Part I A – Technical Proposal	
RFP Title:	Nevada Ready! B-3
RFP:	2108
Vendor Name:	The Glen Price Group (GPG)
Address:	719 El Cerrito Plaza, El Cerrito, CA 94530
Opening Date:	July 5, 2016
Opening Time:	2:00 PM

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Vendor Information Sheet

V1	Company Name	***Glen Price Group (GPG)***

V2	Street Address	***719 El Cerrito Plaza***

V3	City, State, ZIP	***El Cerrito, CA 94530***

V4	Telephone Number		
	Area Code: ***510***	Number: ***528-1558***	Extension:

V5	Facsimile Number		
	Area Code: ***510***	Number: ***528-0445***	Extension:

V6	Toll Free Number		
	Area Code:	Number:	Extension:

V7	***Contact Person for Questions / Contract Negotiations, including address if different than above***
	Name: ***Aaron Price***
	Title: ***President***
	Address:
	Email Address: ***aaron@glenpricegroup.com***

V8	Telephone Number for Contact Person		
	Area Code: ***510***	Number: ***926-0590***	Extension:

V9	Facsimile Number for Contact Person		
	Area Code:	Number:	Extension:

V10	***Name of Individual Authorized to Bind the Organization***	
	Name: ***Caitlin Lawrence-Toombs***	Title: ***Vice President***

V11	Signature ***(Individual must be legally authorized to bind the vendor per NRS 333.337)***	
	Signature:	Date: ***June 29, 2016***

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 RFP, 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	***CT***
Justification for Confidential Status			

A Public Records CD/Flash Drive has been included for the Technical and Cost Proposal			
YES	***CT***	NO (See note below)	
Note: By marking "NO" for Public Record CD/Flash Drive included, you are authorizing the State to use the "Master CD/Flash Drive" for Public Records requests.			

Part III – Confidential Financial Information			
YES	***CT***	NO	
Justification for Confidential Status			
In alignment with the information requested by and as defined within the RFP in Section 2, Acronyms/Definitions, the information requested is considered confidential information. The provided information is related to the amount or source of any income, profits, losses or expenditures of a person, including data relating to cost or price submitted in support of a bid or proposal.			

Glen Price Group
Company Name

Signature

Caitlin Lawrence-Toombs, Vice President — ***June 29, 2016***
Print Name — Date

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 RFP 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 RFP. Any such relationship that might be perceived or represented as a conflict should be disclosed. By submitting a proposal in response to this RFP, 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.

Glen Price Group

Vendor Company Name

Vendor Signature

Caitlin Lawrence-Toombs, Vice President — ***June 29, 2016***

Print Name — Date

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

ATTACHMENT J – CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federally appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, sub grants, and contracts under grants, loans, and cooperative agreements) and that all sub recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

By: _____ ***June 29, 2016***
Signature of Official Authorized to Sign Application — Date

For: ***Glen Price Group***
Vendor Name

Nevada Ready! B-3 – Project I – Planning
Project Title

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

ALL ELSE REMAINS THE SAME FOR RFP 2108.

Vendor must sign and return this amendment with proposal submitted.

Vendor Name: ***Glen Price Group (GPG), Caitlin Lawrence-Toombs***

Authorized Signature:

Title: ***Vice President*** Date: ***June 29,2016***

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

ATTACHMENT B – TECHNICAL PROPOSAL CERTIFICATION OF COMPLIANCE WITH TERMS AND CONDITIONS OF RFP

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

YES *X* _____ I agree to comply with the terms and conditions specified in this RFP.

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

If the exception and/or assumption require a change in the terms in any section of the RFP, 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.

Glen Price Group
Company Name

Signature

Caitlin Lawrence-Toombs
Vice President
Print Name

June 29, 2016
Date

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

EXCEPTION SUMMARY FORM

EXCEPTION #	RFP SECTION NUMBER	RFP PAGE NUMBER	EXCEPTION (Complete detail regarding exceptions must be identified)

ASSUMPTION SUMMARY FORM

ASSUMPTION #	RFP SECTION NUMBER	RFP PAGE NUMBER	ASSUMPTION (Complete detail regarding assumptions must be identified)

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

Section 3 – Scope of Work

The narrative below expands on the project goals, objectives, and scope of work provided in the Request for Proposal: 2108 for Nevada Ready! B-3 Planning (Project I.) In this explanation, GPG hopes to demonstrate how we will apply both our content and process expertise, and our lessons learned from similar early education system-wide planning efforts in California. GPG is deeply committed to working with our clients to define project activities and processes to ensure that we meet client and stakeholder needs. We will work closely with the Nevada Department of Education and other project partners to deliver a high-quality plan for the State of Nevada, its youngest learners, and the families and systems that support them.

3.1.1 Organize committee, orient committee to the work, guide the committee in reaching consensus on needs.

GPG has broad experience establishing groups and committees to guide planning processes. As described in greater detail below, it will be critical to clearly communicate the committee's charge and expectations of committee members. Establishing group norms, or "ways we prefer to work together," and decision-making tools early in the process will allow the committee to work through challenging conversations and points of disagreement, should they arise, later in the process.

3.1.1.1 Task: Convene a B-3 committee to steer the B-3 work for the life of the grant.

A. Activity for 3.1.1.1: Solicit members and organize committee meetings.
B. Deliverable for 3.1.1.1.A: Provide a representative list of participating B-3 committee members.
C. Deliverable for 3.1.1.1.A: Provide a calendar of regular meeting dates.

GPG will combine content and process expertise to support an effective and efficient planning process that delivers high quality results. First, GPG suggests the creation of a small, three to five member "Engine Group." GPG will support the Engine Group to provide local expertise, inform the creation of the B-3 Committee ("the Committee"), and provide ongoing leadership throughout the planning process.

After establishing the Engine Group, GPG will draw on our (and the Engine Group members') extensive understanding of systems and system-actors associated with the areas of K-12 and early childhood education to develop a list of system-actors that should be considered for inclusion on the Committee. GPG will work with the Engine Group to refine and finalize this list. GPG will draft and coordinate the process of sending invitations for participation (including details on Committee member commitments and expectations) to the identified Committee invitees. Following the finalization of Committee membership, GPG will gather information to identify and schedule regular standing committee meetings.

GPG proposes to develop a Nevada Ready! B-3 Planning Portal website to support project organization, coordination, and information sharing for the duration of this effort. GPG has

developed meeting portals and project websites for past client work and believes this will be an effective way to ensure that all members of the planning process are easily able to access and share relevant information. A portal also provides a space to keep track of all meeting calendars and logistics, agendas, materials, and next steps. GPG will be pleased to work with the proposed Engine Group and Committee to identify the specific needs of this project and ways the project website can help streamline communications and resource sharing. Based on these conversations, the portal may be private (password protected), public, or have both private and public portions.

Examples of Similar Deliverables:

- ***California Labor Management Initiative Project Website and Meeting Portal: GPG provides planning and project management support for the California Labor Management Initiative (CA LMI). As part of this work, GPG developed the CA LMI public website and a number of meeting portals for initiative events.***
- ***Transforming the Workforce Kumu Map and Project Website: GPG developed a Kumu map of planning team participants in the Transforming the Workforce for Children Birth Though Age 8: California Implementation Planning Process. As illustrated through the map, this project has a number of work teams with varying levels of project involvement. GPG also developed a simple public website for this project.***
- ***Early Learning Lab Summit Website: In addition to supporting the design and facilitation of this event, GPG developed a website for the summit, including bios of the 90+ participants.***

3.1.1.2 Task: Collect and synthesize information around prior B-3 efforts.

A. Activity for 3.1.1.2: Hold a series of meetings and focus groups to gather data and information around past B-3 efforts.
B. Activity for 3.1.1.2: Present documentation that outlines prior efforts and identifies gaps and redundancies.
C. Deliverables for 3.1.1.2.A and 3.1.1.2.B: Provide an overview document that describes accomplishments and needs related to B-3 work.

3.1.1.3 Task: Identify and incorporate strategies used by other communities and entities in conducting B-3 work.

A. Activity for 3.1.1.3: Conduct desk research around state/community efforts in B-3 work.
B. Activity for 3.1.1.3: Conduct telephone interviews with key stakeholders with experience in the development and implementation of B-3 work.
C. Deliverables for 3.1.1.3A and 3.1.1.3B: Provide a crosswalk document that will facilitate identification of next steps.

GPG takes an Appreciative Inquiry approach to stakeholder planning efforts. This approach is guided by the belief that organizations and systems will achieve greater results by recognizing and recreating past successes and identifying and building upon strengths. GPG extends this

philosophy to include an emphasis on research, qualitative and quantitative data collection, and analysis. This research and analysis, coupled with a focused assessment of past efforts, strengths, opportunities, and challenges, result in an informed and responsive planning process.

GPG proposes to draw from our extensive content knowledge developed through supporting B-3 related efforts in the state of California as a starting point for the research required for this project. Specifically, GPG will draw from the research used in the development of the California Comprehensive Early Learning Plan, the Blueprint for Great Schools and its second edition, Blueprint 2.0, and the First 5 California and California Department of Education, Early Education and Support Division Strategic Plans. Additionally, GPG has developed a repository of high-quality comprehensive state early learning plans and has conducted significant analysis on the objectives and outcomes of these plans, and will use this existing research as a starting point. GPG will supplement this research as needed, based on additional research needs identified by the Engine Group, Committee, and others.

GPG will engage in a qualitative information gathering/interview process and support broader stakeholder engagement through focus groups and/or a far-reaching survey to ground the research in the State of Nevada's unique B-3 context. To complete this information gathering, GPG will work with the Engine Group and Committee to develop and refine an interview protocol as a means of ensuring the right questions are asked and critical information is collected. GPG will use a similar iterative process to design an online survey to uncover critical learnings and lessons from B-3 work across the state.

GPG's facilitation and development of First 5 California's Strategic Plan followed a similar process. This process was built on a robust foundation of national and California-specific research on early learning systems, including the review of California's 58 First 5 County Commission strategic plans, and included 46 stakeholder interviews; development, distribution, and analysis of a 1,500-respondent survey; and a series of staff and stakeholder meetings.

GPG will share emerging findings with the Engine Group, Committee, and other stakeholders through presentations/discussions at meetings, written summary reports, and other communications. This may include sharing materials with stakeholders and assigning pre-meeting work to maximize in-person meeting time. Alternatively, informational presentations could be done remotely (on webinars, conference calls, video conferences, etc.) to maximize the value of in-person meeting time and reduce overall meeting costs. As detailed above, this information sharing will also be supported by the Nevada Ready! B-3 Planning Portal.

Examples of Similar Deliverables:

- ***Crosswalk of Recommendations for Improving the Early Education and Care Workforce: As part of GPG's support for implementation planning in California for Transforming the Workforce for Children Birth Through Age Eight, GPG reviewed a***

number of relevant reports (including the Transforming the Workforce for Children Birth Through Age 8 report from the National Academies) and developed a "crosswalk" to highlight common recommendations across the reports. This document was used by planning teams to select priorities.

- ***California Comprehensive Early Learning Plan (CCELP) Stakeholder Engagement Report: GPG facilitated, documented, and analyzed an extensive and rapid stakeholder engagement process to inform the CCELP. This process collected input from 2,444 individuals.***

3.1.2 Guide the development of a cohesive and coherent, comprehensive B-3 plan.

GPG proposes an iterative plan development process that includes five in-person Committee and/or broader stakeholder meetings; webinars and conference calls as needed; and a transparent feedback, revision, and review process toward the creation of goals, strategies, and a B-3 System framework. GPG will expand on our suggested process for this work following the relevant tasks, activities, and deliverables (3.1.2.1 - 3.1.2.3) from the RFP, which are included below.

3.1.2.1 Task: Facilitate consensus around shared goals.

A. Activity for 3.1.2.1: Conduct meeting or a series of meetings to reach consensus.
B. Deliverable for 3.1.2.1.A: Provide a list of goals.

3.1.2.2 Task: Guide the committee and provide feedback on ongoing activities and potential strategies.

A. Activity for 3.1.2.2: Conduct meeting or a series of meetings to examine activities and develop strategies.
B. Deliverable for 3.1.2.2.A: Provide a list of strategies.

3.1.2.3 Task: Present initial framework for B-3 system and facilitate revisions and refinements.

A. Activity for 3.1.2.3: Conduct meeting or a series of meetings to finalize framework.

B. Deliverable for 3.1.2.3.A: Provide a framework for B-3 System.

GPG proposes to facilitate a consensus process that relies on establishing Nevada Ready! B-3 values and ways of working together, strategically designing participatory meetings and input-gathering mechanisms, and engaging in transparent plan development and revision processes:

Establishing Values and Ways of Working Together: GPG proposes to support the Engine Group and Committee to develop a set of Nevada Ready! B-3 values that will inform the planning work and serve as a litmus test for the group's decisions. GPG has led multi-stakeholder and multi-system groups through this process in the past and finds that that development of shared values not only supports relationship-building and clarity of intent and purpose, but also creates a common foundation on which planning work can build. Values

will be identified and approved in the first 1-2 meetings. Additionally, GPG will work with the group to develop a set of group norms, or "ways group members prefer to work together," as a means of ensuring all voices are valued and heard and that committee members have clear and honest expectations of how work will be accomplished through the duration of the planning period.

Designing Participatory Meetings and Input-Gathering Mechanisms: ***GPG proposes to begin the meeting design process for each Committee meeting with the Engine Group by establishing a meeting purpose statement and a set of objectives to ensure a common understanding of what the meeting seeks to accomplish. After affirming the meeting purpose and objectives, GPG will develop a meeting design (facilitator's guide) that may include a range of participatory strategies, including recommendations for using technology to maximize the time that meeting participants have together and engage stakeholders that may not be physically present at the meeting. The draft meeting design will be shared with the Engine Group for feedback and revision. Once finalized, GPG will produce a separate meeting agenda (based on the meeting design but with facilitation details removed) for circulation to meeting participants. Before each meeting, GPG will manage meeting preparation details and communicate with participants regarding the agenda and any requested participant pre-work. After each meeting, GPG will synthesize meeting outputs, document and share next steps, and ensure that the results are used to actively inform plan development.***

Engaging in Transparent Plan Development and Revision Processes: ***Through our past experience with multi-stakeholder planning efforts, GPG has found that transparency and clarity of process directly affect the ease with which consensus can be achieved. GPG will support process transparency first by: establishing common values and group norms; sharing a project timeline and workplan to ensure Committee members are clear on the process components and timeline from the outset; and soliciting information from the Committee about their preferred feedback and communication mechanisms.***

Next, GPG will support transparency by clearly incorporating input and well-cited research into draft goals, strategies, and the emerging B-3 framework. These drafts will be circulated with ample time for Committee members and stakeholders to review and consider feedback. In partnership with the Engine Group, GPG will identify critical areas for consensus building and ensure that meeting time is well spent to identify, discuss, and come to conclusions about these areas. Finally, Committee members and stakeholders will see their feedback incorporated into future iterations of the plan content, helping to develop trust, transparency, and the understanding that the Nevada Ready! B-3 plan delivered by GPG will reflect the values, ambitions, and intent of Nevada's stakeholders.

Examples of Similar Deliverables:

- ***Blueprint 2.0, Guiding Principles (Pages 3-4): GPG supported a group of key leaders, advocates, and elected officials in California's K-12 education system to develop a set of guiding principles that now inform the state's education systems-change efforts.***
- ***Example Meeting Designs:***
  - ***David and Lucile Packard Foundation After-School and Summer Enrichment Grantee Gathering: Including a pre-meeting survey to gather initial input from participants, use of technology to share ideas and enable both in-person and remote participants to engage fully. See also, GPG's brief website post about this work: Going Paperless in Big Meetings.***
  - ***Transforming the Workforce for Children Birth Through Age 8 – First In-person Meeting of the Action Planning Team: Including process review and clarification, development of "ways we prefer to work together," and participatory sessions for identifying and discussing planning priorities.***
- ***Preparing All Students for College, Career, Life, and Leadership in the 21st Century: GPG supported an advisory task force to the State Superintendent of Public Instruction to develop a framework for California's accountability system redesign efforts.***

3.1.3 Assist in planning the initial phases of the B-3 pilot.

GPG understands the importance of developing a B-3 model that consists of an implementable framework and achievable goals. GPG has direct experience leading a large-scale early learning planning effort and using the results of that plan to inform pilot design in our current role supporting First 5 California. After supporting First 5 California to develop its strategic plan, GPG is now supporting the agency to develop a dual language learner (DLL) pilot that will focus on instructional models, professional development, and family engagement as a means of identifying scalable best-practices for supporting bilingualism and dual language development across diverse early learning environments. GPG will apply this experience to the Nevada Ready! B-3 model and pilot development.

3.1.3.1 Task: Guide the committee in determining short- and long-term goals for the pilot.

A. Activity for 3.1.3.1: Conduct meeting or a series of meetings to establish goals of the pilot project.
B. Activity for 3.1.3.1: Research pilot design options.
C. Activity for 3.1.3.1: Conduct meeting or a series of meetings to determine pilot design.
D. Activity for 3.1.3.1: Gather feedback to finalize B-3 pilot design.
E. Deliverable for 3.1.3.1.A through 3.1.3.1.D: Provide a B-3 pilot framework.

GPG proposes to apply the same meeting design and feedback processes described above to conduct a series of meetings to establish pilot goals and design components that are aligned

and demonstrative of the Nevada Ready! B-3 model and framework. GPG, however, understands that pilot design considerations may differ considerably from the broader B-3 planning efforts. As such, GPG will pay specific attention to potential implementation challenges and ensure that stakeholder and Committee member feedback is reflective of the on-the-ground implementation realities.

GPG has significant experience with program design, particularly through proposal development support. We will apply this expertise, coupled with the strategies described throughout this scope of work, to develop a clear, demonstrative, and results-oriented pilot that will both affirm and inform the Nevada Ready! B-3 model.

Examples of Similar Deliverables:

- ***First 5 California DLL Pilot (Forthcoming): Additional materials will be made publicly available for the July 28 meeting of the First 5 California Commission.***
- ***First 5 IMPACT (RFA): GPG assisted First 5 California in designing a program to invest in and scale early childhood systems quality improvement efforts at a county level across California.***

Section 4 – Company Background and References

Vendor Information

Question	Response
Company Name:	***The Glen Price Group***
Ownership (sole proprietor, partnership, etc.):	***S-Corporation***
State of incorporation:	***California***
Date of incorporation:	***2002***
# of years in business:	***14***
List of top officers:	***President: Aaron Price*** ***Vice President: Caitlin Lawrence-Toombs***
Location of company headquarters:	***719 El Cerrito Plaza*** ***El Cerrito, CA 94530***
Location(s) of the company offices:	***719 El Cerrito Plaza*** ***El Cerrito, CA 94530***
Location(s) of the office that will provide the services in this RFP:	***719 El Cerrito Plaza*** ***El Cerrito, CA 94530***
Number of employees locally with the expertise to support the requirements identified in this RFP:	***[GPG proposes a 5-person team for this project]*** ***1 (within 30 miles of Carson City), 3 (within 200 miles of Carson City)***
Number of employees nationally with the expertise to support the requirements in this RFP:	***[GPG proposes a 5-person team for this project]*** ***1 (telecommutes from Massachusetts)***
Location(s) from which employees will be assigned for this project:	***Reno-Tahoe; El Cerrito, CA; Massachusetts***

Question	Response
Nevada Business License Number:	***While GPG does not currently have a Nevada Business License, if awarded the contract, GPG will register with the State of Nevada, Secretary of State's Office as a foreign corporation and be appropriately licensed before the execution of the contract.***
Legal Entity Name:	***The Glen Price Group***

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

Yes	***X***	No	

If "No", provide explanation.

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.

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

Yes		No	***X***

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:	
State agency contact name:	
Dates when services were performed:	
Type of duties performed:	
Total dollar value of the contract:	

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	***X***

If "Yes", please explain when the employee is planning to render services, while on annual leave, compensatory time, or on their own time? ***N/A***

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.

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	***X***

If "Yes", please provide the following information. Table can be duplicated for each issue being identified.

Question	**Response**

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:		

Vendors must review the insurance requirements specified in **Attachment E, Insurance Schedule for RFP 2108.** Does your organization currently have or will your organization be able to provide the insurance requirements as specified in **Attachment E.**

Yes	***X***	No	

Company Background/History

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.

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.

1. OVERVIEW

The Glen Price Group (GPG) specializes in multi-sector participatory planning processes for systems-building and systems-change efforts. We have significant content expertise and statewide experience in the both early childhood and K-12 systems. GPG is highly qualified to support and facilitate the Nevada Ready! B-3 Planning (Project I) efforts to plan a comprehensive birth through third grade system.

Launched in 2002, GPG has 14 years of successful experience facilitating planning and program implementation processes for a diverse range of public and private initiatives and organizations. As its primary focus, GPG assists public sector and private nonprofit organizations to realize their programmatic, institutional, and financial potential for impact. GPG is mission-driven, with a passion for public service and a clear track record of results.[1] GPG marries well-developed analytical tools, state-of-the-art facilitation techniques, and high-quality information technology support to enable organizations and stakeholders to build and implement high-quality plans backed by strong documentation and tracking systems.

GPG's approach to strategic planning incorporates the Appreciative Inquiry (AI) philosophy and methodology. AI focuses on recognizing and recreating successes, and identifying and building upon strengths as a powerful approach to institutional improvement and development. GPG's work is informed by qualitative and quantitative analysis, stakeholder feedback and our own research to ensure projects are informed by current research and evidence and aligned with the goals of key stakeholders.

GPG has developed an outstanding reputation for facilitating multidisciplinary, multicultural, cross-sector, and multi-stakeholder initiatives. This includes significant experience and success in supporting public and nonprofit organizations to improve California's early care and education and K-12 systems. GPG has served clients in a number of collaborative projects of similar size and scope as that outlined by the Nevada Department of Education in the Nevada Ready! B-3 Planning (Project I) Request for Proposal (RFP).

Based on the scope of work included in the RFP for Project I, GPG has identified the following general project activities or components which will be used in subsequent sections to demonstrate our relevant experience and expertise:

1. ***Developing, supporting, and facilitating teams to accomplish planning activities;***
2. ***Using data to inform planning: research, data collection, and analysis; and***
3. ***Developing comprehensive plans and program designs.***

GPG's support for First 5 California's strategic planning process, described in Section 2 below, addresses all of these activities and is closely aligned with the Nevada Ready! B-3 Planning (Project I) scope of work. Later sections of this document correspond to the activities listed above and provide multiple example projects for each activity.

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[1] ***For a highlight of select GPG projects, please see: http://glenpricegroup.com/results/***

2. *FIRST 5 STRATEGIC PLAN: PRIMARY EXAMPLE PROJECT*

During a six-month period in 2013, GPG designed and facilitated First 5 California's (F5CA) highly participatory strategic planning process. At the outset of this project, GPG worked met with F5CA leadership to clarify the objectives of this strategic planning process:

- ***Define the future of First 5 California's work;***
- ***Define success, and how it would be measured; and***
- ***Use the process to continue building the support and partnerships essential for success.***

Ultimately, this process resulted in two primary deliverables: 1) A statement of strategic direction, including a vision and mission statement, values, and goals; and 2) a framework of strategic objectives, activities, and responsibilities, which included monitoring, resource allocation, and communications plans. To develop these documents, GPG worked with F5CA to design and implement the following process:

2.1. Developing, Supporting, and Facilitating Teams to Accomplish Planning Activities

GPG established a Core Planning Team and a Partnership Advisory Team to support and guide the planning process and develop key content for the plan. GPG designed, facilitated, and documented a series planning meetings with each of these teams. GPG also designed and facilitated larger planning meetings which included additional F5CA staff, F5CA commissioners, and First 5 County Commission leaders. The primary purpose of these larger meetings was to gather feedback on draft materials developed by the smaller teams to ensure the resulting plans were reflective of F5CA's stakeholders' ideas and opinions on the organization's role and direction.

2.2. *Using Data to Inform Planning: Research, Data Collection, and Analysis*

GPG conducted significant information gathering a research to inform F5CA's strategic plan. This work included interviews with 46 key informants and leaders in early childhood education, care, and health. GPG also designed, developed, disseminated, and analyzed the results of a far-reaching stakeholder survey that collected responses from over 1,500 stakeholders. To accomplish this information gathering, GPG worked with the Core Planning Team to develop and refine an interview protocol, including stakeholder group-specific questions. GPG developed a summative report of key themes from the interviews and surveys, presented this report to F5CA staff and commissioners, and worked with the Core Planning Team to use stakeholder input results to inform the planning work. Beyond this qualitative and quantitative opinion research, GPG also conducted desk research to compile and analyze the strategic plans from each of California's 58 First 5 County Commissions. This allowed F5CA to ensure that strategic plan it developed was aligned with and supportive of County Commission goals and priorities.

2.3. Developing Comprehensive Plans and Program Designs

GPG developed draft materials for each strategic plan component, and supported iterative feedback processes to ensure that the resulting plan built upon California's strengths and successes, was informed by lessons learned, reflected stakeholder input, and provided a useful and actionable framework for F5CA's future work. The result was a high-quality, well-received strategic plan that currently guides F5CA decision-making, thereby having a positive impact on California's youngest children, their families, and their communities.

3. ADDITIONAL EXAMPLES: DEVELOPING, SUPPORTING, AND FACILITATING TEAMS TO ACCOMPLISH PLANNING ACTIVITIES

3.1. Transforming the workforce birth through age 8: California action planning

Co-chaired by leadership from the California Department of Education, Early Education and Support Division (EESD), and F5CA, and funded by the David and Lucile Packard Foundation, GPG is currently facilitating a group of stakeholders in a collaborative process of implementation planning based on the far-reaching 2015 report by the Institute of Medicine (IOM) and National Research Council of the National Academies (The National Academies) entitled Transforming the Workforce for Children Birth Through Age 8: A Unifying Foundation. This report outlines the impact that adults with can have during the early years of a child's life, and includes recommendations for improving the early childhood workforce. A group of five states/regions (including California) are currently participating in a nationally coordinated implementation planning process.

Through this process, GPG is supporting multi-stakeholder groups to: 1) identify and select a realistic set of recommendations, objectives, and activities for California; 2) engage in an iterative feedback and input process to refine and enhance draft plans; and 3) identify concrete next steps and responsibilities for full plan implementation. The goal of this project is to collaboratively develop and begin working towards implementing a coordinated, integrated, evidence-based action agenda, based on the IOM/The National Academies report, to transform the early childhood workforce, birth through age 8, across the state of California. To achieve this goal, GPG has supported the formation of three planning and advisory teams with tiered levels of involvement:

1. ***Support Team:*** ***Provides high-level guidance on project design and information about the current policy landscape.***
2. ***Action Planning Team:*** ***Drafts recommendations, objectives, and activities for California based on the report, other relevant resources, and the California context. Is divided into three work groups, each addressing a focus area, and led by two co-leads.***
3. ***Core Planning Team:*** ***Comprised of the co-leads from the Action Planning Team's three work groups, shares progress and identifies points of overlap and/or synergy. The Core Planning Team also participates in national meetings coordinated by IOM.***

Although this effort is still underway, work to date has been highly successful and will receive a second year of continuation funds. Additional information is available at http://twb8-ca.net.

3.2. Los Angeles County School Readiness Workgroup

Since January 2014, GPG has facilitated a planning process for the Los Angeles (LA) County School Readiness Workgroup, which seeks to increase the increase the number of children entering kindergarten "ready" for school. At the outset of this work, GPG supported a small steering committee to design the initial School Readiness Workgroup launch meeting and vet a process for identifying and selecting priorities. GPG also supported First 5 LA in the ongoing identification and selection of key early learning and education stakeholders to join the workgroup. GPG facilitated orientation webinars, meetings, and information sharing to onboard new members.

GPG led the group through a consensus process to identify and select priorities, including kindergarten readiness assessments, increased participation in LA County's Quality Rating

and Improvement System (QRIS), and identification of systems-level indicators in support of family engagement. GPG also supported the formation of three subgroups to develop action plans to establish shared measurement in each of these priority areas, as a means of building the conditions necessary for a collective impact approach.

3.3. California Department of Education, Blueprint for Environmental Literacy

In 2015, GPG guided the State Superintendent of Public Instruction Tom Torlakson's Environmental Literacy Task Force in a planning process that culminated with the report Blueprint for Environmental Literacy: Educating Every California Student In, About, and For the Environment. To accomplish this task, GPG worked with a small team of key stakeholders to identify a well-rounded group of task force members who could inform the plan from diverse perspectives. GPG facilitated a series of planning meetings and organized the task force into six work teams to tackle specific focus areas of the planning work. GPG then supported each team, through facilitation, research and analysis, and writing support to develop recommendations within their focus area. Draft recommendations were taken through an iterative revision process that included both task force and external stakeholder surveys.

4. *ADDITIONAL EXAMPLES: USING DATA TO INFORM PLANNING: RESEARCH, DATA COLLECTION, AND ANALYSIS*

4.1. Oakland Starting Smart and Strong Initiative

Throughout 2015, GPG conducted a landscape analysis of informal childcare supports to inform the second year of the Oakland Starting Smart and Strong Initiative. GPG worked to gather data on current efforts in California as well as across the nation through research and focus groups. To inform this work, GPG convened meetings of key stakeholders every other month and examined existing publically available data. This research and analysis process culminated in a landscape analysis highlighting the strengths of past efforts, gaps where efforts could be improved, and recommendations for the initiative's future years.

4.2. California Comprehensive Early Learning Plan (CCELP)

In 2012-2013, GPG helped the California Department of Education envision the future of early childhood education and develop a plan to guide the creation of a comprehensive, integrated, and coordinated system of early learning services for children birth to five. To help inform the plan, GPG created a system to engage as many stakeholders from across the state as possible within a three-month period, including: a dedicated website with background on, resources for, and news about the process; a listserv for stakeholders to receive updates; interviews, regional workshops, and online surveys; and a toolkit for stakeholders to organize local and virtual input meetings. As a result, GPG collected, organized, and analyzed feedback from 2,444 individuals. GPG used the findings of the American Institutes for Research Synthesis of Recent Research – Conditions of Children Birth to Age Five and Status of Early Childhood Services in California (August 2012) as a framework for stakeholder activities, thereby grounding stakeholder input in research. More about the CCELP planning project can be found at the CCELP website.

4.3. Common Core State Standards (CCSS) Communications Campaign

California's Common Core State Standards (CCSS) Communications Campaign was designed to create awareness about how the CCSS will positively impact teaching and learning in California, drawing heavily from the successes and lessons learned in other states and

communities. GPG conducted research and analysis on previous and current efforts related to CCSS messaging in our work to strengthen capacity-building at the regional and local levels to effectively communicate about California's new academic standards. GPG developed a searchable research portal to facilitate information use and sharing.

4.4. Los Angeles Universal Preschool (LAUP)

GPG conducted an intensive discovery process and thorough market analysis, including the analysis of existing data and the development and implementation of stakeholder surveys and interviews. GPG researched and analyzed the rapidly evolving political and funding climates for early education to inform the development of Los Angeles Universal Preschool's (LAUP) three-year Strategic and Business Plans (See: LAUP Business Plan Executive Summary).

5. *ADDITIONAL EXAMPLES: DEVELOPING COMPREHENSIVE PLANS AND PROGRAM DESIGNS*

5.1. First 5 IMPACT (Improve and Maximize Programs so All Children Thrive)

GPG assisted First 5 California in designing a program to invest in and scale early childhood systems quality improvement efforts at a county level across California. GPG planned and facilitated stakeholder engagement sessions so First 5 County Commissions could inform and collaboratively design the IMPACT program and associated Training and Technical Assistance Hubs to meet counties' diverse needs.

5.2. First 5 California Dual Language Learner (DLL) Pilot

At the behest of First 5 California, GPG led the planning process to develop the Dual Language Learner (DLL) Pilot program. GPG designed and conducted a stakeholder survey and used the input to create a conceptual model and framework for the Pilot program. This included goals, strategies, outcomes, and critical evaluation questions the pilot seeks to answer. These materials will be presented to First 5 California's Commission, along with a funding request for $20 million at the July Commission meeting.

5.3. Superintendent's Task Force on Accountability and Continuous Improvement

Over a nine-month period in 2015 and 2016, GPG facilitated a task force planning process to develop recommendations for redesigning California's Accountability and Continuous Improvement System. The task force, which consisted of 25 statewide education leaders, was charged with developing a framework for the new system and making recommendations to the State Superintendent of Public Instruction and ultimately the State Board of Education. As a final deliverable, GPG developed the final report of the task force, incorporating input from multiple feedback rounds of review by task force members. The well-received report will be used as a framework to the State Board's continued work towards California's new accountability and continuous improvement system.

6. *CONCLUSION*

GPG has a wide range of successful experiences working with clients and stakeholders on projects of similar scale and scope as Nevada Ready! B-3 Planning (Project I), as evidenced here and on individual GPG staff resumes. We would be happy to provide additional examples and/or work samples upon request.

Business References

Vendors should provide a maximum of three (3) business references from similar projects performed for private, state and/or large local government clients within the last five (5) years.

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:	***First 5 California***		
Identify role company will have for this RFP project (Check appropriate role below):			
X	***VENDOR***		***SUBCONTRACTOR***
Project Name:	***First 5 California Strategic Plan***		
Primary Contact Information			
Name:	***Camille Maben***		
Street Address:	***2389 Gateway Oaks Drive, Suite 260***		
City, State, Zip:	***Sacramento, CA 95833***		
Phone, including area code:	***(916) 263-1083***		
Facsimile, including area code:	***(916) 263-1360***		
Email address:	***CMaben@ccfa.ca.gov***		
Alternate Contact Information			
Name:	***Sarah Neville-Morgan***		
Street Address:	***2389 Gateway Oaks Drive, Suite 260***		
City, State, Zip:	***Sacramento, CA 95833***		
Phone, including area code:	***(916) 263-1024***		
Facsimile, including area code:	***(916) 263-1360***		
Email address:	***snevillemorgan@ccfc.ca.gov***		
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:	***[GPG has listed contract information for the First 5 California Strategic Planning project in the section that follows. The description below highlights this experience, along with other projects on which GPG has supported First 5 California.]*** ***First 5 California has relied on the Glen Price Group for support on a number of different projects. GPG first supported First 5 California (F5CA) in the***		

	development of a Strategic Plan, in which GPG facilitated a highly participatory planning process that gathered input from over one thousand stakeholders across California. This process resulted in a statement of strategic direction and a framework of strategic objectives, activities, and responsibilities. GPG also supported F5CA in a collaborative design process and stakeholder engagement effort to develop First 5 IMPACT (Improve and Maximize Programs so All Children Thrive). Currently, GPG is supporting F5CA to gather input and develop our upcoming investment in a Dual Language Learner Pilot. F5CA has also partnered with GPG on other projects, including an action planning process for California's implementation of recommendations related to the Transforming the Workforce Birth Through Age 8: A Unifying Foundation report, development of California's Preschool Expansion Initiative application, and technical assistance and proposal development for California Early Head Start Child Care Partnership applications.
Original Project/Contract Start Date:	03/2013
Original Project/Contract End Date:	11/2013
Original Project/Contract Value:	$149,880
Final Project/Contract Date:	11/2013
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:	***The David and Lucile Packard Foundation***		
Identify role company will have for this RFP project (Check appropriate role below):			
X	***VENDOR***		***SUBCONTRACTOR***
Project Name:	***Transforming the Workforce Birth Through Age 8***		
Primary Contact Information			
Name:	***Meera Mani***		
Street Address:	***343 Second Street***		

City, State, Zip:	***Los Altos, CA 94022***
Phone, including area code:	***(650) 948-7658***
Facsimile, including area code:	***(650) 947-8616***
Email address:	***MMani@packard.org***
Alternate Contact Information	
Name:	***Justina Acevedo-Cross***
Street Address:	***343 Second Street***
City, State, Zip:	***Los Altos, CA 94022***
Phone, including area code:	***(650) 948-7658***
Facsimile, including area code:	***(650) 947-8616***
Email address:	***JAcevedo-Cross@packard.org***
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:	***[GPG has listed contract information for the Transforming the Workforce, Birth through Age 8 project in the section that follows. The description below highlights this experience, along with other projects on which GPG has supported the David and Lucile Packard Foundation.]*** ***The David and Lucile Packard Foundation has a long-standing relationship with the Glen Price Group. The foundation has awarded grants to GPG to accomplish a number of significant planning and engagement projects related to early learning and early childhood systems, most significantly planning support for California's implementation of the National Academies of Science and Institute of Medicine's Transforming the Workforce Birth Through Age 8 report. Through a collaborative implementation planning process, GPG is supporting multi-stakeholder groups to identify and select recommendations for the state of California and create a roadmap for implementation. GPG has been awarded additional projects including: strategic planning for the California Department of Education's Early Education and Support Division; proposal development for California's Preschool Expansion Grant and Early Head Start Childcare Partnership Grant; training and technical assistance of Early Head Start Childcare Partnership applicants across the state of California; and planning and facilitation for a group of early learning stakeholders***

	called the Early Learning Collaborative. The foundation is also in the process of reviewing a solicited proposal from the Glen Price Group to develop an early learning network map for the state of California to improve the way early childhood stakeholders and systems interact to produce positive outcomes for children, their families, and their communities.
Original Project/Contract Start Date:	11/2015
Original Project/Contract End Date:	10/2016
Original Project/Contract Value:	$90,000
Final Project/Contract Date:	On track to complete on time
Was project/contract completed in time originally allotted, and if not, why not?	On track to complete on time
Was project/contract completed within or under the original budget/ cost proposal, and if not, why not?	On track to complete within budget

Reference #:	***3***		
Company Name:	***California Department of Education, Early Education and Support Division***		
Identify role company will have for this RFP project (Check appropriate role below):			
X	***VENDOR***		***SUBCONTRACTOR***
Project Name:	***Early Education and Support Division Strategic Plan***		
Primary Contact Information			
Name:	***Debra McMannis***		
Street Address:	***1430 N St.***		
City, State, Zip:	***Sacramento, CA 95814-5901***		
Phone, including area code:	***(916) 322-6233***		
Facsimile, including area code:	***(916) 323-6853***		
Email address:	***DMcMannis@cde.ca.gov***		
Alternate Contact Information			
Name:	***Cecelia Fisher-Dahms***		
Street Address:	***1430 N St.***		
City, State, Zip:	***Sacramento, CA 95814-5901***		
Phone, including area code:	***(916) 322-6233***		
Facsimile, including area code:	***(916) 323-6853***		
Email address:	***CFisherd@cde.ca.gov***		
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:	***[GPG has listed contract information for the Early Education and Support Division (EESD) Strategic Planning project in the section that follows. The description below***		

	highlights this experience, along with other projects on which GPG has supported the EESD.] ***The California Department of Education, Early Education and Support Division (CDE, EESD) has worked with the Glen Price Group in a number of different capacities. GPG supported the Early Education and Support Division in the development of its multi-year strategic plan, which included the identification of key priorities and expected results as well as an action plan for year one. Additionally, EESD has worked as a partner in projects supported by GPG, including the development of the California's Preschool Expansion Initiative proposal, support for the state of California's successful application to the Early Head Start Child Care Partnership, and ongoing planning work related to the Transforming the Workforce Birth Through Age 8 report from the National Academies of Science and Institute of Medicine.***
Original Project/Contract Start Date:	05/2014
Original Project/Contract End Date:	05/2015
Original Project/Contract Value:	$100,000 (Funded by the David and Lucile Packard Foundation)
Final Project/Contract Date:	05/2015
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

ATTACHMENT G – Proposed Staff Resume(s)

PROPOSED STAFF RESUME FOR RFP 2108

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

Company Name Submitting Proposal:	***The Glen Price Group***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	***X***	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Aaron Price***		**Key Personnel: (Yes/No)**	***Yes***
Individual's Title:	***President***			
# of Years in Classification:	***1***	**# of Years with Firm:**	***7***	

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE ***Information should include a brief summary of the proposed individual's professional experience.***

Provides overall leadership and guidance for the GPG team and projects. Experienced in facilitation and writing and has managed various collaborative initiatives for GPG clients in the areas of economic development, education, workforce development, and closing the digital divide. Provides clear analysis and leadership to projects, advises clients on ways to maximize stakeholder engagement, and is skilled in designing and analyzing surveys to inform engagement processes. Has extensive experience developing and implementing web-based tools for clients, including websites, meeting portals, online surveys, and funding opportunity trackers in addition to using a variety of communications tools to effectively support project management and group progress.

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.***

Glen Price Group (GPG); El Cerrito, CA:
July 2015 – Present, President
March 2015 – July 2015, Vice President
April 2009 – March 2015, Associate

Transforming the Workforce for Children Birth Through Age 8 (2015 – present):

Facilitate collaborative action planning. Ongoing collection of input and data from relevant stakeholders. Support of continuous feedback cycles to ensure action planning is broadly supported. Support for the formation and ongoing meetings of a support team, action planning team, and core planning team, in three work areas. Creation of meeting designs, materials, and agendas. Development and sharing of progress reports, priority statements, and action plans. Participation in national meetings to support state-level implementation planning, coordinated by the National Academy of Medicine.

Californians Dedicated to Education Foundation (2011 – present):

Provide coordination and facilitation project management for the California Labor-Management Initiative through coordination of the support team, steering committee, and working group. Manage meeting and event design, planning, budget, and grant proposal writing to develop a statewide labor management collaboration initiative. Design and develop websites and online portals to support initiatives of the Californians Dedicated to Education Foundation, including the Common Core State Standards Research Portal, the "This Is Common Core California Showcase," the California Labor-Management Initiative Website, and the 2015 Labor Management Initiative Symposium Website. Support planning, design, and implementation for a statewide symposium for 250 participants in 2015, two fall regional convenings in 2015, and five spring regional convenings in 2016, engaging nearly 100 teams from school districts and county offices of education.

Oakland Starting Smart and Strong Initiative (2015 – 2016):

Conducted landscape analysis for the Oakland Starting Smart and Strong Initiative, a 10-year grant to accelerate kindergarten readiness. Convened key stakeholders from the leadership group and general workgroup to build framework for ongoing early learning collaboration. Produced a strengths and gaps map and written report to inform future strategies of the initiative for presentation to the leadership committee and partners.

First 5 California Strategic Plan (2014 – 2015):

Designed and facilitated First 5 California's highly participatory strategic planning process, gathering input from over 1,500 stakeholders and resulting in First 5 California's strategic plan.

A Blueprint for Environmental Literacy (2015):

Guided the State Superintendent of Public Instruction Tom Torlakson's Environmental Literacy Task Force in a planning process to provide recommendations for increasing the environmental literacy of all California's children. Convened a small team of key stakeholders, identified a task force of diverse members, facilitated planning meetings, and conducted stakeholder surveys. The result was the Blueprint for Environmental Literacy.

Los Angeles Universal Preschool (2013 – 2014):

Supported strategic and business planning processes, including: the collection of significant stakeholder input to inform planning work, the development of financial models and scenarios, and the design and production of report charts and other graphics.

California Comprehensive Early Learning Plan (CCELP) (2011 – 2013):

Designed and implemented an extensive stakeholder engagement process that gathered input from more than 2,100 individuals to inform the development of the California Comprehensive Early Learning Plan (CCELP). Aggregated, analyzed, and synthesized stakeholder input from a range of sources to support the development of the CCELP.

Contra Costa Community Services Bureau (2013):

Designed and facilitated a strategic planning process to identify priority areas of work and goals for the Bureau. Conducted one-on-one interviews and a staff survey, and designed and facilitated a participatory planning session for 300+ staff members. Met regularly with Bureau leadership to co-design the planning process and build trust and teamwork within the leadership group.

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

University of California, Berkeley; Berkeley, CA
B.A. Applied Mathematics, Classical Civilizations – 2008

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

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

Project References:

Camille Maben
Executive Director
First 5 California
O: (916) 263-1083
F: (916) 263-1360
CMaben@ccfa.ca.gov

Meera Mani
Director, Children, Families, Communities Program
David and Lucile Packard Foundation
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F: (650) 947-8616
MMani@packard.org

Debra McMannis
Director, Early Education and Support Division
California Department of Education, Early Education and Support Division
O: (916) 322-6233
F: (916) 323-6853
DMcMannis@cde.ca.gov

Additional Reference:

Shelly Masur

CEO
Californians Dedicated to Education Foundation
O: (866) 259-0521
F: (650) 368-8082
shelly@cdefoundation.org

PROPOSED STAFF RESUME FOR RFP 2108

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

Company Name Submitting Proposal:	***The Glen Price Group***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	***X***	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Maggie Steakley***		**Key Personnel: (Yes/No)**	***Yes***
Individual's Title:	***Senior Associate***			
# of Years in Classification:	***3***	**# of Years with Firm:**	***3***	

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

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

A skilled analyst, writer, and researcher, with talents in the areas of communication, facilitation, organization, and leadership. Dedicated to improving the social welfare of children and their families through the improvement of integrated, effective, efficient public services and organizations. Invested in creating comprehensive and integrated systems to support high-quality early learning experiences and a strong and effective public education that meets the needs of all students. Direct experience with strategic planning, organizational development, consensus building and stakeholder engagement, school reform, data collection and analysis, and teaching, and teacher coaching and training.

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.

Glen Price Group (GPG); El Cerrito, CA:
2013 – Present, Senior Associate

Los Angeles Grade Level Reading Campaign, School Readiness Workgroup (2015 – Present):

Support the use of the collective impact model for multidisciplinary stakeholder engagement in the L.A. area toward the development of an action plan to increase the school readiness of children in L.A. County, as a means to increase the number of children reading at grade level by third grade. Organize and facilitate communication between planning committee and broader workgroups. Create meeting designs, materials, and agendas for regular planning committee meetings and calls, as well as workgroup meetings. Onboard new workgroup members on progress and established processes. Compilation, theming, and analysis of all meeting notes and dissemination of next steps and action items. Coordinate relevant stakeholders and planning committee in iterative revision and editing process to deliver high-quality final summary report and action plan.

First 5 California, Dual Language Learner Pilot (2015 – Present):

Led the participatory planning process to develop the DLL Pilot program. Facilitated group meetings and solicited stakeholder input to develop Guiding Principles to shape the pilot. Designed and conducted a stakeholder survey of representatives from diverse systems across the state. Synthesized survey data to create a framework for the goals, strategies, and evaluation of the pilot program.

Californians Dedicated to Education Foundation: Accountability and Continuous Improvement (2015 – 2016):

Coordinated and facilitated multiple meetings of the task force, consisting of 25 key statewide education leaders. Created agendas and other meeting materials, documented meetings, elicited input and feedback from members of the task force. Solicited and incorporated feedback from task force members into a final written report submitted to the State Superintendent of Public Instruction, summarizing recommendations for a new California system of public education accountability and continuous improvement and strategies for modification and removal of existing laws, regulations, and other items supporting the previous Academic Performance Index (API)-based system. The resulting report, "Preparing All Students for College, Career, Life, and Leadership in the 21st Century" was presented to and well-received by the State Board of Education, and is serving as a foundation for the State Board's continued accountability system development work.

First 5 IMPACT (2014 - 2015):

Planned and facilitated stakeholder engagement sessions to build consensus collaboratively design First 5 IMPACT (Improve and Maximize Programs so All Children Thrive) and associated Training and Technical Assistance Hubs. First 5 IMPACT is an innovative approach that forges partnerships between First 5 California and counties to achieve the goal of helping children ages birth through 5 and their families thrive by building a system to increase high-quality early learning settings, including supporting and engaging families in the early learning process.

Common Core State Standards Communication Campaign (2013 – 2015):

Drew from research and analysis, input from content experts, and previous efforts to create a plan for communicating implementation changes to the CCSS at the local level. Worked with systems actors from across the state of California to implement the communication strategy.

A Blueprint for Environmental Literacy (2015):

Guided the State Superintendent of Public Instruction Tom Torlakson's Environmental Literacy Task Force in a planning process to provide recommendations for increasing the environmental literacy of all California's children. Convened a small team of key stakeholders, identified a task force of diverse members, facilitated planning meetings, and conducted stakeholder surveys. The result was the Blueprint for Environmental Literacy.

Blueprint for Great Schools, 2.0 (2015):

Provided writing and facilitation support to the State Superintendent of Public Instruction, Tom Torlakson, to convene a group of statewide education leaders to provide

recommendations for refining and implementing the vision put forth in Torlakson's first term plan. The result was Blueprint for Great Schools, 2.0.

First 5 California Strategic Planning (2013 – 2014):

Assisted with designing and facilitating the strategic planning process for First 5 California, which engaged over 1,500 stakeholders to inform the development of its new 5-year strategic plan. Provided research and writing support on the strategic plan. Gathered information from cross-sector stakeholders, analyzed data, and made recommendations to the First 5 California Commission on strategic direction and stakeholder perception. Research and data collection also included a 58-Country strategic plan analysis to inform First 5 California on how it could best support local early learning systems-efforts.

EDUCATION

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

University of California, Berkeley; Berkeley, CA
M.P.P., Goldman School of Public Policy – 2014

University of Vermont; Burlington, VT
B.A., Political Science and History – 2008

American University; Washington, DC
International Law and Organizations – 2007

CERTIFICATIONS

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

Clear California Multiple Subjects Teaching Credential. Completed 2011, valid though 2021.

REFERENCES

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

Project References:

Camille Maben
Executive Director
First 5 California
O: (916) 263-1083
F: (916) 263-1360
CMaben@ccfa.ca.gov

Meera Mani
Director, Children, Families, Communities Program
David and Lucile Packard Foundation
O: (650) 948-7658
F: (650) 947-8616

MMani@packard.org

Debra McMannis
Director, Early Education and Support Division
California Department of Education, Early Education and Support Division
O: (916) 322-6233
F: (916) 323-6853
DMcMannis@cde.ca.gov

Additional Reference:

Deborah Kong
Executive Director
Early Edge California
O: (510) 271-0075
F: (866) 445-3648
DKong@earlyedgecalifornia.org

PROPOSED STAFF RESUME FOR RFP 2108

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

Company Name Submitting Proposal:	***The Glen Price Group***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	***X***	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Katie Aspell***		**Key Personnel: (Yes/No)**	***Yes***
Individual's Title:	***Associate***			
# of Years in Classification:	***1***	**# of Years with Firm:**	***1***	

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE
Information should include a brief summary of the proposed individual's professional experience.

An experienced writer, researcher, and analyst who excels at synthesizing and presenting information for diverse audiences, and performing high-quality research and analysis in support of client projects and initiatives. Previous work in non-profit management, program creation, and college access informs approach to increasing access and improving service delivery. Direct experience with strategic planning, data collection and analysis, and developing web-based mapping tools for clients.

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.

Glen Price Group (GPG); El Cerrito, CA:
2015 – Present, Associate

First 5 California, Dual Language Learner Pilot (2015 – Present):

Led the participatory planning process to develop the DLL Pilot program. Facilitated group meetings and solicited stakeholder input to develop Guiding Principles to shape the pilot. Designed and conducted a stakeholder survey of representatives from diverse systems across the state. Synthesized survey data to create a framework for the goals, strategies, and evaluation of the pilot program.

Transforming the Workforce for Children Birth Through Age 8 (2015 – present):

Support the facilitation of collaborative action planning. Ongoing collection of input and data from relevant stakeholders. Support of continuous feedback cycles to ensure action planning is broadly supported. Support for the formation and ongoing meetings of a support team, action planning team, and core planning team, in three work areas. Development and sharing of progress reports, priority statements, and action plans.

Californians Dedicated to Education Foundation California Labor Management Initiative (2015 – present):

Assist with coordinating and planning of a statewide labor-management initiative, including support for five regional convenings for district-level teams across California in the spring of 2016. Responsible for providing coordination and logistical support, preparing event materials and providing on-site meeting support. Schedule, participate in, and record team meetings.

Oakland Starting Smart and Strong Initiative (2015 – 2016):

Conducted landscape analysis for the Oakland Starting Smart and Strong Initiative, a 10-year grant to accelerate kindergarten readiness. Convened key stakeholders from the leadership group and general workgroup to build framework for ongoing early learning collaboration. Produced a strengths-and-gaps map and written report to inform future strategies of the initiative and presented to the leadership committee and partners.

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

University of California, Berkeley; Berkeley, CA
M.P.P., Goldman School of Public Policy – 2016

Vassar College; Poughkeepsie, NY
B.A., Political Science and Asian Studies – 2010

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

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

Project References:

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F: (650) 947-8616
MMani@packard.org

Debra McMannis
Director, Early Education and Support Division
California Department of Education, Early Education and Support Division
O: (916) 322-6233
F: (916) 323-6853
DMcMannis@cde.ca.gov

Additional Reference:

Carla Dartis
H.E.A.T. Institute Coordinator
Alameda County District Attorney's Office Human Exploitation and Trafficking Institute
O: (510) 272-6222
F: (510) 271-5157
Carla.dartis@acgov.org

PROPOSED STAFF RESUME FOR RFP 2108

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

Company Name Submitting Proposal:	***The Glen Price Group***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	***X***	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Mara Mahmood***		**Key Personnel: (Yes/No)**	***Yes***
Individual's Title:	***Associate***			
# of Years in Classification:	***8***	**# of Years with Firm:**	***8***	

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

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

Provides research and evaluation expertise to a range of projects including research, strategic and business planning, organizational development, and funding opportunity development. Contributes to the development, implementation, and analysis of stakeholder interviews and surveys as part of clients' strategic and business planning processes. Contributes strong writing expertise to successful proposal development. Previously served as lead researcher and evaluator for federal 21st Century Community Learning Center grants.

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.

Glen Price Group (GPG); El Cerrito, CA:
2003 – 2008, 2013 – Present, Associate

Los Angeles Grade Level Reading Campaign, School Readiness Workgroup (2015 – present):

Support the use of the collective impact model for multidisciplinary stakeholder engagement in the L.A. area toward the development of an action plan to increase the school readiness of children in L.A. County, as a means to increase the number of children reading at grade level by third grade. Organize and facilitate communication between planning committee and broader workgroups. Create meeting designs, materials, and agendas for regular planning committee meetings and calls, as well as workgroup meetings. Compilation, theming, and analysis of all meeting notes and dissemination of next steps and action items. Coordinate relevant stakeholders and planning committee in iterative revision and editing process to deliver high-quality final summary report and action plan.

Los Angeles Universal Preschool (LAUP) (2015 – Present):

Support government grant identification and development of grant proposals for selected opportunities. Develop and deliver training workshops to LAUP preschool providers on available funding for early education and how it can be accessed or competed for.

New Generation of Educators Initiative (2015):

Designed and co-facilitated a two-day Learning Community Convening for the California State University (CSU) New Generation of Educators ***Initiative in April 2015. Engaged an interdisciplinary team of stakeholders, including CSU and K-12 faculty and administrators and funders, to build and deepen CSU campus and K-12 district partnerships and cross-project collaborative relationships in the pursuit of teacher preparation and improved data use for continued project improvement.***

Center for Powerful Public Schools (2014 – 2015):

Developed and implemented interviews and surveys of staff, clients, funders, and other stakeholders to inform the development of the Center for Powerful Public School's (Center) three-year business plan. The plan, presented to and adopted by the Center's Board of Directors (June 2015), incorporated dynamic financial forecasting tools developed by GPG, and outlined clear pathways for increasing and diversifying revenue.

Los Angeles Universal Preschool Strategic and Business Planning (2013 – 2014):

Supported strategic and business planning processes, including the collection of significant stakeholder input to inform planning work, the development of financial models and scenarios, and the design and production of report charts and other graphics. Conducted an intensive discovery process and thorough market analysis, including the analysis of existing data and the development and implementation of stakeholder surveys and interviews. Analyzed quantitative and qualitative data, including potential revenue sources to assist in the development of successfully adopted multi-year strategic and business plans.

EDUCATION

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

University of California, Riverside; Riverside, CA
Ph.D. Developmental Psychology – 1997

University of California, Riverside; Riverside, CA
M.A. Developmental Psychology – 1994

University of California, Santa Cruz; Santa Cruz, CA
B.A. Psychology – 1992

CERTIFICATIONS

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

REFERENCES

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

Project References:

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Meera Mani
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MMani@packard.org

Debra McMannis
Director, Early Education and Support Division
California Department of Education, Early Education and Support Division
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F: (916) 323-6853
DMcMannis@cde.ca.gov

Additional Reference:

Dawn A. Kurtz, Ph.D.
Senior Vice President of Programs
Los Angeles Universal Preschool
P: (213) 416-1200
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dkurtz@laup.net

PROPOSED STAFF RESUME FOR RFP 2108

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

Company Name Submitting Proposal:	***The Glen Price Group***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	***X***	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Angela Chang***		**Key Personnel: (Yes/No)**	***No***
Individual's Title:	***Support Associate***			
# of Years in Classification:	***1***	**# of Years with Firm:**	***1***	

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

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

Provides research assistance and organizational, logistical, planning, and general project support on a range of GPG projects, particularly around coordinating and managing the event planning process. Prior to GPG, interned at a public opinion research firm that specialized in progressive policy issues, providing research support for the entire report process. She also interned at a non-profit organization that works to increase participatory budgeting processes in North America, assisting with planning and coordinating their annual conference as well as with research and administrative tasks.

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.

Glen Price Group (GPG); El Cerrito, CA:
2016 – Present, Associate

Californians Dedicated to Education Foundation California Labor Management Initiative (March 2016 – present):

Assist with coordinating and planning of a statewide labor-management initiative, including support for five regional convenings for district-level teams across California in the spring of 2016. Responsible for providing coordination and logistical support, preparing event materials and providing on-site meeting support. Schedule, participate in, and record team meetings.

EDUCATION

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

University of California, Berkeley; Berkeley, CA
B.A. Political Science – 2013

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

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

Project References:

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F: (916) 263-1360
CMaben@ccfa.ca.gov

Meera Mani
Director, Children, Families, Communities Program
David and Lucile Packard Foundation
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F: (650) 947-8616
MMani@packard.org

Debra McMannis
Director, Early Education and Support Division
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Additional Reference:

Shelly Masur
CEO
Californians Dedicated to Education Foundation
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F: (650) 368-8082
shelly@cdefoundation.org

Other Informational Material

Client	*Project Name*	*Link*
California Department of Education	*Blueprint for Environmental Literacy*	*http://www.cde.ca.gov/pd/ca/sc/documents/environliteracyblueprint.pdf*
California Department of Education	*Blueprint for Great Schools*	*http://www.cde.ca.gov/eo/in/bp/documents/yr11bp0709.pdf*
California Department of Education	*Blueprint 2.0*	*http://www.cde.ca.gov/eo/in/bp/documents/yr15bp0720.pdf*
California Department of Education	*California Comprehensive Early Learning Plan (CCELP)*	*http://glenpricegroup.com/ccelp/*
California Department of Education	*Early Education and Support Division Strategic Plan*	*http://www.cde.ca.gov/eo/in/bp/documents/yr15eesdplan.pdf*
California Department of Education	*Preparing All Students for College, Career, Life, and Leadership in the 21st Century*	*http://www.cde.ca.gov/ta/ac/ar/documents/account-report-2016.pdf*
Californians Dedicated to Education Foundation	*Common Core State Standards Communications Campaign*	*http://cdefoundation.org/what-we-do/common-core/*
Californians Dedicated to Education Foundation	*California Labor Management Initiative*	*Project website:* *http://cdefoundation.org/lmi/* *Meeting portal:* *http://cdefoundation.org/lmi/emeryville/*
Californians Dedicated to Education Foundation	*Superintendent's Advisory Task Force on Accountability and Continuous Improvement*	*http://cdefoundation.org/staging/wp-content/uploads/Final-ACITF-Report-May-16-2016.pdf*
Community Initiatives	*Early Learning Lab*	*http://earlylearninglab.org/summit/*
The David and Lucile Packard Foundation	*After-School and Summer Enrichment Grantee Gathering*	*Meeting design:* *https://www.dropbox.com/s/ab5a5gyzfx1vea6/Design%20Draft%20SummerMatters012215ms1.docx?dl=0* *Website post:* *http://glenpricegroup.com/going-paperless-big-meetings/*
The David and Lucile Packard Foundation	*Oakland Starting Smart and Strong Initiative*	*https://drive.google.com/open?id=1-_NjOxbHZnYfDJuJjVqWuFV9Ll8&usp=sharing*

Client	***Project Name***	***Link***
The David and Lucile Packard Foundation	***Transforming the Workforce for Children Birth Through Age Eight***	***Project website: http://twb8-ca.net*** ***Kumu map: https://kumu.io/aaronprice/ca-twb8-implementation-planning#planning-process-participants/by-sector-category*** ***Recommendations crosswalk: http://glenpricegroup.com/files/ECE%20Ed%20Quality%20Summary%20of%20Recommendations%20010516.pdf***
First 5 California	***Dual Language Learners Pilot***	***Project website: http://ccfc.ca.gov/programs/programs_dll.html*** ***Survey findings: http://www.ccfc.ca.gov/pdf/programs/dll/DLL%20Survey%203%2021%2016.pdf***
First 5 California	***First 5 California Strategic Plan***	***http://www.ccfc.ca.gov/about/pdf/commission/resources/F5CA_Strategic_Plan.pdf***
First 5 California	***First 5 IMPACT (Improve and Maximize Programs so All Children Thrive)***	***http://www.ccfc.ca.gov/pdf/programs/impact/F5_IMPACT_RFA_Amended_8-11-15.pdf***
Los Angeles Universal Preschool	***Los Angeles Universal Preschool Strategic and Business Plan***	***http://laup.net/documents/news_events/laup_bplan_execsumm.pdf***