions and/or assumptions at time of proposal submission, the State will not consider any additional exceptions and/or assumptions during negotiations.

Company Name: ***Strategic Progress, LLC***

Signature



Print Name: ***Cynthia Ortiz Gustafson***

Date: ***5/18/17***

Vendors MUST use the following format. Attach additional sheets if necessary.

EXCEPTION SUMMARY FORM

EXCEPTION #	RFQ SECTION NUMBER	RFQ PAGE NUMBER	EXCEPTION (Complete detail regarding exceptions must be identified)
<i>none</i>			

ASSUMPTION SUMMARY FORM

ASSUMPTION #	RFQ SECTION NUMBER	RFQ PAGE NUMBER	ASSUMPTION (Complete detail regarding assumptions must be identified)
<i>none</i>			

This document must be submitted in Tab V of vendor's technical proposal



Section VI

Section 3-Scope of Work

1. PROJECT OVERVIEW

The Strategic Progress, LLC team is uniquely positioned to provide the State of Nevada with the highest quality Federal grant development and administration services due to our extensive background and accomplishments in this field, our diverse team that covers all of Nevada, our deep relationships with state and county agencies statewide, and our individual and collective training in grant research, writing, project development, evaluation, training, strategic messaging and positioning, and Federal grant administration and compliance.

Over the past 15 years, we have worked with state and county agencies to develop grant strategies, support existing programs by identifying new sources of Federal funding, managing projects and teams, and managing grant awards and reporting. We offer services for all areas of Nevada and have a long history of working in Clark County, Washoe County, and rural and frontier parts of the state conducting research, organizing and convening teams and groups, and rolling out large programs and initiatives. We have team members physically located in both Washoe and Clark counties.

Additionally, our experience writing grants for large divisions or departments, such as Department of Health and Human Services, the Nevada System of Higher Education, the Department of Employment, Training and Rehabilitation, the Governor's Office of Military and Veterans Services, the Governor's Office of Economic Development, and Clark County Department of Family Services, Clark County Juvenile Justice, and Clark County Department of Child and Family Services, has allowed us to gain invaluable grant development and grant management skills and to get to know Nevada agencies and how to best meet their needs.

1.1 GOALS AND OBJECTIVES

- 1.1.1 Improve the State of Nevada's overall success in securing and administering Federal grant awards;
- 1.1.2 Achieve greater operational efficiencies for Nevada's state agencies by providing ease of access to grant consultants, writers, administrators, and trainers; and
- 1.1.3 Ensure that the state's contractors meet general and technical qualifications, have proven track records in Federal grant development, management and administration, and a demonstrated commitment to a practice which meets professional and ethical standards.

We understand the State's focus on the above three goals and are committed to ensuring that Nevada:

- *improves its overall success in grant seeking and administration;*
- *achieves greater efficiencies in the grant process; and*
- *ensures that state contractors meet general and technical qualifications and have proven their abilities to obtain grants and their ethical and professional standards of conduct.*

1.2 SCOPE OF WORK

1.2.1 Task #1

30408 Task: Provide requesting state agencies with comprehensive funding research and the pre-application resource development to clearly define agency program/project objectives and match them with identified Federal funding opportunities and respective missions.

Strategic Progress, LLC will provide requesting agencies with comprehensive funding research using paid databases to which we subscribe as a company including Bigonline and Foundation Directory Online. We also conduct funding searches for Federal grants using grants.gov and conduct private funding searches using the aforementioned paid databases and 990 searches as well as Google and Internet searches. We will also provide state agencies with pre-application resource development and monitor upcoming Federal grant opportunities to match them with agency programs and opportunities.

We will work with staff to match agency programmatic and project assets with identified Federal funding opportunities and to align the work being done on the ground with existing Federal funding as well as with trends in the Federal funds that we see emerging through our research.

Each and every conversation about funding research and analysis will begin by clearly defining agency program/project objectives in order to match them with Federal funding opportunities and to align agency work and goals with Federal missions.

1.2.1.2 Activities:

- A. Meet with client state agencies to identify existing and emerging state program/project needs and assess agency grant portfolio and management capacity—including current awards by Catalog of Federal Domestic Assistance (CFDA) number, active Dun and Bradstreet Number (DUNS), and Authorized Organization Representative (AOR).

Aligning our efforts with state needs and priorities is critical to meeting goals and objectives. Strategic Progress will meet with client state agencies to identify existing and emerging state program and project needs. We will begin by ensuring that our grants procurement research is aligned with the strategic plans and goals of state-level agency directors as well as with the Federal guidance coming from departments that fund our state-level clients. This will allow us to ensure that we are building grant project portfolios that are aligned with both state and Federal priorities.

We will also work with client state agencies to assess agency grant portfolio and management capacity to ensure that proposed funding opportunities are aligned with Federal priorities and that any potential funding opportunities, should they be awarded, will be successfully managed. We will assess this before applying for grants. By auditing the capacity of the agency, we will be able to build in staffing contingencies to manage grant loads and administrative loads into the budgets and also to anticipate increases in workload coming into the agency.

We will scan the CFDA and research awards by DUNS numbers and AOR for all grants and ensure that each agency for which we write is active on grants.gov and has an active DUNS number and current AORs before we apply.

- B. Ascertain whether state program/project supports Federal funding agency's mission, objectives, and performance measures.

In order to stay current with all Federal funding opportunities, the Strategic Progress team will research the Federal Register, CFDA, and grants.gov for new Federal guidelines which may impact current Federal funding and which will allow us to identify new Federal funding opportunities. We are always scanning these resources as well as following what is happening at the Federal level to understand how new developments will impact funding to Nevada (i.e. sequestration of funds or potential changes in the formula for Medicaid block grants).

Strategic Progress will constantly monitor potential Federal grant opportunities for the most appropriate match with the current objectives of state agencies. Before devoting significant amounts of both state staff and contract staff to pursue Federal funding opportunities, Strategic Progress will ensure that proposed programs and projects are well-matched and that Nevada state agencies have the potential to be competitive in meeting Federal program missions, objectives, and performance measures.

We understand the critical importance of being able to match available state matching funds with grants and how the ability to do so can literally make or break a grant application. We will work with program officers and fiscal staff to ensure that we are using leveraged funds where possible, in-kind funds whenever possible, and using available state matching funds when appropriate to increase our odds of obtaining the Federal grant for which we are competing.

1.2.1.3 Deliverables: A mutually agreed upon written program/project outline with budgetary needs, available match funds and/or in-kind resources, work plan and timeline to organize workflow ensuring timely submission of the resulting application package(s) for the biennium.

In order to align our deliverables with state needs, we rely on a mutually agreed upon written program/project outline to drive the grant work product. In fact, this is what we start with when we engage with a client. We will work with the agency to outline a grant project including budgetary needs such as available matching funds and resources.

We will develop a work plan and timeline that identifies each person inside the agency as well as on the Strategic Progress team that will be responsible for each task on the work plan to ensure that timely submission is achieved. We will ensure that partner agencies and organizations are submitting work product and content on time, and we will troubleshoot any issues with external partners to advance the overall grant submission goals.

We will also ask that the lead agency director issue a directive upon beginning the project that directs agency staff to be responsive to our requests for information and data so that our timelines can hold. In other words, we work very hard to "stick tight" to our timelines to ensure that our critical paths are followed in the work plan and there are cushions of time built in for emergencies as well.

In order to be successful, we look to agency leadership to set the tone upon our engagement that the grant project is a priority for the agency so that we can be effective and deliver the very best product for the director that positions the agency for success and brands them in the best possible light.

1.2.2 Task #2

1.2.2.1 Task: Assist client state agencies in the development and construction of solid and persuasive application(s).

We are experts at constructing compelling narratives based off of data driven arguments for investment and return on investment based cases for support. In fact, over the history of our company, our largest projects have been regional and statewide business cases that developed and constructed solid and persuasive calls to action to entire communities to invest in systems change efforts. These cases were very well received and in some cases even won awards for their presentation of the arguments. We will work with client state agencies to present the need for the project using local data and locating that need within our region as well as within the national context.

We will also lay out the evidence based argument (or promising approach) for the model we have chosen on which to anchor our project, detail the theory of change behind that approach, and describe the impacts and outcomes we expect to see as a result of the work. We will also outline the evaluation plan and describe the post project reporting plans as well. We will make the case that there is a cost for doing business as usual and a high return on investment for solving the problem on which we are working.

Over the last few years, we have prioritized graphic representation of data, models, outcomes, and ideas in our Federal grant applications. We have noticed a higher “get rate” for our grants when we simplify language and include strong graphic models and graphics in our applications. We work hard to make sure the grant reviewer has more than one onramp to understanding our model and our data. We have three people on our team (Dr. Justin Gardner, Emire Stitt, and Heather Kerwin, MPH) who specialize in graphic representation of data and modeling.

1.2.2.2 Activities:

- A. Work closely with the using agency directors, program and grant staff to develop mutually agreed upon outline, work plan and timeline to organize workflow ensuring timely submission of the resulting application package(s) by the AOR through www.grants.gov or other FOA-defined channel of submission.

Every grant project we manage begins with a mutually agreed upon outline timeline and work plan that will drive all Strategic Progress activity and assist us in keeping partner agencies in the community on track. We work closely with state agency leads to organize workflow and ensure timely grant submission.

The initial Outline and Timeline are key to setting an effective process in place as well as being clear in ongoing communication regarding needed grant information from client organizations. A close working relationship and ongoing communication involving meetings, emails, and phone calls, have proven essential in successfully managing grant projects to conclusion. Timelines help to assure that deliverables are met and outcomes achieved.

- B. Gather necessary input from appropriate clients’ programs and supervisory staffs to develop program descriptions and develop program solutions which support the Federal funding agency’s mission and objectives and the guidelines stated within the CDFA and FOA.

We have found it extremely beneficial to conduct an initial in-depth client agency interview with key organization staff to fully grasp the impact and dynamics of a new client and the Federal grant project. At times, this process involves meeting with management staff, key program staff, and stakeholders. This enables us to get ‘ramped up’ rather quickly in both the subjective and objective organization details and to efficiently grasp program effectiveness as well as possible program deficits or blind spots.

Depending on the timeline of the project and the need for meetings to achieve project goals, we typically engage in daily, weekly, monthly, or quarterly face-to-face meetings to review progress, trends, goals and objectives, as well as new possibilities. Simultaneously, we complete an Organization Resume to gather essential data and needed documents (i.e. electronic and paper versions of the mission statement, board/advisory group members, budgets, EIN and DUNNs, address, and phone numbers, etc.).

- C. Organize pre-proposal conference calls with the FOA-identified program officer to clarify submission guidelines, and follow up with documented e-mails. Each awarded vendor is also responsible for scheduling debriefing meetings, should the application be unsuccessful, and making appropriate revisions to the process for future applications.

Strategic Progress, with its exemplary history of successful grant procurements, is extremely well organized. In fact, applying for and obtaining any type of Federal grant opportunity requires so much attention to detail that it would be impossible for Strategic Progress to claim its successful past of awarded grant opportunities if it were not for impeccable organizational skills. Organizing conference calls, debriefing meetings, and following up on Federal feedback are imperative in successfully obtaining Federal funding opportunities.

We will work with FOA identified program officers to clarify submission guidelines and follow up with documented emails. In addition, we will work with Federal staff to debrief and obtain feedback that is imperative to improve our odds of successfully competing in the next rounds.

- D. Identify appropriate state agencies, external partners, and stakeholders to develop a qualified application. Facilitate group planning and development meetings as necessary and secure memoranda of understanding, letters of support/commitment which outline partnership responsibilities and contributions.

Strategic Progress is uniquely positioned to provide the convening and facilitation services required to bring stakeholders, agencies, and leaders together to develop strong, qualified applications in addition to our extensive experience designing, developing, implementing, and managing large-scale planning initiatives across southern Nevada and even statewide initiatives across Nevada. Our work on the Help Home Ten Year Plan to End Homelessness with the Southern Nevada Regional Planning Coalition required securing MOUs from a wide variety of partners, as did our work with the Community We Will funded by Casey Family Programs in partnership with the Clark County Department of Family Services and managed by Strategic Progress. We have also project managed large-scale grant collaborations for agencies such as the Department of Training, Employment and Rehabilitation; the Nevada System of Higher Education; and Workforce Connections, which had multiple partners at all levels of government and the nonprofit and service sectors, and required multiple MOUs as well as private sector letters of support that outlined partnership responsibilities and contributions.

We are well versed as facilitators in working with groups to move to partnership agreements that are held by the group and management structures that are designed and outlined by the groups themselves. In fact, in the majority of the large-scale initiatives we have managed, there has been a strong mix of government, public sector, private sector, academic, nonprofit and community voices at the table to provide a mix of voices and input to the process, which we argue is required to build a sustainable community initiative or project.

- E. Research and draft proposals, including preparation of the following sections: Abstract, Needs Assessments, Agency Capacity and Experience, Project Description, Project Implementation, Logic Models, Budget, and Evaluation. Prepare Standard Form(s) 424 and agency-specific forms listed in the FOA.

Strategic Progress will research and draft the entire proposal, including the following sections:

- *abstract*
- *needs assessment*
- *agency capacity and experience*
- *project description, project implementation*
- *logic models*
- *budget (with input from fiscal staff)*
- *evaluation section.*

We have extensive experience preparing the above sections of a Federal grant, and we will also prepare the standard forms including the 424 and agency specific forms listed in the FOA in partnership with the agency.

- F. Collect all supporting data and documents (appendices, memoranda of understanding, etc. and budget materials such as quotes and indirect cost rate agreements) for inclusion in the application package. Draft memoranda of understanding and letters of support for use by the client when required. Save documents following the required FOA format and ensure adherence to FOA-stated naming conventions.

Working with fiscal staff, Strategic Progress will collect all support material and data, including appendices, MOUs, and budget materials including quotes and indirect cost rates to be included in the application package. We will draft MOUs and letters of support when required. We will save the documents in PDF and name them as designated in the grant language. We will also prepare a briefing document on the grant application for Nevada's Washington, D.C. Office and Nevada's Federal delegation.

- G. Compose appropriate cover letters.


We will work with program staff and our designers to compose all appropriate cover letters.

- H. Provide technical assistance through the completion of the submission process, (i.e. check application and all attachments; formatting, naming conventions, and saving support documents in the preferred

format; collating, photocopying, packaging, and mailing and/or electronic submission through the FOA'[s required portal).

We will provide technical assistance to agency staff through the completion of the submission process to ensure that all attachments, narratives, budgets, formatting issues, naming conventions, and supporting documents are intact and comprehensive. We will ensure that all are saved in the preferred format, are collated, photocopied, packaged, and mailed or submitted electronically through grants.gov. We have submitted a multitude of grants on grants.gov as well as other Federal sites (such as HRSA's site).

1.2.2.3 Deliverables: Submission of the entire package to client agency and the Office of Grant Procurement, Coordination and Management. Complete application package(s) which clear(s) preliminary

www.grants.gov  screening and is forwarded to the Federal funding agency officer for further processing and review. Funding-level ranked application package(s) which receive(s) Notice of Award and subsequent contract from the funding agency for the State of Nevada. High pre-application(s) score/ranking which generate(s) invitation(s) for the State of Nevada to submit full proposal(s). Top quartile ranking of all reviewed proposals on unsuccessful application package(s) from State of Nevada.

The goal of all grants submitted by Strategic Progress will be to clear preliminary review and screening, to be forwarded to the Federal funding agency for further processing and review, and to receive high ranking and notice of award and a funding contract or an invitation for the State of Nevada to submit a full proposal. We understand that the Office of Grant Procurement is the lead for all Federal grant coordination across these grants, and we will prepare all deliverables and materials for submission to go to the Office for approval before submission.

1.2.3 Task #3

1.2.3.1 Task: At the request of a using agency director, provide support in the post-award management of the grant—through training and mentoring of state staff—in quarterly reporting, compliance with applicable requirements as outlined in the Notice of Award/contract, Office of Management and Budget (OMB), Code of Federal Regulations (CFR) and Nevada State Administrative Manual (SAM).

Strategic Progress has a sophisticated team with diverse skill sets that are able to train, mentor, and advise the awarded agency post award on issues of compliance and quarterly reporting, as outlined in the Notice of Award/contract, Office of Manage and Budget, and Nevada State Administrative Manual. We have staff with CEO experience and project management experience who have managed Federal grants for decades as well as a staff member with a MA in accounting and a background at Price Waterhouse Coopers who each have extensive experience and skills around reporting and compliance.

Additionally, Strategic Progress, in partnership with our anchor partner, Innovative Research and Analysis, have designed a digital training platform via Thought Industries to train state agencies as well as community grantees on grant award requirements, measurement and evaluation tools, and program design and compliance. This new platform is being launched on Victims of Crime Act (VOCA) funding in 2017 for the State of Nevada.

1.2.3.2 Activities:

- A. Meet with using agency directors, program, grant and fiscal staff to develop a timeline of Federal and state reporting activities related to new and existing Federal award(s).

Strategic Progress will work with agency directors and programs officers to ensure that we are in compliance with Federal and state timelines for grant reporting activities and that all activities are aligned with the grant award language.

- B. Review with appropriate using agency staff grant-related match encumbrance(s), work program development, Interim Finance Committee (IFC) approval, draw request initiation, reports to the funding agency, and drafting of requests to the funding agency to revise approved budgets and programs scope of work, performance periods, and changes in key personnel.

Strategic Progress will work with appropriate agency staff to ensure that we are in compliance around all match encumbrance issues, work program development, ensuring we obtain IFC approval for any grant changes, that we work with staff on draw request initiation, writing and delivering quarterly reports to the funding agency, and drafting requests to the funding agency to revise approved budgets and programs.

- C. Coordinate with state grant administrators in best practices for project management, sub-recipient evaluations, monitoring and closeout of awards.

We will work with state grant administrators to ensure that they are using best practices for project management in keeping with Federal guidelines and that sub-recipients are being evaluated on an ongoing basis, reports are being filed in compliance with Federal regulations, and that awards are being closed out in compliance with guidelines.

Our research across the state has shown that our failure to comply with Federal grant award guidelines has made it difficult for many of our state and local governments to apply for second year funding so we are mindful that this mentoring role is a critical one in terms of advancing Nevada's ability to compete on the national scale as we raise the level of sophistication of our state's grant team across all divisions and departments together.

- D. Work with Federal and state agencies to address audit findings and closeout awards.

Strategic Progress will work with Federal and state agencies to address audit finding and closeout awards as part of an overall quality improvement process. We understand that part of increasing Nevada's sophistication and ability to compete successfully for grants is taking the feedback from successful and unsuccessful grants and audits and using those findings to improve our processes for the next year.

1.2.3.3 Deliverables: State using agency compliance with national best practices in grant management. Zero new Federal audit findings for state client agencies and 100 percent (100%) clearance of existing audit findings.

Strategic Progress will support all processes and procedures required to obtain a zero new Federal audit finding for state clients agencies and 100 percent clearance of existing audit findings. We have members of our team who are specialists in Federal grant compliance and have managed millions of dollars in Federal grants with zero audit findings.

3. REQUEST FOR QUALIFICATIONS

3.1 RFQ PROCESS –

The process by which RFQ Responses will be considered for award under this RFQ consists of two (2) distinct stages.

3.1.1 First Stage

The first stage is a determination of whether or not the vendor qualifies under the set of General Minimum Qualifications (*refer to Section 3.2*). If a vendor is determined to not meet any one of the General Minimum Qualifications, the RFQ response in its entirety will not be considered for award.

3.1.2 Second Stage

If the vendor meets all of the General Minimum Qualifications, the SOQ will be evaluated to determine if it meets the Technical Minimum Qualifications (*refer to Section 3.3*). RFQ responses that do not contain the required information will not be considered for award. Each RFQ response will be reviewed independently in the Technical Minimum Qualification section.

3.1.3 Third Stage

The evaluation committee will review and score the SOQs and will decide how many of the top-scoring vendors will be awarded contracts.

We acknowledge the RFQ process and all its components.

3.2 GENERAL MINIMUM QUALIFICATIONS -

- 3.2.1 Vendor information submitted in response to *Section 4.1, Vendor Information* will be scored on a pass/fail basis.
- 3.2.2 Subcontractor information submitted in response to *Section 4.2, Subcontractor Information* will be scored on a pass/fail basis.
- 3.2.3 References from *Section 4.3, Business References* will be scored on a pass/fail basis.

We acknowledge all general requirements.

3.3 TECHNICAL MINIMUM QUALIFICATIONS

It is **mandatory** that each component listed below in the Technical Minimum Qualifications be addressed. Failure to address each component will result in disqualification of the RFQ response.

Vendors proposing to receive an award through this RFQ must provide a detailed description of their SOQ, which must include, at a minimum, the following information.

- 3.3.1 A detailed description of the approach to the performance of each of the tasks outlined in *Section 1.2, Scope of Work*;

See Detailed Section 1.2 Scope of Work at the beginning of this document.

- 3.3.2 Prove general ability in securing competitive and non-competitive Federal grant awards:

The Strategic Progress team has thousands and thousands of hours of expertise researching, developing grant projects, writing grant narratives, evaluation plans, and reports. We have raised over \$78 million in grant funds over the last decade and have evaluated numerous programs, projects, initiatives, and agencies.

In addition to knowledge of the grant spectrum, we have a strong research contingent that includes both academic and applied research. The skills brought by having a combination of these research capacities offers clients the opportunity to think big while remaining true to reality and pragmatism.

Strategic Progress, LLC has been writing Federal, state, and local grants for the last 15 years and has raised a total of \$78 million dollars in Nevada, Texas, Canada, Africa, and South America where we have worked with clients on a variety of projects. We have proven ourselves to be highly skilled in designing grant projects, building statewide and regional collaboratives, competitive partnerships, developing evaluation plans, implementing those plans, and also managing large-scale projects that include multiple and diverse partners.

- 3.3.2.1 List the total number and value of Federal grant awards secured;

We have secured approximately 15 Federal grants totaling approximately \$78,000,000.

- 3.3.2.2 Illustrate successes with specific examples, including the type of Federal funding, opportunity name, and awarding agency information; and

Year	Federal Agency	Opportunity Name	Awarded Agency	Award Amount
2009	Employment & Training Administration	State Energy Sector Partnership	Nevada Department of Employment, Training and Rehabilitation	\$6,000,000
2009	Housing and Urban Development	Continuum of Care	St. Jude's Ranch for Children Nevada	\$1,300,000
2009	Department of Justice	Second Chance Act Adult Offender Reentry	Nevada Department of Corrections	\$750,000
2010	Housing and Urban Development	Neighborhood Stabilization Fund	St. Jude's Ranch for Children Nevada	\$2,000,000
2010	Housing and Urban Development	Continuum of Care	St. Jude's Ranch for Children Nevada	\$265,284
2010	Office for Victims of Crime	Victims of Crime Act	St. Jude's Ranch for Children Texas	\$152,716
2011	Social Security Administration	Workforce Incentive and Planning Grant	Southern Nevada Center for Independent Living	\$116,430
2011	Office of Juvenile Justice and Delinquency	Juvenile Justice and Delinquency Prevention Program	St. Jude's Ranch for Children Texas	\$107,896
2011	Centers for Medicare &	Medicaid	Southern Nevada	\$94,011

	Medicaid Services	Infrastructure Grant	Center for Independent Living	
2012	Office of Juvenile Justice and Delinquency	Juvenile Justice and Delinquency Prevention Program	St. Jude's Ranch for Children Texas	\$167,201
2012	Office for Victims of Crime	General Victims Assistance	St. Jude's Ranch for Children Texas	\$105,968
2013	Housing and Urban Development	Continuum of Care	St. Jude's Ranch for Children Nevada	\$347,000
2013	Office for Victims of Crime	General Victims Assistance	St. Jude's Ranch for Children Texas	\$167,586
2015	TAACCCT 4	Workforce Development	Nevada System of Higher Education	\$9,921,831
2016	SAPTA	Mental Health, Substance Abuse	Department of Health and Human Services	\$16,000,000

3.3.2.3 Provide expanded narrative on three (3) applications.

Please see the complete Federal grant narratives that are attached in section IX – Other Informational Material:

1. *State Energy Sector Partnership Proposal.*
2. *Green in the Desert Project Proposal.*
3. *Training Adjustment Assistance Community College and Career Training Program Proposal.*

3.3.3 Describe your grant knowledge, skills, and applicable abilities that will be used to perform grant development tasks.

For the last 15 years, Strategic Progress has been researching grants, developing grant projects and programs, building collaborations and coalitions, and designing evaluation programs to compete for funding across the state of Nevada and in other states as well as internationally. We work closely with a number of long time subcontractors and partners who will be mentioned frequently throughout the proposal, as we discuss our company's qualifications and our ability to successfully provide the services requested in this RFQ.

Strategic Progress has extensive knowledge of the entire grant development process, from research and project development to submission. Our company provides a wide range of services to non-profit and government clients including:

- ☐ *Needs and organizational assessments, grant readiness audit, assessment and reporting*
- ☐ *Funding research using online subscription databases, Internet, and Form 990 research*
- ☐ *Funder guideline research and assessment and proposal submission timeline development*
- ☐ *Background and issue research including relevant statistical data, philanthropic data specific to the geographical area and to the program's focus area and target population*
- ☐ *Goal, objective and outcome measurement and design and implementation*
- ☐ *Program evaluation tools, techniques, and reporting*

- *Grant proposal and letter of inquiry preparation, writing, and submission including project budgets and attachments*
- *Meetings and site visit facilitation for potential state, Federal, and private funders*
- *Grant management and reporting schedule and plan, preparation of grant reports and data*
- *Graphics for all grants including charts, graphs, models, and overall creative presentation*
- *Strategic consultation (program and project planning and development, United Way accreditation and best practice program model development)*

Many of the above skills will not be used when applying for Federal grants on behalf of state agencies (such as obtaining United Way accreditation) but can be useful when working with community partners to build collaborations that make state proposals more competitive.

In addition to our technical expertise in writing grants, which we have demonstrated over our 14-year history of successful fundraising, we have a deep history in the state of Nevada working with a wide variety of organizations and partners. We have solid and strong relationships with funders, leaders, elected officials, stakeholders, community leaders, non-profit organizations and private sector partners that allow us to leverage resources and connect resources to make Nevada's proposals more competitive at the Federal level.

In addition, we are experts at understanding the Federal landscape in terms of competitiveness, as illustrated by published reports we have written on the issue and the work of our initiative Accelerate Nevada over the past two legislative sessions. As part of our research for the University of Nevada Las Vegas on this issue, we interviewed state department heads, community leaders, and elected officials across the state as well as non-profit directors and grant writers to try to determine why, despite incredible assets such as being located in a high growth region, being a swing state, and being represented by the Senate Majority Leader in the U.S. Senate, Nevada does not bring in Federal grants to the extent of other states. We found that \$1.5 billion dollars is left on the table due to structural, match, and capacity issues.

This research and our knowledge of the overall Federal funding landscape makes us uniquely positioned to help Nevada successfully position grant applications and compete for Federal funding under this master contract. We have "big picture" understanding of what it will take to put forward competitive proposals, including strong partnerships, sophisticated evaluation plans, and evidenced based model programs as well as strong technical writing skills. We also have a deep bench of subcontractors and staff that we have worked with for the last 8 years to be able to handle high volume periods of work and difficult projects.

Our team includes writers, researchers, evaluators, project managers, graphic designers, facilitators, trainers, policy experts, and public speakers. We are able to staff all elements of a competitive grant process and to position Nevada for success across the state, including the rural regions where we have conducted multiple research projects over the years.

3.3.3.1 Referring to the grants identified in **Section 3.3.2.1**, elaborate on what knowledge/skills were utilized to develop the successful Federal application(s).

Extensive grant and foundation research has been conducted using specific database software to compare and match funders and causes as we have worked on various Federal grant projects. In addition, the Internet, written material, websites, and financial sources were used as well. Strategic Progress partners have extensive business backgrounds as/in former CEO, Operations Officers, Program Developers, Grant writers, Board Development officers, Project Managers, Teachers and Trainers, in Financial Management advisory roles, and Program/Project Evaluators.

Additionally, principals have extensive work with Boards of Directors, financials and budgets, a systems approach to management, and extensive staff and program Training/Evaluation. Key members of the team have spent years designing, training, and evaluating staff and programs, and therefore are uniquely prepared with the skills to develop and evaluate successful Federal applications. One of our principals has served as a Federal grant reviewer as well. The principals possess a wealth of experience in Quality Improvement Councils or Continuous Quality Improvement Systems where they have worked with and directed staff to collect data trends, analyze, evaluate, retrain, and collect again in the process of continuously improving program design and outcomes.

Successful community partnerships and relationship development have been important components of this team. As long-term Las Vegans and Nevadans, strong personal and political relationships have been developed and proven to be beneficial in creating partnerships on numerous grant projects. The connecting of key community providers to meet the needs of grant recipients has been an issue of privilege and pride.

- 3.3.4 The State of Nevada responds to Federal funding opportunities, which require the participation of multiple stakeholders, which result in memoranda of understanding and letters of financial support.

We have extensive experience working on large grant projects (e.g. TAACCCT 4 for \$10 million) that required participation of multiple stakeholders, memoranda of understanding and financial letters of support. Part of our role as project managers and lead grant writers includes organizing large teams to obtain information and demonstrate strength in our proposals.

3.3.4.1 What is your knowledge and experience in conducting research relevant to grant development, capacity in the area of group facilitation, and program planning related to preparing a proposal?

Strategic Progress has deep resources and research capabilities as evidenced by our work with Casey Family Programs developing the Community We Will Business Case and community action plan, which required the facilitation and convening of a steering committee over two years to guide a community-led process to drive child welfare outcomes (found at www.thecommunitywewill.org).

We also researched data to describe regional and statewide problems to develop the Green Zone Initiative in collaboration with the Governor's Office and the Nevada State Office of Veterans Services with our partner Caleb Cage (Director of the Nevada Office of Veterans Services), and we also wrote the business case for this initiative, which lays out a community held plan for action. This plan was also facilitated in partnership with our team across the state in a number of community meetings where buy-in was required to ensure that the direction of the plan was supported by the state at large. This plan can be found at <http://vpliresearch.org/vpli-projects/the-green-zone>.

Additionally, we are currently designing and implementing a large-scale grants administration system improvement process for the Victims of Crime Act funding that the state distributes each year. We have spent the last year researching and designing a new model that will improve the input of local regions

in the grant distribution process. We have worked with a wide variety of stakeholders on the project, and convened meetings and group processes to implement the new model, which will be rolled out in fall of 2017.

These large-scale planning initiatives have given us incredible training in working with a wide variety of stakeholders and leaders and in working for their buy in, earning their trust, and in learning to listen to various points of view and to incorporate those viewpoints into our work to leverage and strengthen projects. That being said, we have also learned through these projects that because Nevada is so dramatically behind that sometimes we need to stop reaching so hard for consensus around every little goal and work with the strongest partners and move quickly and decisively and put forth a strong project that has a chance at winning an award and move forward strategically. Learning when to be ruthlessly strategic has been something our company has learned over the last 15 years in the field and something we take very seriously as we put more of a premium on positioning Nevada for success on the Federal grant field at a time when nearly every flagging community quality of life indicator dictates that we cannot wait any longer to act on our strengths.

Our founder and CEO, Cyndy Ortiz Gustafson, is a trained and certified Wildworks Facilitator and is skilled at facilitating small and large groups in order to advance group goals and objectives. In fact, Strategic Progress facilitated the Nevada State Health Division's Strategic Planning Two Day Summit in 2012, and the Nevada State Health Division's Rural Emergency Planning 2 Day Summit in Fallon, Nevada in May of 2013. We also facilitated the Diabetes Summit in 2015 as well as the collaborative strategic planning process for Diabetes in spring of 2017.

We have also facilitated numerous other events in Clark County for other clients to help them advance projects, negotiate issues within their organizations, or obtain agreement on key programmatic direction issues. More information on the Wildworks model can be found at www.wildworks.com. Ms. Ortiz Gustafson also facilitated and managed The Community We Will, which was a large-scale regional planning initiative with a local governing board and multiple stakeholders and partners over a two-year planning process, as well as the Governor's Green Zone initiative planning and rollout from 2011-2015.

In terms of program planning and preparing proposals, as a team we have found that this is a necessary and critical part of our role as grant contractors and consultants. We have found over the last 15 years that it is rare that we come in to a project only as technical writers, and that in fact we often are brought in to work with staff to help research best practices for models for programs, design program elements and implementation, staffing models, evaluation plans, outreach plans, and even post award management of grants. We find that being in on the "ground floor" of the program planning is often easier for us as writers because we are then able to add more value with our research and consultation and bring our skill sets to all aspects of the proposal while it is being built, including leveraging of our relationships, knowledge sets, and technical skills.

3.3.5 Federal funding opportunities are highly specific and require knowledge of Federal program regulations, state agency programs, and in-state service providers.

3.3.5.1 Do you have an area of program expertise—such as health, education, energy, or economic development?

Having worked all across the state of Nevada for the last 15 years, we have a wide range of relationships, connections, skills sets, and areas of expertise across a wide range of subject areas. In particular, our strengths include knowledge and relationships in the areas of health and human services, at-risk children and families, child welfare, aging and disability services, early childhood

education, philanthropy, workforce and labor, correction and juvenile justice, victims of crime, public radio and television, mental health, water and the environment, Federally Qualified Health Centers, anti-poverty work and housing, community development and homelessness, veterans services, and research around strategic financing of regional and statewide initiatives and Federal financing work.

We are expert at systems reform efforts and systems financing work. In fact, our principal, Cyndy Ortiz Gustafson, manages the strategic systems initiative Accelerate Nevada at the Nevada Community Foundation, which is dedicated to making Nevada more competitive for Federal funding by advancing systems initiatives across the state and advancing outcomes by encouraging philanthropists to “fund the right things” with a focus on systems financing.

We have built a highly qualified team of strategists, evaluators, program developers, grant writers, and researchers to conduct Federal grant evaluation for this project. The team members have the following areas of experience and expertise:

Cyndy Ortiz Gustafson - areas of program expertise include health and human services, including veterans, homelessness, child welfare, public health, juvenile justice, re-entry, workforce and labor, including re-entry and underserved populations, victims of crime, Federally Qualified Health Centers, disabilities and vocational rehabilitation, aging and disabilities, community development, housing.

Justin Gardner – areas of program expertise include veterans, financial stability, vocational rehabilitation, public health, environments and ecosystems, recreation management, victims of crime, children’s mental health, volunteerism, workforce, education, juvenile justice, and homelessness with specific focus of many projects on underserved populations and disparate communities.

Emire Stitt - areas of program expertise include diabetes, public health, women’s health, cancer prevention, breast and cervical cancer, vocational rehabilitation, obesity and obesity prevention, social media and strategic messaging of public health campaigns.

Heather Kirwin- areas of program expertise include public health: infectious disease, HIV, maternal child health, family planning, community development, at risk populations.

Paula Cassino- areas of program expertise include obesity, children and adults with disabilities, health and wellness, victims of crime, children’s mental health, and financial stability.

3.3.5.2 What established relationships do you currently have that will leverage the development of successful Federal grant applications?

In terms of our external relationships that we will be able to leverage to successfully develop Federal grant applications, this is where Strategic Progress is uniquely positioned to shine. For the past 15 years, we have been providing services across the state of Nevada and have been working with clients including:

- *Bureau of Public and Behavioral Health*
- *Bureau of Vocational Rehabilitation*
- *City of Las Vegas, North Las Vegas and Clark County Community Services / Neighborhood Services Departments*
- *City of Las Vegas, North Las Vegas and Clark County Detention & Enforcement / Police Departments*
- *City of Las Vegas, North Las Vegas, and Clark County Economic Development Departments*
- *City of Las Vegas, North Las Vegas, and Clark County Parks & Recreation Departments*

- *City of Las Vegas, North Las Vegas, and Clark County Emergency Management Departments*
- *City of Las Vegas, North Las Vegas, and Clark County Fire & Rescue Departments*
- *Clark County Department of Family Services*
- *Clark County Department of Juvenile Justice*
- *Clark County School District*
- *Clark County Social Services*
- *College of Southern Nevada*
- *Governor's Office of Economic Development*
- *Great Basin Community College*
- *Lincy Institute*
- *Nevada Community Foundation*
- *Nevada Department of Veterans Services*
- *Nevada Rural Housing Authority*
- *Nevada System of Higher Education*
- *Nevada Works*
- *NV Department of Administration*
- *NV Department of Corrections*
- *NV Department of Education*
- *NV Department of Health and Human Services*
- *NV Department of Maternal and Child Health*
- *NV Department of Office of Veterans Services*
- *NV Department of Training and Rehabilitation*
- *NV Division of Public and Behavioral Health*
- *NV Division of Health Care Financing and Policy*
- *NV Medicaid*
- *Office of Military and Legal Assistance (Office of the Attorney General)*
- *Reno Fire Department*
- *Southern Nevada Health District*
- *Southern Nevada Regional Planning Coalition*
- *Southern Nevada Regional Transportation Commission*
- *Sparks Fire Department*
- *Truckee Meadows Community College*
- *Truckee Meadows Fire Protection District*
- *United Way of Southern Nevada*
- *University of Nevada Las Vegas (UNLV)*
- *University of Nevada Reno (UNR)*
- *Washoe County Food Policy Council*
- *Washoe County Health District*
- *Washoe County Juvenile Services*
- *Washoe County School District*
- *Western Nevada College*
- *Workforce Connections*
- *Various other non-profits and community organization across northern and southern Nevada*

We have also worked with a wide range of large coalitions including the Committee on Homelessness and the Committee on Youth, (later transitioned to United Way under Healthy Communities) that sit under the Southern Nevada Regional Planning Coalition, and we wrote the Help Hope Home 10 Year Plan to End Homelessness Business Case in 2007 that resulted in a 30% reduction in homeless on the

streets in 3 years after the publication of that case. We have worked with the Children's Advocacy Alliance and their board of directors, which is made up of child advocates, local law enforcement, judges, and powerful child advocates.

We also work closely with the Senior Scholars in health, human services, and education as well as the Senior Scholar in technology at the Lincy Institute at UNLV, in addition to our work with the School of Public Policy and Leadership at UNLV and their Downtown Design Center in Las Vegas to take full advantage of the resources UNLV has to offer. We also work with the Department of Political Science at UNR. We have partnerships with the scholars and partner with both universities on Federal grants where appropriate as well as working with them on project designs and evaluation components of Federal grants.

In addition, we have a direct relationship with the Lincy and Brookings Institutions at UNLV, who awarded us the Lincy Institute Signature Research Award to conduct the statewide research around Nevada's grant competitiveness.

The second set of established relationships we would like to speak to are those that are internal to our team of writers, researchers, facilitators, evaluators, and project managers. Although the external relationships are critical and we are incredibly strong in the external space, we would like to lead with the declaration that we have a team that has been working together for the last 15 years, and we operate with great precision due to the many, many hours we have spent on the ground on the hundreds of grants we have written together, on the tens of facilitation projects we have managed, and during the hundreds of community project hours we have logged as well. We submit multiple Federal grants each month for our clients during our busy season, and due to the sheer volume of work we manage across clients and staff, we have learned to manage our internal relationships with precision - or we would fail. We take these relationships very seriously and the processes and procedures that keep them healthy and strong just as seriously.

The high level of communication skills we have developed between us makes our work move smoothly, and makes our interface with the client efficient and effective. It also allows us to maximize our individual strengths by putting the right person in the project at the right time and to coordinate that as a team. We have seamless integration of workflow across our lead company, Strategic Progress, and our subcontractors, and we have a comprehensive slate of services with one easy interface for the client that makes projects flow smoothly.

The Strategic Progress team has been working to compete for Federal grant funds, implement Federal grant programs, and evaluate impact across Nevada for many years. We have had the privilege of working with a large number of state agencies, large and small, on a variety of programs and projects. Due to our long history of program and project work on the ground, we have strong and diverse relationships with leadership of state departments, leadership at the county and city levels, and key stakeholders in the non-profit community as well.

These relationships can be leveraged to advance the scope of work, to ensure effective communication, and to promote strong outcomes at the project level.

As a team, we have contracted with the following agencies, and/or have strong working relationships with many government agencies across Nevada, including but not limited to:

In addition to our relationships with state, county and local agencies, we have a long history as a team of contracting for, and in partnership with, non-profit agencies across the state. These relationships

are important when Federal grant funds are disbursed in the community, and communication between the state and non-profits becomes critical to measuring the impact of Federal grant funds.

As a team, we have contracted with many agencies across the state to write Federal grants for, to design and implement programs, and to evaluate impact. We contract with, partner with, and have strong relationships with a variety of non-profits, including the community foundations in both Las Vegas and Reno, the United Ways in Las Vegas and Reno, and a multitude of service providers, ranging from homeless service agencies to re-entry agencies, to foster care agencies to senior service agencies across the state.

- 3.3.6 What experience do you have in assisting state government agencies to develop master plans for securing support, identifying new resource strategies, and securing Federal grant awards?

Our expertise as a company lies in large-scale master planning for state governments as evidenced by our work on the Green Zone Initiative with the Nevada State Office of Veterans Services. This work lays out a systems change master plan for the state of Nevada as well as a systems financing plan that details high-quality Federal funding streams that come into the state of Nevada and describes the level of current funding received as well as historical levels. In addition, we compared those funding rates to two similar states to Nevada to make the case that we are missing out on some funding streams that could benefit our veterans and their spouses and children.

In addition to the veterans project, we have worked with Workforce Connections to lay out a plan to secure Federal resources around their three priority areas of veterans, re-entry, and their One Stop program. In order to do this, we conducted a funding scan of all Federal grants that fit these priority areas that funded in that last year. We then created a tracker that we prioritized based on the number of awards given, the size of award, and the strength of the “fit” for the agency. We have been watching those award notices come out over the last six months and are making “go or no go” decisions with the agency based on a set of criteria including strengths of the partnerships the agency has, strengths of the program, the evaluation plan, the number of awards available at the time, the size of award, and the requirement of the match.

We also spent the first three months of the contract writing cases for support and grant frameworks for each of their priority areas to get ready for the NOFAs to come out and to be ready to ramp up faster when the award notice comes out instead of scrambling to write the grants. In this way, we are working with the agency to lay out an overall prioritized framework for grant funding and to apply that framework over the year.

Because we have a strong private sector fundraising background in addition to our Federal grant fundraising expertise, we are approaching this work in a multidimensional way. We are approaching private funders such as banks and private corporations to put up match dollars for Federal grants and to fund seed projects while we use state dollars to fund government grant applications that support state programs. We are also approaching private funders to fund projects that have strong corporate social responsibility possibility in order to encourage corporate buy in and therefore broaden the base of support for the initiative and diversify the funding away from simply government dollars to both Federal funding and community and private funding.

3.3.6.1 Provide narrative examples, which correlate to your letters of reference. State of Nevada agency experience is preferred; however, all grant development experience with governmental agencies will be considered.

- ***State Energy Sector Partnership Proposal - Strategic Progress worked with the State of Nevada Department of Training, Employment and Rehabilitation (DETR) to secure support for the \$6 million State Energy Sector Partnership grant that was ultimately awarded, including support from partners such as private corporations and the community college system. We worked with DETR on sustainability strategies and on the partnership with the local Workforce Investment Board in both the north and south to build a successful and competitive grant. In order to compete for this award, we had to demonstrate a high degree of integration of private and public resources, in-kind match, as well as documented cash match, which we worked to secure. Please see the attached full narrative of the SESP grant narrative, which illustrates the depth of partnerships and resources we worked to establish for this grant.***
- ***Green in the Desert Project Proposal - We worked with the State of Nevada's Workforce Connections on the Green in the Desert Grant to develop a statewide partnership that included the unions as well as private non-profits and private mining corporations in an innovative grant project. However, this was ultimately not funded as the Federal government pulled the funding for this project at the last minute, after we had already submitted the grant.***
We looked at this grant as an opportunity to tap into the resources of the unions to develop sustainable programming for underserved workers in our communities. We knew that by partnering with private industry as well, we were bringing new partners and their assets to the Federal agency's mission to align the assets of communities with the needs of the underserved. We have attached the narrative of this grant to demonstrate the way we worked with Workforce Connections to create these synergies and develop the master plan for this project and to secure the support of the mining companies and the unions.
- ***Training Adjustment Assistance Community College and Career Training Program Proposal- Strategic Progress managed the grant development, writing, partner collaboration for the TAACCCT 4 grant, and was the overall project manager for the project. NV was awarded \$9,921,831 in funding for this project. We were responsible for all aspects of the grant, including budgets, evaluation plan coordination, research, data and analytics, writing and submission. The grant provided for workforce development funding, and also funded significant investments in the community college veteran support architecture across the state.***

3.3.7 Vendors selected under this RFQ might have the opportunity to work with multiple divisions of state government concurrently.

3.3.7.1 What is your process for the development and management of concurrent projects?

We are confident that we can manage projects concurrently and offer our long history of contracts with the state, many concurrent, as evidence of our ability to do so while still producing high-quality work products. As a long time state vendor on two MSAs (vendor with the Office of Grants Procurement, Coordination and Management and subcontractor on the DP Video Productions MSA

with Health and Human Services and as the lead vendor on the Department of Administration Evaluation MSA), we have years of experience managing multiple projects concurrently. In order to ensure we have the capacity to successfully complete each project on time and within budget, we have built a deep bench of expertise in our team, which includes numerous researchers, analysts, evaluators, facilitators, and strategists.

We have sophisticated sets of processes and procedures in place to manage concurrent projects including a stratified accountability structure and diversified staffing organization chart. We begin projects by outlining the project in detail and then delegating the components to the staff person with the strongest strengths in those areas, including research, evaluation, convening, facilitation, writing, and project management. Moreover, when projects are large or when we have more than one project occurring at once, each person on the team takes different portions of the project, which enables that team member to specialize in his or her area of expertise and to work as efficiently as possible. This also enables us as a company to manage multiple projects at once.

Team meetings are held three times a week to review and communicate details on all pending projects. Communication with all writers and project leads, reviewing all work, keeps everything on track and avoids even the smallest of crises from occurring. Large-scale project management and organization is critical in keeping all projects pieces on track and moving forward. A large wall chart is utilized with the daily tracking of all concurrent projects with each of their moving pieces. On approximately the 15th of each month, the planning and scheduling of next month's work deliverables and projects is built and organized as well as the monitoring of larger projects that move from one month to the next.

Additionally, we spend a sufficient amount of time up front designing detailed scopes of work that drive our workflow and processes, with periodic check points with the client to ensure smooth project management and timelines, and the ability to adapt projects as data comes in, or requirements change. We have learned the critical importance of having very strict "drop dead" deadlines for information and required documents built into our work plans with clients. We start each client engagement with a timeline of the work plan and then begin the project with a request for a project budget and all required attachments as well as a systems check on grants.gov and other technical systems. In addition, we assign a point person on our team to each project and request a single point of contact point person to make decisions on the client side as well to facilitate efficient decision making during critical times in the project.

We lay out a meeting schedule at the outset of the project as well as correspond frequently via email copying all parties, and will call emergency meetings when projects are going off track. We also ask that clients build in a "back up" partner should the primary partner fall through, which we have seen happen. Although our approach may seem to be built around risk management, we feel that in order to play to the organization's strengths we must first mitigate risk, and therefore, we build all of our processes around managing time and partner risks and around clear communication roles and responsibilities.

3.3.7.2 Provide examples from other comparable engagements.

Between April 2015 and October 2015, we were researching and writing the Nevada State Public Health Needs Assessment, a 350-page report with over 150 graphics illustrating the data we evaluated and assessed on every relevant public health indicator in every county and at the state level for Nevada. This massive project was conducted at the same time we were conducting the Long Term Services and Supports Medicaid report project, which included analyzing 10,000 lines of data from Medicaid, running reports on the associations between variables, and writing a report on the data.

While writing these two reports, we were also the lead strategists and project managers on the Nevada Department of Veterans Services Homeless Veterans Initiative, where we built and staffed a Taskforce, conducted research, and produced reports. Additionally, we completed the evaluation of the Bureau of Vocational Rehabilitation media campaign, which included surveys, interviews, and focus groups of employers across the state to assess campaign outcomes. We also completed the Obesity Burden Report, the Breast and Cervical Cancer Burden Report, and the Breast and Cervical Cancer Toolkit in June of 2015.

We also developed, wrote, and submitted the \$2.9 million Department of Labor American Apprenticeship Federal grant for the Nevada System of Higher Education during this time, which was awarded and supported the Office of Grants Procurement, Coordination and Management in researching and writing the \$16 million SAPTA grant. These projects were running concurrently, and all projects were completed on time and within budget, or were on track for completion. This is one example of the workload we manage across the company.

Currently, we are writing a SAMSA grant for a client, redesigning the VOCA fund distribution system, and doing data analysis for 2 health care clinics. Our team is able to expand as needed, and we have assets to deploy that can jump into any contract as quickly as we need them. At any given time in the year, we have multiple projects under management, and have plans to address those challenges and time constraints.

- 3.3.8 Discuss your working knowledge of state government's operational and financial systems surrounding the development and administration of a grant application.

Cyndy Ortiz Gustafson, the CEO of Strategic Progress, has a Masters of Arts in Political Science with an emphasis in Public Law and spent a Fellowship Year with the Women's Research and Education Institute in Washington, D.C. working in Senator Diane Feinstein's Office building coalitions and working on legislation. She learned a great deal about how the legislative process works and how the operational and financial systems of government affect grants and programs and projects on the ground at the state level.

In addition to that experience, Ms. Ortiz Gustafson spent the 1993 session working as an Attaché in the Nevada State Legislature for Morse Arberry on the Assembly Ways and Means Committee where she was given another "on the ground" education on Nevada government operations during that session. Her working knowledge of state government has helped the company to navigate the state grants process as well as to understand how state priorities translate to local programs, and how interaction between local government and state government, home rule issues and other intergovernmental issues impact Nevada's ability to compete for Federal funds and our ability to get those funds to communities once we bring them in.

Through our research into the structural and systemic issues that affect Nevada's ability to compete for Federal funding, we have found that other practices such as having to obtain Interim Finance Committee Approval for minor changes in grant language and disincentives that exist in the grant budgeting process are impeding the process state agencies can make toward growing their budgets with Federal funding. As researchers and through my role as Director of Accelerate Nevada, we continue to research these issues and look for solutions from other states as to how we can find efficiencies in our state's processes that might advance our shared goal of increased competitiveness at the Federal level.

We also understand that while competing for, and winning, a Federal grant is a huge part of the puzzle, there are capacity issues at the state level that present challenges in terms of being able to administer Federal funds when they do come in and that oftentimes we are not able to move money fast enough into communities and therefore risk hurting our chances of winning another grant with the granting agency the next time. We also understand that underfunded state agencies have challenges managing Federal grants with increasing requirements and fewer resources. We are not only aware this is the environment and climate we are entering into as partners, but we also understand that we must advance as a state and show the return on investment to the legislature so that we can make the argument for more grant writers and fiscal support staff to be able to bring resources into the state commensurate with the resources we see flowing into neighboring states.

3.3.8.1 Your discussion may comprise any of the following, but does not have to include all of the following:

- A. state budgeting processes;
- B. approving bodies;
- C. encumbering of match funds;
- D. complying with Executive Order 12372; and
- E. adhering to state laws such as the open meeting law and state policies with regard to the administration of Federal grants.

As former staff of the Ways and Means Committee of the Nevada State Legislature, Cyndy Ortiz Gustafson, CEO of Strategic Progress, has a familiarity with the state budgeting process as well as the process and procedures that guide the approval of grants and the role of the interim finance committee in approving changes to grant funding once a grant is awarded.

The Strategic Progress team is familiar with the requirements of match funds to be encumbered as well as the rules surrounding Executive Order 12372, which is the Single Point of Contact requirement, and Strategic Progress staff as a whole are well versed in adhering to open meeting laws due to our extensive work with the Southern Nevada Regional Planning Coalition, Clark County, and the State of Nevada through our various State contracts.

Additionally, our partner DP video has extensive experience as the project manager on multiple large state projects and has worked with state budget staff, auditors, compliance officers and leadership on all aspects of the budgeting and approvals process.

3.3.8.2 You may, but are not required to, include a flow or process chart to illustrate the narrative.

We addressed this in narrative form in the question above.

3.3.9 Who will be assigned to oversee grant development and manage the account relationship? Where will that person be based?

Ms. Cyndy Ortiz Gustafson will be assigned to oversee grant development and manage the account relationship under the master contract. Ms. Gustafson has a long and extensive history of working with the State of Nevada on a variety of State contracts with various State departments and divisions. She is

located in Reno, Nevada, as is Heather Kerwin, but both will also spend time in southern Nevada as our company provides services across the state including the rural regions. Justin Gardner and Emire Stitt are located in Southern Nevada, and all team members travel to the rural and frontier regions of the state as needed.

3.3.9.1 List:

- A. name(s); Cyndy Ortiz Gustafson
- B. position(s); **CEO**
- C. work location(s); and 1697 Crescente Pointe Court, Reno, NV 89523
and
- D. proposed percentage of time dedicated to account. **100%**

3.3.9.2 Include resume(s) on the form in Attachment G, Proposed Staff Resume.

Resumes are attached for:

Cyndy Ortiz Gustafson, MA - Strategic Progress, LLC (vendor)
Justin Gardner, PhD – Innovative Research and Analysis (subcontractor)
Emire Stitt – DP Video Productions, LLC (Strategic Progress staff)
Heather Kerwin, MPH- (Strategic Progress staff)
Paula Cassino - (Strategic Progress staff)

3.3.9.3 Vendor and key staff member(s) must be able to read, write, and compose business and grant-related correspondence in English appropriate to the state and Federal agencies with which they interact.

All Strategic Progress staff including CEO Cyndy Ortiz Gustafson, Heather Kerwin, and Paula Cassino are all able to read, write, and conduct business in English. Subcontractors Justin Gardner and Emire Stitt are also able to read, write, and conduct business in English.

3.3.10 Indicate if key personnel have state service:

3.3.10.1 Provide dates of service, positions held and agencies. (Per Assembly Bill 240, policies enacted October 11, 2011: There is a two-step Board of Examiner approval process for contracts with current state employees or former employees with state service any time within 24 months preceding the commencement date of a proposed contract.)

None of us are state employees.

3.3.11 Business Structure:

3.3.11.1 Vendor must have an established business in marketing, consulting and development, writing, training, and administering or other areas that provide services to secure Federal grant awards. Describe the attributes of the firm, length of time in business, its services, and number of staff.

Strategic Progress has provided marketing, consultation and development, research and writing of reports, briefs, grants and evaluation plans, and administering Federal and local grant awards for over 15 years. We have extensive knowledge of Nevada's public sector issues and demographic characteristics due to years of research, data analytics, and evaluation projects for state and local

government.

We have an open architecture business model where we use a few core partners (Innovative Research and Analysis and DP Video Productions) and then add partners such as the universities or other vendors to projects when we need more staff to manage workloads. We have a company of three staff members but run projects with upwards of 15 subcontractors at any given time. We also utilize our core partner's companies to build teams (Innovative and DP both have teams of 3-5 staff at any given time).

We are a data based firm that focuses on research, data, and modeling to drive our projects. We also place a high priority on using graphics and modeling to communicate ideas and to simplify complex programs and projects for the funder. Our key staff and subcontractors that will be on this project have decades long experience in their fields, as well as the experience of working on over 30 successful state projects and over 20 county projects.

Our partner, Innovative Research and Analysis, specializes in research, data analysis and analytics, training, evaluation and project management. Dr. Gardner has over 15 years of experience working on large and small scale projects for the Fedearl Government, community college system and now as a consultant working on state and count projects over the last 3 years through his company, Innovative Research and Analysis. Dr. Gardner is also an expert in training and quality improvement and compliance, as well as evaluatin and model design.

DP Video Productions, LLC, has been in the project management, project implementation, marketing and communications business in Nevada since 1998 and has successfully completed a wide variety of public and private-sector projects for clients that range from state and local government agencies to many of the largest gaming corporations in the nation. From its roots as a digital media company, through opening its online and web communications office in 2004, and on to leading a full-service marketing, advertising and public relations consortium in 2010, the company has demonstrated both talent and creativity in campaigns as well as a dedication to achieving measurable results for clients.

3.3.12 Describe the primary business resources.

3.3.12.1 The office(s) should be equipped with the necessary communications equipment:

- A. video conferencing; ***All Strategic Progress business staff and subcontractors are equipped with Mac videoconferencing equipment.***
- B. webinar; ***We have webinar capabilities Through Go to Meeting.***
- C. phone(s); ***Both our northern and southern offices are equipped with land lines, and all staff have cell phones.***
- D. copy machine(s); ***Both our northern and southern offices have copy machines, scanners, and fax machines.***
- E. computers; and ***All Strategic Progress staff and subcontractors have computers, laptops, and tablet devices.***
- F. other business support equipment.

3.3.12.2 Vendors must have the ability to communicate via:

- A. e-mail;
- B. phone; and
- C. to send and receive attachments with large amounts of data.

Strategic Progress staff and subcontractors have the ability to communicate via email, phone, cell phone, Dropbox, fax, and mail. We are able to send and receive large amounts of data as well using our unlimited cloud service.

3.3.12.3 If alternative work and data sharing (sFTP sites or other secure online workspaces) are available to enhance the project development, please discuss.

Our team uses password protected Google Drive, Hightail, and FileZilla that can handle any size files.



Section VII

Section 4-Company Background and References

4. COMPANY BACKGROUND AND REFERENCES –

4.1 VENDOR INFORMATION

4.1.1 Vendors must provide a company profile in the table format below.

Question	Response
Company name:	<i>Strategic Progress, LLC</i>
Ownership (sole proprietor, partnership, etc.):	<i>LLC</i>
State of incorporation:	<i>Nevada</i>
Date of incorporation:	<i>July 19, 2002</i>
# of years in business:	<i>15 years</i>
List of top officers:	<i>Cynthia Marie Gustafson</i>
Location of company headquarters:	<i>PO Box 34294 Reno, NV 89533</i>
Location(s) of the company offices:	<i>1697 Crescent Pointe Court, Reno, NV 89523</i>
Location(s) of the office that will provide the services described in this RFQ:	
Number of employees locally with the expertise to support the requirements identified in this RFQ:	<i>2 Strategic Progress staff are located in Reno, 2 contractors in Las Vegas.</i>
Number of employees nationally with the expertise to support the requirements in this RFQ:	<i>1 out of state staff.</i>
Location(s) from which employees will be assigned for this project:	<i>Reno, with subcontractors in Las Vegas</i>

4.1.2 **Please be advised**, pursuant to NRS 80.010, a corporation organized pursuant to the laws of another state must register with the State of Nevada, Secretary of State's Office as a foreign corporation before a contract can be executed between the State of Nevada and the awarded vendor, unless specifically exempted by NRS 80.015.

4.1.3 The selected vendor, prior to doing business in the State of Nevada, must be appropriately licensed by the State of Nevada, Secretary of State's Office pursuant to NRS76. Information regarding the Nevada Business License can be located at <http://nvsos.gov>.

Question	Response
Nevada Business License Number:	<i>NV20051774907</i>
Legal Entity Name:	<i>Strategic Progress, LLC</i>

Is "Legal Entity Name" the same name as vendor is doing business as?

Yes	X	No	
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If "No", provide explanation.

4.1.4 Vendors are cautioned that some services may contain licensing requirement(s). Vendors shall be proactive in verification of these requirements prior to proposal submittal. Proposals that do not contain the requisite licensure may be deemed non-responsive.

4.1.5 Has the vendor ever been engaged under contract by any State of Nevada agency?

Yes	X	No	
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If “Yes”, complete the following table for each State agency for whom the work was performed. Table can be duplicated for each contract being identified.

Question	Response
Name of State agency:	<i>Division of Child and Family Services</i>
State agency contact name:	<i>Kelly Wooldridge</i>
Dates when services were performed:	<i>March 2016- in progress</i>
Type of duties performed:	<i>VOCA Systems Change Initiative- research, data analysis, comparative research, model development, stakeholder interviews, survey research and analysis for a redesign on the VOCA distribution system.</i>
Total dollar value of the contract:	<i>\$300,000</i>

Question	Response
Name of State agency:	<i>Division of Child and Family Services</i>
State agency contact name:	<i>Kelly Wooldridge</i>
Dates when services were performed:	<i>March 2016- in progress</i>
Type of duties performed:	<i>Research, evaluation of data, analysis, analytics, writing, graphic presentation of data, report production of state children’s mental health needs assessment. Stakeholder interviews, survey, data analysis, graphics and creative.</i>
Total dollar value of the contract:	<i>\$150,000</i>

Question	Response
Name of State agency:	<i>Nevada Department of Veterans Services</i>
State agency contact name:	<i>Kat Miller</i>
Dates when services were performed:	<i>January 2016-December 2016</i>
Type of duties performed:	<i>Project Management, report writing, research, data analysis and graphic design of 5 reports/projects including</i>

Question	Response
	<i>annual report, water analysis for cemetery, senior veterans aging study and veterans employment project.</i>
Total dollar value of the contract:	\$100,000

Question	Response
Name of State agency:	<i>Department of Health and Human Services</i>
State agency contact name:	<i>Marjorie Franzen- Weiss</i>
Dates when services were performed:	<i>February 2017- June 2017</i>
Type of duties performed:	<i>Research, writing of the statewide Diabetes strategic plan in collaboration with ASTHO.</i>
Total dollar value of the contract:	\$8,000 subcontractor to DP Video Productions

Question	Response
Name of State agency:	<i>Nevada Department of Veterans Services</i>
State agency contact name:	<i>Kat Miller</i>
Dates when services were performed:	<i>January 2016-December 2016</i>
Type of duties performed:	<i>Project Management, report writing, research, data analysis and graphic design of 5 reports/projects including annual report, water analysis for cemetery, senior veterans aging study and veterans employment project.</i>
Total dollar value of the contract:	\$100,000

Question	Response
Name of State agency:	<i>Office of Grants Procurement, Coordination and Management</i>
State agency contact name:	<i>Connie Lucido</i>
Dates when services were performed:	<i>March 2016-March 2017</i>
Type of duties performed:	<i>Research, evaluation of data, analysis, analytics, writing, graphic presentation of data, report production of state public health needs assessment and a long term services and supports report for Medicaid with inclusion of MCO data.</i>
Total dollar value of the contract:	\$30,000

Question	Response
Name of State agency:	<i>Nevada Department of Veterans Services</i>
State agency contact name:	<i>Kat Miller</i>
Dates when services were performed:	<i>January 2015-October 2015 in progress</i>
Type of duties performed:	<i>Project Management, Research, Facilitation of Homeless Initiative</i>
Total dollar value of the contract:	<i>\$30,000</i>

Question	Response
Name of State agency:	<i>Office of Grants Procurement, Coordination and Management</i>
State agency contact name:	<i>Sheila Lambert</i>
Dates when services were performed:	<i>March 2015-March 2017</i>
Type of duties performed:	<i>Research, evaluation of data, analysis, analytics, writing, graphic presentation of data, report production of state public health needs assessment and a long term services and supports report for Medicaid</i>
Total dollar value of the contract:	<i>\$95,000</i>

Question	Response
Name of State agency:	<i>Nevada System of Higher Education</i>
State agency contact name:	<i>Frank Woodbeck</i>
Dates when services were performed:	<i>March 2015-June 2015</i>
Type of duties performed:	<i>Research, project development, writing and submission of Department of Labor American Apprenticeship Grant-grant awarded</i>
Total dollar value of the contract:	<i>\$10,000</i>

Question	Response
Name of State agency:	<i>Office of Grants Procurement, Coordination and Management</i>
State agency contact name:	<i>Sheila Lambert</i>
Dates when services were performed:	<i>August 2015</i>
Type of duties performed:	<i>Research, writing and grant support for development of the \$16 million SAPTA Federal grant</i>
Total dollar value of the contract:	<i>\$8,800</i>

Question	Response
Name of State agency:	<i>Department of Public and Behavioral Health</i>

Question	Response
State agency contact name:	<i>Jessica Lamb</i>
Dates when services were performed:	<i>February 2015-June 2015</i>
Type of duties performed:	<i>Research, evaluation of data, analysis, writing of Nevada Obesity Burden Report, including graphs, graphics and creative</i>
Total dollar value of the contract:	<i>\$12,000</i>

Question	Response
Name of State agency:	<i>Department of Public and Behavioral Health</i>
State agency contact name:	<i>Lilly Helzer</i>
Dates when services were performed:	<i>January 2015-June 2015</i>
Type of duties performed:	<i>Research, data analysis and writing of the draft of the Nevada State Cancer Plan for the State and the Coalition, including graphs, graphics and creative</i>
Total dollar value of the contract:	<i>\$11,000</i>

Question	Response
Name of State agency:	<i>Workforce Connections</i>
State agency contact name:	<i>Ric Viallobos</i>
Dates when services were performed:	<i>June 2015</i>
Type of duties performed:	<i>Development, writing, data analysis, design of evaluation plan for the Youthbuild \$1.1 million grant. Grant awarded.</i>
Total dollar value of the contract:	<i>\$8,000</i>

Question	Response
Name of State agency:	<i>Department of Public and Behavioral Health</i>
State agency contact name:	<i>Melissa Mадiera</i>
Dates when services were performed:	<i>January 2015-June 2015</i>
Type of duties performed:	<i>Research, data analysis and writing of the draft of the Breast and Cervical Burden Report, including graphs, graphics and creative</i>
Total dollar value of the contract:	<i>\$10,000</i>

Question	Response
Name of State agency:	<i>Nevada System of Higher Education</i>
State agency contact name:	<i>Frank Woodbeck</i>

Question	Response
Dates when services were performed:	<i>April 2014-July 2014</i>
Type of duties performed:	<i>Research, data evaluation, project management, including evaluation plan, partner management for \$10 million TAACCCT 4 grant- grant awarded for \$9,921,831.</i>
Total dollar value of the contract:	<i>\$12,000</i>

Question	Response
Name of State agency:	<i>Bureau of Vocational Rehabilitation</i>
State agency contact name:	<i>Shelley Hendren</i>
Dates when services were performed:	<i>June 2014-June 2015</i>
Type of duties performed:	<i>Evaluation of campaign effectiveness and outcomes. Mixed methods study using research, data analysis, interviews, surveys, focus groups. Subcontractor on this project to DP Video Productions MSA.</i>
Total dollar value of the contract:	<i>\$15,000</i>

Question	Response
Name of State agency:	<i>Division of Public and Behavior Health</i>
State agency contact name:	<i>Marjorie Franzen-Weiss</i>
Dates when services were performed:	<i>August 2014-June 2015</i>
Type of duties performed:	<i>Research, collateral, toolkit writing, production and design and facilitation of a statewide diabetes summit. Subcontractor to DP Video Productions MSA.</i>
Total dollar value of the contract:	<i>\$7,000</i>

Question	Response
Name of State agency:	<i>NV Department of Maternal and Child Health</i>
State agency contact name:	<i>Ingrid Mburia</i>
Dates when services were performed:	<i>March 2015-May 2015</i>
Type of duties performed:	<i>Research, facilitation of focus groups and data analysis of maternal child health needs across Nevada. Report submitted. Subcontractor to DP Video Productions.</i>
Total dollar value of the contract:	<i>\$18,371</i>

Question	Response
Name of State agency:	<i>Division of Public and Behavior Health</i>
State agency contact name:	<i>Leah Thompson</i>
Dates when services were performed:	<i>October 2014-June 2015</i>
Type of duties performed:	<i>Research, writing, data evaluation for the Breast and Cervical Cancer toolkit. Design of the pre and post test evaluation tool for providers. Subcontractor to DP Video Productions MSA</i>
Total dollar value of the contract:	<i>\$7,000</i>

Question	Response
Name of State agency:	<i>Nevada Department of Veterans Services</i>
State agency contact name:	<i>Kat Miller</i>
Dates when services were performed:	<i>March 2014</i>
Type of duties performed:	<i>Research, data evaluation, needs assessment for the Northern Nevada Veterans Home. Report submitted.</i>
Total dollar value of the contract:	<i>\$16,000</i>

Question	Response
Name of State agency:	<i>Nevada Department of Veterans Services</i>
State agency contact name:	<i>Kat Miller</i>
Dates when services were performed:	<i>March 2014-December 2014</i>
Type of duties performed:	<i>Research, data evaluation, analysis, report writing, mixed methods study including focus groups, surveys, interviews to assess senior veterans housing needs across Nevada. Creative design and production. Report submitted.</i>
Total dollar value of the contract:	<i>\$40,688</i>

Question	Response
Name of State agency:	<i>Nevada Department of Veterans Services</i>
State agency contact name:	<i>Kat Miller</i>
Dates when services were performed:	<i>May 2014- December 2014</i>
Type of duties performed:	<i>Research, outreach, data analysis, organization and creative design of the statewide veterans resource directory.</i>

Question	Response
	<i>Printing of the directory.</i>
Total dollar value of the contract:	<i>\$25,000</i>

Question	Response
Name of State agency:	<i>University of Nevada Las Vegas</i>
State agency contact name:	<i>Dr. Christopher Stream</i>
Dates when services were performed:	<i>2013</i>
Type of duties performed:	<i>Facilitation of School of Environmental and Public Affairs Strategic Planning Session around their Data Dashboard project</i>
Total dollar value of the contract:	<i>\$6,000</i>

Question	Response
Name of State agency:	<i>Office of Community Services</i>
State agency contact name:	<i>Jo Malay</i>
Dates when services were performed:	<i>July 2013</i>
Type of duties performed:	<i>Facilitation of Rural Emergency Preparedness Summit</i>
Total dollar value of the contract:	<i>\$17,000</i>

Question	Response
Name of State agency:	<i>Workforce Connections</i>
State agency contact name:	<i>Ardell Galbreth</i>
Dates when services were performed:	<i>June 2012</i>
Type of duties performed:	<i>Federal Grant writing of the Youth Career Connect Grant</i>
Total dollar value of the contract:	<i>\$9,000</i>

Question	Response
Name of State agency:	<i>Office of Veterans Services</i>
State agency contact name:	<i>Caleb Cage</i>
Dates when services were performed:	<i>March 2012- December 2012</i>
Type of duties performed:	<i>Design and implementation of the Green Zone Veterans Initiative, including research, data analysis, surveys, focus groups, evaluation, report writing, strategy, Federal funding mapping for sustainability.</i>
Total dollar value of the contract:	<i>\$135,000</i>

Question	Response
Name of State agency:	<i>University of Nevada Las Vegas</i>
State agency contact name:	<i>Dr. Robert Lang</i>
Dates when services were performed:	<i>2012</i>
Type of duties performed:	<i>Research and data analysis for report on grant funding</i>
Total dollar value of the contract:	<i>\$37,500</i>

Question	Response
Name of State agency:	<i>Nevada Early Intervention Services</i>
State agency contact name:	<i>Mary Wherry</i>
Dates when services were performed:	<i>2012</i>
Type of duties performed:	<i>Nevada Early Intervention Rate Study Consolidation, Needs Assessment & Facilitation for Private Sector expansion</i>
Total dollar value of the contract:	<i>\$4,675</i>

Question	Response
Name of State agency:	<i>Nevada Early Intervention Services</i>
State agency contact name:	<i>Mary Wherry</i>
Dates when services were performed:	<i>2011</i>
Type of duties performed:	<i>Nevada Early Intervention Cost Services Cost Analysis. Research, data analysis of costs across the state to inform policy change.</i>
Total dollar value of the contract:	<i>\$25,800</i>

Question	Response
Name of State agency:	<i>Maternal and Child Health</i>
State agency contact name:	<i>Jo Malay</i>
Dates when services were performed:	<i>2012</i>
Type of duties performed:	<i>Migrant Worker Research and Report which included research, data analysis, interviews of the issues to inform policy, program and practice change.</i>
Total dollar value of the contract:	<i>\$14,000</i>

Question	Response
Name of State agency:	<i>Nevada State Health Division</i>

Question	Response
State agency contact name:	<i>Richard Whitley</i>
Dates when services were performed:	<i>2012</i>
Type of duties performed:	<i>Facilitate Statewide Strategic Plan for the NV State Health Division to drive outcomes.</i>
Total dollar value of the contract:	<i>\$18,000</i>

Question	Response
Name of State agency:	<i>Department of Employment, Training and Rehabilitation</i>
State agency contact name:	<i>Frank Woodbeck</i>
Dates when services were performed:	<i>2010</i>
Type of duties performed:	<i>Grant writing- submitted and awarded \$6 million SESP grant</i>
Total dollar value of the contract:	<i>\$6,000</i>

- 4.1.6 Are you now or have you been within the last two (2) years an employee of the State of Nevada, or any of its agencies, departments, or divisions?

Yes		No	<i>X</i>
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If “Yes”, please explain when the employee is planning to render services, while on annual leave, compensatory time, or on their own time?

If you employ (a) any person who is a current employee of an agency of the State of Nevada, or (b) any person who has been an employee of an agency of the State of Nevada within the past two (2) years, and if such person will be performing or producing the services which you will be contracted to provide under this contract, you must disclose the identity of each such person in your response to this RFQ, and specify the services that each person will be expected to perform.

- 4.1.7 Disclosure of any significant prior or ongoing contract failures, contract breaches, civil or criminal litigation in which the vendor has been alleged to be liable or held liable in a matter involving a contract with the State of Nevada or any other governmental entity. Any pending claim or litigation occurring within the past six (6) years which may adversely affect the vendor’s ability to perform or fulfill its obligations if a contract is awarded as a result of this RFQ must also be disclosed. Does any of the above apply to your company?

Yes		No	<i>X</i>
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If “Yes”, please provide the following information. Table can be duplicated for each issue being identified.

Question	Response	
Date of alleged contract failure or breach:		
Parties involved:		
Description of the contract failure, contract breach, or litigation, including the products or services involved:		
Amount in controversy:		
Resolution or current status of the dispute:		
If the matter has resulted in a court case:	Court	Case Number
Status of the litigation:		

- 4.1.8 Vendors must review the insurance requirements specified in ***Attachment E, Insurance Schedule for RFQ 3435***. Does your organization currently have or will your organization be able to provide the insurance requirements as specified in ***Attachment E***.

Yes	X	No	
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Any exceptions and/or assumptions to the insurance requirements ***must*** be identified on ***Attachment B, Technical Certification of Compliance with Terms and Conditions of RFQ***. Exceptions and/or assumptions will be taken into consideration as part of the evaluation process; however, vendors must be specific. If vendors do not specify any exceptions and/or assumptions at time of their RFQ response submission, the State will not consider any additional exceptions and/or assumptions during negotiations.

Upon contract award, the successful vendor ***must*** provide the Certificate of Insurance identifying the coverages as specified in ***Attachment E, Insurance Schedule for RFQ 3435***.

- 4.1.9 Company background/history and why vendor is qualified to provide the services described in this RFQ. Limit response to no more than five (5) pages.

Company Background/History

Strategic Progress has the knowledge, experience and expertise to successfully fulfill all the requirements of this RFP, including the technical skills as well as relationships across the state of Nevada in a variety of sectors and across institutions.

Strategic Progress was founded in 2002 by CEO Cyndy Ortiz Gustafson, a native Nevadan who has worked in public service, public policy, and community development since 1998. She founded Strategic Progress in January of 2002, and has been leading the company since then, managing large-scale policy and systems change projects across the state with a team of highly qualified strategists, researchers, evaluators, facilitators, and analysts.

As CEO, Ms. Ortiz Gustafson specializes in research, program development, data analysis, public finance consulting as well as public policy, public affairs, program evaluation, and regional planning consulting to a variety of non-profit and governmental agencies and programs. Ms. Ortiz Gustafson's work is focused on coordinating and advancing regional public policy. She specializes in large-scale project management and the strategic positioning of systems change initiatives.

Over the last year, Ms. Ortiz Gustafson has been designing and implementing a large-scale policy initiative to redesign grant distribution systems for the Victims of Crime Act Funding that will be launched in fall of 2017. This systems change project is based on comparative research and systems modeling, as well as fund mapping and stakeholder engagement.

In July 2015, Ms. Ortiz Gustafson opened the doors to the Veterans Policy Leadership Institute (VPLI) at UNR and UNLV, with physical locations at UNR. The VPLI is a research and policy institute working to advance veteran outcomes through a focus on state and local systems change, data driven public policy investments, and leveraging of public and private assets to address complex health, employment, and wellness challenges facing our veterans. Ms. Ortiz Gustafson is the Director of the VPLI, which grew into the Applied Research and Policy Institute in 2016. The ARPI funds student research projects around the financial stability of families with disabilities, school district engagement, victims of crime, and children's mental health.

From 2011-2015 Ms. Ortiz Gustafson was contracted with the state as the lead strategist for the Green Zone Initiative, a statewide planning initiative under the State of Nevada Veterans Services Department and the Office of the Governor in partnership with the Director of Military and Veterans Policy. The Green Zone Initiative (designed by Ms. Ortiz Gustafson and Mr. Caleb Cage) established a statewide, comprehensive policy framework for change across the state to better integrate veterans as they return to the state, and to improve their health, education, and employment outcomes.

In May of 2009, Strategic Progress and Ms. Ortiz Gustafson led a regional effort to safely reduce the number of children in foster care by advocating for increased front-end support of children and families. This project was funded by Casey Family Programs, the nation's largest foundation working to improve foster care. The business case written for the initiative was used by Casey Family Programs as an innovative model across the country. The plan included an evaluation of the system of child welfare at the county level, as well as focus groups, interviews, and data analysis to determine priority of investments moving forward. Ms. Ortiz Gustafson was invited to speak to the Council of Southwest Foundations about this model of business case, community action plan, and Federal funding alignment.

In 2007, Strategic Progress and Ms. Ortiz Gustafson researched and wrote Southern Nevada's Plan to End Homelessness, which lays out the philosophical, logistical, and tactical parameters of a regional, best practice, coordinated plan to address the complex problem of homelessness in our community. In the three years after the plan was published, southern Nevada realized a 20 percent reduction in the number of homeless on the streets. This data driven approach to public policy investment was the model the Green Zone Initiative was built on.

Over the last 15 years, Strategic Progress has raised more than \$78 million in grant and program funding for her clients. Ms. Ortiz Gustafson has worked with a variety of local and national clients and organizations including Casey Family Programs, the Nevada System of Higher Education, the Nevada Department of Veterans Services, the University of Nevada Las Vegas, Workforce Connections, St. Jude's Ranch for Children, Nevada Public Radio, the Southern Nevada Regional Planning Coalition, the Nevada State Health Division, Nevada State Department of Training and Rehabilitation, Nevada State Department of Vocational Rehabilitation, Clark County Department of Juvenile Justice, St. Rose Dominican Hospitals,

Boulder City Hospital, Easter Seals Southern Nevada, YMCA Southern Nevada, Western Nevada College, HELP of Southern Nevada, Catholic Charities Southern Nevada, Building Hope Nevada, and Robert F. Kennedy Jr.'s Waterkeeper Alliance.

Ms. Ortiz Gustafson has presented her research to large and small groups and has testified in front of the Nevada State Legislature as well as presented policy positions to members of the United States Senate. She provides government affairs and public affairs consulting to her clients and works with them to track legislation, develop policy positions, develop legislation, connect and collaborate with elected officials, prepare issue briefs and statements, prepare for testimony, and negotiate legislative issues.

Her particular areas of interest are in social innovation, developing public private partnerships and alliances, systems change projects, and making Nevada more competitive for Federal funds. She is also a trained and certified facilitator and has facilitated large and small groups and managed large-scale policy initiatives across the state.

As a graduate student at Washington State University, Ms. Ortiz Gustafson was awarded a full academic scholarship and earned her Masters of Arts in Political Science with an emphasis in Public Law. Ms. Ortiz Gustafson was also awarded a graduate fellowship with the Women's Research and Education Institute to spend a year in Washington, D.C., working in the United States Senate and writing her Masters' thesis.

Qualifications to Provide Services in this RFP

Strategic Progress and its team of subcontractors is uniquely positioned to provide the range of services described in this RFP due to the experience, expertise, and relationships the team possesses in program design, development, evaluation, and management. We have managed a large number of state projects listed in this RFP, including large data intensive projects such as the Nevada State Public Health Needs Assessment, program outcome evaluations such as the Vocational Rehabilitation campaign evaluation, and large Federal project evaluations such as the ERDC project, to name a few.

We have conducted organizational assessments of non-profits, readiness assessments of large systems for systems change projects, and analysis and evaluation of all manner of data for a variety of projects. We have written hundreds of grants as a team, have written evaluation plans for large Federal grants for many state departments, and have managed and implemented those grants once awarded. We have a PhD from UNLV who specializes in data, big data, GIS mapping, and public policy work (Dr. Justin Gardner), and two team members who have relationships and affiliations with UNR as well (Heather Kirwin contracted lecturer at UNR and Cyndy Ortiz Gustafson Director of the Applied Research and Policy Institute located at UNR as an on campus affiliate), creating natural synergies with our systems of higher education to advance our work and strengthen our capacity as a team.

Additionally, we have strong relationships with staff at all levels of government, at the state, county, and municipal levels, after years of working on the ground on public policy, non-profit and community initiative driven projects. These relationships work to strengthen our ability to engage, obtain good information, and partner effectively on grant development and evaluation projects.

Our team members are highly skilled and qualified in the following areas:

- *Research and analytics*
- *Writing and Editing*
- *Program development*
- *Program, project and organizational evaluation*
- *Data analysis*

- *Facilitation*
- *Writing of reports and briefing documents*
- *Surveys, focus groups, and interview modalities*
- *Pre and post test development and implementation*
- *Logic model development*
- *Project management*
- *Training*
- *Graphic design and creative*
- *Communication*
- *Strategic planning*
- *Presentation of data*
- *Data mining*
- *Descriptive statistics*
- *Predicative analytics*
- *Timeline development and workflow management*
- *Development of MOUs and letters of support*
- *Partner management and facilitation of strategic partnerships*
- *Federal compliance issues and regulations*
- *Developing recommendations for implementation based on data*

4.1.10 Length of time vendor has been providing services described in this RFQ to the public and/or private sector. Please provide a brief description.

Strategic Progress, LLC has been providing the full range of grant related services described in the RFQ to Nevada clients including state and local government clients and well as private non-profit clients and coalitions for 15 years. As described above in detail, we provide a wide range of services including pre-project planning, research around data, best practices, model design, program planning, partnership development, collaboration and facilitation, issues management, budget development, evaluation plan design and implementation, donor management and relationship building, community development and communication planning, post award management and reporting and leveraging of dollars and assets to make grants more competitive.

We are not only a data driven firm, but we also rely on our deep and diverse range of relationships across the state and across sectors due to our years on the ground working between the public and private sectors in business, philanthropy, and with academia and government to run large scale statewide and regional plans. We view this contract with the State of Nevada as a logical extension of our commitment to investing our time and expertise to bring in more resources to the state and to leverage our combined decades of experience to benefit Nevada at this critical time.

Strategic Progress, LLC, and Ms. Ortiz Gustafson, CEO, have been providing program development, policy development and evaluation, and evaluation services to the non-profit community, the private sector, and state and local government for more than 15 years. Strategic Progress has contracted with county government, workforce boards, state departments ranging from the Department of Employment Training and Rehabilitation to the Nevada System of Higher Education, from the Governor's Office of Economic Development, to Health and Human Services, just to name a few.

Ms. Ortiz Gustafson is an experienced strategist and project manager with a long history of successful projects with the State of Nevada and the private sector, including large research projects, program development projects, and evaluation projects conducted with her team of highly qualified analysts and strategists.

Strategic Progress' Public Project examples include, but are not limited to:

- ***Medicaid LTSS Report***
- ***VOCA Needs Assessment***
- ***Children's Mental Health Needs Assessment***
- ***Nevada Public Health Needs Assessment***
- ***Vocational Rehabilitation Outcomes Evaluation Project***
- ***Nevada Medicaid Long Term Services and Supports Report***
- ***Veterans Homeless Needs Assessment***
- ***Breast and Cervical Burden Report***
- ***NV Statewide Cancer Strategic Plan***
- ***Obesity Burden Report***
- ***Breast and Cervical Cancer Toolkit***
- ***Migrant Worker Needs Report***
- ***Diabetes Provider Toolkit***
- ***Diabetes Statewide Strategic Plan***
- ***Nevada Veterans Home Needs Assessment***
- ***Nevada Senior Veterans Housing Needs Assessment***
- ***Green Zone Veterans Federal Funding Mapping Report***

Strategic Progress' Private Sector/Community project examples include, but are not limited to:

- ***Southern NV Children's Health Needs Assessment - funded by private foundation***
- ***Healthy Communities Funding Mapping Report – funded by Wells Fargo***
- ***Child Welfare Federal Funding Mapping Report - funded by the Ritter Charitable Trust***
- ***The Veterans Systems Change Toolkit - funded by JP Morgan Chase***
- ***State and Local Systems Policy Recommendations - funded by Schwab Bank***
- ***Executive Order 2014-20 Data Mapping by State Agencies Report - funded by NDVS***
- ***Community We Will Data Driven Business Case - funded by Casey Family Programs Foundation***
- ***St. Jude's HUD Continuum of Care capital projects - funded by St. Jude's Ranch for Children***
- ***Ready for Life Data Driven Business Case- funded by the Southern NV Regional Planning Coalition***
- ***Veterans Payday Lending Study and Report - funded by Schwab Bank***
- ***Veterans Financial Stability Research Study and Report - funded by Schwab Bank***

4.1.11 Financial information and documentation to be included in Part III, Confidential Financial Information of vendor's response in accordance with Section 9.5, Part III – Confidential Financial Information.

Dun and Bradstreet Number **963678656**

Federal Tax Identification Number **20-4209798**

4.2 SUBCONTRACTOR INFORMATION

4.2.1 Does this RFQ response include the use of subcontractors?

Yes	X	No	
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If “Yes”, vendor must:

Identify specific subcontractors and the specific requirements of this RFQ for which each proposed subcontractor will perform services.

Strategic Progress will work with Innovative Research and Analysis (Dr. Justin Gardner) on this contract, a company with an incredible reputation that we have worked with for the last 3 years on over 25 state and county contracts. Dr. Gardner will be responsible for research and analytics, graphic representation of data, writing evaluation plans, partner and data management, and quality improvement and assurance (QA/QC).

DP Video Productions (Emire Stitt) will be responsible for research, writing, graphic design, creative and project management under this contract along with Strategic Progress. We work as a team and share work across our projects, with Strategic Progress assuring all deliverables.

Heather Kerwin, MPH, and Paula Cassino are Strategic Progress staff, and we have included their staff resumes and references in this RFP. They will be responsible for research, writing, facilitation, editing, graphics, and project management as well as QA/QC.

If any tasks are to be completed by subcontractor(s), vendors must:

A. Describe the relevant contractual arrangements;

Strategic Progress and Innovative Research and Analysis have a detailed agreement to assure deliverables are completed on time and within budget. In our 3-year history, we have never had a single incident working with this subcontractor. They are an extension of our Strategic Progress company, and we work together as a seamless unit. Strategic Progress, with Cyndy Ortiz Gustafson as the lead project manager, works with Dr. Justin Gardner, CEO of Innovative Research and Analysis, to manage the projects across the companies.

Strategic Progress also has a detailed MOU in place with DP Video Productions and Ms. Emire Stitt. We have partnered with DP for 7 years on over 30 MSA projects under the DP Video Productions MSA as well as the Strategic Progress Grants MSA.

In terms of process, Ms. Ortiz Gustafson assigns leads to each project that comes in. From there, each lead manages the work and is responsible for their deliverables to Ms. Ortiz Gustafson, who assures all deliverables to the state.

B. Describe how the work of any subcontractor(s) will be supervised, channels of communication will be maintained and compliance with contract terms assured; and

Strategic Progress’ CEO Cyndy Ortiz Gustafson will manage all subcontractors and will ensure all deliverables under this contract. Subcontractors will be given detailed scopes of work upon project

inception and will be required to submit ongoing progress reports to Ms. Ortiz Gustafson during the life of the project. Additionally, weekly team meetings will be held to ensure project cohesion and alignment among team members. One-on-one phone calls and emails will be used to communicate and share information during the project and to communicate with the larger team as well.

C. Describe your previous experience with subcontractor(s).

Strategic Progress, LLC has used numerous subcontractors over the last 15 years, including researchers, data analysts, grant writers, editors, creative teams, strategy consultants, and facilitators. Over the 50+ contracts we have had in the last few years with the state, we have used multiple subcontractors on the projects with great success and have been able to take on large, complicated projects concurrently due to our capacity and ability to work as a cohesive team with complimentary skill sets across a range of sectors and industries.

Vendors must describe the methodology, processes and tools utilized for:

D. Selecting and qualifying appropriate subcontractors for the project/contract;

Ms. Ortiz Gustafson has worked with each of the subcontractors noted in this RFP response in the past and has years of experience working with a number of them. These deep relationships are the result of many hours of teamwork, collaboration, and the delivery of successful state contracts for a variety of departments. This team works well together, and leverages its assets to the benefit of the client. The subcontractors were selected based on their knowledge of evaluation, research, data analysis and analytics, ability to facilitate meetings and work with clients, and ability to write well, in addition to their degrees and qualifications.

All the subcontractors selected as RFP response team members are strategists with proven track records in their fields, and all have worked with Ms. Ortiz Gustafson in the past, so she has personal knowledge of their skills, abilities, and professionalism.

E. Ensuring subcontractor compliance with the overall performance objectives for the project; and

Ms. Ortiz Gustafson, CEO of Strategic Progress, will ensure compliance with the overall performance objectives for the project. As the project manager, Ms. Ortiz Gustafson will ensure all deliverables and work products by all subcontractors.

F. Ensuring that subcontractor deliverables meet the quality objectives of the project/contract; and

Strategic Progress ensures that all subcontractor deliverables will meet the quality objectives of the project and will provide direct oversight and management of the overall project.

G. Providing proof of payment to any subcontractor(s) used for this project/contract, if requested by the State. Proposal should include a plan by which, at the State's request, the State will be notified of such payments.

All subcontractors are paid using electronic banking and all records are kept through Quickbooks Pro, which are then reviewed and processed by the company's accountant, Kohn and Company. This enables Strategic Progress to produce reports on demand that show what payments went out to subcontractors on what date, and can be produced and sent to the state at their request.

Provide the same information for any proposed subcontractors as requested in *Section 4.1, Vendor Information*.

4.1 VENDOR INFORMATION – DP Video Productions (subcontractor)

4.1.1 Vendors must provide a company profile in the table format below.

Question	Response
Company name:	<i>DP Video Productions, LLC</i>
Ownership (sole proprietor, partnership, etc.):	<i>Limited Liability Company, S Corporation</i>
State of incorporation:	<i>Nevada</i>
Date of incorporation:	<i>June, 2004</i>
# of years in business:	<i>19 years</i>
List of top officers:	<i>Emire Stitt, CEO</i>
Location of company headquarters:	<i>Henderson, Nevada</i>
Location(s) of the company offices:	<i>Henderson, Nevada</i>
Location(s) of the office that will provide the services described in this RFQ:	<i>Henderson, Nevada</i>
Number of employees locally with the expertise to support the requirements identified in this RFQ:	<i>5</i>
Number of employees nationally with the expertise to support the requirements in this RFQ:	<i>5</i>
Location(s) from which employees will be assigned for this project:	<i>Henderson, Nevada (main office) Las Vegas, Nevada</i>

4.1.2 **Please be advised**, pursuant to NRS 80.010, a corporation organized pursuant to the laws of another state must register with the State of Nevada, Secretary of State's Office as a foreign corporation before a contract can be executed between the State of Nevada and the awarded vendor, unless specifically exempted by NRS 80.015.

We have read and we acknowledge the conditions of this statute.

4.1.3 The selected vendor, prior to doing business in the State of Nevada, must be appropriately licensed by the State of Nevada, Secretary of State's Office pursuant to NRS76. Information regarding the Nevada Business License can be located at <http://nvsos.gov>.

Question	Response
Nevada Business License Number:	<i>NV20041136819</i>
Legal Entity Name:	<i>DP Video Productions, LLC</i>

Is “Legal Entity Name” the same name as vendor is doing business as?

Yes	<i>X</i>	No	
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If “No”, provide explanation.

- 4.1.4 Vendors are cautioned that some services may contain licensing requirement(s). Vendors shall be proactive in verification of these requirements prior to proposal submittal. Proposals that do not contain the requisite licensure may be deemed non-responsive.

- 4.1.5 Has the vendor ever been engaged under contract by any State of Nevada agency?

Yes	<i>X</i>	No	
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If “Yes”, complete the following table for each State agency for whom the work was performed. Table can be duplicated for each contract being identified.

Question	Response
Name of State agency:	<i>Department of Health and Human Services - Maternal and Child Program</i>
State agency contact name:	<i>Joanne Malay</i>
Dates when services were performed:	<i>February 2011 to June 2011</i>
Type of duties performed:	<i>Coordinated and managed activities for a marketing/outreach campaign designed to increase the awareness of Nevada prenatal and parenting services and programs, and to address the relationship between such services and health/birth outcomes and a healthy first year of life. Specific duties included producing and filming television advertisements, creating a social media information campaign, producing videotaped interviews</i>

Question	Response
	<i>with local physicians, coordinating news media interactions, creating an informational booklet, brochure, and posters, designing billboards and bus signage, and producing Spanish-language versions of all work.</i>
Total dollar value of the contract:	\$256,175

Question	Response
Name of State agency:	<i>Department of Health and Human Services</i>
State agency contact name:	<i>Melanie Flores</i>
Dates when services were performed:	<i>October 2012 - present</i>
Type of duties performed:	<i>Created the Nevada Wellness brand, built a website, created and maintained full social media presence. Created series of videos on health and wellness topics. Designed Toolkits for Heart and stroke prevention and diabetes prevention. Created collateral for health events. Designed and created an ad for the Reno airport.</i>
Total dollar value of the contract:	<i>\$265,881 (in progress)</i>

Question	Response
Name of State agency:	<i>Department of Tourism and Cultural Affairs</i>
State agency contact name:	<i>Patricia Atkinson</i>
Dates when services were performed:	<i>November 2009 – present</i>
Type of duties performed:	<i>Series of short documentaries as part of “Nevada Stories” and “Home means Nevada”</i>
Total dollar value of the contract:	<i>\$18,000</i>

Question	Response
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Question	Response
Name of State agency:	<i>Department of Employment, Training and Rehabilitation</i>
State agency contact name:	<i>Shelley Hendren</i>
Dates when services were performed:	<i>July 2014 - present</i>
Type of duties performed:	<i>Create a new brand for VR Nevada based on Nevada demographics research. Design and build a website for VR Nevada, create and maintain social media presence. Producing series of videos for VR Nevada YouTube channel. Managing Social Media for VR Nevada</i>
Total dollar value of the contract:	<i>\$419,886</i>

- 4.1.6 Are you now or have you been within the last two (2) years an employee of the State of Nevada, or any of its agencies, departments, or divisions?

Yes		No	<i>X</i>
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If “Yes”, please explain when the employee is planning to render services, while on annual leave, compensatory time, or on their own time?

If you employ (a) any person who is a current employee of an agency of the State of Nevada, or (b) any person who has been an employee of an agency of the State of Nevada within the past two (2) years, and if such person will be performing or producing the services which you will be contracted to provide under this contract, you must disclose the identity of each such person in your response to this RFQ, and specify the services that each person will be expected to perform.

- 4.1.7 Disclosure of any significant prior or ongoing contract failures, contract breaches, civil or criminal litigation in which the vendor has been alleged to be liable or held liable in a matter involving a contract with the State of Nevada or any other governmental entity. Any pending claim or litigation occurring within the past six (6) years which may adversely affect the vendor’s ability to perform or

fulfill its obligations if a contract is awarded as a result of this RFQ must also be disclosed. Does any of the above apply to your company?

Yes		No	X
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If “Yes”, please provide the following information. Table can be duplicated for each issue being identified.

Question	Response	
Date of alleged contract failure or breach:		
Parties involved:		
Description of the contract failure, contract breach, or litigation, including the products or services involved:		
Amount in controversy:		
Resolution or current status of the dispute:		
If the matter has resulted in a court case:	Court	Case Number
Status of the litigation:		

- 4.1.8 Vendors must review the insurance requirements specified in ***Attachment E, Insurance Schedule for RFQ 3435***. Does your organization currently have or will your organization be able to provide the insurance requirements as specified in ***Attachment E***.

Yes	X	No	
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Any exceptions and/or assumptions to the insurance requirements ***must*** be identified on ***Attachment B, Technical Certification of Compliance with Terms and Conditions of RFQ***. Exceptions and/or assumptions will be taken into consideration as part of the evaluation process; however, vendors must be specific. If vendors do not specify any exceptions and/or assumptions at time of their RFQ response submission, the State will not consider any additional exceptions and/or assumptions during negotiations.

Upon contract award, the successful vendor ***must*** provide the Certificate of Insurance identifying the coverages as specified in ***Attachment E, Insurance Schedule for RFQ 3435***.

Since DP Video Productions, LLC already conducts business with The State of Nevada, we do have and maintain all the required insurance coverage.

- 4.1.9 Company background/history and why vendor is qualified to provide the services described in this RFQ. Limit response to no more than five (5) pages.

All staff members at DP Video are highly qualified in marketing and design. DPV has provided marketing services to a wide range of Nevada companies, and is familiar with Nevada's public sector issues and demographic characteristics.

DP Video Productions, LLC, has been in the marketing and communications business in Nevada since 1998 and has successfully completed a wide variety of public and private sector projects for clients that range from state and local government agencies to many of the largest gaming corporations in the nation.

From its roots as a digital media company, through opening its online and web communications office in 2004, and on to leading a full-service marketing, advertising and public relations consortium in 2010, the company has demonstrated both talent and creativity in campaigns as well as a dedication to achieving measurable results for clients.

DP Video Productions as a partner of Strategic Progress have established a successful track record of working with State of Nevada agencies in creating communications campaigns that have resulted in measurable results—the ultimate goal of the State of Nevada Purchasing Division. However, while we feel our previous work for the State has given us an understanding of many of Nevada's economic and political priorities we know that each topic or challenge is different and requires its own, unique approach.

We hope to add value to Strategic Progress's efforts through our consulting, management, education, and communications work, and we would look forward to continuing to do so. Our intent is to lend our expertise, experience and ability to manage projects on time and on budget to support the agency in achieving its goals. The partnership of DP Video Productions and Strategic Progress spans the range of services desired by the Division.

With staff in Reno and Las Vegas, the Division is assured of access to us in person as needed and desired. Our Southern Nevada staff is ready and able to attend project meetings in Northern Nevada as often as necessary.

No matter what the activity, the Division will work directly with the senior partners from each company. In fact, our entire staffs are made up of people who each have at least 10 years of experience in their respective fields, and often 20 or 30.

In addition to successful projects performed by public institutions in Nevada, our team brings to the table our experience providing exciting and cutting-edge work for private-sector companies in the state and across the nation.

- 4.1.10 Length of time vendor has been providing services described in this RFQ to the public and/or private sector. Please provide a brief description.

DP Video Productions began in 1998 as a digital media company. Recognizing the growing demand for related services, DP Video Productions added project management, web design, digital media marketing, Social Media Development and TV production to its business services in 2004. All staff members at DP Video are highly qualified in marketing for print, video and the web. DPV has provided marketing communication services to a wide range of Nevada companies, and is familiar with Nevada's economic development issues and initiatives.

For more than a decade DP Video Productions has been conducting large media campaigns that include project management, all aspects of marketing: branding, web design, television and radio advertising, movie theater advertising, billboards, bus wraps, online advertising, and social media.

For some examples of our work please visit our website: www.dpvideo.com

- 4.1.11 Financial information and documentation to be included in ***Part III, Confidential Financial Information*** of vendor's response in accordance with ***Section 9.5, Part III – Confidential Financial Information***.

4.1.11.1 Dun and Bradstreet Number ***160942640***

4.1.11.2 Federal Tax Identification Number ***20-1199612***

4.1 VENDOR INFORMATION – Innovative Research & Analysis LLC (subcontractor)

4.1.1 Vendors must provide a company profile in the table format below.

Question	Response
Company name:	<i>Innovative Research & Analysis LLC</i>
Ownership (sole proprietor, partnership, etc.):	
State of incorporation:	<i>Nevada</i>
Date of incorporation:	<i>April 14, 2015</i>
# of years in business:	<i>2</i>
List of top officers:	<i>Justin S Gardner, CEO</i>
Location of company headquarters:	<i>Henderson, NV</i>
Location(s) of the company offices:	<i>Henderson, NV</i>
Location(s) of the office that will provide the services described in this RFP:	<i>Henderson, NV</i>
Number of employees locally with the expertise to support the requirements identified in this RFP:	<i>1</i>
Number of employees nationally with the expertise to support the requirements in this RFP:	<i>N/A</i>
Location(s) from which employees will be assigned for this project:	<i>Henderson, NV</i>

4.1.2 **Please be advised**, pursuant to NRS 80.010, a corporation organized pursuant to the laws of another state must register with the State of Nevada, Secretary of State's Office as a foreign corporation before a contract can be executed between the State of Nevada and the awarded vendor, unless specifically exempted by NRS 80.015.

4.1.3 The selected vendor, prior to doing business in the State of Nevada, must be appropriately licensed by the State of Nevada, Secretary of State's Office pursuant to NRS76. Information regarding the Nevada Business License can be located at <http://sos.state.nv.us>.

Question	Response
Nevada Business License Number:	<i>NV20151234963</i>
Legal Entity Name:	<i>Innovative Research and Analysis LLC</i>

Is "Legal Entity Name" the same name as vendor is doing business as?

Yes	XX	No	
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If “No”, provide explanation.

- 4.1.4 Vendors are cautioned that some services may contain licensing requirement(s). Vendors shall be proactive in verification of these requirements prior to proposal submittal. Proposals that do not contain the requisite licensure may be deemed non-responsive.

- 4.1.5 Has the vendor ever been engaged under contract by any State of Nevada agency?

Yes	XX	No	
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If “Yes”, complete the following table for each State agency for whom the work was performed. Table can be duplicated for each contract being identified.

Question	Response
Name of State agency:	<i>Nevada Department of Veterans Services</i>
State agency contact name:	<i>Kat Miller</i>
Dates when services were performed:	<i>January 2015-December 2015</i>
Type of duties performed:	<i>Project Management, Research, Facilitation of Homeless Initiative</i>
Total dollar value of the contract:	<i>Subcontractor to Strategic Progress</i>

Question	Response
Name of State agency:	<i>Office of Grants Procurement, Coordination and Management</i>
State agency contact name:	<i>Connie Lucido</i>
Dates when services were performed:	<i>March 2016-March 2017</i>
Type of duties performed:	<i>Research, evaluation of data, analysis, analytics, writing, graphic presentation of data, report production of state long term services and supports report for Medicaid to include MCO data</i>
Total dollar value of the contract:	<i>Subcontractor to Strategic Progress</i>

Question	Response
Name of State agency:	<i>Nevada Department of Health and Human Services, Division of Child and Family Services</i>
State agency contact name:	<i>Kelly Wooldridge</i>
Dates when services were performed:	<i>May 2016-present</i>
Type of duties performed:	<i>Research, primary data collection,</i>

Question	Response
	<i>report development, systems change design development, data analysis and modeling, and strategic recommendations for Victims of Crime Act related programs.</i>
Total dollar value of the contract:	<i>Subcontractor to Strategic Progress</i>

Question	Response
Name of State agency:	<i>Nevada Division of Public and Behavioral Health Obesity Prevention and Control</i>
State agency contact name:	<i>Kristi Robusto</i>
Dates when services were performed:	<i>May 2016-October 2016</i>
Type of duties performed:	<i>Research related to Active Transportation from a current status within Nevada as well as a best practice perspective from other states and national resources.</i>
Total dollar value of the contract:	<i>Subcontractor to DP Video Productions</i>

Question	Response
Name of State agency:	<i>Office of Grants Procurement, Coordination and Management</i>
State agency contact name:	<i>Sheila Lambert</i>
Dates when services were performed:	<i>March 2015-November 2015</i>
Type of duties performed:	<i>Research, evaluation of data, analysis, analytics, writing, graphic presentation of data, report production of state public health needs assessment and a long term services and supports report for Medicaid</i>
Total dollar value of the contract:	<i>Subcontractor to Strategic Progress</i>

Question	Response
Name of State agency:	<i>Nevada System of Higher Education</i>
State agency contact name:	<i>Frank Woodbeck</i>
Dates when services were performed:	<i>March 2015-June 2015</i>
Type of duties performed:	<i>Research, project development, writing and submission of Department of Labor American Apprenticeship Grant-grant awarded</i>

Question	Response
Total dollar value of the contract:	<i>Subcontractor to Strategic Progress</i>

Question	Response
Name of State agency:	<i>Department of Public and Behavioral Health</i>
State agency contact name:	<i>Jessica Lamb</i>
Dates when services were performed:	<i>February 2015-June 2015</i>
Type of duties performed:	<i>Research, evaluation of data, analysis, writing of Nevada Obesity Burden Report, including graphs, graphics and creative</i>
Total dollar value of the contract:	<i>Subcontractor to Strategic Progress</i>

Question	Response
Name of State agency:	<i>Department of Public and Behavioral Health</i>
State agency contact name:	<i>Lilly Helzer</i>
Dates when services were performed:	<i>January 2015-June 2015</i>
Type of duties performed:	<i>Research, data analysis and writing of the draft of the Nevada State Cancer Plan for the State and the Coalition, including graphs, graphics and creative</i>
Total dollar value of the contract:	<i>Subcontractor to Strategic Progress</i>

Question	Response
Name of State agency:	<i>Workforce Connections</i>
State agency contact name:	<i>Ric Viallobos</i>
Dates when services were performed:	<i>June 2015</i>
Type of duties performed:	<i>Development, writing, data analysis, design of evaluation plan for the Youthbuild \$1.1 million grant. Grant awarded.</i>
Total dollar value of the contract:	<i>Subcontractor to Strategic Progress</i>

Question	Response
Name of State agency:	<i>Department of Public and Behavioral Health</i>
State agency contact name:	<i>Melissa Madiera</i>
Dates when services were performed:	<i>January 2015-June 2015</i>
Type of duties performed:	<i>Research, data analysis and writing of</i>

Question	Response
	<i>the draft of the Breast and Cervical Burden Report, including graphs, graphics and creative</i>
Total dollar value of the contract:	<i>Subcontractor to Strategic Progress</i>

Question	Response
Name of State agency:	<i>Bureau of Vocational Rehabilitation</i>
State agency contact name:	<i>Shelley Hendren</i>
Dates when services were performed:	<i>June 2014-June 2015</i>
Type of duties performed:	<i>Evaluation of campaign effectiveness and outcomes. Mixed methods study using research, data analysis, interviews, surveys, focus groups. Subcontractor on this project to DP Video Productions MSA and Strategic Progress.</i>
Total dollar value of the contract:	<i>Subcontractor to Strategic Progress</i>

Question	Response
Name of State agency:	<i>Division of Public and Behavior Health</i>
State agency contact name:	<i>Leah Thompson</i>
Dates when services were performed:	<i>October 2014-June 2015</i>
Type of duties performed:	<i>Research, writing, data evaluation for the Breast and Cervical Cancer toolkit. Design of the pre and post-test evaluation tool for providers. Subcontractor to DP Video Productions MSA</i>
Total dollar value of the contract:	<i>Subcontractor to Strategic Progress</i>

Question	Response
Name of State agency:	<i>Nevada Department of Veterans Services</i>
State agency contact name:	<i>Kat Miller</i>
Dates when services were performed:	<i>May 2014- December 2014</i>
Type of duties performed:	<i>Research, outreach, data analysis, organization and creative design of the statewide veterans resource directory. Printing of the directory.</i>
Total dollar value of the contract:	<i>Subcontractor to Strategic Progress</i>

- 4.1.6 Are you now or have you been within the last two (2) years an employee of the State of Nevada, or any of its agencies, departments, or divisions?

Yes	XX	No	
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If “Yes”, please explain when the employee is planning to render services, while on annual leave, compensatory time, or on their own time? I was employed by the Nevada System of Higher Education at the College of Southern Nevada from January 2013 through February 2015. I am no longer employed by the College of Southern Nevada. I currently work as a part-time instructor at the University of Nevada, Las Vegas. This work is on a part-time basis.

If you employ (a) any person who is a current employee of an agency of the State of Nevada, or (b) any person who has been an employee of an agency of the State of Nevada within the past two (2) years, and if such person will be performing or producing the services which you will be contracted to provide under this contract, you must disclose the identity of each such person in your response to this RFP, and specify the services that each person will be expected to perform.

- 4.1.7 Disclosure of any significant prior or ongoing contract failures, contract breaches, civil or criminal litigation in which the vendor has been alleged to be liable or held liable in a matter involving a contract with the State of Nevada or any other governmental entity. Any pending claim or litigation occurring within the past six (6) years which may adversely affect the vendor’s ability to perform or fulfill its obligations if a contract is awarded as a result of this RFP must also be disclosed.

Does any of the above apply to your company?

Yes		No	XX
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If “Yes”, please provide the following information. Table can be duplicated for each issue being identified.

Question	Response
Date of alleged contract failure or breach:	
Parties involved:	
Description of the contract failure, contract breach, or litigation, including the products or services involved:	
Amount in controversy:	
Resolution or current status of the	

Question	Response	
dispute:		
If the matter has resulted in a court case:	Court	Case Number
Status of the litigation:		

- 4.1.8 Vendors must review the insurance requirements specified in ***Attachment E, Insurance Schedule for RFP 3210***. Does your organization currently have or will your organization be able to provide the insurance requirements as specified in ***Attachment E***.

Yes		No	XX
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Any exceptions and/or assumptions to the insurance requirements ***must*** be identified on ***Attachment B, Technical Proposal Certification of Compliance with Terms and Conditions of RFP***. Exceptions and/or assumptions will be taken into consideration as part of the evaluation process; however, vendors must be specific. If vendors do not specify any exceptions and/or assumptions at time of proposal submission, the State will not consider any additional exceptions and/or assumptions during negotiations.

Upon contract award, the successful vendor ***must*** provide the Certificate of Insurance identifying the coverages as specified in ***Attachment E, Insurance Schedule for RFP 3210***.

- 4.1.9 Company background/history and why vendor is qualified to provide the services described in this RFP. Limit response to no more than five (5) pages.

Justin S. Gardner is the founder and CEO of Innovative Research and Analysis LLC and has his PhD in Public Affairs (2016) from the University of Nevada, Las Vegas. After nearly a decade of public sector service at the Federal and state level, he founded Innovative Research and Analysis in 2015 and is a principal partner with Strategic Progress LLC. Dr. Gardner is a methodologist by trade with extensive experience in program management and process development. His approach to systems projects focuses on model efficiency, framework development, program evaluation, and technical deliverables such as automation and sustainable systems design. His skills and services include:

- ***Public policy research and analysis***
- ***Strategic planning and group facilitation***
- ***Focus group facilitation and analysis***
- ***Private and public, including Federal, grant development and writing***
- ***Large scale policy initiative design, implementation and management***
- ***Policy, program and project evaluation, benchmarking, and metrics***
- ***Market analysis, Needs assessments, Gap-Fit analysis, SWOT analysis***
- ***Collateral development and graphic design***
- ***Project and program management***
- ***Data analysis and management***
- ***Database design, implementation and management***

- *Survey development, design and analysis*
- *Statistical analysis, including spatial analytics, data modeling, and mixed methods*
- *Process development and database automation design, implementation and management*

Previously, Dr. Gardner served as the Director of the MyCSN Technology Group at the College of Southern Nevada (CSN), where he provided institution-wide support and database intervention design, implementation and evaluation within the PeopleSoft student data system. At CSN, he served as a technical lead for numerous student intervention projects, during which he strived to incorporate elements of Universal Design and automation to improve end user experiences. His goal to promote effective deployment of institutional initiatives and efficient use of existing and new resources led to the successful implementation of many projects. While at the CSN, Gardner presented project results, planning and implementation outcomes, and lessons learned at the 2014 Southern Nevada Diversity Summit and the 2015 eLearning Conference.

At the Federal level, Dr. Gardner worked as a research contractor at the U.S. Army Engineer Research and Development Center (ERDC) to design, develop and implement a first-of-a-kind database of ecosystem restoration projects. This project received national attention at a May 2014 webinar held by ERDC during which Gardner presented. The finished database was delivered as an online, website-based data dashboard that provides project information for over 25 years of ecosystem restoration projects completed by the U.S. Army Corps of Engineers (USACE) across the nation. As part of the database development, he assisted with the identification of evaluative criteria and a holistic evaluation of completed projects to determine project successes, limitation, and opportunities.

Previously, Dr. Gardner began his career in the Federal government working with the U.S. Army Corps of Engineers at Lewisville Lake in Texas. His role at Lewisville Lake was focused on park and recreation area management, volunteer program supervision, contract management, and a myriad of natural resources and flood control related assignments. During his time with the USACE, Gardner developed training procedures for contract gate attendants and park volunteers to maximize efficiency of park operations. The programs and procedures he designed are still being utilized at Lewisville Lake. Additionally, he was responsible for the Recreation Fee Program. He effectively re-designed the fee program to include a standardized collection and warehousing process in response to a history of audit findings at the lake. During his time at Lewisville there were no reported audit findings and his standardized process for this program is currently being used today. Currently, Dr. Gardner and his company Innovative Research and Analysis LLC work with a variety of clients and partners:

Projects:

- *Employment Program Community Impact Analysis, Goodwill of Southern Nevada, 2017*
- *Nevada Statewide Assessment of Services and Needs for Aging Veterans: Current and Future, Nevada Department of Veterans Services, 2017*
- *An Assessment of the Office of Military Legal Assistance @EASE Program, AHEAD Grant Fund Program, Schwab Bank, Nevada Community Foundation, 2017*
- *2015 Nevada Long-Term Services and Supports Report, Nevada Department of Health and Human Services, Centers for Medicaid and Medicare, and Balancing Incentive Payment Program, 2017*
- *Northern Nevada Veterans Memorial Cemetery Water Projection and Policy Analysis, Nevada Department of Veterans Services, 2016*

- *Locally Driven Fund Distribution: A Model for Strategic Investment, Nevada Department of Health and Human Services, 2016*
- *VOCA Primary Data Analysis, Nevada Department of Health and Human Services, Nevada Division of Child and Family Services, 2016*
- *Assessment and Capacities of the Veterans Services Officers Program, Nevada Department of Veterans Services, 2016*
- *Active Transportation in Nevada: Charting a Course for the Road Ahead, Nevada Division of Public and Behavioral Health, 2016*
- *Assembly Bill 62 Veteran Data Mapping by State Agencies Report, Nevada Department of Veterans Services, 2016*
- *Integrating Homeless Youth Programs and a Juvenile Assessment Center, Clark County Department of Family Services, 2016*
- *Managed Care Considerations, Clark County Department of Family Services, 2016*
- *Office of Minority Health Coalition Report and Recommendations, Nevada Department of Health and Human Services, 2016*
- *Strategic Planning, Study and Report for Goodwill of Southern Nevada, 2015-2016*
- *Survey Analysis for Faculty Voices Community College Survey, National Center for Inquiry and Improvement, 2015 & 2016*
- *Breast and Cervical Cancer Burden Report and Toolkit, Nevada Division of Public and Behavioral Health, 2015*
- *Executive Order 2014-13 Nevada Veterans Resource Directory, Nevada Department of Veterans Services, 2015*
- *Executive Order 2014-20 Data Mapping by State Agencies Report, Nevada Department of Veterans Services, 2015*
- *Marketing and Advertising Campaign Final Report, Nevada Department of Employment, Training, and Rehabilitation, Nevada Vocational Rehabilitation Division, 2015*
- *Nevada State Health Needs Assessment, Nevada Centers for Medicare and Medicaid, 2015*
- *Obesity Burden Report, Nevada Division of Public and Behavioral Health, 2015*

Clients:

- | | |
|---|---|
| <ul style="list-style-type: none"> ▪ <i>Goodwill of Southern Nevada</i> ▪ <i>Innovative Educators, Colorado</i> ▪ <i>National Center for Inquiry and Improvement, California</i> ▪ <i>Nevada Bureau of Vocational Rehabilitation</i> ▪ <i>Nevada Community Foundation</i> ▪ <i>Nevada Department of Veterans Services</i> | <ul style="list-style-type: none"> ▪ <i>Nevada Division of Public and Behavioral Health</i> ▪ <i>Nevada Office of Grants Procurement, Coordination and Management</i> ▪ <i>Nevada System of Higher Education</i> ▪ <i>Schwab Bank</i> ▪ <i>Wild Air Marketing, Georgia</i> ▪ <i>Workforce Connections</i> |
|---|---|

Partners:

- | | |
|--|--|
| <ul style="list-style-type: none"> ▪ <i>Strategic Progress, LLC</i> ▪ <i>DP Video Productions</i> ▪ <i>BP2 Solutions</i> ▪ <i>UNLV, School of Public Policy and Leadership</i> | <ul style="list-style-type: none"> ▪ <i>Veteran Policy Leadership Institute</i> ▪ <i>Applied Research and Policy Institute</i> ▪ <i>Thought Industrie</i> |
|--|--|

*Dr. Gardner has published his dissertation, **Life After Service for Post-9/11 Veterans: Data, Methods, and Policy Impacts** in which he developed a new methodological approach coined **Event Outcome Analysis** in addition to peer reviewed technical reports as a co-author that include; conceptual development, technical implementation and analytical findings. His work with **Strategic Progress LLC** has resulted in many published state reports, most notably: **Nevada Veterans Resource Directory**; **2015 Nevada State Health Needs Assessment**; **Marketing and Advertising Campaign Final Report: Nevada Vocational Rehabilitation Division**; and **Executive Order 2014-20 Report to the Interagency Council on Veterans Affairs**. He has conducted analysis and provided statistical findings for presentations related to community college cohort tracking. His work at the **University of Nevada Las Vegas** has resulted in a published report, **Nevada veterans study that assessed the financial landscape facing veterans in Nevada**. As a result, Dr. Gardner has been called to testified or provide written or data visualizations during both the 78th and 79th Nevada Legislative Sessions in 2015 and 2017.*

Currently, his research interests and projects focus on social policy, health policy and assessments, education technology and veteran affairs. His dissertation, which developed a new methodological approach to measuring individual or group impacts resulting from policy changes was designed to be published in several journal article formats following full dissertation publication. Currently, he is working collaboratively to publish four articles based on his dissertation. He also served as a co-author for a recent publication submission on health policy innovations in the United States.

Dr. Gardner's consulting approach is client focused and guided by his company slogan, "Vision driven: Data derived". His overall goal in research and consulting is to include program evaluation and analysis components in project planning process to improve implementation, design, and assessment. Dr. Gardner is also a regular attendee of statistical workshops offered by the Inter-University Consortium for Political and Social Research.

4.1.10 Length of time vendor has been providing services described in this RFP to the public and/or private sector. Please provide a brief description.

Dr. Gardner has nearly 10 years of experience designing and implementing evaluation projects and studies. He has conducted services related to the requirements of this RFP at the Federal, state, nonprofit and private level. Included in this experience is extensive experience with program and project management, database development, research and data analytics, professional report writing, academic publications, policy and program evaluation, process development and program design, and grant writing. His relevant projects are included below:

State and Local Government:

- **Breast and Cervical Burden Report**
- **Breast and Cervical Cancer Toolkit**
- **Executive Order 2014-13 Nevada Veterans Resource Directory**
- **Executive Order 2014-20 Data Mapping by State Agencies Report**
- **Nevada Medicaid Long Term Services and Supports Report**
- **Nevada Public Health Needs Assessment**

- *Obesity Burden Report*
- *Veterans Homeless Needs Assessment*
- *Vocational Rehabilitation Outcomes Evaluation Project*
- *Nevada Statewide Assessment of Services and Needs for Aging Veterans*
- *An Assessment of the Office of Military Legal Assistance @EASE Program*
- *Northern Nevada Veterans Memorial Cemetery Water Projection and Policy Analysis*
- *Locally Driven Fund Distribution: A Model for Strategic Investment*
- *VOCA Primary Data Analysis*
- *Assessment and Capacities of the Veterans Services Officers Program*
- *Active Transportation in Nevada: Charting a Course for the Road Ahead*
- *Assembly Bill 62 Veteran Data Mapping by State Agencies Report*
- *Integrating Homeless Youth Programs and a Juvenile Assessment Center, Clark County, NV*
- *Managed Care Considerations, Clark County, NV*
- *Office of Minority Health Coalition Report and Recommendations*
- *Strategic Planning, Study and Report for Goodwill of Southern Nevada, 2015-2016*

Federal Government:

- *Technical Publication for Database Development- completed with Bowhead Science and Technology- funded by ERDC-EL*
- *Technical Publication for Retrospective Ecosystem Restoration Project- completed with Bowhead Science and Technology- funded by ERDC-EL*
- *Webinar Presentation of Online Ecosystem Restoration Database- funded by ERDC-EL*

Nonprofit:

- *Employment Program Community Impact Analysis, Goodwill of Southern Nevada, 2017*
- *Current strategic development project with market analysis, research and data analytics for Goodwill of Southern Nevada*

Academic:

- *Doctoral Dissertation, Life After Service for Post-9/11 Veterans: Data, Methods, and Policy Impacts*
- *2015 PAPOR Student Research Paper Award Submission, Veteran Financial and Payday Lending Article- completed as part of project funded by Schwab Bank*
- *Veterans Financial Stability Research Study and Report- funded by Schwab Bank*
- *Veterans Payday Lending Study and Report- funded by Schwab Bank*

Private:

- *Research on American Antique Specialty Shops for Publication in Essentially America- completed for Marketing Resource Group*
- *Research on National Historic Landmarks for Travel Publication- completed for Marketing Resource Group*
- *Statistical Analysis and Presentation Development, Student Persistence and Completion- completed for NCII*
- *Survey Analysis for Faculty Voices Community College Survey 2015- completed for NCII*

- ***Follow-up Survey Analysis for Faculty Voices Community College Survey 2016-completed for NCII***
- ***Sustainability Company Profiles - completed for Wild Air Marketing***

4.1.11 Financial information and documentation to be included in Part III, Confidential Financial Information of vendor's response in accordance with Section 10.5, Part III – Confidential Financial Information.

4.1.11.1 Dun and Bradstreet Number: ***08-574-2423***

4.1.11.2 Federal Tax Identification Number: ***47-3721965***

Business references as specified in **Section 4.3, Business References** must be provided for any proposed subcontractors.

Business references for each subcontract have been included in section 4.3.

Vendor shall not allow any subcontractor to commence work until all insurance required of the subcontractor is provided to the vendor.

Strategic Progress will not allow any subcontractor to commence work until all insurance requirements for subcontractors are provided to the State.

Vendor must notify the using agency of the intended use of any subcontractors not identified within their original proposal and provide the information originally requested in the RFQ in **Section 4.2, Subcontractor Information**. The vendor must receive agency approval prior to subcontractor commencing work.

Strategic Progress will notify the agency of the intended use of any subcontractors not identified in this proposal and understand that we must receive approval before we allow said subcontractor to commence work.

4.3 BUSINESS REFERENCES

- 4.3.1 Vendors should provide a minimum of three (3) business references from similar projects performed for private, state and/or large local government clients within the last three (3) years.
- 4.3.2 Vendors must provide the following information for every business reference provided by the vendor and/or subcontractor:

The “Company Name” must be the name of the proposing vendor or the vendor’s proposed subcontractor.

Reference #: 1	Caleb. S. Cage		
Company Name:	Strategic Progress, LLC		
<i>Identify role company will have for this RFP project (Check appropriate role below):</i>			
XX	<i>VENDOR</i>		<i>SUBCONTRACTOR</i>
Project Name:	Green Zone Veterans Initiative		
Primary Contact Information			
Name:		Caleb S. Cage NV Chief of Emergency Management and Homeland Security Advisor	
Street Address:		278 Fairway Drive	
City, State, Zip:		Carson City, NV 89701	
Phone, including area code:		775-338-9151	
Facsimile, including area code:			
Email address:		Caleb.cage@gmail.com	
Alternate Contact Information			
Name:			
Street Address:			
City, State, Zip:			
Phone, including area code:			
Facsimile, including area code:			
Email address:			
Project Information			
Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable:		Strategic Progress, LLC conducted the research, program and systems evaluation, data analysis and writing of the key components of the Green Zone veterans initiative at the state level. Worked to implement this strategic architecture across the state.	
Original Project/Contract Start Date:		March 2012	
Original Project/Contract End Date:		December 2015	
Original Project/Contract Value:		\$250,000	
Final Project/Contract Date:		December 2015	
Was project/contract completed in time originally allotted, and if not,		Yes	

why not?	
Was project/contract completed within or under the original budget/ cost proposal, and if not, why not?	Yes

Reference #:	2			Frank Woodbeck
Company Name:	Strategic Progress, LLC			
Identify role company will have for this RFP project (Check appropriate role below):				
XX	VENDOR			SUBCONTRACTOR
Project Name:	TAACCCT 4 Federal Grant Project Management, Project Development and Writing			
Primary Contact Information				
Name:	Frank Woodbeck Vice Chancellor, Nevada System of Higher Education			
Street Address:	4300 S. Maryland Parkway			
City, State, Zip:	Las Vegas, NV 89119			
Phone, including area code:	702-343-0984			
Facsimile, including area code:				
Email address:	Frank_woodbeck@nshe.nevada.edu			
Alternate Contact Information				
Name:				
Street Address:				
City, State, Zip:				
Phone, including area code:				
Facsimile, including area code:				
Email address:				
Project Information				
Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable:	Strategic Progress, LLC and Ms. Ortiz Gustafson managed the TAACCCT 4 Federal grant process for NSHE, including project development, research, evaluation planning, writing and submission. The grant was awarded for \$9,921,831. Ms. Ortiz Gustafson also managed the DETR State Energy Sector Partnership grant for \$6 million for Mr. Woodbeck when he was Director of DETR.			
Original Project/Contract Start Date:	April 2011			
Original Project/Contract End Date:	July 2014			
Original Project/Contract Value:	\$22,000 for both grants			
Final Project/Contract Date:	July 2014			
Was project/contract completed in time originally allotted, and if not, why not?	Yes			
Was project/contract completed	Yes			

within or under the original budget/ cost proposal, and if not, why not?	
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Reference #: 3	Tim Burch CEO of SPIRIT Corp. Former Director of Clark County Social Services and Clark County Department of Family Services		
Company Name:	Strategic Progress, LLC		
Identify role company will have for this RFP project (Check appropriate role below):			
XX	VENDOR		SUBCONTRACTOR
Project Name:	Nevada Community Foundation Policy and Strategy Initiatives		
Primary Contact Information			
Name:	Tim Burch, CEO, Spirit Solutions Inc.		
Street Address:	2900 Pershing Ave		
City, State, Zip:	Orlando, FL 32806		
Phone, including area code:	407-717-4558		
Facsimile, including area code:			
Email address:	tim.burch@thespiritproject.com		
Alternate Contact Information			
Name:			
Street Address:			
City, State, Zip:			
Phone, including area code:			
Facsimile, including area code:			
Email address:			
Project Information			
Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable:	Ms. Ortiz Gustafson delivered multiple reports for Mr. Burch when he was director of Clark County Social Services as well as Department of Family Services, including a Managed Medicaid Report in 2016 as well as an Integrated DFS/JJ Model Report in 2016.		
Original Project/Contract Start Date:	2010		
Original Project/Contract End Date:	October 2016		
Original Project/Contract Value:	\$36,000 per year		
Final Project/Contract Date:	October 2016		
Was project/contract completed in time originally allotted, and if not, why not?	Yes		
Was project/contract completed within or under the original budget/ cost proposal, and if not, why not?	Yes		

- 4.3.3 Vendors must also submit ***Attachment F, Reference Questionnaire*** to the business references that are identified in ***Section 4.3.2***.

References have been submitted to the state directly from the referring client.

- 4.3.4 The company identified as the business references must submit the Reference Questionnaire directly to the Purchasing Division.

Completed and acknowledged.

- 4.3.5 It is the vendor's responsibility to ensure that completed forms are received by the Purchasing Division on or before the deadline as specified in ***Section 8, RFQ Timeline*** for inclusion in the evaluation process. Reference Questionnaires not received, or not complete, may adversely affect the vendor's score in the evaluation process.

Completed and acknowledged.

- 4.3.6 The State reserves the right to contact and verify any and all references listed regarding the quality and degree of satisfaction for such performance.

Acknowledged.

4.3 BUSINESS REFERENCES (Innovative Research and Analysis)

- 4.3.1 Vendors should provide a minimum of three (3) business references from similar projects performed for private, state and/or large local government clients within the last three (3) years.
- 4.3.2 Vendors must provide the following information for every business reference provided by the vendor and/or subcontractor:

The “Company Name” must be the name of the proposing vendor or the vendor’s proposed subcontractor.

Reference #:	1
Company Name:	Innovative Research and Analysis
Identify role company will have for this RFQ project (Check appropriate role below):	
	VENDOR X SUBCONTRACTOR
Project Name:	AHEAD Grant Program
Primary Contact Information	
Name:	Schwab Bank, Nancy Brown
Street Address:	5190 Neil Road Suite 300
City, State, Zip	Henderson, NV 89510
Phone, including area code:	775-689-6830
Facsimile, including area code:	
Email address:	Nancy.e.brown@schwabbank.com
Alternate Contact Information	
Name:	
Street Address:	
City, State, Zip	
Phone, including area code:	
Facsimile, including area code:	
Email address:	
Project Information	
Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable:	Developed project scope as submitted to AHEAD Grant to assess the impact of the OMLA @EASE Program 18-months following full implementation of the program. This research included primary and secondary data collection, analysis and modeling, program evaluation, and recommendation development for sustainable program expansion.
Original Project/Contract Start	September 2015

Date:	
Original Project/Contract End Date:	March 2017
Original Project/Contract Value:	\$30,000
Final Project/Contract Date:	\$30,000
Was project/contract completed in time originally allotted, and if not, why not?	Yes
Was project/contract completed within or under the original budget/ cost proposal, and if not, why not?	Yes

Reference #:	2		
Company Name:	Innovative Research and Analysis		
Identify role company will have for this RFQ project (Check appropriate role below):			
<input checked="" type="checkbox"/>	VENDOR	<input type="checkbox"/>	SUBCONTRACTOR
Project Name:		Goodwill Southern Nevada Community Impact Assessment	
Primary Contact Information			
Name:		Steve Chartrand	
Street Address:		1280 West Cheyenne Ave	
City, State, Zip		North Las Vegas, NV 89030	
Phone, including area code:		702-214-2020	
Facsimile, including area code:			
Email address:		CEO@goodwillsn.org	
Alternate Contact Information			
Name:			
Street Address:			
City, State, Zip			
Phone, including area code:			
Facsimile, including area code:			
Email address:			
Project Information			
Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable:		Conducted a community impact analysis of Goodwill of Southern Nevada employment program for the 2016 Calendar Year. The analysis focused on individual economic outcomes including annual salary, household income, reliance on social	

	welfare and assistance programs, and employment placements. Additionally, the analysis focused on programs utilized, barriers encountered and addressed, and summaries of program outcomes based on socio-economic and demographic dynamics. Project deliverables included six (6) data visualization pages with various graphical, visual, and tabular data displays along with associated narrative, methodology, findings, and recommendations.
Original Project/Contract Start Date:	March 2017
Original Project/Contract End Date:	April 2017
Original Project/Contract Value:	\$1,500
Final Project/Contract Date:	April 2017
Was project/contract completed in time originally allotted, and if not, why not?	Yes
Was project/contract completed within or under the original budget/ cost proposal, and if not, why not?	Project was billed for \$1,500; however, the hours spent on the project exceeded the contract hours based on scope of work. Project overage in budget was discounted to Goodwill of Southern Nevada.

Reference #:	3		
Company Name:	Innovative Research and Analysis		
Identify role company will have for this RFQ project (Check appropriate role below):			
	VENDOR	X	SUBCONTRACTOR
Project Name:	Schwab Bank Grant		
Primary Contact Information			
Name:	Dr. Christopher Stream		
Street Address:	Box 454060, 4505 S. Maryland Pkwy		
City, State, Zip	Las Vegas, NV 89154-4030		
Phone, including area code:	702-895-4440		
Facsimile, including area code:			
Email address:	Chris.stream@unlv.edu		

Alternate Contact Information	
Name:	
Street Address:	
City, State, Zip	
Phone, including area code:	
Facsimile, including area code:	
Email address:	
Project Information	
Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable:	Initial project was an in-class survey project to assess payday lending usage among Nevada veterans, which was extended into a second project to study related veteran issues as well as payday lending and financial stability. Second project was designed as a course project for Mixed Methods. Project outcomes included a conference paper submission and presentation.
Original Project/Contract Start Date:	August 2014
Original Project/Contract End Date:	December 2014 (extended to December 2015)
Original Project/Contract Value:	\$5,000 (initial), \$10,000 (final)
Final Project/Contract Date:	December 2015
Was project/contract completed in time originally allotted, and if not, why not?	Yes
Was project/contract completed within or under the original budget/ cost proposal, and if not, why not?	Yes

4.3.3 Vendors must also submit ***Attachment F, Reference Questionnaire*** to the business references that are identified in ***Section 4.3.2***.

4.3.4 The company identified as the business references must submit the Reference Questionnaire directly to the Purchasing Division.

- 4.3.5 It is the vendor's responsibility to ensure that completed forms are received by the Purchasing Division on or before the deadline as specified in ***Section 8, RFQ Timeline*** for inclusion in the evaluation process. Reference Questionnaires not received, or not complete, may adversely affect the vendor's score in the evaluation process.
- 4.3.6 The State reserves the right to contact and verify any and all references listed regarding the quality and degree of satisfaction for such performance.

4.3 BUSINESS REFERENCES – (DP Video Productions, LLC)

- 4.3.1 Vendors should provide a minimum of three (3) business references from similar projects performed for private, state and/or large local government clients within the last three (3) years.
- 4.3.2 Vendors must provide the following information for every business reference provided by the vendor and/or subcontractor:

The “Company Name” must be the name of the proposing vendor or the vendor’s proposed subcontractor.

Reference #: 1	<i>Department of Employment Training and Rehabilitation</i>		
Company Name:	<i>DP Video Productions, LLC</i>		
<i>Identify role company will have for this RFQ project (Check appropriate role below):</i>			
<i>X</i>	<i>VENDOR</i>		<i>SUBCONTRACTOR</i>
Project Name:	<i>Marketing/Outreach Campaign</i>		
Primary Contact Information			
Name:	<i>Shelley Hendren</i>		
Street Address:	<i>3016 West Charleston Blvd</i>		
City, State, Zip	<i>Las Vegas, NV 89012</i>		
Phone, including area code:	<i>775-687-6800</i>		
Facsimile, including area code:			
Email address:	<i>sghendren@nvdetr.org</i>		
Alternate Contact Information			
Name:	<i>Janice John</i>		
Street Address:	<i>3016 West Charleston Blvd</i>		
City, State, Zip	<i>Las Vegas, NV 89012</i>		
Phone, including area code:	<i>702-486-3213</i>		
Facsimile, including area code:			
Email address:	<i>jjohn@nvdetr.org</i>		
Project Information			
Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if	<i>Coordinated and managed activities for a marketing/ outreach campaign designed to increase the awareness of Nevada Vocational Rehabilitation’s role as a valuable resource of qualified</i>		

applicable:	<i>employees. Specific duties included conducting a needs assessment report, branding VR Nevada, creating a website, producing and filming television advertisements, creating a social media information campaign, producing videotaped interviews with local business owners, coordinating news media interactions, creating informational brochures, e-mail campaigns and radio.</i>
Original Project/Contract Start Date:	<i>July 2014</i>
Original Project/Contract End Date:	<i>June 2015</i>
Original Project/Contract Value:	<i>\$289,936</i>
Final Project/Contract Date:	<i>Renewed until June 2018</i>
Was project/contract completed in time originally allotted, and if not, why not?	<i>Yes</i>
Was project/contract completed within or under the original budget/ cost proposal, and if not, why not?	<i>Yes, we did stay within the budget.</i>

Reference #: 2	Planet Hollywood International		
Company Name:	DP Video Productions, LLC		
Identify role company will have for this RFQ project (Check appropriate role below):			
X	VENDOR		SUBCONTRACTOR
Project Name:	Marketing/Outreach Campaigns for Planet Hollywood Corporation and its subsidiaries		
Primary Contact Information			
Name:	Robyn Peot		
Street Address:	3667 Las Vegas Blvd, South		
City, State, Zip	Las Vegas, NV 89109		
Phone, including area code:	(702) 785-5062		
Facsimile, including area code:			
Email address:	RPeot@planethollywoodintl.com		

Alternate Contact Information	
Name:	
Street Address:	
City, State, Zip	
Phone, including area code:	
Facsimile, including area code:	
Email address:	
Project Information	
Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable:	<i>Planet Hollywood International: Manage and produce marketing/advertising for all Planet Hollywood properties in Las Vegas, around the country and internationally. Commercials, plasma screen advertising, social media promotional videos, instructional videos.</i>
Original Project/Contract Start Date:	<i>January 2009</i>
Original Project/Contract End Date:	<i>Ongoing</i>
Original Project/Contract Value:	<i>\$4,900 monthly retainer plus additional project costs</i>
Final Project/Contract Date:	<i>Ongoing</i>
Was project/contract completed in time originally allotted, and if not, why not?	<i>Yes, all our deliverables are on time.</i>
Was project/contract completed within or under the original budget/ cost proposal, and if not, why not?	<i>Yes, we do stay within the budget.</i>

Reference #: 3	<i>Department of Health and Human Services</i>		
Company Name:	<i>DP Video Productions, LLC</i>		
<i>Identify role company will have for this RFQ project (Check appropriate role below):</i>			
<i>X</i>	<i>VENDOR</i>		<i>SUBCONTRACTOR</i>
Project Name:	<i>Nevada Wellness</i>		

Primary Contact Information	
Name:	<i>Melanie S. Flores</i>
Street Address:	<i>4150 Technology Way, Suite 210</i>
City, State, Zip	<i>Carson City, NV 89706</i>
Phone, including area code:	<i>(775) 687-7509</i>
Facsimile, including area code:	
Email address:	<i>mflores@health.nv.gov</i>
Alternate Contact Information	
Name:	<i>Eric Fortenbury</i>
Street Address:	<i>4150 Technology Way, Suite 210</i>
City, State, Zip	<i>Carson City, NV 89706</i>
Phone, including area code:	<i>(775) 684-5929</i>
Facsimile, including area code:	
Email address:	<i>efortenbury@health.nv.gov</i>
Project Information	
Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable:	<i>Bureau of Child, Family & Community Wellness: Design and build a Nevada Wellness brand and website. Create on-line presence through social media. Design and create posters, billboards, brochures and toolkits.</i>
Original Project/Contract Start Date:	<i>February 2013</i>
Original Project/Contract End Date:	<i>September 2016</i>
Original Project/Contract Value:	<i>\$265,881</i>
Final Project/Contract Date:	<i>September 29, 2016</i>
Was project/contract completed in time originally allotted, and if not, why not?	<i>Yes, all our deliverables were on time.</i>
Was project/contract completed within or under the original budget/ cost proposal, and if not, why not?	<i>Yes, we did stay within the budget.</i>

- 4.3.3 Vendors must also submit *Attachment F, Reference Questionnaire* to the business references that are identified in *Section 4.3.2*.

Acknowledged.

- 4.3.4 The company identified as the business references must submit the Reference Questionnaire directly to the Purchasing Division.

Acknowledged.

- 4.3.5 It is the vendor's responsibility to ensure that completed forms are received by the Purchasing Division on or before the deadline as specified in ***Section 8, RFQ Timeline*** for inclusion in the evaluation process. Reference Questionnaires not received, or not complete, may adversely affect the vendor's score in the evaluation process.

Acknowledged.

- 4.3.6 The State reserves the right to contact and verify any and all references listed regarding the quality and degree of satisfaction for such performance.

Acknowledged.



Section VIII

Attachment G – Proposed Staff Resume

PROPOSED STAFF RESUME

Company Name Submitting Proposal:	Strategic Progress, LLC
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Contractor:	X	Subcontractor:	
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The following information requested pertains to the individual being proposed for this project.

Name:	Cynthia Ortiz Gustafson	Key Personnel: (Yes/No)	Yes
Individual's Title:	CEO		
# of Years in Classification:	15	# of Years with Firm:	15

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE <i>A brief summary of the proposed individual's professional experience.</i>

Cyndy Ortiz Gustafson is a native Nevadan who has worked in public service and community development since her graduation from Washington State University with a Masters Degree in Political Science with an emphasis in Public Law in 1998.

Ms. Ortiz Gustafson has a long history of working with Nevada state and county departments, as well as community non-profits and initiatives. She has raised over \$78 million in the last 15 years, and has completed a number of large scale program and policy projects as well.

As CEO of Strategic Progress, LLC, established in 2002, Ms. Ortiz Gustafson provides strategic consulting with a focus on large-scale public policy initiative design and implementation, public affairs and regional planning, and grant/fund development and program design and evaluation to a variety of non-profit and governmental agencies and programs. Ms. Ortiz Gustafson's work is focused on coordinating and advancing regional public policy. In 2007 she researched and wrote Southern Nevada's Plan to End Homelessness, which lays out the philosophical, logistical and tactical parameters of a regional, best practice, coordinated plan to address the complex problem of homelessness in our community. In the 3 years after the plan was published Southern Nevada realized a 30% reduction in the number of homeless on the streets.

In May of 2009, she led a region wide effort to safely reduce the number of children in foster care, by advocating for increased front-end support of children and families, funded by Casey Family Programs, the nation's largest foundation working to improve foster care. Ms. Gustafson was invited to speak to the Council of Southwest Foundations about this model of evaluating systems change readiness, the business case for change, community action plan and public and private funding alignment assessment she designed. She also acted as the Coordinator for Ready for Life Southern Nevada under the Southern Nevada Regional Planning Coalition for two years from 2008 to 2010. Also designed and helped implement the Governor's Green Zone Veterans Initiative with the State of Nevada Office of Veterans Services and the Director of Military and Veterans Policy assess system outcomes for veterans and to improve our ability to meet unmet needs at the state and community levels.

Over the last 15 years, Ms. Ortiz Gustafson has raised over \$78 million in grant funding for her clients. Ms. Ortiz Gustafson has worked with a variety of local and national organizations, including the Nevada System of Higher Education, the Nevada Department of Veterans Services, Nevada Public Radio, the Southern Nevada Regional Planning Coalition, the Department of Public and Behavioral Health, NV Maternal and Child Health, the Federal Reserve Bank of San Francisco, Rose Dominican Hospitals, Easter Seals Southern Nevada, YMCA, St. Jude's Ranch for Children, HELP of Southern Nevada, the Nevada Blind Children's Foundation, United Way of Southern

Nevada, the Nevada Community Foundation, Casey Family Programs, the NV Department of Training and Rehabilitation, Workforce Connections, One Drop, Housing for Nevada, the Andson Foundation, the Pentagon and Robert F. Kennedy's Jr.'s Waterkeeper Alliance.

RELEVANT EXPERIENCE

Timeframe: 03/1/2016-current

Vendor: Strategic Progress, LLC

Client: Nevada State Health Division

Kelly Wooldridge, Administrator

4126 Technology Way, Third Floor

Carson City, NV 89706

Phone- 775-684-4400

Fax- 775-684-4455

kwooldridge@dcfs.nv.gov

Role: Project Manager and Lead Strategist

Details: Ms. Ortiz Gustafson managed the large scale VOCA systems change research, data analysis, report writing and implementation of the project. The deliverables included a comparative model assessment, model design, evaluation plan development, funding analysis, and front end training digital platform for grantees. Ms. Ortiz Gustafson and Strategic Progress also conducted a children's mental health statewide needs assessment for DCFS during this time, including research, data analysis, writing, graphics and data presentation, report design and overall project management.

Timeframe: 06/2012-2015

Vendor: Strategic Progress, LLC

Client: Nevada Office of Veterans Services, Director of Military and Veterans Policy, Office of the Governor

Caleb Cage, Director

5460 Reno Corporate Dr. Suite 131 Reno, NV 89511

Phone- 775-688-1653

Fax- 775-688-1656

Email- cagec@veterans.nv.gov

Role: Project Manager and Lead Strategist

Details: Ms. Ortiz Gustafson was the lead strategist on the design and implementation of the statewide systems change project, the Green Zone Veterans Initiative, for the state. She conducted the research, assessment, evaluation, writing and publication of the Business Case, Community Action Plan and a Strategic Financing Plan that laid out a systems change plan for veterans services for the state of Nevada to improve outcomes for Nevada's returning veterans. This project has been called a national model by the Pentagon's Office of Family and Warrior Support. The project ended on time and within budget June 30, 2015

Timeframe: 2011-2016

Vendor: Strategic Progress, LLC

Client: Clark County Social Services and Clark County Department of Family Services

Tim Burch, (Former) Director

Clark County

Phone- 407-717-4558

Email- Tim Burch- tim.burch@thespiritproject.com

Role: Project Manager and Lead Strategist

Details: Ms. Ortiz Gustafson was the project manager and lead strategist on a number of research projects for Tim Burch when he was Director of Clark County Social Services and Department of Family Services including a Managed Medicaid for Foster Youth report, a systems report on Integrating Homeless Youth into a Juvenile Assessment Center and a project that was designed to implement predictive analytics in the social services system. Strategic Progress acted as strategy consultants and researchers and writers on these projects.

EDUCATION

**Washington State University
Pullman, Washington
Master of Arts in Political Science with an Emphasis in Public Law
Bachelor of Arts with a Major in Political Science and Minor in Humanities
Wildworks Facilitator**

REFERENCES

**Caleb S. Cage
Director of Emergency Management and NV Homeland Security Advisor to the Governor
State of Nevada
(775) 338-9151 phone
caleb.cage@gmail.com**

**Frank R. Woodbeck
Executive Director
Nevada College Collaborative
Nevada System of Higher Education (NSHE)
(702) 889-8426 - Office
(702) 343-0984 - Cell
frank_woodbeck@nshe.nevada.edu**

**Tim Burch
CEO
Spirit Solutions, Inc.
The Spirit Project
407-717-4558 - phone
tim.burch@thespiritproject.com**

PROPOSED STAFF RESUME

A resume must be completed for all proposed contractor staff and proposed subcontractor staff.

COMPANY NAME:		<i>Innovative Research and Analysis LLC</i>	
Contractor		Subcontractor: X	
Name:	<i>Justin S Gardner</i>		Key Personnel: Yes
Classification:	<i>Founder and CEO</i>	# of Years in Classification:	<i>2</i>
Brief Summary: of Experience:	<i>Justin S Gardner, Founder and CEO of Innovative Research and Analysis LLC, earned his Ph.D. in Public Affairs from the University of Nevada, Las Vegas School of Public Policy and Leadership. As a principal partner of Strategic Progress for 2 years, he provides extensive experience in methodological research and analysis to include primary and secondary data analysis as well as conceptual modeling. Dr. Gardner is focused on research that promotes data driven policy and program design, implementation, and evaluation with specific emphasis in the social policy, education technology, and veteran's affairs. Dr. Gardner is also an active Research Associate for both the Veterans Policy and Leadership Institute (VPLI) and Applied Research and Policy Institute (ARPI).</i>		
# of Years with Firm:	<i>2</i>		
RELEVANT PROFESSIONAL EXPERIENCE			
Required Information: MMYYYY to Present: Vendor Name: Client Name: Client Contact Name: Client Address, Phone Number, Email: Role in Contract/Project: Details and Duration of Contract/Project:		<i>05/2014 to 03/2017</i> <i>Nevada Department of Veterans Services</i> <i>Director Kat Miller</i> <i>6880 S. McCarran Blvd.</i> <i>Building A, Suite 12</i> <i>Reno, NV 89509</i> <i>775-688-1653</i> <i>Millerk@veterans.nv.gov</i> <i>Subcontractor for Strategic Progress LLC</i> <i>Research, outreach, and analysis to design and develop a statewide veterans resource directory; research and facilitation of homeless initiative; and research to assess capacities of Veterans Service Officer program, identify needs of aging veterans across Nevada, and analyze options for changing watering plan at Northern Nevada Veterans Memorial Cemetery.</i>	

<p>Required Information:</p> <p>MMYYYY to MMYYYY:</p> <p>Vendor Name:</p> <p>Client Name:</p> <p>Client Contact Name:</p> <p>Client Address, Phone Number, Email:</p> <p>Role in Contract/Project:</p> <p>Details and Duration of Contract/Project:</p>	<p>04/2016 to present</p> <p>Nevada Department of Health and Human Services,</p> <p>Division of Child and Family Services</p> <p>Administrator Kelly Wooldridge</p> <p>4126 Technology Way, Suite 100</p> <p>Carson City, NV 89706-2009</p> <p>775-684-4000</p> <p>kwooldridge@dcfs.nv.gov</p> <p>Subcontractor for Strategic Progress LLC</p> <p>Research, primary data collection, report development, systems change design development, data analysis and modeling, and strategic recommendations for Victims of Crime Act related programs. Work conducted included needs assessment, funding analysis, primary data collection, evaluation and training support plan, system design for online training platform.</p>
<p>Required Information:</p> <p>MMYYYY to MMYYYY:</p> <p>Vendor Name:</p> <p>Client Name:</p> <p>Client Contact Name:</p> <p>Client Address, Phone Number, Email:</p> <p>Role in Contract/Project:</p> <p>Details and Duration of Contract/Project:</p>	<p>09/2015 to 03/2017</p> <p>AHEAD Grant Program</p> <p>Schwab Bank (Sponsor)</p> <p>Nancy Brown</p> <p>5190 Neil Road, Suite 300</p> <p>Reno, NV 89510</p> <p>775-689-6830</p> <p>Nancy.e.brown@schwabbank.com</p> <p>Subcontractor for Strategic Progress LLC</p> <p>Developed project scope as submitted to AHEAD Grant to assess the impact of the OMLA @EASE Program 18-months following full implementation of the program. This research included primary and secondary data collection, analysis and modeling, program evaluation, and recommendation development for sustainable program expansion.</p>

<p>Required Information:</p> <p>MMYYYY to MMYYYY:</p> <p>Vendor Name:</p> <p>Client Name:</p> <p>Client Contact Name:</p> <p>Client Address, Phone Number, Email:</p> <p>Role in Contract/Project:</p> <p>Details and Duration of Contract/Project:</p>	<p>03/2017 to 04/2017</p> <p>Goodwill of Southern Nevada</p> <p>Steve Chartrand</p> <p>1280 West Cheyenne Ave</p> <p>North Las Vegas, NV 89030</p> <p>702-214-2020</p> <p>CEO@sngoodwill.org</p> <p>Contract Researcher</p> <p>Conducted a community impact analysis of Goodwill of Southern Nevada employment program for the 2016 Calendar Year. The analysis focused on individual economic outcomes including annual salary, household income, reliance on social welfare and assistance programs, and employment placements. Additionally, the analysis focused on programs utilized, barriers encountered and addressed, and summaries of program outcomes based on socio-economic and demographic dynamics. Project deliverables included six (6) data visualization pages with various graphical, visual, and tabular data displays along with associated narrative, methodology, findings, and recommendations.</p>
<p>Required Information:</p> <p>MMYYYY to MMYYYY:</p> <p>Vendor Name:</p> <p>Client Name:</p> <p>Client Contact Name:</p> <p>Client Address, Phone Number, Email:</p> <p>Role in Contract/Project:</p> <p>Details and Duration of Contract/Project:</p>	<p>05/2016 to 10/2016</p> <p>Nevada Division of Public and Behavioral Health</p> <p>Obesity Prevention and Control</p> <p>Kristi Robusto</p> <p>4150 Technology Way, Suite 250</p> <p>Carson City, NV 89706</p> <p>775-684-2203</p> <p>krobusto@health.nv.gov</p> <p>Subcontractor for DP Video Productions</p> <p>Research related to Active Transportation from a current status within Nevada as well as a best practice perspective from other states and national resources. Work conducted included attending meetings, secondary and primary data collection, and on-going coordination with subject matter experts across the state as well as client point of contact. Project resulted in a published report focused on research, best-practice driven road map for future Active Transportation Plans in Nevada. Additionally, a presentation of research and findings was provided to the Nevada Bicycle and Pedestrian Advisory Board.</p>

Required Information: MMYYYY to MMYYYY: Vendor Name: Client Name: Client Contact Name: Client Address, Phone Number, Email: Role in Contract/Project: Details and Duration of Contract/Project:	08/2014 to 12/2015 Schwab Bank Grant University of Nevada, Las Vegas School of Public Policy and Leadership Dr. Christopher Stream Box 454060 4505 S. Maryland Pkwy Las Vegas, NV 89154-4030 702-895-4440 Chris.stream@unlv.edu Researcher and Course Instructor Initial project was an in-class survey project to assess payday lending usage among Nevada veterans, which was extended into a second project to study related veteran issues as well as payday lending and financial stability. Second project was designed as a course project for Mixed Methods. Project outcomes included a conference paper submission and presentation.
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EDUCATION

<i>Description</i>		<i># of Years Experience</i>
Institution Name: City: State: Degree/Achievement: Certifications:	University of Nevada, Las Vegas Las Vegas Nevada PhD in Public Affairs	2012-2016
	University of North Texas Denton Texas M.S. in Recreation and Leisure Studies	2007-2009
	University of Mississippi Oxford Mississippi B.A. in History	2004-2005
	Coastal Carolina University Conway South Carolina Transferred to University of Mississippi	2001-2003

REFERENCES

Minimum of three (3) required, including name, title, organization, phone number, fax number and email address

Nancy E Brown
Director, Community Development
Charles Schwab Bank
775-689-6830 (phone)
Nancy.e.brown@schwabbank.com

Christopher Stream, PhD
Director, School of Public Policy and
Leadership
University of Nevada, Las Vegas
702-806-9067 (phone)
Chris.stream@unlv.edu

Steve Chartrand
CEO
Goodwill of Southern Nevada
702-214-2020 (phone)
CEO@sngoodwill.org

PROPOSED STAFF RESUME

Company Name Submitting Proposal:	<i>DP Video Productions, LLC</i>
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Contractor:		Subcontractor:	X
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The following information requested pertains to the individual being proposed for this project.

Name:	<i>Emire Stitt</i>	Key Personnel: (Yes/No)	Yes
Individual's Title:	<i>CEO</i>		
# of Years in Classification:	25	# of Years with Firm:	19

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE <i>A brief summary of the proposed individual's professional experience.</i>

Emire established DP Video Productions in 1998 and is currently the CEO and owner of the company. DP Video Productions is a successful digital media company providing full media campaign services for State of Nevada Public sector, large gaming companies, financial and insurance companies, and restaurants.

Emire acquired degrees in film and theatre before beginning to work in the area of TV and video production. She is fluent in Bulgarian, Arabic, Russian, French, and English. She worked as a producer/director at PBS, and her TV career began as a producer of a 30- minute television show at the station. She has produced several full-length documentaries. Emire was instructor at UNLV professional development center in Digital Media Production for 4 years.

Besides her expertise in video, film and television production, Emire is a certified web designer and developer. The wide spectrum of skills has helped her in managing several large media campaigns that include all aspects of advertisement.

RELEVANT EXPERIENCE

Timeframe: 2010 - 2017

Vendor: DP Video Productions, LLC

Client: State of Nevada Health and Human Services

Eric Fortenbury - Grants & Project Analyst 2

Nevada State Health Division

4150 Tech Way

Carson City, NV 89423

775-684-5929 office

efortenbury@health.nv.gov

Role: Project Manager

Details: Coordinated and managed activities for over 30 marketing/outreach campaigns designed to increase the awareness of the Nevada Health and Human Services programs, and to address the relationship between such services and health outcomes.

Specific duties included producing and filming television advertisements, creating a social media information campaigns, producing videotaped interviews with local physicians, coordinating news media interactions, web design, social media, creating informational booklets, brochures, and posters, designing billboards and bus signage, and producing Spanish-language versions of all work.

Timeframe: 2012 –2017

Vendor: DP Video Productions, LLC

Client: Department of Employment Training and Rehabilitation

Janice John

DETR/Vocational Rehabilitation

3016 W Charleston Blvd., Ste 215

Las Vegas, NV 89102-1963

702-486-0372/Fax 702-486-3038

JAJOHN@nvdetr.org

Role: Project manager and producer

Details: Produced Orientation and Transitional videos for the Bureau of Vocational Rehabilitation, Website, TV Commercials, success stories videos, social media, print design. Continues to provide project management and marketing services under a new master contract.

Timeframe: 2013 - 2017

Vendor: DP Video Productions, LLC

Client: Department of Health and Human Services

Kimberly Fahey, Chronic Disease Prevention & Health Promotion Manager

Nevada State Health Division

4150 Technology Way, Suite 210

Carson City, NV 89706

Phone (775) 684-4253

Fax (775) 684-4245

kfahey@health.nv.gov

Role: Project manager and producer

Details: Produced over 20 Media Campaigns that included Billboards, TV advertisement and Movie Theater Ads and producing Spanish language version of all artwork.

EDUCATION

Theatre University of Sofia, Sofia, Bulgaria BA and MFA in Theatre / 1987

French 6 levels fluency – adult education, McGill University Montreal, Canada 1990

UNLV Las Vegas, NV BA in Film / 1997

CERTIFICATIONS

UNLV Web Certificate – Specializing in Graphics and Multimedia

UNLV Web Certificate – Specializing in Web Site Design

WBEC certified

DBE Certified

ESB Certified

REFERENCES

Eric Fortenbury
Grants & Project Analyst 2
Nevada State Health Division
4150 Tech Way
Carson City, NV 89423
775-684-5929 office
efortenbury@health.nv.gov

Janice John
Deputy Administrator
DETR/Vocational Rehabilitation
3016 W Charleston Blvd., Ste 215 | Las Vegas, NV 89102-1963
702-486-0372 | Fax 702-486-3038
JAJOHN@nvdetr.org

Robyn N. Peot
Vice President of Brand Marketing
Planet Hollywood International
3667 Las Vegas Blvd, South, 5th Floor | Las Vegas, NV 89109
702.785.5062 p | 702.785.9197 f
RPeot@planethollywoodintl.com

PROPOSED STAFF RESUME

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	Strategic Progress, LLC
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*Check the appropriate box as to whether the proposed individual is
prime contractor staff or subcontractor staff.*

Contractor:	X	Subcontractor:	
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The following information requested pertains to the individual being proposed for this project.

Name:	Heather Kerwin	Key Personnel: (Yes/No)	NO
Individual's Title:	Research Consultant		
# of Years in Classification:	2	# of Years with Firm:	2

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

Information should include a brief summary of the proposed individual's professional experience.

Worked in public health and have conducted and led both qualitative and quantitative research projects for state and county government, as well as non-profit and for-profit organizations. Evaluated processes, procedures and effectiveness of public health programs in order to provide feedback to various agencies. Have experience working with, developed working relationships, and/or conducted research to improve population health among disparate populations including: Native American and Hispanic populations, persons with cognitive and physical disabilities, low-income populations, persons living with HIV/AIDS, persons who were former or current intravenous drug users, as well as other various specialized groups at the state and local level. Currently evaluating system efficiencies related to Emergency Medical Services (EMS) personnel in Washoe County by matching and analyzing multiple agency's response data.

RELEVANT EXPERIENCE

Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

Statistician Emergency Medical Services (EMS) Oversight Program-Washoe County Health District-Reno, Nevada

February 2015-currently employed

- *Manage and analyze data from four different reporting agencies to the EMS Oversight Program including three fire districts and the primary paramedic ambulance transport provider*
- *Evaluate emergency response times relative to national standards and work with emergency response personnel directing staff to develop efficient mechanisms to improve EMS system performance in Washoe County*
- *Utilize LinkPlus software to match over 5,500 records on a monthly basis*
- *Write and present data to the Washoe County EMS Advisory Board and reporting agencies on a quarterly basis*

Graduate Research Assistant- University of Nevada, Reno: School of Community Health Sciences-Reno, Nevada

July 2010 to November 2011

Project Title: Colon Cancer Screening Patient Navigator Program Evaluation

- *Assisted in the development of telephone and mail survey methodologies and collect survey data from diverse participants including low-education and low-income populations*
- *Utilized SPSS to conduct analyses of qualitative and quantitative data*

- *Evaluated patient perceptions of patient navigator program effectiveness and overall success of patient navigator program in relation to ease of colorectal screening process*

Independent Contractor - Washoe County Juvenile Justice Services -Reno, Nevada
July 2010 to May 2011

- *Designed survey using Audio Computerized Assisted Self Interview (ACASI) technology to assess the needs of high-risk juvenile female offenders*
- *Utilized SPSS and SAS to analyze quantitative data*
- *Developed reports for use in the field*
- *Evaluated intake process for high-risk juvenile female offenders*
- *Interpreted data and made future programmatic suggestions to agency executive director as well as staff*

EDUCATION

Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

University of Nevada, Reno- Reno, Nevada
Master of Public Health, Epidemiology
Date of Graduation: August 2011

University of Nevada, Reno- Reno, Nevada
Bachelor of Science in Health Ecology
Date of Graduation: May 2009

CERTIFICATIONS

Information required should include: type of certification and date completed/received.

Certified Public Health (CPH), April 2012 to present

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Kevin Dick
District Health Officer, Washoe County Health District
Phone: 775-328-2416
Fax: 775-328-3756
Email: kdick@washoecounty.us

Ingrid Mburia, MPH
Maternal and Child Health Epidemiologist, Nevada Division of Public and Behavioral Health
Phone: 775-684-4023
Fax: 775-684-5998
Email: imburia@health.nv.gov

Paul Devereux, PhD, MPH
Associate Professor, University of Nevada, Reno-School of Community Health Sciences
Phone: 775-682-7090
Fax: 775-784-1340
Email: devereux@unr.edu

PROPOSED STAFF RESUME

A resume must be completed for all proposed contractor staff and proposed subcontractor staff.

COMPANY NAME:	<i>Strategic Progress, LLC</i>		
Contractor: <i>X</i>	Subcontractor		
Name:	<i>Paula Cassino</i>		Key Personnel: <i>Yes</i>
Classification:	<i>Researcher, Editor and Grant Writer</i>	# of Years in Classification:	<i>5</i>
Brief Summary: of Experience	<i>Paula Cassino is a research consultant, writer, and editor who provides overall support across a variety of projects and clients for Strategic Progress, LLC. She also provides grant and technical writing, research, editing, and reporting services to several private, nonprofit organizations. Her previous work experience includes Bank of America, formerly Fleet National Bank, where Ms. Cassino held the role of Relationship Manager for the Precious Metals Division for four years focusing on client relationship management. In addition, she worked at Bank of America as Senior Analyst in the Human Resources division where she served as a consultant to the HR team in report writing, analysis, and project management.</i>		
# of Years with Firm:	<i>4</i>		
RELEVANT PROFESSIONAL EXPERIENCE			
Required Information: MMYYYY to Present: Vendor Name: Client Name: Client Contact Name: Client Address, Phone Number, Email: Role in Contract/Project: Details and Duration of Contract/Project:	<i>09/2013 to Present</i> <i>Strategic Progress, LLC</i> <i>Cyndy Ortiz Gustafson, CEO</i> <i>P.O. Box 34294</i> <i>Reno, NV 89533</i> <i>702.241.8033</i> <i>cyndy@strategicprogress.com</i> <i>Researcher, Writer, Editor</i> <i>Provide research services, grant and technical writing, proofreading, editing, and overall support across a variety of projects and content areas for Strategic Progress, LLC.</i>		

<p>Required Information:</p> <p>MMYYYY to Present:</p> <p>Vendor Name:</p> <p>Client Name:</p> <p>Client Contact Name:</p> <p>Client Address, Phone Number, Email:</p> <p>Email:</p> <p>Role in Contract/Project:</p> <p>Details and Duration of Contract/Project:</p>	<p>02/2014 to Present</p> <p>Desert Reign Inc.</p> <p>Bjorn Berg, Founder/Executive Director</p> <p>P.O. Box 231113</p> <p>Las Vegas, NV 89105</p> <p>Phone: 702.985.5255</p> <p>info@desertreignfoundation.org</p> <p>Grant Writer</p> <p>Provide professional grant preparation to include review of prior submissions and preparing requests to funders identified by Desert Reign Inc. Consult with the Executive Director to identify the organization's funding needs. Research other potential funding opportunities using various databases. Write appropriate and compelling narrative to be incorporated in grant applications, proposals, letters of inquiry, and compile all materials relevant to grant proposals and requests. Work collaboratively with the organization to gather information needed for proposals and reports. Manage grants calendar, list of funding opportunities, and grant tracker. Update Case for Support annually.</p>
<p>Required Information:</p> <p>MMYYYY to Present:</p> <p>Vendor Name:</p> <p>Client Name:</p> <p>Client Contact Name:</p> <p>Client Address, Phone Number, Email:</p> <p>Phone:</p> <p>Email:</p> <p>Role in Contract/Project:</p> <p>Details and Duration of Contract/Project:</p>	<p>08/2016 to Present</p> <p>Amplify Life</p> <p>Gayla Ouellette, Executive Director</p> <p>164 Hubbard Way, Suite D</p> <p>Reno, NV 89510</p> <p>775.827.3866</p> <p>gayla@amplifylife.org</p> <p>Grant Writer</p> <p>Provide professional grant preparation to include review of prior submissions and preparing requests to funders identified by Amplify Life. Consult with the Executive Director to identify the organization's funding needs. Research other potential funding opportunities using various databases. Write appropriate and compelling narrative to be incorporated in grant applications, proposals, letters of inquiry, and compile all materials relevant to grant proposals and requests. Work collaboratively with the organization to gather information needed for proposals and reports. Manage grants calendar, list of funding opportunities, and grant tracker.</p>

Required Information: MMYYYY to Present: Vendor Name: Client Name: Client Contact Name: Client Address, Phone Number, Email: Phone: Email: Role in Contract/Project: Details and Duration of Contract/Project:		02/2017 to Present A.V.A. Ballet Theatre Steve Trounday, Vice President/Secretary 73 West Plumb Lane Reno, NV 89509 775.762.5165 renotahoe@charter.net Grant Writer Provide professional grant preparation to include review of prior submissions and preparing requests to funders identified by A.V.A. Ballet Theatre. Consult with the Vice President/Secretary to identify the organization's funding needs. Research other potential funding opportunities using various databases. Write appropriate and compelling narrative to be incorporated in grant applications, proposals, letters of inquiry, and compile all materials relevant to grant proposals and requests. Work collaboratively with the organization to gather information needed for proposals and reports. Manage grants calendar, list of funding opportunities, and grant tracker.
Required Information: MMYYYY to MMYYYY: Vendor Name: Client Name: Client Contact Name: Client Address, Phone Number, Email: Phone: Email: Role in Contract/Project: Grant Details and Duration of Contract/Project:		09/2013 to 06/2016 W8Write Group Tom Waite; Wendy Waite 6365 N. Park St. Las Vegas, NV 89149 702.606.1192 info@w8write.com Writer/Researcher/Editor Provided grant and technical writing, proofreading, and editing across a variety of projects and clients for W8Group, a grant writing, resource development, and consulting services company in Las Vegas, Nevada, serving non-profit organizations, schools and educational entities, and select for-profit companies.
EDUCATION		
Description		# of Years Experience
Institution Name:	Mount Holyoke College	1994-1997
City:	South Hadley	
State:	Massachusetts	
Degree/Achievement:	BA Neuroscience and Behavior, Frances Perkins Scholar	
Certifications:		
REFERENCES		

<i>Minimum of three (3) required, including name, title, organization, phone number, fax number and email address</i>	<p><i>Bjorn Berg, Founder/Executive Director Desert Reign Inc. P.O. Box 231113 Las Vegas, NV 89105 Phone: 702.985.5255 Email: info@desertreignfoundation.org</i></p> <p><i>Gayla Ouellette, Executive Director Amplify Life 164 Hubbard Way, Suite D Reno, NV 89510 Phone: 775.827.3866 Fax: 775.827.0334 Email: gayla@amplifylife.org</i></p> <p><i>Steve Trounday, Vice President/Secretary A.V.A. Ballet Theatre 73 West Plumb Lane Reno, NV 89509 Phone: 775.762.5165 Fax: 775.786.1150 Email: renotahoe@charter.net</i></p>
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Section IX

Other Informational Material

- 1. State Energy Sector Partnership Proposal.*
 - 2. Green in the Desert Project Proposal.*
 - 3. Training Adjustment Assistance Community College and Career Training Program Proposal.*
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Part II. TECHNICAL PROPOSAL

1. STATEMENT of NEED

There has never been a more critical time to diversify Nevada's economy and make significant investments in energy markets as drivers of our State's economy. The national recession has crippled Nevada's previously thriving economy and has adversely affected current and anticipated impacts on employment. The three drivers of the current recession - the housing collapse, frozen credit markets and waning consumer confidence - have resulted in a "perfect storm" of economic negativity. As a result, Nevada's economy has shed thousands of jobs across nearly all industries. (*Strategic 2-Year Plan: Modification for Title I of the Workforce Investment Act of 1998*, State of Nevada 2009)

As of September, the jobless rate in Nevada is 13.2%, some 2.5 percentage points higher than in the nation as a whole, and the second highest among all states. Job levels in Nevada stand at 84,000 fewer than just one year ago. The State's current economic difficulties are widespread with eight of the State's 17 counties experiencing double-digit unemployment rates.

In the leisure and hospitality sector, the State's largest in terms of employment; over 24,000 jobs have been cut from payrolls since mid 2008. Roughly one-fourth, some 29,000, of all construction workers in Nevada lost their jobs in the past year. Current Department of Employment, Training & Rehabilitation (DETR) projections call for an additional loss of 27,000 jobs in the accommodation and food services industry through 2011 and more than 40,000 construction jobs are projected to be lost. Economy-wide, more than 110,000 jobs are forecast to be cut through 2011.

i. Description of the State's Existing Energy Policy

With the knowledge that we needed to strategically position Nevada as a green energy leader, strategic planning began in April 2009 to align the Governor's overall workforce vision, State Energy policies, and local and regional training activities through the Nevada System of Higher Education, leading to employment in the green and renewable energy sector.

Nevada's existing energy goal is aggressive and far-reaching - to develop energy programs which measure progress toward energy independence while protecting the state's delicate air shed; measure progress toward energy security; use Nevada's renewable energy resources to diversify the electricity and fuel supplies, stabilize electricity rates, create high-paying jobs, diversify the economy, offset the emissions created by fossil fuel plants, reduce the amount of water used to produce electricity, and in the case of biomass resources reduce the threat of wildfires; use renewable energy research and development to attract renewable energy investors to the state, create high-paying jobs, and diversify the state's energy supplies and; effectively and efficiently execute all new Nevada State Office of Energy (NSOE) statutory mandates and executive orders. (*Status of Energy in Nevada: Report to Governor Gibbons and Legislature*, Gecol, H.P., 2007.)

Specific Policies-

Two significant pieces of legislation have helped to lay the platform for the State of Nevada's strategic plan for expanded job creation in the energy efficiency and renewable energy industry, Senate Bills 152 and 239.

In the 2009 Legislative Session, Senate Bill 152 passed, providing for the training of persons to perform jobs which promote energy efficiency; requiring governmental entities to perform certain functions to promote energy efficiency; and providing other incentives for job

training in energy efficiency and renewable energy technology throughout Nevada. This landmark legislation also encourages the use of other available resources, i.e. grants, to leverage additional available funding. Nevada Senate Bill 239 was also passed, which requires the State Workforce Investment Board to establish industry sector councils to identify job training and education programs to best meet regional economic development goals. Through SB 239, green and renewable energy sector councils have been established which will bring together decision makers in green and renewable energy to discuss state and local solutions.

Workforce Investment Act/Wagner-Peyser Act State Plans-

To demonstrate further alignment, Nevada’s Strategic 2-Year Plan; Modification for Title I of the Workforce Investment Act of 1998, states Nevada’s workforce vision as follows: *a prepared workforce with skills, education and training to fulfill business’ demands* and the mission is *to develop a holistic workforce development system that improves job training and prepares participants to fill demand-driven occupations.*

The 2-Year plan lays out a new direction for Nevada – a “Business Driven, Worker Pipeline”, which is based on the Governor’s policy direction and information gained from Nevada’s key stakeholders and content consultants and will be the core of Nevada’s Sector Strategies framework. All other aspects of the framework are aligned with and support this core feature with emphasis on identifying workforce needs as they relate to sector initiatives; bringing business to the table through an industry sector framework; raising the credibility of the state workforce development system; and supplying industry sectors with qualified human capital.

All of the above is fully aligned with the Governor’s Workforce Investment Board, with members representing leadership from the State Workforce Investment Boards; customer service management consultants; the mining industry; nonprofit partners; the Nevada Development

Authority; the Nevada System of Higher Education; the Nevada Hospital Association; the Nevada Commission on Economic Development; the Nevada Senate Committee on Energy, Infrastructure and Transportation; the leisure and hospitality industry; and the Department of Employment, Training and Rehabilitation (DETR). This group, along with DETR, works with local Workforce Investment Boards in formulating employment and training services and activities. Statewide alignment has proven to be most beneficial in allocating and leveraging resources where most needed.

Wagner-Peyser (WP) plays a significant role in identifying dislocated workers, providing skill set matches, ascertaining training needs, and coordinating with all providers to target, identify, and links qualified workforce candidates with participating employers. Wagner-Peyser possesses the personnel and electronic tools required to locate dislocated workers and refer them to Dislocated Worker services in the JobConnect and offsite locations throughout Nevada.

ii. Data and analysis of the current and projected employment opportunities...

Due to the extensive job losses experienced in the state, current occupational projections reflect declining employment in groups most likely to be impacted by green trends such as construction trades, architecture and engineering, installation, maintenance and repair, physical and life scientists, and plant and systems operators reflect declining employment, according to the US Department of Labor/Employment and Training Administration's O*Net Report projections. Nevada does, however, have the potential green industry base upon which to grow these occupational groups as the economy improves. In addition, industries that have traditionally been important to the economic strength of Nevada (such as leisure and hospitality, construction, and mining) all have opportunities and motivation to incorporate green practices and efficiencies, further supplementing demand as the economy rebounds. For example, seven

of Nevada's top ten construction industry occupations are included as green increased demand or enhanced skill occupations in the O*Net report.

Specific Employers-

A sample of potential employers in the worker to green energy employment pipeline, in various stages of negotiations with the Nevada Department of Employment, Training and Rehabilitation, include:

- NV Energy,
- Southwest Gas,
- Las Vegas Valley Water District,
- Ormat Technologies,
- Acciona Power,
- Chevron Energy Solutions,
- Boeing Company,
- GE Technologies,
- Copper Mountain Solar,
- Sierra Nevada Corporation,
- Phoenix Recycling Technologies,
- Vulcan Power Company,
- Virginia Peak Wind LLC,
- and many more.

iii. Skills and competencies gained through training activities apply to industries...how participants will put these new skills to work...

After completing training, clients will put their skills to work in the following industries:

- The energy-efficient building, construction, and retrofit industries
- The renewable electric power industry
- The biofuels industry
- The deconstruction and materials use industries
- The energy efficiency assessment industry serving residential, commercial, or industrial sectors
- Manufacturers that produce sustainable products using environmentally sustainable processes and materials
- Research and technology advancement

For example, with this grant funding, the University of Nevada Las Vegas, University of Nevada Reno, College of Southern Nevada, Truckee Meadows Community College and Great Basin Community College will now offer degreed programs and courses for industry certification in the green energy sector. Students will go on site to various research institutes (e.g., Desert Research Institute) and renewable energy providers (e.g. NV Energy) to learn hands-on techniques regarding the various renewable energy specialties.

The High School partners, Desert Rose High School in the south and The Academy for Career Education (ACE) Charter School in the north, will blend remedial education with vocational training for youth who had previously dropped out of school; ensuring students enter industry positions ready to work.

Plans for placement into positions with industry partners throughout the State of Nevada i.e., Chevron, Boeing, GE, Southwest Gas, NV Energy, etc. are established and in development. The training, described above, being developed in the high schools, community colleges, and

universities and by the industry partners themselves, will be used across the state by all of our workforce partners.

iv. Data and analysis of the characteristics of the State's labor force...

Currently the labor force includes more than 1.39 million people. Labor force growth has been more than three percent annually over the past year, despite falling employment opportunities. According to the 2007 Census Bureau's American Community Survey, a vast majority of the labor force (57.9%) is white, while 25.1% are Hispanic, 7.9% Black, 6.1% Asian and other groups 3.0%.

The Nevada State Demographer estimates that the population will grow by approximately 714,000 people over the 2008-2018 period, with gains nearly equally divided between males and females. Nevada's primary labor pool, those age 19-64, will grow from 1.63 million to 2.26 million, an increase of more than 600,000 potential full-time workers. Hispanics, currently one-fourth of the state's population, should account for roughly 45% of new residents. The Hispanic community is the fastest growing segment of Nevada's population.

2. STATE ENERGY SECTOR PARTNERSHIP

Nevada began institutionalizing workforce development industry cluster initiatives in 2003. Though with somewhat of a broader focus, industry clusters served the same purpose as the state's current initiative of transforming its workforce development system to one of industry sector strategies. Nevada established business advisory groups made up of key business stakeholders that provided the state's Department of Employment, Training and Rehabilitation with input regarding the need for common workers' skill-sets. During the early days of Nevada's industry clustering, it was the leadership's vision to identify a concentration of demand-driven workforce needs and address them by targeting workforce development

resources. Partnerships were established with local workforce investment boards, employment and training service providers, and businesses to identify skill-sets, training components and share information to improve regional workforce development products and service delivery.

Because of the workforce development and human capital need facing the state, in August 2007, Nevada's workforce development officials took the initiative to establish policies with a focus on sector strategies. As a result the Governor's Workforce Investment Board, along with key legislators and business executives committed to forming a "Team Nevada" to develop a comprehensive plan with sector initiatives as its centerpiece. In fact, Nevada was one of six states selected to participate in the National Governor's Association (NGA) Center for Best Practices Policy Academy, *State Sector Strategies: Innovative Workforce Policies to Address Worker and Employer Needs* because Nevada's "*proposal demonstrated vision, a plan for action, and a strong state team.*" Nevada's current sector industry base is as follows: Gaming and Hospitality; Healthcare Services; Retail and Support Services; Manufacturing; Construction; and Mining. We are using this best practices model in developing our Energy Sector.

i. A comprehensive and representative partnership

Under the leadership of the Governor's Workforce Investment Board, the State of Nevada has assembled a comprehensive and representative partnership reflecting the State's efforts to grow the energy efficiency and renewable energy industry consisting of:

- The State Workforce Agency – The Department of Employment, Training, and Rehabilitation (DETR)
- Nevada's two Workforce Investment Boards – Workforce Connections in southern Nevada and Nevadaworks in northern Nevada

- The State of Nevada's two comprehensive One Stop Offices (Reno and Las Vegas) and their affiliates
- The Nevada Commission on Economic Development
- The Regional Economic Development Authorities
- Nevada State Office of Energy
- Nevada System of Higher Education
- Nevada Department of Labor
- Nevada Department of Education – K12
- Nevada Department of Transportation
- Nevada Division of Environmental Protection
- Nevada Department of Corrections
- Faith-based organizations, i.e., Mountaintop Faith Ministries, other nonprofit organizations, i.e., Easter Seals Southern Nevada, Nevada Partners
- Labor organizations, including labor management training programs including AFLCIO sponsored programs: plumbers and pipefitters; sheet metal workers; electrical workers, etc. and non-union construction trades
- State Apprenticeship Council
- Clark County Urban League – Nevada's community action agency
- Veteran's agencies

ii. Level of participation of each SESP member...

The State Energy Sector Partnership will serve as a steering committee and individual members will actively participate in the planning of and support the implementation of Nevada's energy sector strategy and ensure the overall success of the grant. The State Workforce

Investment Board will lead the State Energy Sector Partnership and serve as the project operator responsible for coordinating and managing the partnership. The Board will manage the overall planning, implementation, oversight, and technical assistance of the State Energy Sector Plan operations. The primary role in selecting local and regional project teams will be performed by the local Workforce Investment Boards in Nevada – Nevadaworks in the north and Workforce Connections in the south. Under their direction, local and regional project teams will include one stop centers in each region. The Board ensures that the work of the State Energy Sector Partnership is aligned with the Governor’s vision and relevant national and State energy policies, as well as the Workforce Investment Act/Wagner-Peyser Act State Plan. The Board will regularly coordinate with the local and regional project teams to ensure timely implementation, address program and/or fiscal challenges, meet technical assistance needs, and ensure the project teams are meeting their performance outcomes and deliverables.

Specifically, the Green and Renewable Energy Sector Council is charged with developing conceptual training curriculum and credential certification for green and renewable energy skills in the State of Nevada. Members of the Council have specific roles and responsibilities, which include, but are not limited to:

- Engaging green and renewable industry leaders in seeking to define and address their workforce challenges and solutions
- Identifying the need for skilled workers in green and renewable energy industries , and aligning such skills with workforce demands
- Promoting collaboration among competitors in the green and renewable energy marketplace

- Encouraging the private sector to take ownership and invest in solutions that address green and renewable energy skills challenges
- Formulating input that helps to ensure the long term competitiveness of the green and renewable energy sector and its important contribution to Nevada's economic vitality and health

All partners and activities in this sector plan were chosen because of their direct alignment with the Governor's vision.

iii. Funds and other resources that will be leveraged...

This project leverages approximately \$9,643,750 of in-kind services over the three years of this grant from our private partners which include Chevron Energy Solutions, Boeing Company, Southwest Gas, NV Energy, and GE Technologies. In addition to the jobs these partners bring to the project, they also bring resources which include funding to support training programs; launch of the programs until they are self-supporting; knowledge base that will be applied to on-the-job training programs; customer base; teaching resources; prestige; proprietary systems; and a history of working with the public sector on renewable energy projects.

3. STRATEGY and PROJECT WORK PLAN

Nevada's Green and Renewable Energy Sector strategy is a workforce development approach that will be implemented by a diverse range of groups and institutions working collaboratively to ensure that Nevada successfully transitions our workforce to this new economy. We will engage partners in community and faith-based organizations, business and industry groups, educational institutions such as community and technical colleges, the public workforce system, labor- management, and other community groups. With funding from this

grant, we will provide training, job placement, supportive services, and related activities that reflect our commitment to implementing a comprehensive statewide energy sector strategy.

Nevada's plan is based on solid research. For example, an Aspen Institute study found that workers in sector-based programs saw their median personal earning rise from \$8,580 to \$14,040 one year after training and \$17,732 after two years. Based on earnings alone, 48% of participants exited poverty. (Maureen Conway, 2004) The State Sector Strategies: Regional Solutions to Worker and Employer Needs by the National Economic Development and Law Center outlined steps governors could take to launch their own sector initiatives which served as a functional model for Nevada's SESP.

In May of 2009, the National Governor's Association (NGA) Center for Best Practices held a Green Economy State Roundtable of 22 states in Washington, DC as a step toward defining a "green economy" as well as the attributes of green jobs. John Melville, Director and Co-Founder of Collaborative Economics reported that the growth of green jobs outpaced the growth of total jobs between 1995 and 2007 by five percent. According to Ethan Zindler of New Energy Finance, which provides data research and other market insight, global investment in clean energy has grown from \$35 Billion in 2004 to \$155 Billion in 2008. As stated by Dan Reicher, Director of Climate Change and Energy Initiatives, Google.org, *"Nevada is the Saudi Arabia of renewable energy resources. From solar, to geothermal, to wind, Nevada has the greatest collective supply of resources to exploit. Nevada is the natural leader in the quest for renewable energy based on our natural resources and human capital."* The top three priorities of 47 of our nation's Governors surveyed are spurring the state economy, including the green economy; improving education to create a 21st century workforce and increasing energy

development and conservation, primarily renewable. As such, Nevada is actively taking on the challenge to transition to a green economy.

i. Description of Nevada’s energy sector strategy for training...

The infusion of Nevada’s sector strategies, business commitment and support in terms of resources will drive the state’s workforce development system in the crafting of training services that relate to green and renewable energy projects, including weatherization, retrofitting and other renewable energy industries. With Nevada’s recently enacted state legislation (Senate Bill 152), green and renewable energy regional and sector councils are mandated by the Governor’s Workforce Investment Board to facilitate this process of connecting jobs with qualified workers. While holding administrative costs to a minimum, workforce development service delivery strategies will emphasize fulfilling today’s workforce demands and laying the framework of developing worker skills for green and renewable energy industries. The mandated statute is not an option as it has become the “law of the land” within the State of Nevada with a complete turnabout from Nevada’s standard Workforce Investment/Wagner-Peyser Act plans. It requires a statewide alliance among public and private agencies to serve Nevada’s demand-driven workforce by being responsive, representing green and renewable energy sectors, and connecting with emerging business markets that seek to establish strong green and renewable energy manufacturing facilities in Nevada.

Industry Sector Focus Areas-

The plan for achieving these goals will be through a comprehensive training strategy via Nevada’s System of Higher Education, incorporating Community Colleges in both the northern, southern and rural parts of the State, Charter and alternative high schools in the north and south, and strategically located training facilities; to develop and implement curricula and programs

specifically designed for workers to gain the skills and licensing necessary to secure jobs in emerging green markets. Core components of weatherization training that are already being taught throughout the State are the front end of a longitudinal progression toward career opportunities. Key employers, such as NV Energy, Southwest Gas, Chevron Energy Solutions, GE and Boeing that will be at the forefront of Nevada's energy efficiency and renewable energy future will be integral to this project.

Proposed Training Activities-

The proposal is to leverage training that currently exists, to expand existing career entry services and meet current and future workforce needs, sensitive to the changing demands and opportunities of the green and renewable energy sector, and leverage public/private partnership relationships to provide training in cutting edge technologies. With this funding we will:

- Invest in the Nevada System of Higher Education which would provide a four-year degree program in renewable energy, with an emphasis on research and development of next generation renewable energy practices and patterns.
- Partner with the Community College system which would include supporting "renewable energy technology education centers" in both northern and southern Nevada and rural campuses in Elko, Winnemucca and Pahrump. Each campus will offer vocational training in renewable energy technologies such as solar, geo-thermal and wind; and cutting edge technologies such as bio-mass and bio-gas. This component will employ public/private partnerships with national and international companies such as Chevron, Boeing, GE, NV Energy and Southwest Gas, with whom negotiations are underway, to provide technical training from the industry's leading technologists.

- Invest in Apprenticeship Programs in northern and southern Nevada to provide practical application sites, as partners to the community colleges, thus giving experience to trainees prior to being employed by our private sector partners and others.
- Fund two high school programs which prepare students for further education and/or vocational development in green and renewable energy. Participants will include: Desert Rose High School in Las Vegas and Ace Charter School in Reno.

Through targeted training and partnerships with labor and industry, we are building the “Business Driven, Worker Pipeline” outlined in the Strategic Plan. Our energy sector framework *brings business to the table* using the alignment of workforce, education and development to attract business; acting in partnership with the Nevada Commission on Economic Development and other state agencies. Creating career pathways for targeted populations, including adult dislocated workers, workers with disabilities, youth, and prioritizing veterans as this plan does, and developing “best practices”, will *raise the credibility of the state workforce development system*. Finally, we will *supply the energy sector with qualified human capital* by using Wagner-Peyser funding; identifying and targeting difficult-to-serve populations and crafting and providing training in core competencies throughout the State and building career pathways to the sector.

ii. Priority populations to be served...

Adult and dislocated workers-

Adult and dislocated worker partners services are delivered through the one-stop centers (displaced homemakers, low-income individuals, migrant and seasonal farm workers, women, minorities, individuals training for nontraditional employment, veterans, public assistance

recipients and individuals with multiple barriers to employment, including older individuals, limited English proficiency individuals, and people with disabilities).

Special populations confront much greater rates of unemployment than the general population. For example, the unemployment rate among adults with disabilities is nearly 12 times the national average. Two out of three people with disabilities want to work, but have not been able to secure jobs because of accessibility and attitudinal barriers. U.S. soldiers deployed in Iraq and Afghanistan who have returned to civilian life face an unemployment rate three (3) times the national average.

Significantly, it has been determined, through various studies, that over half of the Temporary Assistance to Needy Families (TANF) caseload today can be assumed to have learning disabilities, mental retardation, psychiatric or addictive disorders, emotional/behavioral disabilities, or a combination thereof.

Limited English proficient populations are already significant in our State and continue to increase as the Hispanic community, which already comprises one-fourth of the state's population, is the fastest growing segment of Nevada's population.

We will work with partners to develop training programs and services that meet the needs of these various populations, i.e., concurrent remedial education, bilingual programs, etc. Case Managers will assess the needs of the workers, maintain regular communication, assist in identifying and remediating problems that arise, provide job coaching and counseling, coordinate services and referrals to counseling, medical and other needs, etc., to help ensure the success of training and employment. We will contract with partners to provide supportive services, i.e., child care, food programs, housing referrals, etc., that will allow clients to be successful in training and subsequent job retention.

Veterans-

We will work with our employment and training programs to identify covered persons at the point of entry to programs and/or services so the covered person can take full advantage of the priority of service and category(ies) of entitlement for which they are eligible.

- Nevada will post signs that ask the client to self identify as a Veteran or Other Eligible status. After identification in one of the categories, the client will be given a questionnaire that will act as a screening process to identify those clients that are eligible to receive priority of service
- A review the Veterans Priority of Service Eligibility form will determine the applicant's status.

Youth-

We will also focus our attention and resources on the youth most in need, identified for participating in summer employment and training programs—particularly youth associated with the following groups:

- Out-of-School Youth
- High School Dropouts
- Runaway and Homeless Youth
- Youth in Foster Care—Including those between 18 and 21 who have aged out of the foster care system
- Court Involved Youth
- Children of Incarcerated Parents
- Youth with Disabilities

- Skill Deficient Youth—Low educational reading and math levels, including those who have a high school certificate, but have not passed the State of Nevada High School Graduate Proficiency Examination.

We will communicate in a variety of ways to high school students, young college students and incumbent workers to get them interested in the green skills training and jobs. We will clearly articulate the career pathways and ladders Nevada offers, and we will map and identify resources for individuals when they enter our system.

Analysis of Green Skills Gap

As we begin to analyze the skills sets and credential requirements Nevada workers will need to meet the market driven demand for green jobs, we are finding that more often than not the green jobs skill requirements will be a more specific version of the non-green jobs skill requirements. As many other states have also found as they began to analyze their workforce, very rarely will an entirely new occupation need to be considered. Many local employers, who currently provide weatherization, retrofit and related services, identify the need for skill development of workers in a number of categories including technician skills, design and planning skills, communication skills and assessment skills.

We have found that many employers place a high degree of confidence in the job training and other methods of informal learning, as opposed to credentials or school based skill development. As the green and renewable energy sector grows in Nevada, and demand increases, a greater need for skills and certification courses for the emerging workforce will be critical. To ensure that our training courses are meeting the needs of employers, we will work with the business community to map out skills that are required, and link those directly to the training infrastructure we are developing at the community college, K-12 and university levels.

The WorkKeys® Job Skills Assessment will be an essential tool in connecting work skills, training, and testing for education and employers and helping us meet the requirements of federal programs and legislation.

iii. Local and regional project teams...

Geographic area of each local and regional partnership team-

Nevadaworks, the northern Workforce Investment Board, is the only agency coordinating workforce development in northern Nevada (covering 13 counties) and, as such, will lead the project teams in both the rural and urban areas of the northern part of the state. Nevadaworks understands the work place requirements of employers and economic development agencies and then works with educational institutions, public and private providers, and state and local agencies to craft necessary training elements for individuals. Additionally, Nevadaworks provides businesses, economic development authorities, educational institutions, governmental agencies and individuals unique occupational, labor and workforce statistics and information that meet locally-identified economic and employer needs.

Leading the project team in the south (covering four counties) will be Workforce Connections, formerly the Southern Nevada Workforce Investment Board, whose mission is *to get southern Nevada's workforce back on its feet through partnering with a wide array of employers and agencies dedicated to investing in the future of our communities*. The goal of Workforce Connections is to develop a world-class workforce through the distribution of funds earmarked for training, apprenticeships and other market driven strategies designed to couple the right workers with the right employers. Rather than finding employment for job seekers, Workforce Connections works with relevant agencies and organizations to connect those looking for a job with the best resources available so that they can make a difference in their own lives.

Qualifications and experience-

Leading the project teams for the north and the south will be the respective directors of Nevadaworks and Workforce Connections.

Mr. Tom Fitzgerald has been Chief Executive Officer of Nevadaworks since September, 2000. Since then, he has been responsible for leading the Nevadaworks staff in carrying out the policy guidance of the Nevadaworks Board.

Nevadaworks is the northern Nevada Local Workforce Investment Board which covers the thirteen (mostly rural) counties in that region. Spanning 70,000 plus miles makes Nevadaworks one of the largest local areas. The uniqueness of this urban/rural mix has been met with a variety of program initiatives over the years. For example, Nevadaworks has focused on the nursing shortage in its area with several different initiatives with local hospitals, health care facilities, local Community Colleges and the University of Nevada, Reno. During this decade under Mr. Fitzgerald's leadership, expanded nursing and related issues training has been a signature success.

Mr. John Ball, as Executive Director of Workforce Connections, will lead and manage the SESP for the southern Nevada project team. Mr. Ball has been a strong partner of Nevada's workforce development system and has brought about innovative ways to implement and deliver better employment and training services. He provides leadership and oversight of the Workforce Investment Board's general operational functions and internal administrative service provisions, including program administration, fiscal analysis and financial management, management analysis and administration support for the Board. As Workforce Connections' principal manager and chief staff officer, Mr. Ball ensures that the activities of the Board's employment and training programs are developed and implemented to attain established goals and objectives.

Project Team Partners – Roles and Impact-

Partner	Role	Projected Impact (Individuals)		
		Year1	Year2	Year3
University of Nevada Reno	Training/Education	50	100	150
University of Nevada Las Vegas	Training/Education	100	150	250
Truckee Meadows Community College	Training/Education	150	200	250
Great Basin Community College	Training/Education	75	100	125
College of Southern Nevada	Training/Education	200	250	300
The Academy for Career Education	Training/Education	25	25	25
Desert Rose Adult High School	Training/Education	25	25	25
Apprenticeship-No.	Training/Apprenticeships/Placement	50	75	100
Apprenticeship-So.	Training/Apprenticeships/Placement	75	100	125
NV Energy	Training/Apprenticeships/Placement	200	250	250
Southwest Gas Corp	Training/Education/Apprenticeship/Placement	300	350	400
Chevron Energy Solutions	Training/Education/Apprenticeship/Placement	300	400	500
Boeing Company	Training/Education/Apprenticeship/Placement	150	250	400
GE Technologies	Placement	150	50	50
Department of Employment, Training & Rehabilitation	Implement Governor's vision and Governor's Workforce Investment Board Strategic Plan	Totals		
		1,850	2,325	2,950

Recruitment-

Participants for these training programs will be drawn from the urban and rural areas throughout the State of Nevada through the One Stop Centers, high schools, Community Colleges, Universities, business locations, nonprofit organizations, and faith-based organizations. Clients may enter the program via a referral from another program or as a walk-in. The program will be marketed to a large audience via the following methods:

- Flyers and posters in high schools, WIA locations, local industry workplaces
- Electronic communications
- Program Websites for the partner high schools and colleges
- Presentations by partner project staff to high schools, WIA staff, and pertinent industry employers so they may act as partners in the recruitment
- Media releases – local TV, radio, and newspaper outlets

Recruitment efforts will seek out underrepresented groups and veterans who meet the program qualifications, as required by the Jobs for Veterans Act, and be given priority.

Once program eligibility is determined, each client will be assessed to determine current skill levels and experience. Each client will then be given an orientation outlining the services available; the application process; documentation required for enrollment; information on supportive services; and the program requirements.

Training-

Clients from targeted populations will be trained according to the workforce demands, i.e., employer and business needs, and guided to the appropriate program. Local area Workforce Investment Act training standards will serve as benchmarks to allow businesses input into training program designs, best practices, etc. by partners. This strong public/private partnership

is a best practices approach integrating remedial education, classroom training, on-the-job training, apprenticeships, and situational training opportunities.

Placement-

Upon completion of associated training, business partners will be first in line to consider hiring highly qualified, trained staff to meet their workforce demands. In coordination with these industry partners, workers will be placed as appropriate with ongoing follow-up and assistance to ensure success of the placement. The lead Workforce Investment Boards for both the north and the south will ensure that business partners and training partners coordinate efforts so that appropriate placements are made.

Retention-

To ensure employment retention, supportive services will be made available to eliminate barriers to success gleaned from clients' individual employment plans. Case Managers will maintain contact with the client to provide support, assist with access to services and provide any necessary intervention.

iii. Fiscal, administrative, and performance management...

The State of Nevada Department of Employment, Training, and Rehabilitation (DETR) has a long history in complying with federal grant rules and regulations. DETR typically handles \$80 to \$90 million annually in federal funds; significantly more with ARRA funds already awarded. Both the financial unit and program staff at DETR have more than adequate knowledge and experience dealing with grants and boast a very good record with Federal grant officers for timely and accurate reports and performance according to on-site monitoring by Federal agencies and other auditors. We strive to follow all state and federal guidelines for

managing the grant funds and our policies and procedures are designed to ensure compliance.

We use the State accounting system to record and track all expenditures.

Systems, Processes, Administrative Controls-

Along with utilizing the State of Nevada One-Stop Operating System, U.S. Department of Labor vetted policies and administrative controls are in place to ensure proper accountability and oversight of allocated resources. Policies outlining programmatic, fiscal and technical processes are firmly in place with longstanding testing for quality assurance.

4. IMPLEMENTATION TIMELINE and PROJECTED OUTCOMES

A. Implementation Timeline

Activity	Date	Deliverables	Delivery Method
Research/Strategic Planning	April '09	Strategic Plan	Email
Formation of SESP	July '09	SESP Charter	Attachment 1
Development of Sector Plan	July '09	Sector Plan	Email
Local and Regional Project Teams Defined and Selected	July '09	List of Regional Teams	Attachment 2
Recruitment/Outreach Activities	Months 1 - 36	Fliers, posters, email	Email/DVD
Provision of Supportive Services	Months 3 - 36	Data	Email
Case Management	Months 3 - 36	Data	Email
University of Nevada Reno	1 st Semester – Month 36	Curricula for course offering -in development	Email
University of Nevada Las Vegas	Beginning of semester following award – Month 36	Curriculum: Renewable Energy undergraduate degree; courses in energy efficiency, renewable energy technologies, economics, financing of renewable energy, legal aspects of energy & climate change, legal aspects of technology transfer; internship program.	Email
Supportive Services	Months 1- 36	Data	Email
Academy for Career Education (ACE) Training Programs	Beginning of semester following award – Month 36	Curricula: Building Trades Program; Computer Aided Drafting & Design Program	Email

Activity	Date	Deliverables	Delivery Method
Desert Rose Adult HS Training Programs	Beginning semester following award – Month 36	Curricula: Combined (horticulture, culinary, automotive, electrical, construction, weatherization, technology, job skills); Solar PV Technology Module; Sustainable Design and Construction Technology Modules	Email
College of Southern Nevada HVAC Training Program	1 st Semester – Month 36	Curriculum: newly developed gas-powered HVAC Training	Email
College of Southern Nevada Workforce Training Programs	Beginning semester following award – Month 36	Curricula: Solar Photovoltaic, Solar Thermal, Wind Systems Installers; LEED Facilities Management, Green Project Management; Hybrid Electric Vehicles; Compressed Natural Gas Vehicle Fuel System Inspector; Entrepreneurship for Green Businesses; AAS	Email
Truckee Meadows Community College Job Training Programs	1 st semester – Month 36	Curricula: Solar photovoltaic, geothermal & solar thermal	Email
Great Basin Community College	1 st semester – Month 36	Curricula: solar photovoltaic, wind, & geothermal	Email
Job Placement-Industry Partners	Months 6–36	Curricula: Training & Apprenticeships	Email
Data Collection & Reporting	Months 1-36	Data	Email
Follow-up/retention services	Months 6–36	Data	Email

B. Projected Outcomes

i. Collection, verification, and management of participant data...

Nevadaworks and Workforce Connections will employ service providers who will intake, initially assess, determine eligibility, and enroll clients into programs. The data they collect is entered into the statewide case management system, Nevada JobConnect One Stop Operating System (NJCOS). The information collected in NJCOS is reported to the state and quarterly to the Department of Labor for quarterly and Annual Common Measures reports.

ii. Projected Performance Outcomes

As a result of this State of Nevada Energy Sector Partnership and Training Project, **7,125 individuals are estimated to be served during the 36-month grant period.** Specific outcome categories are represented in the table below:

Outcome Measure	Year 1	Year 2	Year 3	Total
Individuals estimated to begin education/training activities	1,850	2,325	2,950	7,125
Participants estimated to complete education/training activities; combined attrition rate - all partners	1,633	2,052	2,604	6,289
Participants who complete education/training activities receiving degree or certificate	1,633	2,052	2,604	6,289
Participants who complete education/training activities placed into unsubsidized employment	1,443	1,813	2,301	5,557
Participants who complete education/training activities placed into training-related subsidized employment	190	239	303	732
Participants placed into unsubsidized employment retaining employed status at 1st quarter following initial placement	1,443	1,813	2,301	5,557
Participants placed into unsubsidized employment retaining employed status at 2nd quarter following initial placement	1,360	1,709	2,169	5,238
Participants placed into unsubsidized employment retaining employed status at 3rd quarter following initial placement	1,333	1,675	2,126	5,134

Outcomes related to specific populations are represented in the table below:

Performance Measure	Negotiated Levels
Youth	
Attainment of Degree/Certificate	66%
Youth Literacy/Numeracy Gain	76%
Youth Placement in Education/ Employment	59%
Adults	
Average Earnings Gain	\$14,100
Retention Rate after Six Months	88%
Entered Employment Rate	76%
Dislocated Workers	
Average Earnings Gain	\$10,700
Retention Rate after Six Months	78%
Entered Employment Rate	78%

5. SUITABILITY for EVALUATION

Evaluation of this program will be a priority and we will leverage systems already in place, adding components as necessary, to assist researchers in collecting data pertaining to recruitment, training, retention, and model efficacy. We invite rigorous research and will work cooperatively with researchers toward this end.

Social security numbers will be collected for use in calculating employment history and program outcomes and will be maintained in a secure and confidential manner. Participant-level data will also be collected and reported from the following categories:

- Demographic and socioeconomic characteristics
- Employment history
- Services provided
- Outcomes achieved

Local Workforce Investment Boards will collect employment and training activity data using the State of Nevada One-Stop Operating System (OSOS). Such data as program

registration, services and activities delivered, and employment placement rate to include job retention. The baseline employment and training outcome measures will mirror those negotiated and required by WIA. Automated reports will be generated at least monthly reflecting and tracking individuals' employment and training progress based completion of training, entered employment, retention and earnings at the following rates.

Both clients seeking employment and upgraded skills and businesses seeking skilled human capital will be recruited through our established partnerships, yielding a large number of qualified applicants, likely more than the number of positions available. The referral method for each client entering the program will be tracked at intake.

Ongoing contact with employers as well as case management services will be employed to ensure clients' retention and access to supportive services. Through the case management system, researchers will have access to data concerning those participants who leave the program prior to completion.

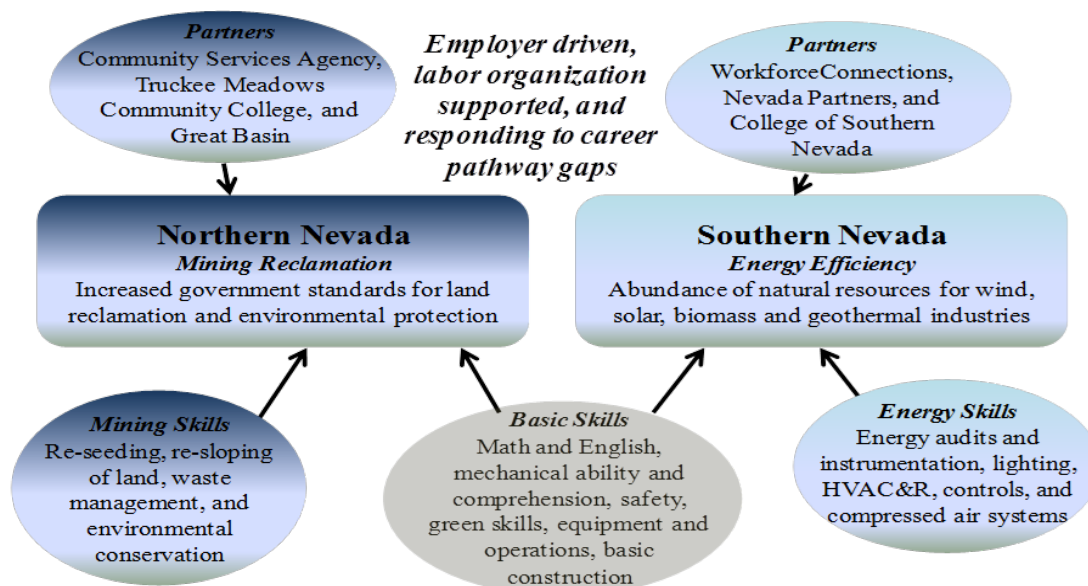
With grant funding, Nevada will be well-positioned to offer this unique best practice, public/private, training/job placement model and rigorous research will allow for program enhancement as well as create the potential to share findings with communities across the country.

Introduction to NV's *Green in the Desert* project- Community Services Agency, a Nevada statewide non-profit agency with a 45+ year history of serving the state, along with a diverse set of statewide partners including employers, unions, local workforce investment boards, community colleges and community service agencies is applying for a \$6,037,403 Green Innovation Fund grant from the United States Department of Labor, Employment Training Administration. Our *Green in the Desert* project is based on existing demand for skilled labor in green jobs career pathways, and the critical unmet need for strong apprenticeship programs and linkages to apprenticeship programs in the energy efficiency and mining reclamation industries across the state. The *Green in the Desert* project is truly innovative for the State of Nevada, because it creates a statewide partnership that traverses the entire state, including the rural communities, in a state that traditionally has had a significant separation of activity between the northern and rural urban centers, separated by hundreds of miles of rural towns and communities. This project forges linkages between diverse organizations and government departments as well as unions, community colleges, multiple employers with waiting jobs, workforce investment act administering agencies at the state and local levels, and community agencies who specialize in serving poor, low income and hard to place individuals. This project operationalizes Nevada's green jobs vision for the future, and leverages existing funds and infrastructure to stabilize and grow our economy and put people back to work in a time of incredible economic losses.

1. Statement of Need (30 points)

i. Demonstrate Need for Proposed Training Program (20 pts)- Nevada, with its 13.6% unemployment rate, leads the nation in need for economic investment, particularly in the building and construction trades. As a representative from the Building and Construction Trades

Council of Northern Nevada recently stated, "Two years ago, we represented 5,000 construction workers. Currently, that number is just under 3,000 because of the downturn in the economy. Our membership is currently 30 percent to 40 percent unemployed. Of the members who are employed, 10 percent to 20 percent of those are underemployed or working less than 30 hours per week."¹ Nevada's future depends on our ability to move unemployed, dislocated and incumbent workers through efficient and connected green career pathways that end in high paying, family wage supporting jobs. Our projects will focus on recruiting diverse cohorts of participants for our programs who are traditionally unsuccessful entering well-paying apprenticeship programs and occupations due to a lack of skills and preparation. We are anchoring our recruitment efforts on the relationships our community service providers have with local employers as apprenticeship sponsors, as the most frequent source of referral to programs across the country.²



¹ Nevada Legislature: Senate Select Committee on Economic Growth and Employment February 11, 2011 PAUL MCKENZIE (Executive Secretary-Treasurer, Building and Construction Trades Council of Northern Nevada, AFL-CIO)

² Lerman, Robert, et. Al. The Benefits and Challenges of Registered Apprenticeship: The Sponsors' Perspective. The Urban Institute Center on Labor, Human Services and Population. March 2009.

There is a gap in resources in Nevada to develop the math, literacy, mechanical comprehension, customer service, and interviewing skills of participants in Pre-Apprenticeship programs so that participants can successfully complete the written placement and interview requirements for entry in to the Apprenticeship program. Both southern and northern projects provide strong linkages between the Pre-Apprenticeship program and the Apprenticeship program, as well as committed jobs with local employers.

Northern Nevada industry targeted- In Northern Nevada we will focus on mining reclamation training and employment, as mining is the driving industry in the northern and rural communities of the state. The decline in employment in the building trades has hit an all-time high, leaving many skilled workers dislocated and unemployed. In Northern Nevada, there is currently no existing Operating Engineer Pre Apprentice Program- this project will provide the first program that is built in collaboration with local employers who have waiting apprenticeship openings and jobs for qualified individuals, including those formerly employed in the building trades.

Southern Nevada industry targeted- The Southern Nevada project will focus on the energy efficiency and renewable energy green sectors, and will train workers for jobs in Building/Facility Operator Occupations in the Energy Efficiency/Energy-Efficient Building Industries. The National Renewable Energy Lab has identified a shortage of skills and training opportunities as a leading barrier to energy efficiency growth across the country.³ We are targeting industries with demand driven data to support our investments. According to the Green Jobs in U.S. Metro Areas Report (2008) issued by the U.S. Conference of Mayors, the Las Vegas

³ R Margolis and J. Zuboy, *Nontechnical Barriers to Solar Energy Use: Review of Recent Literature* (National Renewable Energy Lab, 2006).

Metropolitan Statistical Area is ranked 54th in green jobs growth and is projected to add 16,821 new green jobs through 2038, including jobs in the energy efficiency sector.

Explanation of how targeted industries meet the SGA requirements- The mining industry in Northern Nevada (O*NET Environment Protection category) and the energy efficiency industry (detailed in WIA Section 171 (e)(B)(ii) in Southern Nevada, are all aligned with the Solicitation for Grant Application's focus on industry partnerships that are employer driven, labor organization supported, and respond to gaps in the career pathway.

Current and projected demand for employment- Green job creation in the Nevada could reach upwards of 80,000 new jobs by 2025.⁴ There is current and future demand for all of the existing union and non-union Nevada State Operating Engineers Apprenticeships. There is a correlated need for graduating students that have the necessary green skills in the Energy Efficiency/Energy Efficient Building industries to meet the demands and needs of employers who operate very large buildings/facilities in the state. These include: university & community college systems, K-12 school district, government, healthcare, manufacturing, and hospitality. State employment researchers project a slight increase in mining industry growth in Nevada during 2011 and 2012. Bill Anderson, Chief Economist for Nevada's Department of Employment Training and Rehabilitation (DETR), stated recently that mining was one of the few sectors in the hard hit Nevada economy that helped to offset job losses during the recession, and generated hundreds of new jobs as gold prices were in excess of \$900 per ounce. Should gold prices continue to rise or even stabilize, the mining industry will continue growing.

⁴ Job Growth from Investment in Renewable Energy: An Overview. From Nevada Senator Harry Reid's website issue brief found at <http://reid.senate.gov/issues/upload/Energy-RnwblEnergyJobGrwth.pdf>.

Knowledge, competencies, and degrees/certificates required of workers in the targeted

industries- Northern Nevada- Mining occupations require the OSHA certificate, the Mining Safety and Health Administration Certificate, Operating Engineer Apprenticeship Certificate, and a GED or high school diploma. Southern Nevada- Workers in the Energy-Efficient Building Industry sector are required to obtain green skills and competencies in: Building Utilities; Energy Audits and Instrumentation; Lighting, HVAC&R, Controls, and Compressed Air Systems. These are obtained through the Building Energy & Sustainability Technician (BEST) certification, and Operating Engineer.

The needed credentials, skills and competencies participants in the programs can reasonably expect to attain-

**IUOE Apprenticeship Program
Northern NV Mining**

Dozer and Scraper Operations
Off-Road Haul Truck Operations
Seeding Application Equipment
Operating Engineer Apprenticeship
Mechanical Apprenticeships
Advanced Soils Reclamation Certificate
Grade Setting Certificate
OSHA (hand signals and rigging)
Mining Safety & Health Certificate
Tier 3 Emission Standards
Diesel Engine Mechanic Training
Green Capstone Training

**IUOE Apprenticeship Program
Southern NV Energy Efficiency**

Electrical Theory
AC & DC Motor and Transformers
Luminaries & Equipment
Refrigeration
HVAC
Auxiliary Equipment
Electrical Code
Physical Plant Operations

Participants in statewide operating engineer Pre-Apprenticeship programs will learn basic safety, math, tool operation, communication skills, employability skills, and green skills, which are

identified in best practice literature as an emerging trend.⁵ Community Services Agency (CSA) will drive this program in the north and Nevada Partners Inc (NPI) the southern program.

Industries in which participants were employed- Operating Engineer Pre-Apprentice participants will come from a variety of industries, including the building trades, and many will be dislocated or unemployed workers. Apprenticeship level participants are employed in the building trades, healthcare, hospitality, and mining/mining reclamation industries.

Current level of skills and educational attainment of the eligible participants- Eligible participants will possess a wide range of skill levels and educational attainment, as our project includes entry points along the green career pathway. Some participants will have a GED or high school diploma; others will lack any school certificate or job skills upon program entry.

Additional barriers and corresponding service needs of participants- When entering the apprenticeship programs, participants may be subject to an initial reduction in salary, have additional classroom attendance and homework requirements after work hours, and adjusting to a new working environment and industry, often including travel to sites and sometimes temporary relocation. Participants will also require assistance with other supportive services such as obtaining drivers licenses, accessing mental health services and family support services, substance abuse counseling, and living expenses including housing, child care and transportation. These barriers are common to all workforce projects, so we will leverage our community provider supportive services infrastructure aligned with national best practices⁶.

⁵ Conway, Maureen, Gerber, Allison and Helber, Matt. "Construction Pre-Apprenticeship Programs: Interviews with Field Leaders." The Aspen Institute. 2010, p. 24.

⁶ Conway, Maureen, Gerber, Allison and Helber, Matt. "Construction Pre-Apprenticeship Programs: Interviews with Field Leaders." The Aspen Institute. 2010, p. 17.

Regional applicant cluster and sectors currently targeted in light of our understanding of the local community labor market and workforce- We are working in the Mining Industry Cluster in Northern Nevada and the Energy Efficiency Building, Construction and Retrofit Industry in Southern Nevada. Nevada, with its severe changes in geography and environment, has very different labor markets in the northern and southern regions. We are anchoring our project on a deep understanding of those differences, to ensure training and infrastructure activities lead to jobs and sustainable linkages between strong, embedded industries.

ii. Steps and Gaps in Career Pathways (10 points)-

Specific education and training offerings that need to be enhanced within our green career pathways- Current Apprenticeship programs are lacking green skills training, and Northern NV does not have a current Operating Engineer Pre Apprenticeship.

Occupational focus- We will focus on Mining and Mining Reclamation occupations, including operating engineer in Northern Nevada and Energy Efficiency occupations in the Southern NV.

Requirements to enter this type of education and training- In order to enter the Operating Engineer Apprenticeship program, and the Site Reclamation Certificate Apprenticeship level program, a participant must: be a legal resident of the U.S., be at least eighteen (18) years of age, have a high school diploma or G.E.D., have a state issued birth certificate, present a copy of DD-24 or military discharge papers (if applicable), present valid picture ID or driver's license, pass basic math, reading and mechanical comprehension tests, appear before a Joint Apprenticeship and Training Committee (J.A.T.C.) board for oral review, and abide by the drug abuse and protection program which includes a substance abuse test.

Need for additional instructors and infrastructure- Current instructors will require training to be able to teach the green skills piece for the energy-efficient building industry developed by the Association of Energy Engineers (AEE). Curriculum infrastructure of all classes requires upgrading the “green skills” piece to include other distance and web based learning options. Additional instructors will be required in order to have the capacity for these Apprentices.

Need for specialized equipment- The project will require specialized equipment in the form of computerized building automation software with the corresponding hardware of pumps, motors, dampers, compressors, valves, actuators, and controllers.

The credentials that participants will receive if they successfully complete this education and training-

Credential	Standards	Northern Participants	Southern Participants
Advanced Soils Reclamation Certificate	new	240	-
BEST Certification	new	-	20
Boomlift Certification	existing	-	30
Build Nevada Certificate	modified	-	30
English as a Second Language (ESL)	modified	30	10
Forklift Certification	existing	-	30
GED	existing	30	10
Grade Setting Certificate	new	240	-
Green on the Go Training Certificate	new	60	-
Inspired Apprentice Certificate	modified	-	30
Intro to LEED Building Processes Certificate	existing	-	30
Mechanical Apprenticeship with Tier 3 Emission Stds	modified	48	-
Mining Safety and Health Administration Certificate	existing	330	-
NPI Green skills curriculum	new	-	50
NV State Operating and Maintenance Engineer Cert	existing	-	20
Operating Engineers Pre-Apprenticeship	new	90	-
OSHA	existing	330	50
Scissor Lift Certification	existing	-	30
Total Anticipated Certificates		1,398	340

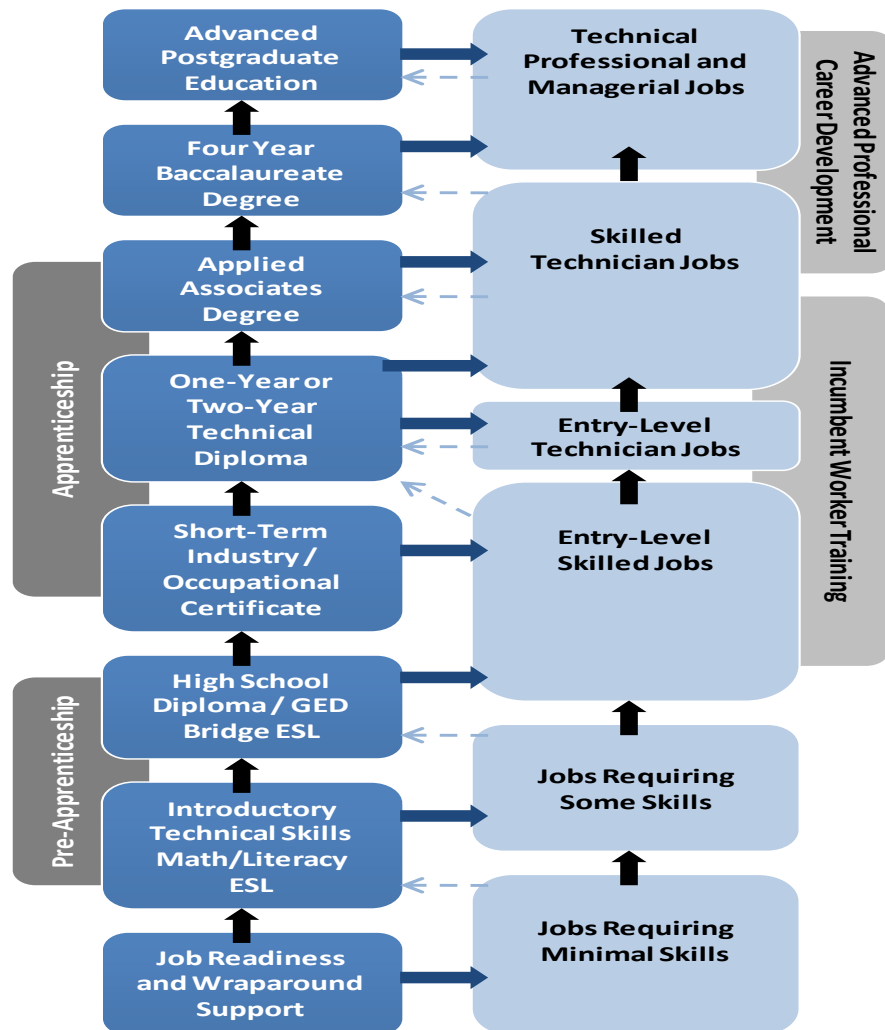
Assessments used- The Nevada Joint Apprenticeship Committee (JAC) assessment of program participants includes both a written aptitude assessment and an interview with the JAC Board of Directors, which is comprised of members equally representing labor and employers.

Participant Services- Community service providers, including Community Service Agency in the north and Nevada Partners Inc in the south, will also include training and curriculum, approved by the JAC, which will provide program participants with basic skills (math & literacy) and other competencies and supportive services required to enter, and successfully complete, the Apprenticeship Program and obtain and retain employment.

Tools to support career planning and transitioning from one step of the pathway to the next- Each green career pathway leads to progressive responsibilities and increasing wages. CSA and NPI will work with participants to understand these identified ladders or lattices so they can plan their career pathway advancement, and will provide supportive services as clients move through the programming. Program staff will explain these ladders in detail to each trainee prior to beginning their training. The top rungs will be clearly delineated in hopes that participants will complete education and training programming and continue to advance.

Role of employers and other appropriate organizations, in the development and implementation of the existing career pathway- The human resource departments of employers of all Apprenticeship programs in the project have been, and will continue to be, actively engaged in collaborating with the Pre-Apprenticeship and JAC program directors in: defining program goals and activities, assisting with program design, identifying necessary skills and competencies, providing supportive services through our community agency partners, and on the job training (OJT). Program graduates will be connected to full-time employment opportunities offering upward mobility opportunities for further advancement. Apprentice sponsors will plan

the training, review apprentice progress, maintain the records of appropriate progress, and pay for the program.⁷



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2. Overview of Program, Project Workplan, Management and Sustainability (50 pts)

⁷ 29 CFR 29 "Labor Standards for the Registration of Apprenticeship Programs." Code of Federal Regulations.

⁸ Adapted from Apollo Alliance, *Mapping Green Career Pathways: Job Training Infrastructure and Opportunities in Ohio*, January 2010.

i. Overview of Proposed Program and Activities (25 points)- *Programs to be implemented by the applicant-* The International Union of Operating Engineers Locals 3 & 501 JAC Operating Engineer Pre-Apprenticeship/Apprenticeship programs will be implemented under this project. Our project is aligned with best practice DOL approaches across the country, which include:

1. *Enhanced green apprenticeship programs-* We will expand green Pre-Apprenticeship programs and link these programs to Registered Apprenticeships, community colleges, and other qualified training programs across the state of Nevada from urban to rural communities. Building off of green Registered Apprenticeships funded through the American Recovery and Reinvestment Act of 2009, and existing State Energy Sector Partnership funding, our Pre-Apprenticeship programs will leverage the infrastructure created by means of the act. Our project is anchored on, and will encourage, additional agreements between Pre-Apprenticeship and Registered Apprenticeship program sponsors to facilitate the transfer of Pre-Apprenticeship experience and learning into credit towards the completion of a Registered Apprenticeship program. We will create an entry level certification for our Pre-Apprenticeship programs that will help meet the Registered Apprenticeship program sponsor requirements for clients to enter the Registered Apprenticeship. This will benefit low income and disadvantaged clients that we will be working to recruit into Pre-Apprenticeship programs through our outreach efforts. This is aligned with best practices across the country.⁹¹⁰

Operating Engineers Local 3 based in Reno/Sparks and the Nevada Training Center based in Wadsworth/Fernley will provide enhanced training programs through Pre-Apprenticeship and

⁹ Conway, Maureen, Gerber, Allison and Helber, Matt. "Construction Pre-Apprenticeship Programs: Interviews with Field Leaders." The Aspen Institute. 2010.

¹⁰Holzer, Harry J. "Encouraging Job Advancement Among Low Wage Workers: A New Approach." The Brookings Institution, Policy Brief, Welfare Reform & Beyond #30, pages 4-5, May 2004.

registered apprenticeship/journey worker in soil reclamation and sustainability to meet the growing demands in the mining industry and energy efficiency projects. The Northern Nevada project will include Reno/ Sparks, Wadsworth/ Fernley, Elko, Lander, Eureka and White Pine communities. Operating Engineers Local 501 based in Las Vegas will be providing training in the energy-efficient building industry in the Clark County and Las Vegas communities.

2. *Development of statewide, regionally relevant green career pathways-* Nevada, with our economic challenges and incredible green jobs opportunities, recognizes the importance of developing green “career pathways” in existing industries to help job seekers move from entry-level work into higher-paid, more specialized positions. This project will promote green career pathways through post-secondary education and training to reach low-income communities, persons with limited English proficiency, and other under-skilled young adults and adults by anchoring the project on community partnerships with organizations already embedded in the community. Statewide partners include: Community Service Agency of Reno, Nevada Partners, Nevadaworks (the Northern NV Workforce Investment Board (WIB), Workforce Connections (the Southern NV WIB), Truckee Meadows and Great Basin Community Colleges.

Partners will provide training to students from entry-level skill sets through community college level training in green careers. Partners will work to create onramps to the career pathway by providing participants’ tuition assistance and additional supports, such as transportation and child care. Our community service agency partners will provide those supports, while leveraging their existing WIA programs and other federally supported programs, such as child care centers and emergency assistance funding. Our training model is based on a community college and/technical education training model, and both northern and southern projects include on-the-

job training and integrated “earning and learning” models that open career pathways for low-income and under skilled individuals.

3. Innovative and Effective Partnerships with Community-Based Organizations Connecting

Targeted Populations to Green Jobs- This grant provides an incentive for Community Service Agency in the north and Nevada Partners Inc in the south, to recruit low income and disadvantaged workers in urban and rural communities into the high demand green jobs pipeline. By focusing on employer demand driven sectors, such as mining reclamation in the north where we are anticipating an 80%+ placement rate of participants who complete apprenticeship level training programs, we will increase worker placement and sustainability. We will recruit clients with limited English proficiency (a large and growing population in NV), disconnected youth, high school drop-outs, and people with disabilities, give priority to veterans and connect clients to One Stop Services, including on the job training, Registered Apprenticeship programs, and post-secondary level training, and integrated “earning and learning” models in this project.

Partnerships in Northern Nevada include the Associated General Contractors and Nevada Mining Association who will provide general industry guidance, support and communication to the program. Employers, including subcontractors Degerstrom Inc, Ames Construction, Q&D Construction, and Reno-Tahoe Construction will provide paid unsubsidized employment in and around Elko, Eureka and White Pine Counties upon program completion and certification. Nevadaworks serves as the local workforce investment board and provides general support to Northern Nevada surrounding employment and training strategies. Truckee Meadows Community College, using its classrooms and distance learning technology to reach Great Basin College in Elko, will provide training and educational capability.

Partnerships in Southern Nevada include: Workforce Connections, Local 501 Operating and Maintenance Engineers JAC; Joint Apprenticeship Training Committee, and Employer Human Resources Departments, that will assist in program planning, curriculum development and implementation. Nevada Partners Inc will provide Pre-Apprenticeship program and supportive services, Workplace Solutions ESL will provide ESL across the state, and the Las Vegas Hilton will provide apprenticeships and paid unsubsidized employment.

Five Quality Factors for Pre-Apprenticeships	
1.	The IUOE Locals 3 & 501 JAC will formalize their partnership with the Registered Pre-Apprenticeship Program(s) serving each of the communities in the project.
2.	Registered Pre-Apprenticeship Programs will provide participants with basic skills (math & literacy) and interviewing competencies, as well as technical training and green skills to prepare for entry into the Registered Apprenticeship Program and on the job training.
3.	Formalized agreements between the Pre-Apprenticeship and Apprenticeship programs will enable individuals to directly apply their credentials and certificates with the International Union of Operating Engineers Locals 3 & 501 JAC Apprenticeships and the International Brotherhood of Electrical Workers.
4.	Registered Pre-Apprenticeship programs will provide training services for: basic green skills, industry awareness, energy efficiency and mining reclamation strategies and approaches, and customer service skills to prepare individuals for entrance in to the Registered Apprenticeship program.
5.	The Registered Pre-Apprenticeship program, in partnership with community provider partners, will provide supportive services for individuals needing: transportation, child care, dependent care, and housing for education and training activities.

Five Quality Factors for Registered Apprenticeships	
1.	<i>Development of modified apprenticeship program standards that use hybrid training models – we are including numerous new and modified standards (see graphic on page 8).</i>
2.	<i>Use of Interim Credentials – We are including 2,106 interim credentials detailed above).</i>
3.	<i>Adoption and Use of Technology-Based Strategies- We will include simulators, online modules and distance learning in our projects across the state and in all project communities, as well as advanced building automation system software and auxiliary controls.</i>

Five Quality Factors for Registered Apprenticeships	
4.	<i>Partnerships with the public workforce system particularly related to the recruitment of eligible participants into Registered Apprenticeship</i> - We will partner with Workforce Connections in the south and Nevadaworks in the north, and their respective One Stop programs forging relationships with union representatives, training instructors, employer associations, and local employers.
5.	<i>Partnerships with post-secondary education systems that allow apprentices to earn college credit during their apprenticeship</i> - We are partnering with Truckee Meadows Community College and Great Basin Community College to ensure participants earn college credit during the apprenticeship. Both the IUOE and IBEW Apprenticeships are registered Apprenticeships with the state of Nevada allowing participants to earn college credits that are transferrable to community colleges throughout the state.

One Quality Factor - Integrated Basic and Technical Skills Training	
Six Features of Integrated Delivery through Innovative Community-Based Partnerships	
1.	The Local 501, Local 3, and IUOE will develop new curricula components for the mining reclamation project, and improve existing operating engineer curricula to incorporate energy efficiency skills. We will also use distance learning and customized tools to train participants for exiting jobs.
2.	In collaboration with Locals 3 & 501, Pre-Apprenticeship Programs (PAP) conducted by our community agency partners will assess current skill levels, aptitudes, abilities, and provide supportive services to allow participants to fully participate in apprenticeship programming.
3.	Comprehensive Case Management and Retention Strategies- these will be provided by our two community partners in the north and south with decades of case management and workforce development programming experience.
4.	Supportive services will be provided to meet the needs of participants requiring transportation, child care, dependent care, and housing for education and training activities.
5.	PAP's will collaborate with Locals 3 & 501 and employers on job search, placement assistance, and career counseling.
6.	PAP's will collaborate with the Locals 3 & 501 and public and private sector employers for prospective participants to facilitate placement in jobs.

CSA's existing career training program includes: Current CSA career training programs are focused on green and health sectors as emerging workforce programs, and create entry points along career pathways along the lifespan of clients, including youth ages 14-24, dislocated workers, unemployed and underemployed, hard to place individuals, veterans, and persons with

disabilities. We provide holistic support for individuals including supportive services, transition support through the pathway, and connections to local workforce agencies and organizations.

The career training program design includes Pre-Apprenticeship and basic skills training and credentialing, apprenticeship linkages training, on the job training linked to employment opportunities and supportive services to ensure participant retention and success.

Key accomplishments of the project include: creating a brand new Pre-Apprenticeship program in Northern Nevada for the Operating Engineer occupation, with a focus on mining reclamation, an emerging high growth industry, and creating linkages that don't currently exist between pre-apprentice programs and apprentice programs and employers, creating new green skills curriculum implementation infrastructure that will be sustained after the grant period, and creating a statewide green jobs pathway that connects fragmented urban and rural communities where credentials translate from program to program.

Outcomes include: increased ability of Pre-Apprenticeship participants to enter apprenticeship programs, increased diversity of apprenticeship applicants and participants, increased job attainment (80% placement rate) increased wages for participants, improved green career pathways across the state, increased collaboration at the state level around design and implementation of green skills programs, increased employer commitment to hiring green skilled workers from credentialed programs, improved linkages across programs and communities, and an improved economy for Nevada.

Funds will be used to develop and enhance Pre-Apprenticeship programs and support the development of assessment, literacy, math, basic green skills, customer service, GED, and interviewing skills as part of these programs. Funds will also be used to enhance the Apprenticeship program curricula to include "green skills" in the Green on the Go and BEST

curricula. Funds will also support class room infrastructure, and instructor train-the-trainer costs, equipment and transportation costs, and employer JAC contributions and OJT.

How the project will use the resources of the invested partners- The Southern and Northern Nevada Workforce Investment Boards will leverage their existing Workforce Investment Act funding, currently being administered through over 15 local service providers, as well as Statewide Energy Sector Partnership (SESP) grant funding, and resources acquired through the Green Capacity Building (GBC) grant. American Recovery and Reinvestment Act State Energy Sector Partnership grant funds that have been deployed in the development of the BEST program curriculum, and our partnership with the State of Nevada Department of Training and Rehabilitation, will be leveraged, in addition to the WIA, Wagner/Peyser, CDBG and other local funding received by the Community Services Agency in Reno and Nevada Partners, Inc.

Federal agencies and other orgs already working in energy efficiency and renewable energy areas- The Department of Energy and the Department of Housing and Urban Development are deploying energy efficiency projects in Nevada.

How these orgs will provide support for the applicants proposed program- These departments and agencies will provide input and direction around our project implementation, informing our curricula and training development as we provide skilled workers in the sector to fill jobs these agencies are creating with their statewide investments.

Evidence based practices- We are including a number of evidence based approaches in our project, as cited throughout this response in footnotes. These include anchoring recruitment on employer relationships, building green skills into Pre-Apprenticeship training, linking job readiness to apprenticeship acceptance rates thereby increasing the strength of the match between

participants and programs, offering supportive services to improve retention, and improving linkages between programs and collaborators.

ii. Project Work Plan (20 points)

Specific activities funded through the grant- The *Green in the Desert* project will fund Pre-Apprenticeship, Apprenticeship, supportive services, sustainability and evaluation activities under this project, detailed in the attached budget and budget narrative.

How third party reviews of grant deliverables will be implemented- We will work with the University of Nevada Las Vegas workforce experts to conduct the third party evaluation. They will design and implement the evaluation and report on outcomes and deliverables.

Implementers are detailed in the workplan. ***Costs:*** The total cost of the *Green in the Desert* project is \$6,037,403. The cost per participant is \$12,900. ***Project times*** are found on the workplan. ***Evaluator:*** We will partner with the University of Nevada, Las Vegas and their evaluators specializing in workforce development, along with the northern and southern Nevada workforce boards to evaluate the project. The School of Urban and Public Affairs will provide the linkage to evaluation resources and content matter in addition to the evaluation design and approach.

Deliverables:

- 1) Deliverables include curriculum, training the trainer modules, online modules, evaluation reports, credentials and modified standards.
- 2) Articulation Agreements- We have articulation agreements between the unions and CSA and TMCC in the north, and the union and employers across the state. We have integrated these agreements into our entire project, along the career pathway.

- 3) Online Learning Modules- We have video conferencing capability between Truckee Meadows Community College and Great Basin Community College in Elko, Winnemucca, Battle Mountain and Ely. We will be able to video the classes to provide distance learning and online learning modules as a template for other communities to use in other places. Community Services Agency will create an online learning module based “Green On the Go” green skills curriculum, that will be used in the classroom, distance learning, and online.

Anticipated Delays- We do not anticipate any delays. A ***Comprehensive workplan*** that details our *Green in the Desert* approach, including **timelines** is included on page 21.

Budget, narrative and justified costs- The attached budget and narrative describe how costs are allocated and aligned. The overall cost of the program is justified compared to comparable programs and outcomes, with specific deliverables attached.

iii. Project Management and Sustainability (5 points)

Relevant leadership and management structure- Community Services Agency of Reno, with over 45+ years of experience, will be managing the entire statewide project, in partnership with local affiliates of the northern and southern Workforce Investment Boards and community organizations. CSA will be working in 8 communities across the state. Community Services Agency is a Community Action Agency with a 45+ year history of serving the Northern and Southern Nevada community in a wide range of programming capacities, including but not limited to Head Start, weatherization, employment programs which include skill development training, employment soft skill training, internships, on the job training programs, health career pathways initiative, entrepreneurship initiatives for youth and Veterans, tax preparation,

computer training, health education and training, as well as affordable housing programs and projects. The Agency has consistently achieved an 80% or higher job placement rate with retention rates meeting or exceeding negotiated Department of Employment grant rates. We are managed by an Executive Director with 40 years of experience, administrative management staff including our CFO, COO and our 15 member advisory Board of Directors. We will work with the local WIBs, Southern Nevada community service agency, unions and employers through a structured communication process including workplans, signed subcontracts and MOUs, online and virtual meetings and quarterly reporting processes.

Procurement processes and procedures- CSA is in compliance with all federal procurement regulations, adhering to the code of purchasing conduct established under 2 CFR Part 215.

Sustainability- This project is designed to build a connected infrastructure of Pre-Apprenticeship and apprenticeship programs across the state, with anchor partners such as the local WIBs, community colleges and unions. This infrastructure will be sustained, due to the fact that the green skills curriculums will be integrated into existing apprenticeship programs, and supported by employers who are hiring. CSA and NPI, with their incredible histories in their communities and the state, are uniquely positioned to tie these system level changes to real programs across the state. We will conduct focus groups and planning meetings with our diverse set of statewide partners to institutionalize the innovations we are creating for this project, to publicize our results, and to engage private philanthropy and investment in our programming as well.

3. Outcomes (20 points)

i. Projected Performance Outcomes (15 points)

Data collection capacity of lead agency- We will utilize our extensive data collection system that is already in use to assess program effectiveness for the over 6,000 clients we serve each year under Department of Labor and Department of Education funding. We will incorporate, collect and report on all performance measures outlined in the SGA. Community Services Agency has proven capacity to collect and provide the data elements required in this project, including: program outputs, outcomes and participant feedback. We have a strong management team with solid financial skills, evaluation skills and project management skills that ensure our projects are completed on time and within budget.

We are uniquely positioned, due to our four decades of leadership in Nevada, to design a statewide project that leverages existing infrastructure to create new green career pathways for Nevadans. With our diverse range of required and invested partners spanning the urban and rural centers of the state, the Green in the Desert project is innovating new linkages, standards, agreements and sustainable collaborations statewide. Our ability to measure the impact of these innovations is critical to sustain activities that have impact, adapt activities that need adjustment, and make the case to local and national investors that Nevada can unite around a shared green vision for our embattled state's future. We will ensure that case is made with strong planning, project management and evaluation that meets or exceeds our goals. Our performance measures and workplan found on the next pages illustrate the project design and impact in detail.

Attachement C: Sample Performance Outcomes Table**Projected Performance Outcomes**

Measure	Performance Outcomes	Additional Information	
Total Number of Participants Served	468		
Total Number of participants Beginning Education/Training Activities	468	Subtotal for Participants Placed in pre-apprenticeship and Registered Apprenticeship Programs	488
		Subtotal for Participants Placed in Community-Based Programs	468
Total Number of Participants Completing Education/Training Activities	370		
Total Number of Participants Who Complete Education/Training Activities that Receive a Degree, Certificate or Other Credential	458	Total Number of Credentials Each Participant is Expected to Receive	4 (south) 9(north)
Total Number of Participants Who Complete Education/Training Activities who Enter Unsubsidized Employment	373	Subtotal for each type of eligible population served (e.g. unemployed, dislocated, and incumbent workers)	139 (I), 157 (D), 172 (U)
Total Number of Participants Who Retain Unsubsidized Employment in the First and Second Quarters Following Initial Placement	353	Subtotal for each type of eligible population served (e.g. unemployed, dislocated and incumbent workers)	139 (I), 157 (D), 172(U)

Process Measures

Measure	Process Outcomes	Additional Information	
Total Number of Initial Assessments	468		
Total Number of Participants who Receive Supportive Services	186		
Total Number of Innovative Partnerships	18		
Total Number of Participants Served by Technology-Based Learning	130		
Total Number of Interim Credentials Issued	2106	Subtotal for Apprenticeship Programs	398
		Subtotal for Participants Placed in Community-Based Programs	468
Total Number of New or Modified Standards	17		
Total Number of Agreements that allow for Transfer of Credit between Programs	22		

PROJECT WORK PLAN							
Priority:	Implement Nevada Statewide Green Jobs Innovation Project						
	Activities	Implementer(s)	Costs		Time		Deliverables
Strategy No. 1	Pre-Apprenticeship Program- Recruitment and Outreach- activities include: utilizing One Stop Centers, union HR, CSA and NPI networks and existing workforce development programs, charter and technical schools, apprenticeship waiting lists, career counselors at community colleges, workforce board websites.	Community Services Agency (CSA)	Strategy Total:	\$72,000	Start Date:	July 2011 (Phase 1) and repeat years 2 & 3	Outreach plan
		Nevada Partners, Inc. (NPI)	Equipment		End Date:	December 2011 (Phase 1); repeat years 2 & 3	
		Workforce Connections	Year 1:	\$24,000	Milestones:	Outreach flyer	
		Nevadaworks					
			Year 2:	\$24,000		Recruitment Timeline & Report	
			Year 3:	\$24,000		Candidate Lists	
Strategy No. 2	Pre Apprenticeship Program- Assessment- activities include: English proficiency, individual and family strengths and functioning, works skills assessments and basic reading, math and mechanical skills comprehension.	CSA	Strategy Total:	\$103,500	Start Date:	August 2011 (Phase 1); repeat years 2 & 3	Assessment Reports
		NPI	Equipment		End Date:	December 2011 (Phase 1); repeat years 2 & 3	
		Workforce Connections	Year 1:	\$34,500	Milestones:	Completion of each assessment	
		Nevadaworks					
			Year 2:	\$34,500		Roster & Enrollment	
			Year 3:	\$34,500			
Strategy No. 3	Pre Apprenticeship Program- Supportive Services- activities include: case management, emergency services and basic needs support, job and career counseling and planning, stipends for training and transition.	CSA	Strategy Total:	\$1,025,856	Start Date:	Sep-11	Case Management file
		NPI	Equipment		End Date:	Jun-14	
			Year 1:	\$339,880	Milestones:	Referral data	CM Software Tracking
			Year 2:	\$341,952		Case Notes	Referral Data Reporting
			Year 3:	\$344,024		Supportive Services	
						Budget Reports	

Activities		Implementer(s)	Costs		Time		Deliverables
Strategy No. 4	Pre Apprenticeship Program-Basic and Technical Skills Educational and Training- activites include: Basic skills training, math, English, ESL, job skills, Green on the Go Pre Apprenticeship curriculum for Operating Engineers pre apprenticeship, Build Nevada pre apprenticeship with green skills training, credential and certificates awarded upon completion	CSA	Strategy Total:	\$710,038	Start Date:	September 2011 (Phase 1); repeat years 2 & 3	New and modified standards
		NPI	Equipment		End Date:	May 2012 (Phase 1); repeat years 2 & 3	
		Workforce Connections	Year 1:	\$241,300	Milestones:	Curricula developed	Green on the Go and Build Nevada Curricula
		Nevadaworks					
			Year 2:	\$232,568		Curricula implemented	Train the trainer curricula, certificate
	Year 3:	\$236,170	Certifications Awarded	Training Calendar & Attendance Records			
Strategy No. 5	Apprenticeship Program-Assessment/Interview, activities include: field assessment on equipment, written assessment	IUOE Local 3 JAC	Strategy Total:	\$150,000	Start Date:	Sep-11	Equipment & Installation
		IUOE Local 501 JAC	Equipment	\$100,000	End Date:	May-14	
			Year 1:	\$50,000	Milestones:	Field & equipment reports	Assessment Reports
			Year 2:			Written assessment and summary reports	BEST Train the Trainer
	Year 3:		Currilula revision				
Strategy No. 6	Apprenticeship Program-Technical and Green Skills Training and Education- classroom instruction at training centers, community colleges, community based locations, field instruction at training centers and selected job sites, distance learning, online modules, credentials on completion	IUOE Local 3	Strategy Total:	\$1,718,633	Start Date:	Sep-11	Certificate, new and modified standards, curricula
		IUOE Local 501	Equipment		End Date:	May-14	
		Degerstrom Construction	Year 1:	\$569,918	Milestones:	Class schedules & class rosters	distance learning and online modules, train the trainer curricula
		Ames Construction					
		Q&D Construction	Year 2:	\$577,665		TMCC course completion, BEST	
		Reno/Tahoe Const.					
		Las Vegas Hilton	Year 3:	\$571,050		Certificates issued	

Activities		Implementer(s)	Costs		Time		Deliverables
Strategy No. 7	Apprenticeship Program On the Job Training- activities include: paid on the job training for four months in the south, no paid OJT needed in the north, employers hiring now	IUOE Local 3	Strategy Total:	\$327,000	Start Date:	Upon completion of training	OJT Activity & Billing Reports
		IUOE Local 501	Equipment		End Date:	Jun-14	
		Degerstrom Construction	Year 1:	\$109,000	Milestones:	Job placement & wage reports	
		Ames Construction					
		Q&D Construction	Year 2:	\$109,000		Transition stipends	
		Reno/Tahoe Const.					
		Las Vegas Hilton	Year 3:	\$109,000			
Strategy No. 8	Project Evaluation- activities include designing project evaluation in partnership with UNLV workforce experts and evaluation experts, conducting evaluation	CSA	Strategy Total:	\$175,000	Start Date:	Jul-11	Project evaluation design, report
		University of Nevada, Las Vegas	Equipment		End Date:	Jun-14	
			Year 1:	65000	Milestones:	Evaluation Timeline	
			Year 2:	55000		Evaluation Plan	
			Year 3:	55000		Evaluation Report	
Strategy No. 9	Project Sustainability- activities include: establishing partnerships, agreements, processes, and programs that connect education, training, workforce and supportive services to strengthen statewide green career pathways	CSA	Strategy Total:	\$486,171	Start Date:	Jul-11	Sustainability plan
		Workforce Connections	Equipment		End Date:	Jun-14	
		Nevadaworks	Year 1:	\$159,697	Milestones:	Partnership agreements	
		NV State Dept. of Training, Rehabilitation					
		Truckee Meadows Community College	Year 2:	\$162,057		Steering Committee Strategic Plan	
		IUOE Locals 3 & 501,					
			Year 3:	\$164,417			

Project Narrative – The Nevada Community College Consortium

Statement of Need

The Nevada Community College Consortium, comprised of institutions that are each a part of the Nevada System of Higher Education (NSHE), led by Western Nevada College (WNC) and including the College of Southern Nevada (CSN), Truckee Meadows Community College (TMCC), and Great Basin College (GBC) is requesting \$9,921,831 from the Department of Labor Employment and Training Administration. Together these institutions cover the entire State of Nevada – north, south, urban and rural – to provide workforce development opportunities for Trade Adjustment Act (TAA)-eligible workers. This TAACCCT 4 grant opportunity has been catalytic for the Nevada Community College Consortium (NCCC) in creating new comprehensive and collaborative opportunities for TAA-eligible displaced workers throughout the State. While all displaced, unemployed, underemployed and dislocated workers will be eligible for services under this proposal, *special emphasis is placed on meeting the unfilled needs of veterans and active duty military*, more than 233,302 in Nevada alone, who have higher than average unemployment rates and lower than average college retention rates.

Serving the Education and Training Needs of TAA-Eligible Workers

The members of the NCCC are committed to meeting the workforce needs of Nevada, which has been ground zero for the economic challenges that have confronted the nation for the past several years. Nevada suffered an especially critical blow when the nation initially plunged into recession and due to its unique economy its recovery has lagged far behind the rest of the country, despite signs of improvement in both the national and Nevada's economies. For

example, Nevada's unemployment rate is 7.9%, while the US rate is 6.3%.¹ Since October 2008, 22 companies in Nevada have been granted TAA Certifications, companies in the north, south and rural parts of the State as shown in the table that follows. TAACCCT 4 represents a unique opportunity to address the impact on Nevada's workers of imports and shifts in productions outside the United States, and will help to improve the state's economy. Since October 2008, 22 companies in Nevada have been granted TAA Certifications, companies in the north, south and rural parts of the State, including such companies as MGM Resorts International Operations, International Game Technology, and North Sails Nevada, LLC. TAACCCT 4 represents a unique opportunity to address the impact on Nevada's workers of imports and shifts in productions outside the United States, and will help to improve the state's economy. According to the Department of Labor as of November 30, 2012, 570 workers in Nevada have been impacted by foreign trade and are eligible for TAA services.²

Through previous TAACCCT programs, GBC, TMCC, WNC, and CSN were able to expand programs for first generation college students to TAA-eligible workers and other adults and, with this TAACCCT 4 program, will continue that expansion and target veterans. As a result of a strong collaboration effort between NSHE and DETR, Career Development Centers are being placed on each of the TAACCCT Round 3 campuses (Great Basin College, Truckee Meadows Community College, and Western Nevada College) staffed by a Nevada JobConnect expert to match a highly trained and skilled workforce with employers. The success of Career Development Centers will be leveraged to develop the Veteran Resource Centers on the campuses of each of the four colleges.

¹ "Nevada Workforce Informer, HOME." *Nevada Workforce Informer, HOME*. N.p., n.d. Web. 20 June 2014.

² http://www.doleta.gov/tradeact/TAPR_2012.cfm?state=NV

In Nevada 233,302 individuals are identified as veterans (130,000 between ages 20-64). Through TAACCCT 4, the NCCC will focus on active duty military and veterans. Specific regions of the state have significant active duty military and Veterans. For example, Fallon Naval Air Station is within the Western Nevada College service area where the active duty population is 400 minimum, with an additional 1,500 when training a carrier air group. Veterans' Affairs indicates a veteran population of 21,833 within the five county WNC service area.³ In Southern Nevada there are more than 10,777 individuals stationed at Nellis and Creech Air Force Bases. In Washoe County there are approximately 34,500 veterans; TMCC currently has 450 students who are using VA education benefits.

This proposal includes a plan to implement a concentrated transcript evaluation process (ACE certification) so that active military, reserve and veterans can receive appropriate credit for their military transcript as well as any credits earned from post-secondary institutions before or during their military service. Veterans will be able to compare their earned credits to multiple degree and certificate programs to determine "best fit", which can be seen as a two-part process. First, participants will learn which earned credits apply to various degree and certificate programs. Secondly, they will gain valuable, specific information about these career areas, to include up-to-date local, statewide and national jobs forecasts and salary information.

Evidence Need of Job Opportunities in the Targeted industries and Occupations

The Consortium's TAACCCT 4 grant proposal is anchored on the concept that the existing assets in active duty military, veteran, and adult learner populations, can be leveraged to meet existing employer demand. By implementing Credit for Prior Learning strategies and assessments across the Nevada System of Higher Education system, and by tailoring accelerated,

³ (http://www.va.gov/vetdata/veteran_population.asp).

articulated, transferable programs to the skills of these populations, the NCCC will meet employer demand and rapidly advance outcomes for TAACCCT participants.

According to the Bureau of Labor Statistics, many of the jobs available through these programs have been showing steady growth in Nevada as seen in the following table:

Occupation Title	Annual Cumulative Growth Rate
Nursing Aides, Orderlies, and Attendants	1.5%
Licensed Practical and Licensed Vocational Nurses	1.8%
Machinists	1.6%
Welders, Cutters, Solderers, and Brazers	2.1%
Welding, Soldering, and Brazing Machine Setters, Operators,	1.4%
Bus and Truck Mechanics and Diesel Engine Specialists	1.2%
Managers, All Other	0.7%
Management Analysts	1.7%
Customer Service Representatives	1.6%
First-Line Supervisors/Managers of Retail Sales Workers	0.4%
Management Analysts	1.7%
Purchasing Managers	1.4%
Administrative Services Managers	0.1%
Computer Systems Analysts	1.1%
Computer Programmers	0.4%
Computer Occupations, All Other	0.5%
Software Developers, Applications	1.7%
Computer and Information Systems Managers	1.0%
Computer and Information Systems Managers	1.2%
Network and Computer Systems Administrators	2.1%

Gaps Analysis

The NCCC meets the needs of approximately 62,500 students across the entire state, including urban, rural and frontier communities, many hard hit by the recession and struggling to recover and rebuild sustainable and regenerative job bases. Yet examples of gaps in industries and sectors important to Nevada's economy abound.

The TMCC Diesel program graduates supply both the transportation industry (repair

shops, dealerships and independent service operations) and the mining industry. Expansions and retirements in both sectors have created an employment gap. Employers in the mining industry are in need of strong fluid power skills (hydraulics and pneumatics).

Private employers such as those represented by the Society for Information Management – Las Vegas (SIMLV) indicate that six of the ten IT occupations are seen as high demand within the state of Nevada. Given the nature of growth and change within the industry, coupled with a high degree of cross industry demand of IT professionals, Southern Nevada will see a severe gap in the educational pipeline leading to IT occupations. Additionally, the demand for these occupations is documented in the number of H1B certifications in the past three years, according to statistics from the Nevada Department of Employment, Training and Rehabilitation (DETR) and input from the Local Employer Advisory Panel (LEAP) and SIMLV. Employers, the Governor’s Workforce Investment Board Industry Sector Council, and professional trade groups indicate a shortage of entry-level workers in all IT occupations.

Nursing shortages occur at a national level, and are particularly acute in southern Nevada and in rural locations. The demand for practical nurses, who are employed in acute care hospitals, sub-acute care, mental health and long term care facilities, remains high and employers in the area include hospital groups, state mental health facilities, Nellis AFB, and the Veteran’s Administration clinics and hospital. All rural locations in Nevada have difficulty recruiting and retaining qualified health care workers. For example, both rural areas of Pahrump and Winnemucca have hospitals which consistently have the same staffing problems observed nationally, including constant turnover. Great Basin College’s experience indicates that the “home grown” approach to training in rural communities is a successful strategy for addressing the problems of geographic isolation. For the period 2013-2015, DETR projected statewide

demand for machinists to grow by 2.2% per year. For welders, forecast demand growth was 2.9% per year. DETR made ten-year projections in 2010: Statewide, the demand for machinists was forecast to grow by 17.4%. For welders, the forecast growth was 22.5%. In Carson City, the forecast 2010-2020 growth for machinists was 19.7%. For welders: 15.2%.⁴

The programs provided through the NCCC will address skills and competencies that students will need to become workers in their chosen field, summarized below:

Competencies and Credentials

Program	Skills and Competencies	Degree/Certificate/Certification
Machine Tool/Computer Numerical Control (CNC)	Operation monitoring, critical thinking, operation and control, active listening, coordination, monitoring, reading comprehension, mathematics, mechanical, production and processing, English language, design, computers and electronics	<ul style="list-style-type: none"> • National Career Readiness (NCRC) • OSHA • NIMS: Measurement, Materials, & Safety • NIMS: Job Planning, Benchwork, & Layout • NIMS: CNC Lathe Operations • NIMS: CNC Mill Operations • NIMS: CNC Lathe Set-Up & Programming • NIMS: CNC Mill Set-Up & Programming • Certificate of Achievement
Welding Technology	Critical thinking, monitoring, operation and control, reading comprehension, production and processing, design, administration and management, mechanical, mathematics, engineering and technology, customer and personal service, English language	<ul style="list-style-type: none"> • National Career Readiness (NCRC) • OSHA • AWS Industry Certification (GMAW, FCAW) • Certificate of Achievement • Associate of Applied Science

⁴ "Nevada Workforce Informer, Projections." *Nevada Workforce Informer, Projections*. N.p., n.d. Web. 21 June 2014.

Diesel Technology	Installation, equipment maintenance, operation monitoring, critical thinking, reading comprehension, complex problem-solving, repairing, systematic troubleshooting, active learning, active listening, coordination, monitoring, mechanical, mathematics, English language, public and occupational safety, computers and electronics, physics	<ul style="list-style-type: none"> • National Career Readiness (NCRC) • OSHA • Skills Certificates (NEW) • Certificate of Achievement
Business Administration	Knowledge and skills for business related careers, understanding of business operations and understanding of theory and practice of business; Apply general business and management theories to real-life professional situations, Knowledge and understanding for managing people and functions, proficiency for entry-level human resource management positions, and apply latest techniques in recruitment, selection, training, and other human resources practices; proficiency for entry-level management positions, Apply business and management strategies to real-life small business settings	<ul style="list-style-type: none"> • Associate of Business (62 credits) • Associate of Applied Science (64 credits) • Associate of Applied Science-Human Resource Emphasis (61 credits) • Associate of Applied Science-International Business Management Emphasis (64 credits) • Associate of Applied Science-Small Business Management Emphasis (64 credits)
Information Technology	Install, configure, operate, and troubleshoot medium-size routed and switched networks, implementation and verification of connections to remote sites in a WAN; converged local and wide area networks with 100 to 500, CompTIA A+ certified technicians training, (This is an internationally-recognized, vendor-neutral certification.); install, configure and troubleshoot basic networking hardware, protocols and services; Knowledge of communication security, infrastructure security, cryptography, operational security, and general security concepts; Optimal use of Office Applications	<ul style="list-style-type: none"> • CISCO Certified Network Associate (16 credits) • Cisco Certified Network Professional (20 Credits) • Comp TIA A+ (6 credits) • Comp TIA Network Project+ (6 credits) • Comp TIA Security+ (12 credits) • Microsoft Office Specialist (14 credits) • Microsoft Certified IT Professional (24 credits)
Healthcare	Observe, monitor, document and communicate information; Provide physical and emotional care; Collaborate with members of health care team; Provide a safe care environment; Safely handle specimens; Utilize math, and engineering skills; Protect clients from abuse and neglect; chain of command; ethical and legal standards of the CNA; professional work habits; CDC (guidelines; Critical thinking skills	<ul style="list-style-type: none"> • CNA (Certified Nursing Assistant) Certification • Certificate of Achievement – Practical Nursing (44 credits) • Eligible to apply for national licensure examination-practical nurse (NCLEX-PN) to become a licensed practical nurse (LPN)

In addition, the lack of a concerted, aligned, and best practice based approach to veteran engagement and retention in higher education has directly impacted the Nevada community college system's ability to serve and impact outcomes of active duty military, veterans and their families as well as other adult learners. By building a statewide system of Veteran Resource Centers at all NCCC colleges, implementing training on the American Council on Education (ACE) credit for prior experience model, and using Burning Glass and WorkKeys® to provide assessment and career guidance coordination with Nevada's workforce system partners, the NCCC is finally building out the capacity that has been lacking to effectively educate, train, employ and retain valued veteran and adult learner populations.

Methodology and Work plan

The Nevada Community College Consortium is proposing a bold goal for TAACCCT 4 as follows: *to build a system of credit for prior learning across the Nevada System of Higher Education, fortified with training across institutions and including Nevada workforce partners, in order to not only honor and leverage the experience of active duty military and veterans and older students re-entering higher education, but to help make dramatic improvement in their ability to earn higher wages and in their retention outcomes.*

Objectives for TAACCCT 4 include:

1. Develop American Council on Education (ACE) system for credit for prior learning across the NSHE with a focus on active duty military, veterans and returning adult students with a training component that includes workforce system partners.
2. Align training needs for TAA-eligible workers across the state in five focus areas, including Health Care, Business, IT, Transportation and Machining, meeting the employer-driven demand in each unique and diverse region of the State.
3. Increase capacity of accelerated training formats driven by employer demand, with content informed by employer and workforce system engagement.
4. Create content to leverage existing technology enabled learning and innovative learning modalities.

5. Build on and leverage the agreements, processes and procedures in place from TAACCCT 1, 2 and 3 across the NCCC to provide stacked and latticed credentials aligned with employer driven industry needs and career pathways.

Veteran Success is the hallmark of this proposal with the intent to make the four colleges “veteran inclusive”, meaning veterans are fully integrated, organic, valued members of the college community, their skills are recognized and valued, and they are invested in as individuals. In reality, even though Nevada has a high military and veteran population, and large bases within state borders, Nevada has not been as “veteran friendly” as it could be, and has not done all it could through policy and practice change and evaluation to advance the employment outcomes of Nevada’s veterans. With TACCCT 4, veterans’ issues will be front and center.

Currently, Nevada does not have a consistent approach to credit for prior learning and does not use the ACE method to provide this valuable asset to veterans consistently, if at all. Veterans Resource Centers will be housed at each of the four colleges in the NCCC and Center staff will ensure that each veteran is assessed for credit for prior learning and experience, so they can more rapidly advance and earn higher wages upon exit.

Through a collaboration of the Nevada Department of Employment, Training and Rehabilitation (DETR) and the Nevada System of Higher Education (NSHE), the Nevada the Veterans Resource Centers will provide students with access to two important planning tools to help them self-assess their readiness, skills and interests. As a part of the TAACCCT Round 4 Grant, the collaboration will provide **ACT WorkKeys®** and **Burning Glass – Careers in Focus**. These will be available for use with each client of the Veterans Resource Centers. The NCCC will leverage \$2,072,904 from DETR in Burning Keys and ACT WorkKeys for TAACCCT 4 activities across all four colleges.

WorkKeys® test questions are based on situations in the everyday workplace and scores

help the veteran compare their skills to the skills jobs require. WorkKeys® testing will result in a National Career Readiness Certificate. The tests and preparation will be administered by each college within the NCCC, and made available as a component of the evaluation and workforce readiness for each veteran engaged by the resource center.

Burning Glass – Careers in Focus provides various tools within its platform of data systems for matching people with jobs. The technologies deliver intuitive insight across a range of functions, including career exploration and counseling, as well as job matching. Tools to be used with Resource Center clients include the Job Seeker Portal where veterans can search a database of job listings via an intelligent matching engine component, as well as a Career Exploration Portal, which provides veterans with information about current job market demand in key Nevada metropolitan statistical areas and nationwide.

The NCCC will offer the following programs across the State of Nevada to advance the goals and objectives of this TAACCCT 4 project:

PROGRAMS			
WNC	GBC	TMCC	CSN
Machine Tooling/ Computer Numerical Control (CNC)	Rural Certified Nursing Assistant (CNA) and Nursing Residence Program	Diesel Technician	Information Technology (IT)
Welding			Business Administration
Certified Nursing Assistant (CNA)			Practical Nursing (LPN)

All colleges in the NCCC have the infrastructure including degree and certificate options to expand these programs to meet the needs of veterans and other returning students. The following tables show the expansion of programs the schools will offer.

Western Nevada College			
Program	Enrolled	Graduated	Proposed
AAS Machine Tool/CNC	24		
Certificate Machine Tool/CNC	22		Additional 24/year
Accelerated (TAACCCT 3)	17	15	
AAS Welding	27		
Certificate Welding	43		Additional 24/year
Accelerated Welding TAACCCT III	26	24	
Certificate CNA	60	54	Additional 45/year starting Fall '15
Certificates for Machine Tool/CNC and Welding are available in two options. A standard certificate is 30 hours and the TAACCCT 3 accelerated certificate is 15 hours.			

College of Southern Nevada			
Target Industry Programs	Enrolled Majors-Degree Programs	Enrolled Majors Certificate Program	Proposed
Information Technology	978	16	Additional 42/year
Within the IT industry, certifications are non-degree awards that establish an individual as qualified on specific technologies, often product specific, which are awarded by an independent certifying authority – not CSN. These include: CISCO Certified Network Associate, CISCO Certified Network Professional, Comp TIA A+, Comp TIA Network Project+, Comp TIA Security+, Microsoft Office Specialist, Microsoft Certified IT Professional.			
Business Administration	3,330	199	Additional 36/year
Business Administration provides an accelerated Associate of Business (AB) degree, which is provided in a structured block format, with four and eight week course face-to-face and on-line segments.			
Practical Nursing	NA	96	Additional 18/year
Practical Nursing is a 44-credit certificate program designed to prepare the graduate to provide nursing care in structured health care settings. Graduates are eligible to take the NCLEX-Practical Nurse (PN) and become a licensed practical nurse (LPN).			

Truckee Meadows Community College			
Program	Capacity	Enrolled	Proposed
Diesel	16	16	Additional 16/year
Credentials in OSHA 10 Industrial Safety Certification; Automotive Service Excellence (ASE) – Diesel Technician: Heavy Duty Power Train; Automotive Service Excellence (ASE) – Diesel Technician: Light and Heavy Duty Diesel Engines; Diesel General Services Technician – Certificate of Achievement; and Diesel Technician - Associate of Applied Science. Resources within this grant will allow for the creation of additional Skills Certificates (less than 30 credits credentials), which could be used as an employment			

credential or applied toward a Certificate of Achievement.

Great Basin College			
Program	Self Declared Majors	Enrolled	Proposed
ADN	197	40	Additional 16/year
BSN	122	38	Additional 8/year
The ADN program is an existing standard stand-alone RN nursing program with national and state accreditation. This proposal is to provide the degree to rural locations (Pahrump and Winnemucca, NV), which currently forces students to travel or relocate to complete the degree, often impossible for rural residents. Once this degree is completed, the online BSN degree is available.			

The programs in this proposal have the potential of helping veterans, active military, and TAA-eligible students earn higher wages by leveraging their skills, knowledge and interest into these training programs to advance through their chosen career. Estimates of earnings in the proposed programs are shown in the table below:

POTENTIAL WAGE EARNINGS

JOB TITLE	MEDIAN HOURLY WAGE	ANNUAL SALARY (Hourly Wage x 2080 hours per year)
Machine Tooling/Computer Numerical Control (CNC)	\$20.00	\$41,600
Machinist	\$19.64	\$40,851
Manufacturing Machinist	\$18.34	\$38,147
Welding	\$20.50	\$42,640
Diesel Technology	\$25.60	\$53,248
Business Administration	\$44.93	\$93,454
IT	\$35.49	\$73,891
Certified Nursing Assistant (CNA)	\$13.76	\$28,621
Practical Nursing (LPN)	\$24.71	\$51,397

Evidence Based Design

The Nevada Community College Consortium has built its program design on evidence based programs, promising and best practices, and effective approaches, and incorporating these approaches into the overall model. (Please see chart to follow of Evidence for Program Design).

As the NCCC worked to build a unified, aligned approach to building in the ACE credit for prior learning component (a proven model since 1948) across the NSHE system, training and evaluation was also built in across the project. In addition, all of the Veterans Resource Centers

on the four partner college sites will include programming based on evidence based and promising practice literature and studies conducted by the Veterans Administration, VITAL, and other content experts. The NCCC's programs are aligned with the Green Zone Veterans Initiative in Nevada, led by Governor Sandoval, which has led the way in researching, designing, and implementing a statewide conversation about advancing veteran outcomes.

By embedding in the strategies below into all elements of this program, the NCCC is decreasing time to completion for all learners in the TAACCCT program, accelerating learning, supporting the learner as they move through the career pathway, and remediating skills where necessary. The colleges will use WorkKeys and Burning Glass to assess career match and to enhance access to employment for veterans and returning students. By working with high quality online and technology enhanced learning modalities, the NCCC is able to reach more students, and to provide career and educational pathways that are more accessible and visible to non-traditional students, including those in the rural and frontier regions of the State.

Review Of Evidence for Program Design		
Research, Study, or Model	Description & Why it Relates to Program Design Area(s)	Strong, Moderate, Preliminary, Weak
State Policy Approaches to Support Prior Learning Assessment- A Resource Guide for State Leaders. Council for Adult Education and Experiential Learning. Compiled by Amy Sherman, CAEL, Becky Klein- Collins, CAEL, Iris Palmer, HCM Strategies	Focuses on how prior learning assessments, competency based assessments, employer engagement and links to learning development opportunities and aligning workforce development and higher education with economic development advance outcome in higher education for veterans. Anchors our system wide focus on credit for prior learning.	Strong- CAEL works with state agencies, policy makers and institutions of higher education across the country studying this topic, and report on outcomes. Data shows that BA students who are given access to prior learning assessments are 2.5 times more likely to graduate than those who do not.

<p>"Veterans Integration to Academic Leadership (VITAL)- An Initiative to Promote Student Veteran Resilience." 6th Annual Veteran Symposium for Higher Education. Louisville, KY. February 23-25, 2014. Presented by Jessica H. Thiede, PsyD and Holly Passi, PsyD.</p>	<p>Research and presentation presents 8 keys to veteran student success in higher education, including coordinating and centralizing campus efforts for all veterans and creating a designated student success space. Collaborating with local communities and organizations, including government to coordinate services. Tracking data on veteran outcomes, including demographics. Providing professional training and development for staff.</p>	<p>Promising- initial research outcomes show promising results. Presenters outline data and outcomes and model for success on higher education campuses. We have modeled our Veterans Centers after this model combined with data from the VETSED model detailed below.</p>
<p>"Veteran Supported Education Service Treatment Manual VETSED." By Marsha Langer Ellison, et al. Published by VA Health Care, VA Medical Quality Enhancement Research Initiative, National Center on Homelessness Among Veterans. May 2012.</p>	<p>Identifies 13 essential practices for serving veterans. Includes training of staff in military terminology, information for veterans, career pathway exploration, ensuring access to full learning opportunities, connecting to other veterans, transfer of credits. Strategies built into our Veteran Center Model.</p>	<p>Promising- studies conducted by the VA have strong preliminary outcome findings based on their work with national organizations, states and localities across the country.</p>
<p>"The Effects of Student Coaching in College: An Evaluation of a Randomized Experiment in Student Mentoring." Dr. Eric P. Bettinger and Rachel Baker, Stanford University, March 7, 2011</p>	<p>Studied college success using coaches versus not using coaches. Evidence shown using coaches to be effective. The Non Traditional No More Adult Learning Concierge is modeled after intensive, proactive coaching.</p>	<p>Strong – the study was large (Treatment: 8049, control: 5056), well implemented (statistical tests applied and confirmed effectiveness), well-designed (assigning coaches to random selection across sites).</p>
<p>Bringing Adults Back to College: Designing and Implementing a Statewide Concierge Model. Non-Traditional No More Policy Solutions for Adult Learners. ©November 2010 by the Western Interstate Commission for Higher Education. Publication Number 2A376</p>	<p>The project focused on identifying barriers that negatively impacted the persistence and graduation of adult learners. The NTNM pilot found on campuses, processes, and infrastructure were unfriendly to the adult learner (ages 25-62). The re-enrollment process for stopped-out adult learners was specifically identified as a major barrier. Anchors our focus on adult and veteran learners.</p>	<p>Promising – the model was piloted at GBC, WNC, and TMCC and showed promising results: WNC found during Fall 2009 that 46 NTNM students enrolled in 89 classes, 11% graduated the first year, 52% re-enrolled during the Summer 2010 semester, 24% of the original cohort were still enrolled.</p>

"Predicting Online Student Outcomes From Measure of Course Quality." Shanna Smith Jaggers and Di Xu, Community College Research Center Working Paper No. 57, April 2013	Evidence shows that course quality affects student success – increased quality via instructor and technologies that increased interpersonal interaction correlated to higher grades/success. Relates to project activities for improving infrastructure, processes and content to support innovative technology-enabled learning environments	Moderate – the study was not large (678 students), multisite (35 courses, 2 different colleges), randomized (student had to have completed at least 1 of 35 courses).
"E-Learning and Higher Education's Iron Triangle: Opportunity, Affordability, and Student Success at NSHE." Richard Katz & Associates. February 2013	Create alternatives for earning credit through prior learning assessments, challenge exams or other means, improve technical and academic support, improve systems integration and improve services integration. Relates to project activities for improving infrastructure, process and content to support innovative technology-enabled learning environments.	Promising - with references to moderate research. Analyzed the entire NSHE system's online learning strengths, weaknesses, and opportunities.
"Ohio Stackable Certificate: Models for Success." Community Research Partners. February 2008	Report shows Ohio integrating best practices for creating quicker career pathways. The framework provides a model for the NCCC's goal of moving adult learners quickly from entry to exit, including credit for prior learning assessments.	Promising/Moderate – Analyzed 4 national program models including Washington's I-BEST; all programs showed evidence of successful methods.
"Building Pathways to Success for Low-Skill Adult Students: Lessons for Community College Policy and Practice from a Statewide Longitudinal Study." David Prince David Jenkins. April 2005.	The study's findings were that low-skill students receiving college credit and credentials were more likely to find higher paying "family-wage jobs", supporting the NCCC's approach to provide college credit and credentials for participants as well as the Pathways component.	Moderate/ Strong – the study was large (34,956 students), multisite (34 colleges), random but no apparent control group.
Great Basin College Round 1 TAACCCT – math embedded curriculum 2011-2013	GBC embedded college-level technical math into the Welding and Diesel content courses and created a challenge test (approved by the GBC math department) for Math 116. 84% of students (21 out of 25) passed the exam by taking content courses and not taking Math 116.	Promising – only program level findings based on small group of participants.

"Cracking the Credit Hour." Amy Laitinen. New America Foundation and Education Sector. September 2012.	The survey of institutions that practice competency-based learning methods provides support for the idea of using a challenge exam to show mastery of a subject versus seat-time. This supports GBC's findings for its math model.	Promising – provides a survey of several institutions' success with use of competency assessment versus seat-time.
"A National Survey of Nursing Education and Practice of Newly Licensed Nurses." Suling Li & Kevin Kenward. JONAS Healthcare Law Ethics Regulations, October-December 2006.	Study finds best outcomes when programs incorporate experiences for students to build relationships with professionals, work effectively as a team, demonstrate and assist with skills in clinical activities, are available to answer questions during clinical and didactic activities, integrate critical thinking, pathophysiology and technology into the curriculum, and require students to demonstrate skills before performing them on patients. All integral components of our CNA, rural CNA and LPN programs.	Strong- The study employed a two-tiered survey process for collecting and combining data from programs of nursing education and the graduates of those programs. Administrators of 410 nursing programs responded to questions related to elements of education in their programs (response rate = 51%), whereas 7,497 RN (76.5%) and LPN (23.5%).

Career Pathways

The Nevada Community College Consortium demonstrates several methods to address contextualized, accelerated and remedial coursework. For example at CSN, remedial education, provided within the college's Division of Workforce and Economic Development, offers mathematics remediation in modularized format. Students applying for TMCC's TAACCCT programs receive access to KeyTrain, a product designed to remediate without enrolling in a semester based developmental course. The primary barriers to students completing credentials in the Diesel program at TMCC are the general education credits. To alleviate this hurdle, mathematics and human relations content will be embedded into the Diesel Technology program and a communications course will be contextualized to Career and Technical Education (CTE) content. Contextualized instruction is also widely used in CSN. In the three proposed focus

programs, contextualized instruction is offered through high tech laboratories and internship and/or clinical experiences.

The NCCC recognizes that enrolling students is not a plan to completion. As such, varieties of retention services are in place or will be instituted as part of the grant. CSN, for example, uses an E-alert, early warning system, which provides a confidential way to identify a struggling student and refer the student to services which will help identify a personal action plan, access tutoring, learn about resources for school success and develop a personal support network for guidance and advocacy. At all colleges, Academic Advising counselors provide career information and employers are engaged to speak about opportunities within their industry.

The American Council of Education (ACE) provides access to the most extensive guides for evaluation of prior learning, including the “Guide to the Evaluation of Educational Experience in the Armed Services” and “National Guide to College Credit for Workforce Training.” The NSHE system-wide use of the ACE Guide for credit for prior military training and experiences, the centerpiece of this proposal, will provide veterans with accelerated pathways toward degrees that align with their military training and expertise. Using the military rankings, years of service, occupation title and branch of service, the guide provides recommended semester hours and course titles. In addition to the establishment of Veteran Centers and the system wide use of the ACE Military and Armed Services Guides, other innovations across the project focus on accelerated coursework. At CSN for example, in IT, the focus on acquiring stackable credentials early in the student’s program allows for internship and part-time employment opportunities. The Business Administration degree is offered in a cohort using block scheduling and four and eight week courses to propel acceleration.

This proposal is anchored around the concept of building strong, articulated career

pathways with committed employers and proven demand across sectors. For example, GBC's program for RN Nursing has an established curriculum leading to an AAS degree. Once completed, students may apply to the existing GBC BSN degree program, which is fully available online. The current Nursing curriculum contains certain modularized instruction that will be continued in the delivery to the rural sites and some of these modules will be enhanced for delivery to distance sites through distance education platforms. Certified Nursing Assistant (CNA) certification is required for admission to the Nursing ADN program. ADN program completion may lead directly to acceptance to the BSN program. The Associate of Applied Science (AAS) in Nursing articulates directly into GBC's BSN degree. By design, completion of the admission-based ADN program and passing the National Council (of State Boards of Nursing) Licensure Exam (NCLEX-RN) assures admission to the BSN degree at GBC. Students entering the TMCC Diesel program have options for employment credentials and an achievable pathway to a higher-level degree. Students graduating from the Diesel Program can then find opportunities in the Mining, Quarrying, and Oil and Gas Extraction (NAICS 21) sector or Transportation and Warehousing (NAICS Code 48-49). The CSN Business Administration program provides intensive orientation, job seeking workshops and a cohort model that schedule may be well suited to the veteran. This department offers coursework in classroom, on-line and hybrid formats. Information Technology (IT) employment is a very strong opportunity for the veteran, TAA worker or adult student who obtains IT industry certifications while working toward an AAS degree in an IT area. Another is the opportunity to work for one of the many defense contractors in southern Nevada. In 2013 alone, civilian defense contracts in the area totaled more than \$250 million dollars and defense contractors value prior military experience as well as maturity of the adult student. This CSN Practical Nursing degree will support veterans

with a medics-to-practical-nursing bridge program. The program will mimic an existing LPN to RN bridge program, which has been successful at CSN for many years.

The TAACCCT 3 project recognized and took on the issues of transferability and articulation. They recognized that it is sometimes a challenge to navigate through the maze of higher education's many and complicated processes that lead up to a person's actual training and education, especially for TAA-eligible workers and other adult learners, including veterans, sometimes derailing the student from entering or completing training. Non-Traditional No More (NTNM) was a pilot program undertaken by all institutions within NSHE in partnership with the Western Interstate Cooperative for Higher Education (WICHE) and the Lumina Foundation. The project focused on identifying barriers that negatively impacted the persistence and graduation of adult learners and found that campuses, processes, and infrastructure were unfriendly to the adult learner (ages 25-62). In TAACCCT 3 intensive support and advising as well as processes, procedures and policies are in production to increase transferability and articulation efforts and will be of considerable assistance to Round 4 efforts.

The TAACCCT 4 Consortium will benefit from best practices developed through the pilot program to increase the number of adult learners who return to college and complete an educational program of study. This project will leverage the existing assets of active duty military, veteran and adult learner populations. Credit for Prior Learning strategies and assessments across the Nevada System of Higher Education system and the accelerated, articulated, transferable programs tailored to the skills of these populations will further help to meet employer demand and rapidly advance outcomes for TAACCCT participants.

Demonstrating the link between education and career goals, through collaboration with key internal and external stakeholders, resolving barriers preventing veterans and other adult

learners from returning, persisting, and completing their education will be key for success.

The four NCCC member colleges have numerous transfer and articulation agreements. For example, CSN alone has transfer and articulation agreements with over 25 different colleges and universities in Nevada and across the country.

Advances Online and Technology Enabled Learning

The creation of additional infrastructure, processes and content to support innovative technology-enabled learning environments began in TAACCCT 3 and is essential for this TAACCT 4 Consortium. Online learning is offered across the NCCC:

Percentage of courses available online			
WNC	GBC	TMCC	CSN
14.7%	59.02%	19%	31.5%

At all colleges distance learning techniques (such as on-line testing/assignment posting, video clips and simulations) will be used to enhance student learning. Across the NCCC, the colleges will incorporate online and technology enabled learning into program design and delivery through access to self-paced basic skills (math, reading, writing, etc.). GBC will pioneer the extensive use of distance curriculum to remote areas of rural and frontier Nevada and simulations such as “Sim Man” will be used to accelerate learning. At TMCC, for example, distance-learning techniques (such as on-line testing/assignment posting, video clips and simulations) will be used to enhance student learning. TMCC will incorporate online and technology enabled learning into program design and delivery through access to self-paced basic skills (math, reading, writing, etc.).

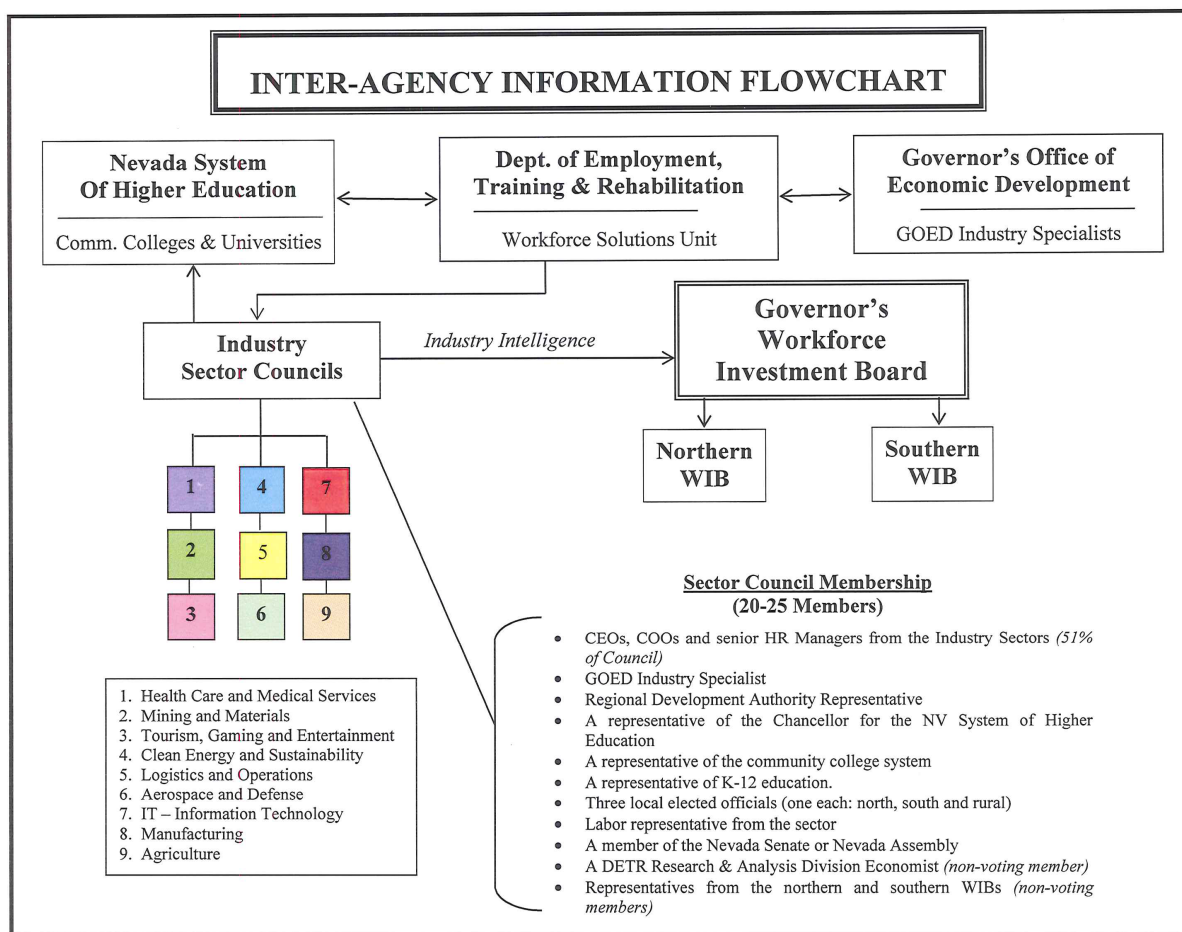
Strategic Alignment with the Workforce System and Other Stakeholders

Over the last three years, the Nevada System of Higher Education, the Department of

Employment Training and Rehabilitation (DETR), and the Governor's Office of Economic Development have worked collaboratively to establish and build nine (9) industry sector councils, representing the nine industries Nevada seeks to grow and sustain for its economic future. The diagram below outlines the flow of information from the sector councils through to the departments named herein, resulting in industry intelligence regarding the current and future training needs being shared with the state departments who can deliver the training, and link potential employees with available employment.

Each college in the TAACCCT4 Consortium is launching and / or extending training programs that will serve the industry growth in one or more of the following sectors identified by Nevada's Workforce Development and Governor's Economic Development: Manufacturing; Health Care and Medical Services; Information Technology; and Mining.

The Industry Sector Councils are supported by the DETR administratively, and report to the Governor's Workforce Investment Board, which is tasked with the oversight of the workforce development system, advising community colleges on training needs, and distribution of Workforce Investment Act (WIA) funds to serve unemployed, underemployed, dislocated and youth workers.



Direct outreach to TAACCCT eligible populations is accomplished through Nevada's TAA Manager, who forwards program information to TAA Case Managers for distribution. The four colleges currently work with Nevada JobConnect to distribute information to training providers and agencies serving under and unemployed population. Current outreach partners include Nevadaworks, JobConnect, JOIN, Vocational Rehab, Veterans' Administration, Nevada Healthcare System, Community Service Agency and Tribal Agencies.

In association with Nevada's employment sector support, healthcare has been identified in the Governor's employment sector designations and is going to be encouraged and supported

in Nevada. GBC is engaged with the hospitals in the rural towns of Pahrump and Winnemucca for many years about how to address the workforce need for nursing in these locations.

The Society of Information Management Las Vegas Chapter (SIMLV), which is comprised of approximately 30 local organizations representing IT executives, leaders, consultants and decision makers throughout the Las Vegas Valley, is a partner on this project. They align IT, education and business; use IT to continuously bring market value and services; develop future IT leaders; shape the IT industry's direction, policies and legislation which stimulates IT job creation; and influence college curriculums and continuing education. SIMLV is a committed partner that provides the oversight and guidance that defines the IT landscape and shapes the curriculum to ultimately influence the employability of program participants.

We have proposed a position at CSN for an IT Student Success Coordinator who will work specifically with veterans enrolled in IT programs. This position will focus on connections to employers, seeking all types of opportunities for veteran students with stackable credentials in IT areas. This person can arrange campus-based employer sessions and tours/visits to IT employers. Additionally, this position can work with the student internship to fulltime job transition. The CSN IT Department has been part of a very successful "speed networking" event where approximately 30 employers come to campus, spend five minutes with each interviewee, and is able to quickly interact with a large number of CSN students in a very defined timeframe. These events have seen excellent participation and the NCCC anticipates that a Veterans Focus Speed Networking event would be very well received by the IT/Defense Contractors in southern Nevada. Within the IT area, the acquisition of industry-recognized certifications (CISCO, CompTIA, Microsoft) can provide entry-level employment with area companies. Currently CSN has an agreement with a specific company that students with basic IT skills will be hired part time. The

employer supports school attendance through the completion of the AAS degree, all while working at the company. CSN plans to replicate and expand this employment model, as some veterans will desire part time work to dovetail with their educational experience.

Alignment with Previously Funded TAACCCT Projects

All colleges in this Consortium have been recipients of TAACCCT funds in previous rounds, and have built a strong, committed and well-connected network of partners across the institutions focused on TAACCCT outcomes, as well as on leveraging each other's assets across the State. As such, much has been learned in the areas of program design, preparation, implementation, student outreach and support, evidence based practices, evaluation, and reporting and communication across project partners. Most policies and procedures are already in place for compliant programs, as well as for moving students through a well-articulated pipeline that begins with workforce system partners and ends with employment.

Resources will be shared across the NCCC, including costs for the GStars tracking system, WorkKeys®, Burning Glass, the ACE training, and the intellectual capital needed to build a shared website that will help to report outcomes to consumers as well as the DOL. Regular meetings will be held to plan program design, ensure against program duplication and share resources around IT, evaluation, data management and reporting. The TAACCCT 4 grant will provide funding and support for the local workforce investment boards to meet once per year to receive ACE training, and to connect with TAACCCT partners to advance the project.

The NCCC has also reached out to other TAACCCT funded projects and Consortiums in other states to leverage their experience and build on their best practice models. For example, as planning began for the system wide investments in Veteran Resource Centers, outreach was made to a previous TAACCCT Round 2 recipient who focused on enhanced student services

through a Retention Specialist and Transcript Evaluation for Veterans from other states. If funded, the NCCC will connect with Ozarks Technical Community College to learn what is working and what is not for their project, and to continue the dialogue as the Nevada model is implemented. In addition, the NCCC reached out to Elevate Iowa to learn about how they built out their shared website and share their data with consumers, which is a component that the Nevada Community College Consortium is now building into its model and program.

In addition to government partners, the NCCC has developed strong partnerships with the Nevada Community Foundation, a \$150 million community foundation in Las Vegas, Nevada, that is working to advance systems change for veterans, and has also partnered with JP Morgan Chase, Wells Fargo and the Federal Reserve Bank of San Francisco to convene employers around veteran employment challenges and opportunities and to create a toolkit for systems change. The TAACCCT 4 provides even greater opportunities for private sector partners to engage in the statewide systems change in Nevada for veterans.

By open sourcing the model, outcomes, and retention data, the NCCC is advancing a dialogue across the state, including Nevada's four-year institutions of higher education, about the importance of credit for prior learning for returning students, particularly veterans, that could change the trajectory of thousands of lives in Nevada *and help rebuild the state's economy*.

Sector Strategies and Employer Engagement

This statewide project will target the unemployed and underemployed with a particular emphasis on veterans, using proven tools for skill evaluation and career matching, further explained in this grant application. Each college will employ specific strategies for engaging employers, for example GBC will employ a Program Assistant who will build collaborations for

this program. The Coordinator will be in direct contact with health care providers in the rural communities of Pahrump and Winnemucca.

The scope of work in this proposal for the TMCC Diesel program directly supports the goal of the Nevada Governor's Workforce Investment Board (GWIB) Mining and Materials Sector Council as well. TMCC's goal is to develop a GWIB Mining and Materials Sector Strategic Plan to identify jobs in the Mining and Materials industry, support Mining and Materials industry businesses in meeting their human resource needs and develop initiatives necessary to support this goal. CSN will work with the Society of Information Management-Las Vegas, a Consortium of more than 30 employers in the IT industry, aligning and scaling the sector strategy in this space, and WNC will engage local hospitals in the Carson Tahoe area.

Consolidated Work plan						
PROGRAM OF STUDY or OTHER ACTIVITY:			#1 Development of Project Mgmt. Team			
		Implementer	Costs		Time	
Activity 1.1	Establish NCCC Project Team	WNC, CSN, TMCC, GBC	Strategy Total:	\$18,750	Start Date:	10/1/14
Deliverable 1.1	Consortium team and high-level management team in place; information available on shared website, etc.		Equip.:	\$0	End Date:	6/30/15
Activity 1.2	Hire project personnel		Year 1:	\$18,750	Miles tones: Year 1:	quarterly
Deliverable 1.2	Project personnel in place		Year 2:	\$0	Year 2:	
Activity 1.3	Develop project/NCCC policies and procedures; meeting schedules, templates for agendas and minutes	WNC	Year 3:	\$0	Year 3:	

Deliverable 1.3	Shared DropBox available for shared documents. Policies, procedures, templates, minutes available for team/consortium	WNC	Year 4:	\$0	Year 4:	
Activity 1.4	Engage industry partners	WNC, CSN, TMCC, GBC, Industry Partners				
Deliverable 1.4	Industry partner meetings and commitments documented					
PROGRAM OF STUDY or OTHER ACTIVITY:			#2 Equipment Procurement			
		Implementer	Costs		Time	
Activity 2.1	Procure equipment	WNC, TMCC, GBC	Strategy Total:		Start Date:	10/1/14
Deliverable 2.1	Equipment in place at each location and ready for use		Equip.:		End Date:	9/30/15
	**Equipment costs are detailed under each college's individual program of study on the work plan		Year 1:		Miles tones: Year 1:	quarterly
			Year 2:		Year 2:	
			Year 3:		Year 3:	
			Year 4:		Year 4:	
PROGRAM OF STUDY or OTHER ACTIVITY:			#3 Data Collection, Evaluation & Score Card			
		Implementer	Costs		Time	
Activity 3.1	Procure third party evaluator	WNC, 3rd party evaluator, CSN, TMCC, GBC, DETR	Strategy Total:	\$116,962	Start Date:	10/1/14
Deliverable 3.1	Third party evaluator procured and providing services		Equip.:	\$0	End Date:	9/30/17
Activity 3.2	Work with rigorous third party evaluator		Year 1:	\$15,000	Miles tones: Year 1:	

Deliverable 3.2	Evaluation Conducted - feedback for continuous improvement and recommendations for change		Year 2:	\$30,042	Year 2:	quarterly annually
Activity 3.3	Create processes for implementing the score card, determine resources needed beyond grant funding		Year 3:	\$30,943	Year 3:	
Deliverable 3.3	Score Card fully implemented		Year 4:	\$40,977	Year 4:	
PROGRAM OF STUDY or OTHER ACTIVITY:			#4 Veterans Resource Centers			
		Implementer	Costs		Time	
Activity 4.1	Hire Veteran Services staff for all four colleges to ensure consistency	WNC, CSN, TMCC, GBC, Employers, GOED Green Zone Initiative, DETR, Veterans Resource Center Staff, Directors, Academic Affairs, Admissions, Advising, Records, Financial Aid, Veterans Upward Bound, Veterans Agencies, NNV Vet Resource Center, NV Dept. of Veterans Services,	Strategy Total:	\$2,482,530	Start Date:	10/1/14
Deliverable 4.1	Staff in place ready to serve veterans		Equip.:	\$0	End Date:	9/30/17
Activity 4.2	Create Veterans Resource Center spaces at college and satellite campuses					
Deliverable 4.2	Space available for veteran access				Miles tones:	
Activity 4.3	Create recruitment plans and marketing materials. Standardize processes across 4 colleges; start outreach activities for fall 2015;		Year 1:	\$742,275	Year 1:	90 enrolled
Deliverable 4.3	Marketing materials					
Activity 4.4	Veterans Resource Staff at outreach events at active military, reserve and veterans organizations		Year 2:	\$805,346	Year 2:	275 enrolled
Deliverable 4.4	Documentation of outreach events attended for active military, reserve and veterans organizations; veteran contact list					

Activity 4.5	Provide training for transcript evaluation: MarketACE evaluation (credit for military service and training) to veterans	Reno Veteran Center, Dept. of Veterans Affairs	Year 3:	\$826,250	Year 3:	235 enrolled
Deliverable 4.5	Veterans aware of ACE transcript evaluation		Year 4:		Year 4:	
Activity 4.6	Engage the colleges in customized professional development to understand the unique needs of veterans and availability of campus resources: implemented per campus demographics and needs					
Deliverable 4.6	Software (Veterans on Campus, or training curriculum and materials ready for use with faculty participating in face to face or on-line or hybrid training) documentation of faculty training and participation					
PROGRAM OF STUDY or OTHER ACTIVITY:			#5 Rural Nursing/CNA			
		Implementer	Costs		Time	
Activity 5.1	Expand capacity for CNA Certifications and Nursing AAS Degree	GBC	Strategy Total:	\$1,081,738	Start Date:	10/1/14
Deliverable 5.1	Students recruited, training offered, certifications awarded		Equip.:	\$230,000	End Date:	9/30/17
Activity 5.2	Create courses, modules and artifacts for online and classroom delivery for Veteran, TAA-eligible and other adult learners and available via open source format		Year 1:	\$519,367	Milestones: Year 1:	40 CNA enrolled year 1, 75 CNA enrolled year 2, 11
Deliverable 5.2	Quality Matters Certified courses and modules created for project		Year 2:	\$304,772	Year 2:	nursing enrolled year 2,

	trainings and student supportive services. All licensed with Creative Commons and available via open source format in the Instructure Canvas learning environment and Merlot.org					75 CNA year 3
Activity 5.3	Practice/ Nursing Simulation Labs enhance learning environments - Winnemucca & Pahrump		Year 3:	\$257,599	Year 3:	Semester yearly summers quarterly annually
Deliverable 5.3	Students' retention and performance increase		Year 4:	\$0	Year 4:	
PROGRAM OF STUDY or OTHER ACTIVITY: #6 Diesel Technician						
		Implementer	Costs		Time	
Activity 6.1	Modify program delivery schedule to accommodate 2 simultaneous sections	TMCC, Employers, DETR, Math Dept., Retention Specialist, Placement Specialist, Veteran's Services, Project Directors, Academic Affairs	Strategy Total:	\$849,228		
Deliverable 6.1	Two sections scheduled annually. Additional Diesel faculty hired to fulfill need.					
Activity 6.2	Purchase equipment to increase lab capacity					
Deliverable 6.2	Lab equipment purchased and installed		Equip.:	\$484,000	Start Date:	10/1/14
Activity 6.3	Offer 1 year Certificate of Achievement Program for Veteran, TAA eligible, and other adult populations				End Date:	9/30/17
Deliverable 6.3	Students complete certificates of achievement				Miles tones:	
Activity 6.4	Coordinate internships or other work experience		Year 1:	\$77,938	Year 1:	Purchase equipment; build Lab; schedule two sections
Deliverable 6.4	Employer internships and other work					

	experience provided					for Fall 2015
Deliverable 6.4.1	Student CA and industry credentials earned		Year 2:	\$141,813	Year 2:	24 certificates awarded
			Year 3:	\$145,477	Year 3:	24 certificates awarded
			Year 4:	\$0	Year 4:	
PROGRAM OF STUDY or OTHER ACTIVITY:			#7 Certified Nursing Assistant			
		Implementer	Costs		Time	
Activity 7.1	Hire additional CNA faculty & staff to meet demand	WNC, Employers, Consortium Colleges, DETR, Placement Specialist, Project Directors, Academic Affairs, Admissions, Advising, Records, Financial Aid, WNC Nursing division Director, and Staff	Strategy Total:	\$570,651	Start Date:	10/1/14
Deliverable 7.1	Staff hired and trained				End Date:	9/30/17
Activity 7.2	Strengthen connections to regional hospitals and DETR for referrals and marketing					
Deliverable 7.2	Expanded partnership clinical sites to offer CNA Program		Equip.:	\$0	Milestones:	
Activity 7.3	Prepare lab space with new supplies		Year 1:	\$152,027	Year 1	
Deliverable 7.3	Lab space ready for students					
Activity 7.4	Market CNA program to potential students. Offer first sections of expanded CNA program in Spring 2015.					30 enrolled in Spring and 30 enrolled in Fall 2015.
Deliverable 7.4	CNA enrollment and retention data collected to validate continuation of expanded CNA program		Year 2:	\$166,221	Year 2:	Expand offerings to 70 students.

Activity 7.5	Continuing to offer regularly offered cohorts in CNA program starting in Spring 2015		Year 3:	\$170,573	Year 3:	Enroll final 30 students in Spring 2017.
Deliverable 7.5	Training provided: Students complete CNA program		Year 4:		Year 4:	
PROGRAM OF STUDY or OTHER ACTIVITY:			#8 Accelerated Machine Tool/CNC			
		Implementer	Costs		Time	
Activity 8.1	Expand program: Offer Level 1 (15-20 weeks/1 semester) Accelerated Machine Tooling/CNC for Veteran, TAA eligible and other adult learners. Hire faculty to meet demand.	WNC, Employers, GOED Sector Councils, DETR, Project Director, CTE Division Director, and Academic Affairs	Strategy Total:	\$294,680	Start Date:	10/1/14
Deliverable 8.1	Additional MTT/CNC faculty & staff hired to fulfill need.					
Activity 8.2	Expand MTT/CNC training, to include welding component and career awareness		Equip.:	\$209,980	End Date:	9/30/17
Deliverable 8.2	Welding component taught and ACT WorkKeys National Career Readiness Certificates Administered					
Activity 8.3	Coordinate employer internships or other work experiences		Year 1:	\$0	Miles tones: Year 1	10 enrolled
Deliverable 8.3	Expanded partnership internship sites available to students					
Activity 8.4	Provide Level 2 MTT/CNC class for continuing and former students, as well as adults who desire		Year 2:	\$39,600	Year 2:	10 enrolled

	additional training					
Deliverable 8.4	Training provided: employer internships or other work experience provided					
Activity 8.5	Test for NIMS and OSHA certifications		Year 3:	\$45,100	Year 3:	10 enrolled students
Deliverable 8.5	NIMS & OSHA testing provided		Year 4:	\$0	Year 4:	complete program; award NIMS & OSHA certifications
PROGRAM OF STUDY or OTHER ACTIVITY:			#9 Accelerated Welding Certificate			
		Implementer	Costs		Time	
Activity 9.1	Expand program: Offer level 1 (15-20 weeks/1 semester) Accelerated Welding for Veterans, TAA eligible and other adult learners. Hire faculty to meet demand.	WNC, Employers, GOED Sector Councils, DETR, Project Director, CTE Division Director, and Academic Affairs	Strategy Total:	\$84,700	Start Date:	10/1/14
Deliverable 9.1	Additional welding faculty & staff hired to fulfill need.		Equip.:	\$0	End Date:	9/30/17
Activity 9.2	Expand Machine Tool/CNC training to include welding training and career awareness					
Deliverable 9.2	Machine Tool/CNC training provided and ACT WorkKeys National Career Readiness Certificates Administered		Year 1:	\$0	Miles tones Year 1:	
Activity 9.3	Coordinate employer internships or other work experience		Year 2:	\$39,600	Year 2:	15 enrolled
Deliverable 9.3	Expanded partnership internship sites available					15 enrolled

	to students					
Activity 9.4	Provide level 2 Welding class for continuing and former students, as well as adults who desire additional training		Year 3:	\$45,100	Year 3:	Students complete program, award AWS & OSHA Certificates
Deliverable 9.4	Employer internships or other work experience provided					
Activity 9.5	Test for AWS and OSHA certifications		Year 4:	\$0	Year 4:	
Deliverable 9.5	AWS & OSHA testing provided					
PROGRAM OF STUDY or OTHER ACTIVITY: #10 Information Technology						
		Implementer	Costs		Time	
Activity 10.1	Provide IT-specific college and career planning based on ACE military transcript, veteran student interest and potential employment opportunities	CSN, Employers, DETR, Veterans Services, Computer Information Technology Department Academic Affairs				
Deliverable 10.1	IT Student Success Coordinator hired and trained; students knowledgeable of guided career pathways, etc. in the field of Information Technology		Strategy Total:	\$217,361	Start Date:	10/1/14
Activity 10.2	Offer Associate of Applied Science (60 credit) degree, Certificate of Achievement (30 credit) and stackable latticed certificates to include CISCO, Comp TIA, and Microsoft credentials of varying credit values to Veteran, TAA eligible and other adult populations				End Date:	9/30/17

Deliverable 10.2	Veteran enrollment, credit for prior learning, IT courses/certificates, and employment information documented; data collected		Equip.:	\$0		
Activity 10.3	Coordinate internships or other work experiences with business members of Society for Information Management Las Vegas (SIMLV) and other IT employers to include defense contractors.		Year 1:	\$65,815	Miles tones: Year 1	21 enrolled
Deliverable 10.3	Expanded employer internship sites available to students, other work experience provided.		Year 2:	\$67,502	Year 2:	21 enrolled
			Year 3:	\$69,239	Year 3:	
			Year 4:	\$14,805	Year 4:	
PROGRAM OF STUDY or OTHER ACTIVITY:			#11 Business Administration			
		Implementer	Costs		Time	
Activity 11.1	Offer accelerated Business Administration Degrees to Veterans, TAA eligible and other adult learners	CSN's Department of Business Administration; CSN's Veterans Resource Center	Strategy Total:	\$0	Start Date:	10/1/14
Deliverable 11.1	Courses offered, training offered, certificates awarded		Equip.:	\$0	End Date:	9/30/17
Activity 11.2	Plan course of study to include credit for prior learning through ACE evaluation of military transcript.		Year 1:	\$0	Miles tones: Year 1	18 enrolled
Deliverable 11.2	Veteran enrollment, credit for prior learning and Business Administration courses documented, data collected		Year 2:	\$0	Year 2:	18 enrolled

Activity 11.3	Coordinate internships or other work experiences		Year 3:	\$0	Year 3:	
Deliverable 11.3	Expanded employer internships and other work experience provided		Year 4:	\$0	Year 4:	
PROGRAM OF STUDY or OTHER ACTIVITY:			#12 Practical Nursing (LPN)			
		Implementer	Costs		Time	
Activity 12.1	Offer 44 credit Certificate of Achievement in Practical Nursing for Veteran, TAA eligible, and other adult populations	CSN, Veterans Services, Engelstad School of Health Sciences to include Department of Nursing; local healthcare providers; Veterans Administration clinics and hospitals	Strategy Total:	\$0	Start Date:	10/1/14
Deliverable 12.1	Courses offered, training offered, certificates awarded		Equip.:	\$0	End Date:	9/30/17
Activity 12.2	Utilize credit for prior learning through ACE evaluation of military transcript to accelerate program completion		Year 1:	\$0	Miles tones: Year 1	9 enrolled
Deliverable 12.2	Veteran enrollment, credit for prior learning and PN courses documented, data collected		Year 2:	\$0	Year 2:	9 enrolled
Activity 12.3	Coordinate clinical experiences, internships or other work experiences		Year 3:	\$0	Year 3:	

Deliverable 12.3	Expanded employer clinical sites, internships and other work experience provided		Year 4:	\$0	Year 4:	
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Outcomes and Outputs

Analysis of Outcome Projections Targets in the outcomes chart below were derived by

determining the increased capacity for training that will be available through the grant funding.

The Consortium based its projected participant outcomes (see following summary table) based on robust internal discussion that focused on the intersection between employment data and instructional design. The Consortium considered cohort size to provide the best possible teaching pedagogy and participant training. Participants need access to high-tech trainers to be able to gain competency in the skills they need to be successful in employment.

	Outcome Measure	Target for All Participants	
1	Total Unique Participants Served Cumulative total number of individuals entering any of the grant-funded programs offered	Year 1: 190 Year 2: 442 Year 3: 356	Total: 988
2	Total Number of Participants Completing a TAACCCT-Funded Program of Study Number of unique participants having earned all of the credit hours (formal award units) needed for the award of a degree or certificate in any grant-funded program	Year 1: 62 Year 2: 181 Year 3: 254	Total: 497
3	Total Number of Participants Still Retained in Their Program of Study or Other TAACCCT-Funded Program Number of unique participants enrolled who did not complete and are still enrolled in a grant-funded program of study	Year 1: 34 Year 2: 68 Year 3: 34	Total: 136
4	Total Number of Participants Completing Credit Hours Total number of students enrolled that have completed any number of credit hours to date	Year 1: 149 Year 2: 374 Year 3: 395	Total: 918
5	Total Number of Participants Earning Credentials Aggregate number of degrees and certificates completed by participants in grant-funded programs of study	Year 1: 69 Year 2: 171 Year 3: 250	Total: 490
6	Total Number of Participants Enrolled in Further	Year 1: 7	Total:

	Education After TAACCCT-funded Program of Study Completion Total number of students who complete a grant-funded program of study and enter another program of study	Year 2: 20 Year 3: 29	56
7	Total Number of Participants Employed After TAACCCT-funded Program of Study Completion Total number of students (non-incumbent workers only) who completed a grant-funded program of study entering employment in the quarter after the quarter of program exit	Year 1: 34 Year 2: 119 Year 3: 191 Year 4 (follow up only):	Total: 344
8	Total Number of Participants Retained in Employment After Program of Study Completion Total number of students (non-incumbent workers only) who completed a grant-funded program of study and who entered employment in the quarter after the quarter of program exit who retain employment in the second and third quarters after program exit	Year 1: 36 Year 2: 103 Year 3: 163 Year 4 (follow up only):	Total: 302
9	Total Number of Those Participants Employed at Enrollment Who Received a Wage Increase Post-Enrollment Total number of students who are incumbent workers and who enrolled in a grant-funded program of study who received an increase in wages after enrollment	Year 1: 4 Year 2: 17 Year 3: 33 Year 4 (follow up only):	Total: 54

Balance of Deliverables and Outcomes includes additional anticipated outcomes of implementing the project. While a total of 988 participants will be served over the life of the grant through the proposed programs themselves, the activities supporting the trainings will also have outcomes and deliverables as summarized in the table below.

WESTERN NEVADA COLLEGE		
Area	Description	Total YRS 1-4
Certified Nursing Assistant	Nevada state license	115
Accelerated Machine Tool/CNC certificate	NIMS certifications	14
Accelerated Welding certificate	AWS certifications	24
COLLEGE OF SOUTHERN NEVADA		
Area	Description	Total YRS 1-4
Licensed Practical Nurse	Nevada state license	18
Veterans ACE evaluation of military transcripts	Templates for marketing materials for use with active	3

	military, National Guard and veterans	
Pathways stackable skill certificates (less than 30 credits) in Computing and Information Technology	Industry/employer recognized	42
TRUCKEE MEADOWS COMMUNITY COLLEGE		
Area	Description	Total YRS 1-4
Diesel Technology National Certifications	NCRC, OSHA	48
Diesel Technology program completions	Certificate of Achievement	44
GREAT BASIN COLLEGE		
Area	Description	Total YRS 1-4
Online/Technology Enabled Learning (Nursing)	New courses/modules	4
Online/Technology Enabled Learning (Nursing)	Artifacts from Open Sources, previous TAACCCT awardees	75

System or Process for Tracking and Reporting Outcome Measures: Working with a third party evaluator (Pacific Research & Evaluation), the Nevada Community College Consortium has a strong and sophisticated system in place to track outcomes and report outcomes across the project, and internal and intra college reporting processes, which will include the use of a shared website for sharing and reporting out data. At the college level, all program participants fill out forms authorizing the colleges to collect individual level data, as well as for follow up data collection after education and training programs are completed.

Tracking Procedures: All four community colleges use PeopleSoft Campus Solutions software to track student enrollment across academic programs of study. Using PeopleSoft, each grant participant is tagged as they move through the programs, gathering data about outcomes such as which educational programs they participate in, academic progress, rate of retention, supports provided (including number and nature of contacts with student), and persistence.

Employment outcomes will be tracked upon program exit, and during follow up interviews, and data will be entered into college databases and shared on the shared website, and reported to WIB and system partners as well. In addition, all programs will use G*STARS tracking software. The Institutional Research position at the lead agency will coordinate all data collection in order to ensure proper reporting to the lead applicant, WNC.

Plan to Address Gaps in Tracking: At this time, Nevada does not have an automated or even semi-automated system that could merge the college data and participant tracking with the State's UI Wage database, which would make data alignment more effective. Using the Employment Results Scorecard, will be able to show program outcomes for students and consumers, and will work to build out this scorecard to included more robust tracking of individual employment outcomes as the data is gathered. A third party evaluator is working with the Consortium to design and implement the Scorecard as well as the evaluation of the project in order to build out this capacity, and funding is included in the budget for this work.

Using Data for Continuous Improvement: By working with a third party evaluator, and reporting across the consortia, the data being gathered real time through the shared website, will allow for program adjustments and to drive improvements across the project. All data collected will be used for continuous improvement. The third party evaluator driven plan will establish baseline information, tracking procedures, and measurement plans, to ensure effective evaluation of all outcomes. With this data, the Consortium will be able to determine what is working and what is not working based on data compared to the baseline and make adjustments as necessary.

Plan for Formal Data Reviews: The Nevada Consortium will work with Pacific Research & Evaluation to provide an independent third-party evaluation and scorecard. (Please see the evaluation plan in the attachments section). The evaluation design for this project

includes a recent historical comparison group methodology in which treatment and comparison group participants are matched on key characteristics (e.g., age, gender). Data for both groups will be collected from comparable sources (e.g., institutional data systems, state-level employment data sources, identical surveys).

In addition to completing required reports, the third-party evaluator will engage in a Participatory Evaluation and Planning (PEP) process with project stakeholders where real-time evaluation results are communicated and interpreted. The NCCC intends to use this PEP process as a feedback plan for the data collected through the program implementation component of the evaluation, and anticipates that this will be particularly useful for the early identification of the strengths and potential weaknesses of the training programs. PEP meetings will take place quarterly, allowing stakeholders to facilitate a rapid response to any issues that may arise.

Overall, this utilization-focused and participatory evaluation approach will allow stakeholders to examine data regularly and make informed decisions regarding program management and improvement. Ultimately, it will provide a comprehensive and rigorous assessment of the extent to which the proposed project expands and improves Nevada colleges' ability to offer credit for prior learning and career training programs that lead to high-wage, high-demand employment for Veterans and other TAA-eligible workers. In addition, the Consortium will review institutional level data on a quarterly basis (at a minimum) to determine if the project is meeting targeted benchmarks and to make any necessary adjustments.

Sustainability Plan: The Nevada Community College Consortium project's budget includes personnel (Project Directors and Managers, Veterans Service Coordinators, etc.) who are instrumental for running the project and creating the framework and policies/processes for continuing work into the future. Instructional personnel will be sustained by program growth

and state appropriations aligned with the additional student FTE. All equipment, classroom modification and expansion and the Veterans Resource Centers will provide for enduring valuable services at each college into the future (which generates more tuition and state funds).

Organizational Profile /Qualifications

The project design proposes a Consortium in four parts, between CSN, GBC, TMCC and WNC, with WNC serving as the lead institution. WNC has the capacity and experience to lead the coalition, and is working with three strong college partners who all have previous TAACCCT experience (WNC included). WNC's FY14 annual budget was \$19,109,664, in addition to more than \$2,275,000 in federal and state pass-through grant funding. WNC has successfully managed grants from the US Department of Education, US Department of Agriculture, NASA, and the National Science Foundation.

Consortium partners CSN, GBC, and TMCC have extensive experience with budgeting, federal funding and grant management. With combined annual operating budgets for FY14 of nearly \$190,000,000, NCCC partners have extensive experience managing multi-year federal grants. Consortium partners have successfully managed federal grants from the US Dept. of Labor, US Dept. of Education, US Dept. of Energy, the National Science Foundation, the National Endowment for the Arts, and the National Endowment for the Humanities. All NCCC partners adhere to all federal grants management policies and follow the OMB A-21 Cost Principles and A-110 Uniform Administrative Requirements for Grants and Other Agreements with Institutions of Higher Education, as well as OMB A-133 auditing requirements. All four Consortium partners have submitted required reports on previous TAACCCT funded projects on time and without incident.

Because all NCCC partners are part of the Board of Regents governed NSHE system, the same accounting and student information systems are shared. Similarly, procurement and human resource policies are effectively uniform throughout the NCCC, and adhere to the National Association of Education Buyers, the National Institute of Governmental Purchasing, and the National Association of Purchasing Management. NSHE is in the midst of negotiating for a new ERP system to be implemented within the next 8 to 12 months, facilitating easier data collection and project management across all NCCC institutions. All grant awards are assigned a separate account number, and funds are not co-mingled.

Tracking of project participants will occur at the institution level via PeopleSoft Campus Solutions, the common student information system used by all NCCC members. As part of an on-going NSHE level project to track certificate students, certificate completion data will be collected and reported through the Integrated Postsecondary Education Data System (IPEDS). Data on project participants served through a Veterans Resource Center at any of the NCCC institutions will be collected through PeopleSoft and intake meetings with Center staff, and reported quarterly to the project director.

All NCCC level programmatic aspects of the project will be overseen by Mr. Frank Woodbeck, Executive Director for the Community College Collaborative within NSHE. Prior to his current appointment, Mr. Woodbeck served for three years as the Director of the Nevada Department of Employment, Training & Rehabilitation (DETR), where he served as a member of the Governor's cabinet and oversaw the Employment Security Division, Nevada Equal Rights Commission, the Rehabilitation Division, Research and Analysis Bureau, and Information Development and Processing. Mr. Woodbeck's leadership provides an opportunity to maximize the full force the state of Nevada's workforce development offices to meet project objectives.

Upon award, the NCCC members will participate in weekly regularly scheduled conference calls with agenda items to include project set-up, reporting, sharing problems and successes and lessons learned. Once programs transition to the implementation phase, the teleconferences will occur monthly throughout the lifespan of the TAACCCT 4 program.

The search for a NCCC level project director located at WNC will be initiated as soon as notification of funding is received, with the expectation that a director will be in place as quickly as possible, but no later than 60 days after notification. Dr. Robert Wynegar, Vice President for Academic and Student Services at WNC, will serve as the project director in the interim to ensure that all NCCC institutions meet immediately after notification of funding, receive all DOL communications and training, are on track to complete all first quarter benchmarks, and collect all necessary data for the first quarterly report.

An Institutional Research, programmer/analyst position will be hosted at WNC to manage all data collection and analysis at the Consortium level. Using a combination of PeopleSoft and G*STARS software, the IR programmer/analyst will work with project managers to collect data from each institution, and synthesize data for quarterly reporting, website updates, and external evaluation. G*STARS is a data reporting and analytic system used for capturing and reporting data. The G*STARS administrators have pre-populated the systems used for TAACCCT grantees with the annual reporting requirements, as well as a significant number of additional fields which are crucial to telling the whole story in terms of grant impact.

Project managers will be identified for each NCCC member, and serve as the primary point of contact for their home institution. The project director will coordinate data collection, quarterly reporting and all other Consortium level activities through the various project managers. Additional NCCC level activities will include, but not be limited to, communication,

tracking, prior approval requests for equipment purchases, modifications in scope of work, provision of technical assistance to NCCC members, and project evaluation.

Project managers at each NCCC institution will report to a senior level administrator as identified by that institution, and have direct responsibility for all aspects of the project at that institution. They will work collaboratively with the project director to ensure all grant efforts maintain their projected timeline, as well as provide timely reporting on quarterly programmatic and financial information. Minimum qualifications for all project managers include a bachelor's degree from a regionally accredited institution; previous experience with grant-funded programs; and experience with data collection, budgeting, and report writing.

Communication/System and Processes for Timely Reporting

The lead institution's Project Director will communicate with all project personnel across the four colleges to ensure all grant information is then reported back. Because all NCCC members are part of the NSHE system, the institutions share the same accounting and student information systems, which make data collection and reporting uniform and easily manageable. As such, all procurement, accounting policies and human resources policies uniform and aligned with GAAP. All grant awards are provided a separate account number and are not comingled with other funds. Under TAACCCT 1 and TAACCCT 2 a team approach is used for reporting, where reports are generated by the project lead, reviewed by lead's direct supervisor, and then reviewed by the Director of Resource Development. Upon agreement, the completed report is submitted to the lead institution and/or the Department of Labor. A similar approach will be used in TAACCCT 4, with the team reviewing reports generated by the project lead, WNC. The NCCC will also be building a shared website to report all data on, and to provide open sourced data on program availability, outcomes, and updates, and to communicate effectively within the

TAACCCT 4 team (based on the highly successful Elevate Iowa model).