Part IA – Technical Proposal Submission Requirements

Section I – Title Page

Part IA – Technical Proposal	
RFP Title:	Juvenile Services Evidenced Based Program Resource Center
RFP:	3502
Vendor Name:	Strategic Progress, LLC
Address:	PO Box 34294, Reno, NV 89533
Opening Date:	November 1, 2017
Opening Time:	2:00 PM

Section II – Table of Contents

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Section III – Vendor Information Sheet

V1	Company Name	***Strategic Progress, LLC***

V2	Street Address	***PO Box 34294***

V3	City, State, ZIP	***Reno, NV 89533***

V4	Telephone Number		
	Area Code: ***702***	Number: ***241-8033***	Extension:

V5	Facsimile Number		
	Area Code: ***866***	Number: ***635-1577***	Extension:

V6	Toll Free Number		
	Area Code:	Number:	Extension:

V7	***Contact Person for Questions / Contract Negotiations, including address if different than above***
	Name: ***Cynthia Ortiz Gustafson***
	Title: ***CEO***
	Address: ***1697 Crescent Pointe Court, Reno, NV 89523***
	Email Address: ***cyndy@strategicprogress.com***

V8	Telephone Number for Contact Person		
	Area Code: ***702***	Number: ***241-8033***	Extension:

V9	Facsimile Number for Contact Person		
	Area Code: ***866***	Number: ***635-1577***	Extension:

V10	***Name of Individual Authorized to Bind the Organization***	
	Name: ***Cynthia Ortiz Gustafson***	Title: ***CEO***

V11	Signature ***(Individual must be legally authorized to bind the vendor per NRS 333.337)***	
	Signature: Cyndy	Date: 10/30/17

Section IV – State Documents

The State documents section shall include the following:

A. The signature page from all amendments signed by an individual authorized to bind the organization.
N/A

B. Attachment A – Confidentiality and Certification of Indemnification signed by an individual authorized to bind the organization.
Attached

C. Attachment B – Vendor Certifications signed by an individual authorized to bind the organization.
Attached

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

E. Copies of applicable certifications and/or licenses.
State of Nevada license and City of Reno Business license.

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" **shall 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 files marked "**Part IB Confidential Technical**" and "**Part III Confidential Financial**".

The State shall not be responsible for any information contained within the proposal. If vendors do not comply with the labeling and packing requirements, proposals shall 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 shall be in an open meeting format, the proposals shall 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 shall constitute a complete waiver and all submitted information shall 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.

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

Part IB – Confidential Technical Information			
YES		NO	X
Justification for Confidential Status			

Part III – Confidential Financial Information			
YES	X	NO	
Justification for Confidential Status			
Company and subcontractor financials.			

Strategic Progress, LLC
Company Name

Signature

Cyndy Ortiz Gustafson
Print Name

10/30/17
Date

This document shall be submitted in Section IV of vendor's technical proposal

ATTACHMENT B – VENDOR CERTIFICATIONS

Vendor agrees and shall comply with the following:

(1) Any and all prices that may be charged under the terms of the contract do not and shall 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, shall 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, shall 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 shall 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 shall be in writing and included in the proposal at the time of submission.

(7) Each vendor shall 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 shall 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 shall automatically result in the disqualification of a vendor's proposal. An award shall not be made where a conflict of interest exists. The State shall 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 shall 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 shall certify that any and all subcontractors comply with Sections 7, 8, 9, and 10, above.

(13) The proposal shall be signed by the individual(s) legally authorized to bind the vendor per NRS 333.337.

Strategic Progress, LLC
Vendor Company Name

Cyndy
Vendor Signature

Cyndy Ortiz Gustafson
Print Name

10/30/17
Date

This document shall be submitted in Section IV of vendor's technical proposal

SECRETARY OF STATE

STATE OF NEVADA

NEVADA STATE BUSINESS LICENSE

STRATEGIC PROGRESS, LLC

Nevada Business Identification # NV20051774907

Expiration Date: December 31, 2017

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

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

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

Barbara K. Cegavske

BARBARA K. CEGAVSKE
Secretary of State

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

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

LICENSE #: 129219

THIS LICENSE MUST BE PLACED IN A CONSPICUOUS PLACE

EFFECTIVE DATE: 06/01/2016

EXPIRATION DATE: 05/31/2017

BUSINESS CLASSIFICATION: General Business

RENO, WASHOE CO., NEVADA

BUSINESS LOCATION: 1697 Crescent Pointe Ct

NAME OF BUSINESS: Strategic Progress LLC

THIS LICENSE EXPIRES AS SPECIFIED ABOVE

LICENSEE - NAME AND ADDRESS: Cynthia Gustafson
PO Box 34294
RENO, NV 89523

LICENSED BUSINESS TO BE CONDUCTED IN CONFORMITY WITH AND SUBJECT TO THE PROVISIONS OF THE STATUTES OF THE STATE OF NEVADA AND RENO MUNICIPAL CODE

SIGNATURE CITY CLERK

City of Reno

Section V – Scope of Work

2. SCOPE OF WORK
2.1 RESOURCE CENTER
2.1.1 The Resource Center will be home to all of the identified evidence based programs identified for use within the Nevada juvenile justice system.

Strategic Progress is proposing a unique model to the State under this proposal response. If funded, Strategic Progress and our leadership team will be the project managers of the Juvenile Justice Evidence Based Practice Center project and will work with the Applied Research and Policy Institute (ARPI), a 501(c)(3) organization that leverages assets at both the University of Nevada Reno (UNR) and the University of Nevada Las Vegas (UNLV) to conduct model research, provide technical assistance and training, and advance data driven decision making across the State of Nevada.

We have included information on the ARPI below:

Mission: The goal of the ARPI is to advance data driven public policy research, innovation and applied analysis with a focus on state and local systems change.

The ARPI (est. July 2015) is a 501(c)(3) research and policy institute advancing community outcomes through research, applied data analysis, technical assistance to state and local government and nonprofits, and the design and implementation of large scale policy change. We focus on state and local systems change in Nevada and across the country and have strategic partnerships with both UNLV and UNR. We have made it a policy to work with graduate students at both schools in order to support their growth and to engage them in solving large-scale public challenges. We fund professors and graduate students to work on ARPI projects, and recently completed a statewide research project around Victims of Crime Act Funding that included model research, data analysis and policy, program and practice recommendations in partnership with Strategic Progress, the applicant for this JJ EVP funding.

The ARPI is working to advance quality of life outcomes for children in the child welfare and juvenile justice systems, seniors, veterans, and people with disabilities by advancing the use of data and research to solve public challenges.

To date, the ARPI has conducted research on child welfare systems, victims of crime, juvenile justice, public health and military and veteran issues. The goal of our research is to advance the dialogue in the public sphere, provide decision makers, stakeholders and advocates with high quality data, and to provide research driven solutions and technical assistance to the public.

Strategic Progress, as project manager, will work with the ARPI and professors from UNLV and UNR, as well as subcontract with Innovative Research and Analysis to do the following:

- ***Qualitative and quantitative research***

- ***Model research, comparative research and model development***
- ***Data analysis***
- ***Building of data dashboards and systems***
- ***Convening and community engagement***
- ***Facilitation of strategic plans and initiatives***
- ***Program and project evaluation***
- ***Design and implement a digital, learning management based training platform***
- ***Project management***
- ***Education and technical assistance***
- ***Publication of briefs, white papers and reports***
- ***Model implementation support***
- ***Fundraising for sustainability of the EVP Center***

Strategic Progress and the ARPI are already working together statewide in both Clark and Washoe counties as well as in the rural counties across Nevada. Additionally, we have built a diverse and robust team of researchers, analysts, evaluators, trainers and facilitators who are highly educated and experienced in their fields.

We are proposing the development of a Juvenile Justice Center for Evidence Based Practices and Evaluation at the ARPI that would improve outcomes of publicly funded programs and provide a higher return on investment for federal, state and locally funded dollars. We would build this model in partnership with Strategic Progress, who would be the project manager.

The model we are proposing is unique in that we have professors and PhD's from both UNR and UNLV on our team, as well as graduate student support from both school. The Strategic Progress team, which includes ARPI, UNR, UNLV and subcontractor Innovative Research and Analysis, will work together and leverage private consultants, professors, graduate student researchers at both schools, and community development leaders across the state.

Due to the structure of state funding for this project, we are proposing to leverage the existing Strategic Progress/Innovative Research and Analysis shared Learning Management System, built on the Thought Industries platform, to deliver digital, online, interactive training to state and local juvenile justice agencies, as well as nonprofits and organization working in the field. By leveraging this technology, we can pair that with "man hours" on the ground to provide the highest return on investment for AB 472 funding as well as increased sustainability for the long term.

We are proposing the following model, funded with both private funder dollars as well as state investment:

- ***A Center (located in both Reno and Las Vegas with partners in both locations, but with only a digital and manpower presence, lowering costs) for Evidence Based Practices and Evaluation***
- ***A training and technical assistance program to provide support to state and local governments and nonprofits to implement evidence based programs, tools and approaches, leveraging our LMS system built on the Thought Industries platform***

- ***Training and technical assistance on evaluation and data management and analysis***
- ***A focus on innovation in the social services and public health sectors, driven by innovation prizes and crowd sourcing of solutions and funding***
- ***Coordination of effort across the state to implement standardized evaluation and reporting as well as data sharing and open data to improve accountability and transparency***
- ***Building an effective communication and information sharing structure between both universities, the state and local government with onramps to data and information for nonprofit stakeholders and community leaders***
- ***Use and leverage of the UNLV Urban Data Lab; the Nonprofit, Community, and Leadership Initiative (NCLI) at UNLV; and the Department of Political Science data labs at UNR to advance our ability to analyze and process large amounts of data and look for relationships between variables to better predict high system users and expenditures***
    - ***NCLI at UNLV provides a central location for the Southern Nevada Center (The Historic Fifth Street School) as well as access to collaborations, partnerships, and continuation funding opportunities (Grantwell).***
    - ***NCLI students and staff bring capacity to the Strategic Progress team in southern Nevada as well as a multidisciplinary group of students and faculty to support evaluation, grant funding, and community engagement as part of this project.***

As the State of Nevada works to advance systems change in large systems such as Juvenile Justice, Child Welfare, VOCA and children's mental health, Strategic Progress and ARPI are uniquely positioned to provide research on evidence based practices and models and to provide technical assistance and training to state, local government and private nonprofit grantees and services providers.

The Strategic Progress team has participated in over 30 federal grant model research and design projects, evaluation projects, and implementation of evaluation plans or evaluation of federally-funded agencies or initiatives. We have included a few examples below:

<u>Casey Family Programs Systems Change Project Example</u>
In May of 2009, Strategic Progress led a region wide effort to safely reduce the number of children in foster care, by advocating for increased front-end support of children and families. This project was funded by Casey Family Programs, the nation's largest foundation working to improve foster care, and the Business Case written for the initiative is being used by Casey as an innovative model across the country. Ms. Gustafson has been invited to speak to the Council of Southwest Foundations about this model of business case, community action plan and funding alignment.

During the two years of this project timeline, Strategic Progress conducted national comparative model research, interviewed subject management experts, conducted community level interviews, focus groups and community input sessions as well as managed a Community Advisory Board. We also gave presentations across the region and the state as well as conducted a strategic financing analysis of neighboring states to assess systems change sustainability models and map funding available to build the Clark County child welfare system.

ERDC Evaluation Project Example

Tim Burch- (Strategic Progress contracted staff)- Tim Burch has invested over 20 years in improving health and human services systems of care while working in the private, public, and non-profit sectors. Sixteen of those years were in local government in Clark County (Las Vegas), NV, where he worked in a variety of capacities, including five years in the executive leadership roles as the Director of Department of Social Service as well as the Director for the Department of Family Services. He has served as CEO for a provider of innovative hosted solutions for public sector clients in health, human services, justice, and child welfare verticals. He takes those lessons and successes into the operations of the clients in his consulting portfolio and to the students in his masters' level classes. He will perform the following services to meet the requirements of the RFP:

- ***Project management including roles and responsibilities, timelines and progress benchmarks***
- ***Conduct research on evidence based practices and models***
- ***Identify data needs and assess data integration capacities to facilitate trainings and evaluation to include appropriate benchmarks and metrics for evaluation***
- ***Support student-based project components***
- ***Develop training materials and TA components of the project, with key stakeholders and experts***
- ***Facilitation of interviews, meetings, community input sessions as appropriate***
- ***Feasibility studies, readiness assessments***

Justin Gardner, PhD, CEO of Innovative Research and Analysis (subcontractor)- Dr. Gardner has nearly 10 years of experience designing and implementing evaluation projects and studies. He will perform the following services to meet the requirements of the RFP:

- ***Conduct research and evaluation analyses***
- ***Identify data needs and assess data integration capacities to facilitate trainings and evaluation to include appropriate benchmarks and metrics for evaluation***
- ***Administer, analyze and assess measurement and evaluation activities to determine baseline program performance***
- ***Support student-based project components***
- ***Develop and integrate data for decision making to enhance program effectiveness and efficiency of program activities***
- ***Create pre- and post-assessments, data measurements, logic models and reports pertaining to the program design at implementation to ensure capacity to evaluate***
- ***Develop training materials and administer online training platform to include data integration and data sharing with partners for evaluation and support long-term project sustainability and scalability***

- ***Support the development of performance assessment questions and methods in compliance with federal and state funding activities and requirements for state-level grant process and outcomes, as well as community-level process and outcomes***
- ***Create graphs, charts, and visuals for reports***

<u>Dr. Christopher Stream (contracted staff for Strategic Progress, LLC)</u>- Dr. Stream has nearly 20 years of experience as a Professor and has served as project director on over three dozen projects with state, local and nonprofit agencies in Florida, Alabama and Nevada. Currently he leads the School of Leadership and Public Policy at UNLV, which houses professional Masters degrees in public administration, nonprofit management and urban leadership.

Dr. Stream teaches graduate courses in the general areas of public policy and public management, which include; Public Policy Analysis, Program Evaluation, Research Design, Statistical Analysis, Intergovernmental Relations, Local Politics and Administration, and State Health Politics and Policy. He will perform the following services to meet the requirements of the RFP:

- ***Evaluate models and data***
- ***Identify appropriate model, benchmarks and metrics for evaluation***
- ***Administer, analyze and assess measurement and evaluation activities to determine baseline program performance***
- ***Develop data for decision making to enhance program effectiveness of program activities***
- ***Create pre-and post-assessments, readiness assessments, data measurements, logic models and reports pertaining to the program being evaluated***
- ***Work with agencies to implement models and best practices***
- ***Use descriptive statistics, exploratory data analysis, confirmatory data analysis, and predicative analytics***
- ***Support the development of performance assessment questions and methods in compliance with federal and state funding activities and requirements for state-level grant process and outcomes, as well as community-level process and outcomes***
- ***Create graphs, charts, graphics for reports***
- ***Supervise graduate students who work on this project at UNLV***

A project funded by the U.S. Army Engineer Research and Development Center (ERDC) through Bowhead Science and Technology sought to evaluate the U.S. Army Corps of Engineers (USACE) ecosystem restoration projects. These projects cost the nation over an estimated $600 million since the inception of the Water Resources Development Act (WRDA) of 1986, which gave the USACE Congressional authorization to conduct restoration projects of ecosystems impacted by waterway projects. The goal of the project was to develop criteria based on a review of related literature, interviews with project managers, and the results of a work group hosted in Texas by the USACE to include in a database of project data.

One of the focus areas of the project was the USACE service to the nation in constructing, managing and monitoring restoration projects. A second focus area was to collect outcome data for restoration projects on which project success could be evaluated. Additional focus areas included identifying cost-share partners, involved community groups, impacted citizens

and communities, and state and local sponsors. One delivered project component, not requested as part of the original project, was an online repository of project documentation such as Environmental Assessments, Environmental Impact Statements, Operational and Maintenance Manual, Monitoring Reports, and others. The goal of this additional initiative was to provide resources to project managers and agency partners to assist in future project design, implementation and monitoring.

Outcomes of this ERDC project have included two technical note publications: the first one focused on the study design, decisions, and resources sought in development of the database; and the second one was a detailed outline-style presentation of the database including major content areas and field definitions used for data collection, calibration, analysis and reporting. Additionally, the database was made available online as a searchable site for USACE Project Managers and employees as well as partner agencies, sponsors and the general public. A webinar was hosted by ERDC to roll out the online database in May 2014, which had nearly 60 participants that included USACE Project Managers and ERDC researchers as well as several federal partner agencies. The website for the ERDC Retrospective Ecosystem Restoration Database is: http://cw-environment.usace.army.mil/retro/index.cfm.

Vocational Rehabilitation Statewide Research and Messaging Project Example

A project funded by the Department of Employment, Training and Rehabilitation, Bureau of Vocational Rehabilitation sought to design a campaign to change and grow the public knowledge of VR Nevada (Bureau of Vocational Rehabilitation). This project included a series of assessments aimed to design materials and evaluate the outcome of the campaign within six months of commencing new messaging. To conduct the follow-up studies, a series of different email lists of Nevada business owners and employers were obtained from multiple sources. These included a purchased list of employers in addition to colleagues and contacts of project team members. An email-based survey was sent to each email list for a four-week time period in which over 140 surveys were completed. Results from the survey were analyzed and reported based on company size, location, and other company-specific data points.

The focus of the report was centered on the goal of changing perceptions and, subsequently, behaviors. Questions included in the survey were aligned with change-theory goals and objectives in addition to being specifically designed to assess the VR Nevada Campaign. This data was corroborated with online metrics including Google, Facebook, LinkedIn and Twitter to further understand the impact of various campaign methods. The goal was to understand the perceptions and behaviors of employers and compare the differences between those who have previous experience working with VR Nevada and those who did not. An additional level of analysis included a presentation of employers who had not previously worked with VR Nevada but showed perception changes within survey responses and were candidates for possible interaction or collaboration with VR Nevada in the future.

The outcome of this analysis was a more formalized view and understanding of Nevada employers and how to best communicate program messages with them. The final report provided methodology, research design, data presentation and results, discussion, future recommendations, and a references section. While this project was a solid example of applied research, the team brought an academic robustness and reliability to the project, which

improved the modeling, descriptive reporting, graphical displays, and overall future-thinking, solutions-oriented project planning.

Our team has experience in a wide variety of systems and sectors that impact children and youth at risk of, or actively involved with, the juvenile justice system. We see this issue as one of multiple systems as not just one system and will leverage our expertise in a wide range of social services systems to advance outcomes for this population.

We have built a highly-qualified team of strategists, evaluators, program developers and managers, grant writers and researchers to deliver a high-quality EVP Center with this project funding. The team members have the following areas of experience and expertise:

Cyndy Ortiz Gustafson, MA, (Strategic Progress, LLC)- areas of program expertise include health and human services including veterans, homelessness, child welfare, public health, juvenile justice, re-entry, workforce and labor, including re-entry and underserved populations, disabilities and vocational rehabilitation, aging and disabilities, community development, housing.

Tim Burch, MPA (Strategic Progress, LLC)- areas of program expertise include child welfare, juvenile justice, social services, homelessness, public health, strategic financing of large scale policy initiatives, re-entry and underserved populations, community development and housing.

Justin Gardner, PhD, CEO of Innovative Research and Analysis (subcontractor)- areas of program expertise include veterans, vocational rehabilitation, public health, environments and ecosystems, recreation management, volunteerism, workforce, education, juvenile justice, and homelessness with specific focus of many projects on underserved populations and disparate communities.

Dr. Christopher Stream (Strategic Progress, LLC)- Dr. Stream conducts research on issues of intergovernmental relations and public policy evaluation. Stream's substantive research focuses on state and local health care reform, environmental policy, local delivery services, institutional capacity and city/county management.

Dr. Robert Ostergard (Strategic Progress, LLC)- Dr. Ostergard conducts research on issues around government programs, leadership, policy evaluation, intellectual property, cyber security and security, evidence based practices and models and systems change.

The Strategic Progress team has been designing, implementing, evaluating and training on large scale systems change initiatives for over 15 years. We have had the privilege of working with a large number of state agencies, large and small, on a variety of programs and projects. Due to our long history of program and project work on the ground, we have strong and diverse relationships with leadership of state departments, leadership at the county and city levels, and key stakeholders in the nonprofit community as well.

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

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

- ***Bureau of Vocational Rehabilitation***
- ***City of Las Vegas, North Las Vegas and Clark County Community Services / Neighborhood Services Departments***
- ***City of Las Vegas, North Las Vegas and Clark County Detention & Enforcement / Police Departments***
- ***City of Las Vegas, North Las Vegas and Clark County Economic Development Departments***
- ***City of Las Vegas, North Las Vegas and Clark County Parks & Recreation Departments***
- ***City of Las Vegas, North Las Vegas, and Clark County Emergency Management Departments***
- ***City of Las Vegas, North Las Vegas, and Clark County Fire & Rescue Departments***
- ***Clark County Department of Family Services***
- ***Clark County Department of Juvenile Justice***
- ***Clark County School District***
- ***Clark County Social Services***
- ***College of Southern Nevada***
- ***Department of Administration***
- ***Department of Health and Human Services***
- ***Department of Training Employment and Rehabilitation***
- ***Division of Child and Family Services***
- ***Division of Public and Behavioral Health***
- ***Governor's Office of Economic Development***
- ***Great Basin Community College***
- ***Nevada Department of Veterans Services***
- ***Nevada Rural Housing Authority***
- ***Nevada System of Higher Education***
- ***Nevada Works***
- ***Office of Military and Legal Assistance (Office of the Attorney General)***
- ***Reno Fire Department***
- ***Southern Nevada Health District***
- ***Southern Nevada Regional Planning Coalition***
- ***Southern Nevada Regional Transportation Commission***
- ***Sparks Fire Department***
- ***Truckee Meadows Community College***
- ***Truckee Meadows Fire Protection District***
- ***University of Nevada Las Vegas***
- ***University of Nevada Reno***
- ***Washoe County Food Policy Council***

- ***Washoe County Health District***
- ***Washoe County Juvenile Services***
- ***Western Nevada College***
- ***Workforce Connections***

In addition to our relationships with state and county agencies, we have a long history as a team of contracting for, and in partnership with, nonprofit agencies across the state. These relationships are important when federal grant funds are disbursed in the community and communication between the state and nonprofits becomes critical to building long term communication, collaboration and sustainability of effort and programs.

2.1.1.1 There is no requirement where the resource center is located.

The Resource Center will be located on the Applied Research and Policy Institute's website and will not have a physical presence due to the desire to keep expenditures low and to invest funding from this award in research, model development, training, data analysis and evaluation.

Strategic Progress will staff resources in both Clark County and Washoe County and will have partnerships with professors from both UNLV and UNR and their graduate students on this project.

2.1.1.2 The resource center may be virtual with the approval of the using agency.

We are requesting approval for the Center to be virtual.

2.1.1.3 The money allocated to this project is for startup costs.

Strategic Progress and partners understand that the $144,000 in funding is for startup costs, and we have provided a scope of work that outlines the activities and deliverables this funding will support. We are experienced grant writers and fundraisers, and have raised over $103 million over the last 15 years. We will partner with DCFS to develop sustaining funding for this work. While we cannot guarantee results, we have a proven track record in federal, state and local grant writing as well as raising private funding from corporations and foundations.

2.1.1.4 The awarded vendor is expected to secure other funding to assist in maintaining this resource center going forward. The state will assist in this venture as needed by applying for grants.

In terms of sustainability, we will work with both UNR and UNLV and the ARPI to write grants to federal, state, local and private funders to support ongoing work on this project. We have designated a portion of project time to build new partnerships and work to sustain operations and funding. We commit to writing new grants for funding and to sustain operations of the Center for six additional months after the initial project period of six months. At that time, we will assess the feasibility of ongoing operations and support in partnership with the State.

2.1.2 The vendor will be given the entire lump sum within six (6) months and the expectation of that sum includes the following:

2.1.2.1 The vendor will:

A. Provide technical assistance to the Division of Child and Family Services, each regional department of juvenile services, and treatment providers to support the implementation and operation of evidence based programs and practices;

The Strategic Progress/ARPI team will provide technical assistance to DCFS and each regional department of juvenile services as well as treatment providers on evidence based practices, models, strategies and programs to implements them.

Training and technical assistance elements for the JJ EVP Center include:

- ***Training and TA on evidence based practices, proven models and strategies that impact children, youth and families in the juvenile justice system.***
- ***Training and technical assistance on evaluation and data management and analysis.***
    - ***TA for this project is defined as limited support to review and assess proposed changes, make recommendations for implementation, and provide a model and timeline to match with recommendations.***
        - ***TA is expected to be limited to less than 15 hours per model.***
    - ***Training for this project is designed to incorporate strategic and selective one-on-one training in addition to a standardize online training platform.***
        - ***The training platform will connect various service providers across the state and support standardization efforts and evidence based collaborations.***
- ***Coordination of effort across the state to implement standardized evaluation and reporting as well as data sharing and open data to improve accountability and transparency.***
- ***Building an effective communication and information sharing structure to support evaluation and data informed programs.***
    - ***This JJ EVP Center design is dependent upon state supported funding decisions tied to evidence based certification and evidence based programs in addition to evaluation capacities.***
        - ***The online training platform, which is envisioned as a clearing house for evidence based certifications, has annual license costs that will extend beyond the initial scope of this project.***
        - ***State funding determinations based on successful completion and maintained credentials through the JJ EVP Center would enable sustained funding opportunities through nominal per user fees to access the online JJ EVP Center.***

- ***These costs would be incorporated into statewide, regional, and provider level return on investment analyses and align with evaluation procedures and recommendations holistically.***

B. Provide various types of training to persons employed in the juvenile justice system;

The Strategic Progress/ARPI team will provide various types of training to persons employed in the juvenile justice system in a variety of modalities including:

- ***Training resources, documents, briefs and papers***
- ***Webinars and phone meetings***
- ***Small group and large group convenings***
- ***Digital training through the Thought Industries Learning Management System***
- ***One-on-one training and TA***

C. Provide training in evidence based programs and practices;

A core component of our proposal is the research base on which we are building all other elements on top. We will research evidence based programs and practices and vet those models through key stakeholders to gain buy in and feedback about how these programs and models might be implemented "on the ground" and what barriers exists to implementation, replication and scalability.

We will work with JJ experts and literature outside of Nevada and then conduct analysis of current capabilities to meet those best practices in Nevada. From there, we would recommend the steps or process to becoming evidence based statewide. This research and subsequent recommendations would serve as the backbone of the initial training developments. This center will be designed to be adaptable and sustainable over time.

D. Provide training in the analysis of quality assurance protocols to ensure such programs meet the evidence based standards;

Quality assurance (QA) protocols will be initially designed based on current capabilities in Nevada and based on evidence based best practices identified in the research phase of this project. Many of the specific QA parameters will be dependent upon implemented program components. From a holistic perspective, QA protocols will be designed based on evaluation, return on investment, and other related data points relevant to increasing evidence based practices surrounding juvenile justice programs in Nevada and measured outcomes resulting from JJ EVP Center operations. As part of this project a QA Model will be developed post-initial implementation to ensure adaptability, sustainability, and scalability of the JJ EVP Center.

E. Act as a resource clearing house on evidence based programs and practices;

The Center for Evidence Based Practices will be a repository located on the ARPI's website. ARPI was designed for this, with a focus on applied research and impacting real world systems with data, analytics, models and evidence based practices. This nonprofit policy institute can serve as a neutral facilitator of data and ideas and will provide a relevant, shared resource for research and models gathered by both UNLV and UNR. One of the benefits of the ARPI is that we do not have to pay the 40% overhead for administrative costs often charged by the universities, and instead we bill the 10% standard contract rate for administrative costs, keeping more funding going directly to researchers and project staff and not overhead. We are able to leverage university resources and talent due to long standing relationships and a successful project history.

The Strategic Progress team will research best practices and evidence based models, vet those models with stakeholders for feasibility and replicability, and will provide training on those models. We will store model information, EVP information, implementation toolkits and supporting documents and data on the ARPI website under a tab called Juvenile Justice Center for Evidence Based Practices. The website is located at www.policyapplied.org, and we will leverage the existing website infrastructure and will require funding for website changes and ongoing updates.

Deployment of the online training platform is viewed as the most effective means for creating a sustaining online clearing house that is tied to completion of evidence based trainings, connected to programmatic outcome and evaluation data, correlates with evaluation and return on investment analyses, and ultimately is an accessible online environment for the state to verify participation, completion and certifications of juvenile justice providers. The ARPI website under this design would serve as the entry point to the online training platform and clearing house, however; there are additional licensing costs that extend beyond the scope and budget of this initial project as previously discussed.

The most successful method for sustainable implementation of this recommended clearing house is dependent upon state decisions related to funding awards pursuant to evidence base training completion and certifications, as previously described. At a minimum, the ARPI website will serve as a central location for JJ EVP Center information, but with the online learning platform, we are positioned and capable of providing an enterprise resource planning (ERP) system, commonly deployed for constituent relationship management (CRM), health management information systems (HMIS), and other related database environments.

F. Facilitate collaboration among state and local agencies and treatment providers who serve the juvenile justice system; and

We will facilitate collaboration among state and local agencies and treatment providers who serve children, youth and families in the juvenile justice system by building lines of communication between entities, facilitating those discussions and managing the flow of information, feedback and input.

Additionally, through the ARPI website, we will establish a shared space for key stakeholders working in JJ across the state to find data, information, models, evidence based practices and to communicate with each other on these topics.

As previously outlined, there are additional costs to sustain the online learning platform, and there are certain requirements from the state in terms of participation and completion of training that would support long-term deployment of the online learning platform, which is also designed for this project to serve as the clearing house. There are annual license costs for the platform, and the initial implementation and annual fees could be incorporated into the initial budget with state supported sustained funding through training requirements. These sustained funding costs would be covered by the providers accessing the platform at a nominal per user annual fee. As previously described, this nominal per user fee would be incorporated into the other evaluation and return on investment analyses as a means to showcase outcomes from provided training and promote sustained training platform (clearing house) funding through this process. In terms of industry best practices, clearing houses such as the one being presented for the JJ EVP Center, are commonly funded by providers who access and use the services.

Model information, evidence based practice information and training tools will be made available at all times on the ARPI website, and will not have fees associates with them. Only digital training modules will have nominal fees attached to support the JJ EVP Center long term.

G. Provide support for the assessment of the implementation of evidence based standards by such state and local agencies.

We will support the assessment of the implementation of evidence based practices by working with DCFS and local agencies to assess readiness, barriers and recommendations for implementation. As previously discussed, ongoing TA will be reserved for specific modification assessments and limited in terms of allowable hours and support services provided.

H. Develop and maintain a communication strategy in order to be accessible to the Division of Child and Family Services, each regional department of juvenile services, and treatment providers.

Our team will prioritize active, ongoing and well-established communications with DCFS and local agencies, including treatment providers, throughout the life of the project. We recognize that collaboration, alignment and the leveraging of shared knowledge, data and expertise is an overarching goal of the AB 472 legislation that created this funding, and we will work to connect assets across Nevada to advance outcomes for Nevadans involved in the juvenile justice system.

As previously outlined in the sections above, the online training platform is designed to support the JJ EVP Center as a clearing house and would become self-sustainable through state funding awards dependent upon completion of training requirements that are offered in online platform. This would enable a nominal fee collection on a per user basis and would, as

previously outlined, be incorporated into evaluation and return on investment analyses. The online platform encourages and enables users to connect and communicate with each other and state contacts for identified programmatic support. Additionally, this online platform has customizable user accounts for participants, instructors, state contacts, and compliance. From a compliance perspective, a user account would be created as part of the QA protocols for the state to assign a compliance user who would be able to review completion and certification records online, download data and outcome reports, and view (and download) data dashboards. As designed, this system provides an interactive learning environment as well as an accessible real-time clearinghouse.

I. Develop and submit a staffing plan to deliver the required items in this Scope of Work.

As core partners, Strategic Progress and the ARPI have already established a statewide network of professors, consultants and graduate students who are networked and have experience working together. For example, we had professors and graduate students from UNR as well as professors and graduate students from UNLV working on the VOCA Statewide Systems Change project. They researched and developed models, conducted comparative analysis of evidence based practices, and made model and implementation recommendations to the team and to the State.

The project will be staffed by:

Strategic Progress, LLC and its staff of three subcontractors: Tim Burch, Dr. Ostergard, and Dr. Stream will provide overall project management, conduct evidence based research, develop an initial implementation plan for the Center at ARPI, engage the juvenile justice community and develop trainings. Strategic Progress will also support the development of the website for the JJ EVP Center. Additionally, Strategic Progress will publish related reports, assist ARPI to access future funding, and write grants for the Center. Ms. Ortiz Gustafson is the Director of the ARPI, and her board will support all project elements. The President of the ARPI Board of Directors is Dr. Christopher Stream, Chair of the UNLV School of Public Policy and Leadership, Secretary/Treasurer of the Board is Tim Burch, and two Board Members include Caleb Cage, Chief of Emergency Management for the State of Nevada, and Joselyn Cousins, Regional Director for the Federal Reserve Bank of San Francisco.

ARPI was designed and built by the Strategic Progress leadership team with core partners to build a not for profit organization that would leverage university talent and open source data, information, models and best practices to state and local government in Nevada as well as nonprofit service providers.

ARPI will serve as the Center administrator upon implementation with support from Strategic Progress to include Dr. Ostergard and Dr. Stream and graduate students at both UNR and UNLV in addition to NCLI to support community connectedness and access sustainable funding opportunities. ARPI activities to sustain the Center will be overseen by Strategic Progress and Tim Burch to ensure adherence to evidence based best practices in juvenile

justice. Online training will be administered and maintained by Innovative Research and Analysis, LLC.

Innovative Research and Analysis, LLC will support research and training development procedures as well as develop initial evaluation plans and identify data integration opportunities for Center and training implementation, sustained operation, and evaluation. Additionally, Innovative Research and Analysis will assist with the development of the JJ EVP Center website to connect with online learning platform, create and administer the online training platform, and support ARPI work to sustain the Center long term.

The Strategic Progress/ARPI team is uniquely positioned to provide this scope of work to the state. Our team includes:

Tim Burch- (Strategic Progress Chief Strategy Officer)- Tim Burch has invested over 20 years in improving health and human services systems of care while working in the private, public, and non-profit sectors. Sixteen of those years were in local government in Clark County (Las Vegas), NV, where he worked in a variety of capacities, including five years in the executive leadership roles as the Director of Department of Social Service as well as the Director for the Department of Family Services. He has served as CEO for a provider of innovative hosted solutions for public sector clients in health, human services, justice, and child welfare verticals. He takes those lessons and successes into the operations of the clients in his consulting portfolio and to the students in his masters' level classes. He will perform the following services to meet the requirements of the RFP:

- ***Project management including roles and responsibilities, timelines and progress benchmarks***
- ***Conduct research on evidence based practices and models***
- ***Identify data needs and assess data integration capacities to facilitate trainings and evaluation to include appropriate benchmarks and metrics for evaluation***
- ***Support student-based project components***
- ***Develop training materials and TA components of the project, with key stakeholders and experts***
- ***Facilitation of interviews, meetings, community input sessions as appropriate***
- ***Feasibility studies, readiness assessments***

Dr. Christopher Stream (contracted staff for Strategic Progress, LLC)- Dr. Stream has nearly 20 years of experience as a Professor and has served as project director on over three dozen projects with state, local and nonprofit agencies in Florida, Alabama and Nevada. Currently he leads the School of Leadership and Public Policy at UNLV, which houses professional Masters degrees in public administration, nonprofit management and urban leadership.

Dr. Stream teaches graduate courses in the general areas of public policy and public management, which include; Public Policy Analysis, Program Evaluation, Research Design, Statistical Analysis, Intergovernmental Relations, Local Politics and Administration, and State Health Politics and Policy. He will perform the following services to meet the requirements of the RFP:

- ***Evaluate models and data***
- ***Identify appropriate model, benchmarks and metrics for evaluation***
- ***Administer, analyze and assess measurement and evaluation activities to determine baseline program performance***
- ***Develop data for decision making to enhance program effectiveness of program activities***
- ***Create pre-and post-assessments, readiness assessments, data measurements, logic models and reports pertaining to the program being evaluated***
- ***Work with agencies to implement models and best practices***
- ***Use descriptive statistics, exploratory data analysis, confirmatory data analysis, and predicative analytics***
- ***Support the development of performance assessment questions and methods in compliance with federal and state funding activities and requirements for state-level grant process and outcomes, as well as community-level process and outcomes***
- ***Create graphs, charts, graphics for reports***
- ***Supervise graduate students who work on this project at UNLV***

Dr. Robert Ostergard (contracted staff for Strategic Progress, LLC)- Dr. Ostergard has nearly 20 years of experience as a Professor and has served as project director and principal investigator on over 18 successful grant and research projects.

Dr. Ostergard is the Director of Graduate studies and Faculty for the Cyber Security Research Center at UNR. He teaches courses in the general areas of public policy and public management, which include; Public Policy Analysis, Program Evaluation, Research Design, Statistical Analysis, Intergovernmental Relations, International Affairs and Systems change. He will perform the following services to meet the requirements of the RFP:

- ***Conduct comparative model analysis***
- ***Interview key stakeholders and subject matter experts***
- ***Identify appropriate model, benchmarks and metrics for evaluation***
- ***Administer, analyze and assess measurement and evaluation activities to determine baseline program performance***
- ***Develop data for decision making to enhance program effectiveness of program activities***
- ***Write training and technical assistance modules***
- ***Work with agencies to implement models and best practices***
- ***Use descriptive statistics, exploratory data analysis, confirmatory data analysis, and predicative analytics***
- ***Support the development of performance assessment questions and methods in compliance with federal and state funding activities and requirements for state-level grant process and outcomes, as well as community-level process and outcomes***
- ***Create graphs, charts, graphics for reports***
- ***Supervise graduate students who work on this project at UNR***

Justin Gardner, PhD is a subcontractor on this project and his information and background is completed and found in the subcontractor section of this response.

Section VI – Company Background and References

3. **COMPANY BACKGROUND AND REFERENCES**

3.1 VENDOR INFORMATION

3.1.1 Vendors shall provide a company profile in the table format below.

3.1.2

Question	Response
Company name:	***Strategic Progress, LLC***
Ownership (sole proprietor, partnership, etc.):	***LLC***
State of incorporation:	***Nevada***
Date of incorporation:	***January 2002***
# of years in business:	***15***
List of top officers:	***Cynthia Ortiz Gustafson***
Location of company headquarters:	***Reno, Nevada***
Location(s) of the company offices:	***Reno, Nevada and subcontract offices in Las Vegas***
Location(s) of the office that will provide the services described in this RFP:	***Reno, Nevada***
Number of employees locally with the expertise to support the requirements identified in this RFP:	***4 plus 1 subcontractor***
Number of employees nationally with the expertise to support the requirements in this RFP:	
Location(s) from which employees will be assigned for this project:	***Las Vegas and Reno, Nevada***

3.1.3 A Nevada-based business may apply for a five percent (5%) preference on its proposal. This preference may apply if a business has its principal place of business within Nevada. This preference cannot be combined with any other preference, granted for the award of a contract using federal funds, or granted for the award of a contract procured on a multi-state basis. To claim this preference a business must submit a letter with its proposal showing that it qualifies for the preference.

Strategic Progress has submitted a letter for your consideration. Please see the letter in Section VIII -Other Informational Material.

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

3.1.5 **3.1.4 The selected vendor, prior to doing business in the State of** Nevada, shall be appropriately licensed by the State of Nevada, Secretary of State's Office pursuant to

NRS76. Information regarding the Nevada Business License can be located at http://nvsos.gov.

Question	Response
Nevada Business License Number:	***NV20051774907***
Legal Entity Name:	***Strategic Progress, LLC***

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

Yes	XX	No	

If "No", provide explanation.

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

Yes	XX	No	

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:	***Division of Child and Family Services***
State agency contact name:	***Kelly Wooldridge***
Dates when services were performed:	***March 2016-current***
Type of duties performed:	***Statewide Children's Mental Health Needs Assessment***
Total dollar value of the contract:	***$250,000***
Question	**Response**
Name of State agency:	***Division of Child and Family Services***
State agency contact name:	***Kelly Wooldridge***
Dates when services were performed:	***March 2016- current***
Type of duties performed:	***Project Management, Development of New Distribution System Across State for VOCA Funding***
Total dollar value of the contract:	***$ 350,000***

Question	Response
Name of State agency:	***Nevada Department of Veterans Services***
State agency contact name:	***Kat Miller***
Dates when services were performed:	***September 2017-current***
Type of duties performed:	***Research, design, writing and publication of NDVS Annual Report.***
Total dollar value of the contract:	***in progress, not completed $10,000***
Question	**Response**
Name of State agency:	***Nevada State WIC***
State agency contact name:	***Michelle Walker***
Dates when services were performed:	***November 1, 2015-May 30, 2016***
Type of duties performed:	***Project Management, Research, Facilitation of Minority Health Initiative and coalition in Clark County***
Total dollar value of the contract:	***in progress, not completed***
Question	**Response**
Name of State agency:	***Nevada Department of Veterans Services***
State agency contact name:	***Kat Miller***
Dates when services were performed:	***January 2015-December 2015***
Type of duties performed:	***Project Management, Research, Facilitation of Homeless Initiative***
Total dollar value of the contract:	***$20,000***

Question	Response
Name of State agency:	***Chronic Disease Prevention and Health Promotion***
State agency contact name:	***Kelly Drucker***
Dates when services were performed:	***November 1, 2015-June 30, 2016***
Type of duties performed:	***Research, evaluation of data, analysis, analytics, writing, graphic presentation of data, report production breast and cervical cancer needs assessment in high need counties. Multi***

Question	Response
	modal approach including focus groups, interviews, surveys.
Total dollar value of the contract:	***$10,000***

Question	Response
Name of State agency:	***Office of Grants Procurement, Coordination and Management***
State agency contact name:	***Sheila Lambert***
Dates when services were performed:	***March 2015-December 2015***
Type of duties performed:	***Research, evaluation of data, analysis, analytics, writing, graphic presentation of data, report production of state public health needs assessment (LTSS project component of this contract not completed until Nov 20th not included in this summary)***
Total dollar value of the contract:	***$70,000***

Question	Response
Name of State agency:	***Nevada Department of Veterans Services***
State agency contact name:	***Kat Miller***
Dates when services were performed:	***January 2015-December 2015***
Type of duties performed:	***Project Management, Research, Facilitation of Homeless Initiative***
Total dollar value of the contract:	***in progress, not completed***

Question	Response
Name of State agency:	***Office of Grants Procurement, Coordination and Management***
State agency contact name:	***Sheila Lambert***
Dates when services were performed:	***March 2015-December 2015***
Type of duties performed:	***Research, evaluation of data, analysis, analytics, writing, graphic presentation of data, report production of state public health needs assessment (LTSS***

Question	Response
	project component of this contract not completed until Nov 20th not included in this summary)
Total dollar value of the contract:	***$30,000***

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

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

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

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

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

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

Question	Response
Name of State agency:	***Nevada System of Higher Education***
State agency contact name:	***Frank Woodbeck***

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

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

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

Question	Response
Name of State agency:	***NV Department of Maternal and Child Health***
State agency contact name:	***Ingrid Mburia***

Question	Response
Dates when services were performed:	***March 2015-May 2015***
Type of duties performed:	***Research, facilitation of focus groups and data analysis of maternal child health needs across Nevada. Report submitted. Subcontractor to DP Video Productions.***
Total dollar value of the contract:	***$18,371***

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

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

Question	Response
Name of State agency:	***Nevada Department of Veterans Services***
State agency contact name:	***Kat Miller***

Question	Response
Dates when services were performed:	***March 2014-December 2014***
Type of duties performed:	***Research, data evaluation, analysis, report writing, mixed methods study including focus groups, surveys, interviews to assess senior veterans housing needs across Nevada. Creative design and production. Report submitted.***
Total dollar value of the contract:	***$40,688***

Question	Response
Name of State agency:	***Nevada Department of Veterans Services***
State agency contact name:	***Kat Miller***
Dates when services were performed:	***May 2014- December 2014***
Type of duties performed:	***Research, outreach, data analysis, organization and creative design of the statewide veterans resource directory. Printing of the directory.***
Total dollar value of the contract:	***$25,000***

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

Question	Response
Name of State agency:	***Office of Community Services***
State agency contact name:	***Jo Malay***

Question	Response
Dates when services were performed:	***July 2013***
Type of duties performed:	***Facilitation of Rural Emergency Preparedness Summit***
Total dollar value of the contract:	***$17,000***

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

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

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

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

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

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

Question	Response
Name of State agency:	***Nevada State Health Division***
State agency contact name:	***Richard Whitley***

Question	Response
Dates when services were performed:	***2012***
Type of duties performed:	***Facilitate Statewide Strategic Plan for the NV State Health Division to drive outcomes.***
Total dollar value of the contract:	***$18,000***

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

3.1.7 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	XX

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

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

3.1.8 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 shall also be disclosed.

Does any of the above apply to your company?

Yes		No	XX

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

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

3.1.9 Vendors shall review and provide if awarded a contract the insurance requirements as specified in ***Attachment D, Insurance Schedule for RFP 3502***.

Strategic Progress, LLC has reviewed all insurance requirements and currently carries the required insurance.

3.1.10 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.

Company Background/History

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

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

As CEO of the company, Ms. Ortiz Gustafson specializes in research, program development, data analysis, public finance consulting as well as public policy, public affairs, program evaluation and

regional planning consulting to a variety of nonprofit and governmental agencies and programs. Ms. Ortiz Gustafson's work is focused on coordinating and advancing regional public policy.

From March of 2016 to current, Ms. Ortiz Gustafson has led the VOCA Statewide Systems Change Project, which includes the research, model (evidence based practice) development and implementation of a new VOCA distribution system for federal funding that comes into the State of Nevada and is funded at the local level. This project includes the design of a statewide evaluation plan, including the design and implementation of customized data gathering instruments, as well as the design, build, and implementation of statewide digital training platform built on the Thought Industries Learning Management System.

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

In July 2015, Ms. Ortiz Gustafson opened the doors to the Veterans Policy Leadership Institute (VPLI) at UNR and UNLV, with physical locations at UNR. The VPLI is a research and policy institute working to advance veteran outcomes through a focus on state and local systems change, data-driven public policy investments, and leveraging of public and private assets to address complex health, employment, and wellness challenges facing our veterans. Ms. Ortiz Gustafson is the Director of the VPLI.

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

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

Over the last ten years, Strategic Progress has raised more than $68 million in grant and program funding for clients. Ms. Ortiz Gustafson has worked with a variety of local and national clients and organizations including Casey Family Programs, the Nevada System of Higher Education,

the Nevada Department of Veterans Services, the University of Nevada Las Vegas, Workforce Connections, St. Jude's Ranch for Children, Nevada Public Radio, the Southern Nevada Regional Planning Coalition, the Nevada State Health Division, Nevada State Department of Training and Rehabilitation, Nevada State Department of Vocational Rehabilitation, Clark County Department of Juvenile Justice, St. Rose Dominican Hospitals, Boulder City Hospital, Easter Seals Southern Nevada, YMCA Southern Nevada, Western Nevada College, HELP of Southern Nevada, Catholic Charities Southern Nevada, Building Hope Nevada, and Robert F. Kennedy Jr.'s Waterkeeper Alliance.

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

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

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

<u>Qualifications to Provide Services in this RFP</u>
Strategic Progress and this team of subcontractors is uniquely positioned to provide the range of services described in this RFP due to the experience, expertise and relationships the team possesses in large scale program design, development, implementation, evaluation and management. We have managed a large number of state projects, listed in this RFP, including large data-intensive projects such as the Nevada State Public Health Needs Assessment, program outcome evaluations such as the Vocational Rehabilitation campaign evaluation, and large-scale systems change projects based on comparative research, model design and development and implementation, such as the VOCA Systems Change Project and the Casey Funded Community We Will child welfare project.

We have conducted organizational assessments of nonprofits, readiness assessments of large systems for systems-change projects, and analysis and evaluation of all manner of data for a variety of projects. We have written hundreds of grants as a team, have written evaluation plans for large federal grants for many state departments, and have managed and implemented large scale change processes for state and local government. We have two PhDs (Dr. Christopher Stream, Dr. Justin Gardner) on our team from UNLV who specialize in data, big data, GIS mapping and public policy work and a professor from UNR (Dr. Robert

Ostergard) creating natural synergies with our systems of higher education to advance our work and strengthen our capacity as a team.

Additionally, we have strong relationships with staff at all levels of government, both at the state, county and municipal levels, after years of working on the ground on public policy, nonprofit and community-initiative driven projects. These relationships work to strengthen our ability to engage, obtain good information, and partner effectively on juvenile justice evidence based practice projects.

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

- ***Program development***
- ***Program, project and organizational evaluation***
- ***Data analysis***
- ***Facilitation***
- ***Model design and implementation***
- ***Quality Assurance and Compliance***
- ***Writing of reports and briefing documents***
- ***Research and analytics***
- ***Surveys, focus groups, and interview modalities***
- ***Pre- and post-test development and implementation***
- ***Logic model development***
- ***Project management***
- ***Communication***
- ***Strategic planning***
- ***Presentation of data***
- ***Data mining***
- ***Descriptive statistics***
- ***Exploratory data analysis***
- ***Confirmatory data analysis***
- ***Predicative analytics***
- ***Understanding of federal compliance issues and regulations***
- ***Developing recommendations for implementation based on data***

3.1.11 Provide a brief description of the length of time vendor has been providing services described in this RFP to the public and/or private sector.

For more than 15 years, Strategic Progress, LLC, and Ms. Ortiz Gustafson, CEO, have been providing research and model development, program development, policy development and evaluation services to the nonprofit community, the private sector, and state and local governments. Strategic Progress has contracted with county government, workforce boards, state departments ranging from the Department of Employment Training and Rehabilitation to the Nevada System of Higher Education, from the Governor's Office of Economic Development to Health and Human Services, to name a few. Ms. Ortiz Gustafson is an experienced strategist and project manager with a long history of successful projects with the

State of Nevada and the private sector, including large research projects, program development projects, and evaluation projects conducted with her team of highly-qualified analysts and strategists.

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

- ***Statewide VOCA Systems Redesign***
- ***Statewide Children's Mental Health Needs Assessment***
- ***VOCA Statewide Needs Assessment***
- ***Juvenile Justice Juvenile Assessment Center Model Report***
- ***Juvenile Justice JAC and Homeless Youth Model Report***
- ***Nevada Public Health Needs Assessment***
- ***Vocational Rehabilitation Outcomes Evaluation Project***
- ***Nevada Medicaid Long Term Services and Supports Report***
- ***Veterans Homeless Needs Assessment***
- ***Breast and Cervical Burden Report***
- ***Obesity Burden Report***
- ***Breast and Cervical Cancer Toolkit***
- ***Migrant Worker Needs Report***
- ***Diabetes Provider Toolkit***
- ***Nevada Veterans State Home Needs Assessment***
- ***Nevada Senior Veterans Housing Needs Assessment***
- ***Nevada Early Intervention Rate Analysis Assessment***
- ***Green Zone Veterans Federal Funding Mapping Report***

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

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

3.1.12 Financial information and documentation to be included in accordance with ***Section 8.5, Part III – Confidential Financial Information***.

3.1.11.1 Dun and Bradstreet Number

3.1.11.2 Federal Tax Identification Number

3.1.11.3 The last two (2) years and current year interim:

A. Profit and Loss Statement
B. Balance Statement

The above information is included in Part III - Confidential Financial Information of our response.

3.2 SUBCONTRACTOR INFORMATION

Subcontractors are defined as a third party, not directly employed by the contractor, who shall provide services identified in this RFP. This does not include third parties who provide support or incidental services to the contractor.

3.2.1 Does this proposal include the use of subcontractors?

Yes	XX	No	

If "Yes", vendor shall:

3.2.1.1 Identify specific subcontractors and the specific requirements of this RFP for which each proposed subcontractor shall perform services.

<u>Justin Gardner, PhD, CEO of Innovative Research and Analysis</u> (subcontractor)- Dr. Gardner has nearly 10 years of experience designing and implementing evaluation projects and studies. He will perform the following services to meet the requirements of the RFP:

- ***Conduct research and evaluation analyses***
- ***Identify data needs and assess data integration capacities to facilitate trainings and evaluation to include appropriate benchmarks and metrics for evaluation***
- ***Administer, analyze and assess measurement and evaluation activities to determine baseline program performance***
- ***Support student-based project components***
- ***Develop and integrate data for decision making to enhance program effectiveness and efficiency of program activities***
- ***Create pre- and post-assessments, data measurements, logic models and reports pertaining to the program design at implementation to ensure capacity to evaluate***
- ***Develop training materials and administer online training platform to include data integration and data sharing with partners for evaluation and support long-term project sustainability and scalability***
- ***Support the development of performance assessment questions and methods in compliance with federal and state funding activities and requirements for state-level grant process and outcomes, as well as community-level process and outcomes***
- ***Create graphs, charts, and visuals for reports***

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

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

Strategic Progress' CEO, Cyndy Ortiz Gustafson, will manage all subcontractors and contracted staff and will ensure all deliverables under this contract. Tim Burch, Chief Strategy Officer for Strategic Progress, will also manage all project elements and staff, and direct training under this proposal. Subcontractors will be given detailed scopes of work upon project inception and will be required to submit ongoing progress reports to Ms. Ortiz Gustafson during the life of the project. Additionally, weekly team meetings will be held to ensure project cohesion and alignment among team members. One-on-one phone calls and emails will be used to communicate and share information during the project and to communicate with the larger team as well.

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

Strategic Progress, LLC, has utilized numerous subcontractors over the last 15 years, including researchers, data analysts, grant writers, editors, creative teams, strategy consultants and facilitators. Of the 45+ contracts we have had in the last few years with the state, we have worked with multiple subcontractors on the projects with great success and have been able to take on large, complicated projects concurrently due to our capacity and ability to work as a cohesive team with complimentary skill sets across a range of sectors and industries.

Our lead partner and subcontractor on this project is Innovative Research and Analysis, led by Justin Gardner, PhD. Dr. Gardner is an anchor partner of Strategic Progress and has worked on numerous contracts over the last three years, and is a trusted, valued partner in our work.

This long-term relationship with all subcontractors and contracted staff, and both universities, are the result of many hours of teamwork, collaboration, and the delivery of successful state contracts for a variety of departments. This team works well together and leverages its assets to the benefit of the client. Our partners on the project were selected based on their knowledge of research, model design, evidence based practices, data analysis and analytics, ability to facilitate meetings and work with clients, skills in training and technical assistance and ability to write well, in addition to their degrees and qualifications. All partners selected as RFP response team members are strategists with proven track records in their fields, and all have worked with Ms. Ortiz Gustafson in the past, so she has personal knowledge of their skills, abilities and professionalism.

3.2.1.3 Provide the same information for any proposed subcontractors as requested in ***Section 3.1, Vendor Information***.

3.1 VENDOR INFORMATION- Justin Gardner (Subcontractor)

3.1.1. Vendor shall provide a company profile in the table format below.

Question	Response
Company name:	***Innovative Research & Analysis LLC***
Ownership (sole proprietor, partnership, etc.):	***LLC***

Question	Response
State of incorporation:	***Nevada***
Date of incorporation:	***April 14, 2015***
# of years in business:	***3***
List of top officers:	***Justin S Gardner, CEO***
Location of company headquarters:	***Henderson, NV***
Location(s) of the company offices:	***Henderson, NV***
Location(s) of the office that will provide the services described in this RFP:	***Henderson, NV***
Number of employees locally with the expertise to support the requirements identified in this RFP:	***1***
Number of employees nationally with the expertise to support the requirements in this RFP:	***N/A***
Location(s) from which employees will be assigned for this project:	***Henderson, NV***

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

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

Question	Response
Nevada Business License Number:	***NV20151234963***
Legal Entity Name:	***Innovative Research and Analysis LLC***

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

Yes	***XX***	No	

If "No", provide explanation.

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

Yes	***XX***	No	

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:	***Nevada Department of Health and Human Services***
State agency contact name:	***Kelly Wooldridge***
Dates when services were performed:	***May 2016-Current***
Type of duties performed:	***VOCA Systems Change project to include research, data analysis, report development, and strategic innovation planning, implementation, and evaluation support. Additionally, this project included development of an online learning platform for VOCA service providers that is currently being implemented with course content for roll-out in 2018.***
Total dollar value of the contract:	***Subcontractor to Strategic Progress***

Question	Response
Name of State agency:	***University of Nevada Reno***
State agency contact name:	***Carlos Cardillo***
Dates when services were performed:	***October 2016-Current***
Type of duties performed:	***Project Management; Research; Development of Statewide Cybersecurity Plan; Primary data collection and state engagement; Analysis of best practices; funding innovations; gaps and needs assessments; and creation of a Nevada cybersecurity dashboard. Project funded by Nevada Division of Emergency Management - Homeland Security.***
Total dollar value of the contract:	***Subcontractor to University of Nevada Reno***

Question	Response
Name of State agency:	***Nevada Department of Veterans Services***
State agency contact name:	***Kat Miller***
Dates when services were performed:	***January 2016-December 2016***
Type of duties performed:	***Project Management, Research, Development of Annual Report, Watering Plan Report for Northern Nevada Veterans Memorial Cemetery, Statewide Assessment of Veterans Service Officer Program, and relevant primary data collection and supporting data visualization development.***
Total dollar value of the contract:	***Subcontractor to Strategic Progress***

Question	Response
Name of State agency:	***Nevada Department of Public and Behavioral Health***
State agency contact name:	***Kristi Robusto***
Dates when services were performed:	***May 2016-October 2016***
Type of duties performed:	***Project Management, Research, Primary Data collection and convenings, development of active transportation plan for Nevada from statewide perspective. Final report and presentation were designed to inform future initiatives with research and data derived recommendations for Nevada.***
Total dollar value of the contract:	***Subcontractor to DP Video Productions***

Question	Response
Name of State agency:	***Nevada Office of the Attorney General***
State agency contact name:	***Nic Danna***
Dates when services were performed:	***June 2015-December 2016***

Question	Response
Type of duties performed:	***Project Management, Research, Development of a series of reports and data derived deliverables to support the implementation and evaluation of the Office of Military Legal Assistance @EASE Program. The deliverables included a Business Case, Primary Data Report, Evaluation Plan, Strategic messaging content and plan, Tool-kit, and initial outcome evaluation of the program. Additionally, this project included primary data collection and specific secondary data collection with comparative analyses.***
Total dollar value of the contract:	***Subcontractor to Strategic Progress***

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

Question	Response
Name of State agency:	***Office of Grants Procurement, Coordination and Management***
State agency contact name:	***Sheila Lambert***
Dates when services were performed:	***March 2015-October 2016***
Type of duties performed:	***Research, evaluation of data, analysis, analytics, writing, graphic presentation of data, report production of state public health needs assessment and a long term services and supports report for Medicaid. This included an add-on project to incorporate***

Question	Response
	Managed Care Organization data into LTSS report for Medicaid.
Total dollar value of the contract:	***Subcontractor to Strategic Progress***

Question	Response
Name of State agency:	***Nevada System of Higher Education***
State agency contact name:	***Frank Woodbeck***
Dates when services were performed:	***March 2015-June 2015***
Type of duties performed:	***Research, project development, writing and submission of Department of Labor American Apprenticeship Grant- grant awarded***
Total dollar value of the contract:	***Subcontractor to Strategic Progress***

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

Question	Response
Name of State agency:	***Department of Public and Behavioral Health***
State agency contact name:	***Lilly Helzer***
Dates when services were performed:	***January 2015-June 2015***
Type of duties performed:	***Research, data analysis and writing of the draft of the Nevada State Cancer Plan for the State and the Coalition, including graphs, graphics and creative***

Question	Response
Total dollar value of the contract:	***Subcontractor to Strategic Progress***

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

Question	Response
Name of State agency:	***Department of Public and Behavioral Health***
State agency contact name:	***Melissa Madiera***
Dates when services were performed:	***January 2015-June 2015***
Type of duties performed:	***Research, data analysis and writing of the draft of the Breast and Cervical Burden Report, including graphs, graphics and creative***
Total dollar value of the contract:	***Subcontractor to Strategic Progress***

Question	Response
Name of State agency:	***Bureau of Vocational Rehabilitation***
State agency contact name:	***Shelley Hendren***
Dates when services were performed:	***June 2014-June 2015***
Type of duties performed:	***Evaluation of campaign effectiveness and outcomes. Mixed methods study using research, data analysis, interviews, surveys, and focus groups. Subcontractor on this project to DP Video***

Question	Response
	Productions MSA and Strategic Progress.
Total dollar value of the contract:	***Subcontractor to Strategic Progress***

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

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

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

Yes		No	XX

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

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

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

Does any of the above apply to your company?

Yes		No	XX

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

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

3.1.8 Vendors shall review and provide if awarded a contract the insurance requirements as specified in ***Attachment D, Insurance Schedule for RFP 3502***.

Innovative Research and Analysis has reviewed all insurance requirements and will provide all insurance documentation upon request.

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

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

- ***Public policy research and analysis***
- ***Strategic planning and group facilitation***
- ***Focus group facilitation and analysis***
- ***Private and public, including Federal, grant development and writing***
- ***Large scale policy initiative design, implementation and management***
- ***Policy, program and project evaluation, benchmarking, and metrics***
- ***Market analysis, Needs assessments, Gap-Fit analysis, SWOT analysis***
- ***Collateral development and graphic design***
- ***Project and program management***
- ***Data analysis and management***
- ***Database design, implementation and management***
- ***Survey development, design and analysis***
- ***Statistical analysis, including spatial analytics, data modeling, and mixed methods***
- ***Process development and database automation design, implementation and management***

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

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

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

Currently, Dr. Gardner and his company Innovative Research and Analysis LLC work with clients and partners across Nevada and the nation:

Projects:

- ***Victim of Crime Act Funding Analysis - Nevada DHHS***
- ***Nevada Children's Mental Health Primary Data Analysis - Nevada DHHS***
- ***Locally Driven Fund Distribution - Nevada DHHS***
- ***Northern Nevada Veterans Memorial Cemetery Water Projection and Policy Analysis - NDVS***
- ***An Assessment of the Office of Military Legal Assistance @EASE Program 18 Months Post-Implementation - Nevada Office of the Attorney General***
- ***Nevada Statewide Assessment of Services and Needs for Aging Veterans - NDVS***
- ***Integrating Homeless Youth Programs and a Juvenile Assessment Center - Clark County DFS***
- ***Recommendations for Designing and Implementing a Juvenile Assessment Center - Clark County DJJS***
- ***Assembly Bill 62 Report to the Interagency Council on Veterans Affairs - NDVS***
- ***Nevada 90/10 Rule Legislation – Funded by VPLI & Schwab Bank***
- ***Office of Minority Health Coalition Report and Recommendations - Nevada DHHS***
- ***Office of Military Legal Assistance Program Business Case - Nevada Office of the Attorney General***
- ***Managed Care Considerations - Clark County DFS***
- ***Evaluation Plan for the Office of Military and Legal Assistance - Nevada Office of the Attorney General***
- ***Office of Military Legal Assistance's @EASE Program Toolkit - Nevada Office of the Attorney General***
- ***Active Transportation in Nevada - Nevada DPBH***
- ***2015 PAPOR Student Research Paper Award Submission, Veteran Financial and Payday Lending Article- completed as part of project funded by Schwab Bank***
- ***Breast and Cervical Burden Report for State of Nevada***
- ***Breast and Cervical Cancer Toolkit for State of Nevada***
- ***Executive Order 2014-13 Nevada Veterans Resource Directory - NDVS***
- ***Executive Order 2014-20 Data Mapping by State Agencies Report - NDVS***

- ***Nevada Medicaid Long Term Services and Supports Report***
- ***Nevada Public Health Needs Assessment for State of Nevada***
- ***Obesity Burden Report for State of Nevada***
- ***Strategic Planning, Study and Report for Goodwill of Southern Nevada***
- ***Survey Analysis for Faculty Voices Community College Survey- completed for NCII- funded by Gates Foundation***
- ***Veterans Homeless Needs Assessment for State of Nevada***
- ***Veterans Financial Stability Research Study and Report- funded by Schwab Bank***
- ***Veterans Payday Lending Study and Report- funded by Schwab Bank***
- ***Vocational Rehabilitation Outcomes Evaluation Project for State of Nevada***
- ***Development of Strategic Online Interface with Higher Education Institution Student Data Systems and/or Learning Management Systems for Innovative Educators***

Clients:

- ***Department of Family Services, Clark County, Nevada***
- ***Department of Juvenile Justice Services***
- ***FirstMed Health and Wellness Center***
- ***Goodwill of Southern Nevada***
- ***Innovative Educators, Colorado***
- ***National Center for Inquiry and Improvement, California***
- ***Nevada Bureau of Vocational Rehabilitation***
- ***Nevada Community Foundation***
- ***Nevada Department of Veterans Services***
- ***Nevada Division of Public and Behavioral Health***
- ***Nevada Office of the Attorney General, Office of Military Legal Assistance***
- ***Nevada Office of Grants Procurement, Coordination and Management***
- ***Nevada Office of Minority Health***
- ***Nevada Partnership for Homeless Youth***
- ***Nevada System of Higher Education***
- ***Schwab Bank***
- ***Wild Air Marketing, Georgia***
- ***Workforce Connections***

Partners:

- ***Strategic Progress, LLC***
- ***BP2 Solutions***
- ***DP Video Productions***
- ***UNLV, School of Public Policy and Leadership***
- ***Applied Research and Policy Institute***
- ***Veteran Policy Leadership Institute***
- ***Thought Industries***

Dr. Gardner has published peer reviewed technical reports as a co-author that include; conceptual development, technical implementation and analytical findings. His work with Strategic Progress, LLC has resulted in many published state reports, most notably: Nevada

Veterans Resource Directory; 2015 Nevada State Health Needs Assessment; Marketing and Advertising Campaign Final Report: Nevada Vocational Rehabilitation Division; and Executive Order 2014-20 Report to the Interagency Council on Veterans Affairs. He has conducted analysis and provided statistical findings for presentations related to community college cohort tracking. His work at UNLV has resulted in a published report on Nevada veterans study that assessed the financial landscape facing veterans in Nevada. As a result, Dr. Gardner testified and presented research findings for a number of Senate and Assembly bills in the 2015 and 2017 Nevada Legislative Session.

Currently, his research interests and projects focus on social policy, health policy and assessments, education technology and veteran affairs. His dissertation assessed outcomes from the 2008 G.I. Bill of Post-9/11 veterans in terms of both educational and employment using a newly developed methodological approach, Event Outcome Analysis.

Dr. Gardner's consulting approach is client focused and guided by his company slogan, "Vision driven: Data derived". His overall goal in research and consulting is to include program evaluation and analysis components in project planning process to improve implementation, design, and assessment.

3.1.10 Provide a brief description of the length of time vendor has been providing services described in this RFP to the public and/or private sector.

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

State Government:

- ***VOCA Funding Analysis***
- ***VOCA Primary Data Report***
- ***NDVS Statewide Veteran Service Office Assessment***
- ***NDVS Northern Nevada Veterans Memorial Cemetery Report***
- ***Active Transportation Plan***
- ***Minority Health Report***
- ***OMLA Business Case***
- ***OMLA Evaluation Report***
- ***Breast and Cervical Burden Report***
- ***Breast and Cervical Cancer Toolkit***
- ***Executive Order 2014-13 Nevada Veterans Resource Directory - NDVS***
- ***Executive Order 2014-20 Data Mapping by State Agencies Report - NDVS***
- ***Nevada Medicaid Long Term Services and Supports Report***
- ***Nevada Public Health Needs Assessment***
- ***Obesity Burden Report***

- ***Veterans Homeless Needs Assessment***
- ***Vocational Rehabilitation Outcomes Evaluation Project***

Federal Government:

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

Nonprofit:

- ***Current primary data collection, summit support, and report development for Nevada Partnership for Homeless Youth, Southern Nevada Youth Homelessness Summit in partnership with Sands Cares***
- ***Current data analysis and data integration project to support Nevada JAG program with partner, BP2 Solutions***

Academic:

- ***Role of Government in Healthcare chapter in the Global Encyclopedia of Public Administration (2017)***
- ***Dissertation studying data, methods, and policy impacts of the 2008 G.I. Bill for Post-9/11 veterans (published 2016)***
- ***2015 PAPOR Student Research Paper Award Submission, Veteran Financial and Payday Lending Article- completed as part of project funded by Schwab Bank***
- ***Veterans Financial Stability Research Study and Report- funded by Schwab Bank***
- ***Veterans Payday Lending Study and Report- funded by Schwab Bank***

Private:

- ***Research on American Antique Specialty Shops for Publication in Essentially America- completed for Marketing Resource Group***
- ***Research on National Historic Landmarks for Travel Publication- completed for Marketing Resource Group***
- ***Statistical Analysis and Presentation Development, Student Persistence and Completion- completed for NCII- funded by El Paso Community College***
- ***Survey Analysis for Faculty Voices Community College Survey- completed for NCII- funded by Gates Foundation***
- ***Sustainability Company Profiles- completed for Wild Air Marketing- funded by Georgia Pacific***

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

3.1.11.1 Dun and Bradstreet Number

3.1.11.2 Federal Tax Identification Number

3.1.11.3 The last two (2) years and current year interim:

A. Profit and Loss Statement
B. Balance Statement

The above information is included in Part III - Confidential Financial Information of our response

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

Innovative Research and Analysis, LLC will not allow any subcontractor to commence work until all insurance requirements for subcontractors are provided to the State.

3.2.1.5 Vendor must notify the using agency of the intended use of any subcontractors not identified within their original proposal and provide the information originally requested in the RFP in Section 5.2, Subcontractor Information. The vendor must receive agency approval prior to subcontractor commencing work.

Innovative Research and Analysis, LLC will notify the agency of the intended use of any subcontractors not identified in this proposal and understand that we must receive approval before allowing said subcontractor to commence work.

3.1 VENDOR INFORMATION- ***Applied Research and Policy Institute (Subcontractor)***

3.1.1. Vendor shall provide a company profile in the table format below.

Question	Response
Company name:	***Applied Research and Policy Institute***
Ownership (sole proprietor, partnership, etc.):	***Nonprofit Corporation with 501 (c)3 status***
State of incorporation:	***Nevada***
Date of incorporation:	***July 18, 2016***
# of years in business:	***15 months***
List of top officers:	***Dr. Christopher Stream, President; Jocelyn Cousins, Board Director; Timothy Burch; Caleb Cage; Cyndy Ortiz Gustafson, Director***
Location of company headquarters:	***Reno, Nevada***
Location(s) of the company offices:	***Reno, Nevada***
Location(s) of the office that will provide the services described in this RFP:	***1697 Crescent Point Ct., Reno, NV 89523***

Question	Response
Number of employees locally with the expertise to support the requirements identified in this RFP:	***4 contracted staff***
Number of employees nationally with the expertise to support the requirements in this RFP:	***4 contracted staff***
Location(s) from which employees will be assigned for this project:	***3 in Nevada, 1 in Florida***

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

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

Question	Response
Nevada Business License Number:	***20161423095***
Legal Entity Name:	***Applied Research and Policy Institute***

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

Yes	***XX***	No	

If "No", provide explanation.

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

The Applied Research and Policy Institute has been a subcontractor on the VOCA Systems Change Project and the Statewide Children's Mental Health Needs Assessment.

Yes	***XX***	No	

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:	***Division of Child and Family Services***
State agency contact name:	***Kelly Wooldridge***
Dates when services were performed:	***March 2016-November 2016***
Type of duties performed:	***Research, comparative model assessment, data analysis and writing or report with recommended systems change model for VOCA distribution.***
Total dollar value of the contract:	***$20,000***

Question	Response
Name of State agency:	***Division of Child and Family Services***
State agency contact name:	***Kelly Wooldridge***
Dates when services were performed:	***March 2016-January 2017***
Type of duties performed:	***Research, data analysis, of statewide children's mental health.***
Total dollar value of the contract:	***$14,000***

Question	Response
Name of State agency:	***Nevada Department of Veterans Services***
State agency contact name:	***Kat Miller***
Dates when services were performed:	***November 2015-May 2016***
Type of duties performed:	***Research, data analysis of veterans data from every state department required to submit statewide service data. Design and development of a report detailing service numbers and service trends for all agencies serving veterans.***
Total dollar value of the contract:	***$6,000***

3.1.11 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	XX

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

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

3.1.12 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 shall also be disclosed.

Does any of the above apply to your company?

Yes		No	***XX***

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

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

Question	Response
Status of the litigation:	

3.1.13 Vendors shall review and provide if awarded a contract the insurance requirements as specified in ***Attachment D, Insurance Schedule for RFP 3502***.

Applied Research and Policy Institute has reviewed all insurance requirements and will carry all necessary insurance if awarded the contract.

3.1.14 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.

The Applied Research and Policy Institute is a non profit (501 c 3) research and policy institute located on the campus of the University of Nevada Reno (UNR) and in partnership with UNR and the University of Nevada Las Vegas (UNLV). The goal of the ARPI is to advance community outcomes through research, policy change and a focus on state and local systems change in Nevada and across the country.

The ARPI
The Applied Research and Policy Institute is a research and policy institute working to advance quality of life outcomes for children, seniors, veterans, people with disabilities, and to advance the use of data and research to solve public challenges.

We are partners to both universities, but are not part of the State or University system. Rather, we partner with researchers and graduate students in addition to community based and local government partners to advance quality of life outcomes through research, data analytics, policy, program and practice change with a focus on state and local systems change in Nevada and across the country.

Vision: The ARPI is the national leader in systems change research, data and policy initiative modeling and evaluation.

Mission: The goal of the ARPI is to advance data driven public policy research, innovation and applied analysis with a focus on state and local systems change.
To date, the ARPI has conducted research on child welfare systems, victims of crime, and veterans issues. The goal of our research is to advance the dialogue in the public sphere, provide decision makers, stakeholders and advocates with high quality data, and to provide research driven solutions to the public.

We focus on the following areas:

- ***Veterans and Military***
- ***Aging and Disability***
- ***Child Welfare***
- ***Juvenile Justice Services***
- ***Poverty and Financial Stability***

- ***Strategic Financing of Programs and Initiatives***
- ***Evaluation and Data Analytics***

We provide the following goods/services:

- ***Qualitative and quantitative research***
- ***Data analysis***
- ***Building of data dashboards and systems***
- ***Convening and community meetings***
- ***Facilitation of strategic plans and initiatives***
- ***Program and project evaluation***
- ***Project management***
- ***Education and technical assistance***
- ***Publication of briefs, white papers and reports***

We have a Board of Directors that have long histories in community development, research, data and analytics, and systems change work. We are focused on public systems, and efficiency and effectiveness of public projects, programs, and initiatives. Some of our recent projects include:

- ***Children's Mental Health Statewide Needs Assessment***
- ***Victims of Crime Act Statewide Needs Assessment***
- ***Veterans Data Report for the State of Nevada***
- ***Veterans Financial Stability Report***
- ***Recommendations Report to State and Local Government on Veterans Outcomes***

Funding and Sustainability: Through a partnership with the University of Nevada, Reno and the University of Nevada, Las Vegas, relatively small amounts of funding can be used efficiently through contracting with university scholars to publish targeted research addressing the very issues states and communities are grappling with, while not having to maintain high overhead costs.

Because of this model and existing partnerships with Schwab Bank, JP Morgan Chase, Nevada Department of Veterans Services, state contracts and project funds, the ARPI has already raised funding for the initial year of operations in the amount of $100,000, and are already developing several key deliverables for Year One. Funding includes support for project management, contracted research with UNR and UNLV scholars and students, website development and management and space and supplies. Future funding will sustain the ARPI in Years 2-5, and additional funds will be generated through contracts with other states interested in developing veteran initiatives, grants, and private philanthropy.

Leadership and Accountability: The ARPI is led by Project Director Cyndy Ortiz Gustafson, MA. Ms. Gustafson reports to a board of directors.

The ARPI Board of Directors includes:

- ***Caleb Cage, State of Nevada Homeland Security Advisory, Chief of Emergency Management***

- ***Joselyn Cousins, Federal Reserve Bank of San Francisco, Chair of Nevada Community Foundation Board of Directors***
- ***Christopher Stream, PhD, Director, UNLV School of Environmental and Public Affairs, President of the Board.***
- ***Tim Burch, Director, Clark County Social Services and Department of Family Services, Secretary of the Board.***

Roles and Responsibilities: Ms. Ortiz Gustafson is responsible for the day to day management of ARPI operations, the joint projects in operation with UNLV School of Public Policy and Leadership and researchers at UNR, the development of research collaborations with UNR and UNLV researchers, students and scholars, and oversight of those projects, development of funding proposals with private donors and state and federal funding grants, website development and content management, board and client reporting and overall project/initiative management.

Through an open architecture model, ARPI deliverables, strategic direction and activities will be managed by Ms. Ortiz Gustafson but will involve partners at all levels, including but not limited to, contracted researchers, informal advisors, private philanthropic partners, other universities and institutions of higher education, state and county departments and federal partners.

3.1.10 Provide a brief description of the length of time vendor has been providing services described in this RFP to the public and/or private sector.

The ARPI has been providing services to the public and private sector for two years, and has already worked on a number of large systems change projects including project in the veterans, child welfare, mental health and public health space. The ARPI is uniquely positioned to house the Juvenile Justice Center for Evidence Based Practices due to the fact that it leverages the talent and resources of both UNLV and UNR, and that its leaderships team has decades of experience in research, model development, comparative research and data analysis, and large-scale systems change projects.

The ARPI is new, and has a small, dedicated team that is focused on growing Nevada's impact to address "wicked social problems" and to impact the state's most critical challenges.

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

3.1.11.1 Dun and Bradstreet Number

3.1.11.2 Federal Tax Identification Number

3.1.11.3 The last two (2) years and current year interim:

A. Profit and Loss Statement
B. Balance Statement

The above information is included in Part III - Confidential Financial Information of our response

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

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

3.2.1.5 Vendor must notify the using agency of the intended use of any subcontractors not identified within their original proposal and provide the information originally requested in the RFP in Section 5.2, Subcontractor Information. The vendor must receive agency approval prior to subcontractor commencing work.

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

3.3 BUSINESS REFERENCES

3.3.1 Vendors shall provide a minimum of three (3) business references from similar projects performed for private and/or public sector clients within the last seven (7) years.

Business references for all Strategic Progress, LLC key staff and subcontractors have been submitted.

3.3.2 Vendors shall submit ***Attachment E, Reference Questionnaire*** to their business references.

References have been sent out to all parties.

Section VII Vendor Staff Resumes

PROPOSED STAFF RESUME

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

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

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

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

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

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

Ms. Ortiz Gustafson has a long history of working with Nevada state and county departments, as well as community non-profits and initiatives. She has raised over $103 million in the last 15 years and has completed a number of large scale program and policy projects as well. Ms. Ortiz Gustafson has worked with a variety of local and national organizations, including the Nevada System of Higher Education, the Nevada Department of Veterans Services, Nevada Public Radio, the Southern Nevada Regional Planning Coalition, the Department of Public and Behavioral Health, NV Maternal and Child Health, the Federal Reserve Bank of San Francisco, Rose Dominican Hospitals, Easter Seals Southern Nevada, YMCA, St. Jude's Ranch for Children, HELP of Southern Nevada, the Nevada Blind Children's Foundation, United Way of Southern Nevada, the Nevada Community Foundation, Casey Family Programs, the NV Department of Training and Rehabilitation, Workforce Connections, One Drop, Housing for Nevada, the Andson Foundation, the Pentagon and Robert F. Kennedy's Jr.'s Waterkeeper Alliance.

As CEO of Strategic Progress, LLC, established in 2002, Ms. Ortiz Gustafson provides strategic consulting with a focus on large-scale public policy initiative design and implementation, public affairs and regional planning, and grant/fund development and program design and evaluation to a variety of non-profit and governmental agencies and

programs. Ms. Ortiz Gustafson's work is focused on coordinating and advancing regional public policy. In 2007, she researched and wrote Southern Nevada's Plan to End Homelessness, which lays outs the philosophical, logistical and tactical parameters of a regional, best practice, coordinated plan to address the complex problem of homelessness in our community. In the three years after the plan was published, southern Nevada realized a 30% reduction in the number of homeless on the streets.

In Spring 2016, Ms. Ortiz Gusfason began a statewide systems change project to redesign the state's distribution system for Victims of Crime Act Funding. The team conducted research on models, systems and financing and designed a new system to improve local input on funding as well as to rebalance the statewide funding based on a population plus need model.

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

RELEVANT EXPERIENCE

Timeframe: 03/1/2016-current
Vendor: Strategic Progress, LLC
Client: Nevada State Health Division
Kelly Wooldridge, Administrator
4126 Technology Way, Third Floor
Carson City, NV 89706
Phone- 775-684-4400
Fax- 775-684-4455
kwookldridge@dcfs.nv.gov

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

Timeframe: 06/2012-2015

Vendor: Strategic Progress, LLC
Client: Nevada Department Veterans Services, Director of Military and Veterans Policy, Office of the Governor
Caleb Cage, Director
5460 Reno Corporate Dr. Suite 131 Reno, NV 89511
Phone- 775-688-1653
Fax- 775-688-1656
Email- cagec@veterans.nv.gov

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

Timeframe: 2011-2016
Vendor: Strategic Progress, LLC
Client: Clark County Social Services and Clark County Department of Family Services
Tim Burch, (Former) Director
Clark County
Phone- 407-717-4558
Email- Tim Burch- tim.burch@thespiritproject.com

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

EDUCATION

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

REFERENCES

Caleb S. Cage

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

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

Paula Hammack
Acting Director
Clark County Department of Family Services
(702) 455-5444 – Office
hammacpm@clarkcountynv.gov

PROPOSED STAFF RESUME

Company Name Submitting Proposal:	*Strategic Progress, LLC*

Check the appropriate box if 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:	*Tim Burch*	**Key Personnel: (Yes/No)**	*Y*
Individual's Title	*Chief Strategy Officer*		
# of Years in Classification:		**# of Years with Firm:**	

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

Tim Burch has invested over 20 years in improving health and human services systems of care while working in the private, public, and non-profit sectors. Sixteen of those years were in local government in Clark County (Las Vegas), NV, where he worked in a variety of capacities, including five years in the executive leadership roles as the Director of Department of Social Service as well as the Director for the Department of Family Services. He has served as CEO for a provider of innovative hosted solutions for public sector clients in health, human services, justice, and child welfare verticals. He takes those lessons and successes into the operations of the clients in his consulting portfolio and to the students in his masters' level classes.

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.

CEO, Spirit Solutions, Inc. - 08/2016 - 10/2017
Led operations and implementations of startup company providing hosted solutions across public, private, and non-profit sectors in the justice vertical: juvenile justice, courts (adult, family, and specialty), law enforcement (corrections, police, parole and probation), health care vertical: physical, behavioral health, substance abuse, and the social service vertical: child welfare, individual and family needs, housing, employment training, and re-entry.
Director of Department of Family Services, Clark County NV 07/ 2015-07/ 2016 – Led the child welfare agency for Clark County, NV, through a transition of leadership and direction, a Blue-Ribbon Panel inquiry process, and increased partnerships across the community including Juvenile Justice.

Director of Department of Social Services, Clark County, NV 02/2011- 02/2016

Led the individual and family services agency for Clark County. Served as backbone agency for the Regional Homelessness Committee who utilized the best practice approach of housing first which led to national recognition for achieving functional zero for homeless veterans, and increased funding and housing for chronically homeless individuals, unaccompanied youth, and families experiencing homelessness. Launched special projects to provide services for foster youth aging out of care, with special consideration for those who were also in juvenile justice and those experiences a cycle of unemployment and unstable housing, as well as prisoners struggling to re-enter society successfully.

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

University of Nevada Las Vegas
Masters of Public Administration
Public Administration
1999 – 2001
Pi Alpha Honor Society

University of Nevada Las Vegas
Bachelor of Arts (B.A.)
Criminal Justice/Police Science
1991 – 1996

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

Insert here any certifications proposed individual has received.

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

Yolanda King, County Manager
Clark County NV
702-455-3530
Yolanda.King@clarkcountynv.gov

Paula Hammack, Director
Clark County Department of Family Services
702-455-5444
HAMMACPM@ClarkCountyNV.gov

Bobby Gordon, Assistant Director
Clark County Department of Social Service
702-455-5722
bxg@clarkcountynv.gov

PROPOSED STAFF RESUME FOR RFP 3502

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

Company Name Submitting Proposal:	***Innovative Research and Analysis LLC***

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

Contractor:		**Subcontractor:**	***XX***

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

Name:	***Justin S Gardner***	**Key Personnel: (Yes/No)**	***Yes***
Individual's Title:	***Founder & CEO***		
# 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.

PROFESSIONAL SUMMARY:

- ***Professional experience managing programs and projects; program and supervisory management; and conducting system-level evaluations in the public sector at the federal and state level.***
- ***Extensive operations experience implementing procedures, policies and programs to meet regulatory requirements, uphold federal and/or state compliance standards, and provide auditor documentation.***
- ***Expertise in research, project organization, and program management including: technical documentation; statistical analysis; policy development; staff, contractor, and volunteer supervision; database development; program evaluation; and training development.***
- ***Proficient in database programs and applications (Oracle, PeopleSoft, Learning Management Systems and SQL); computer software (SharePoint, Access, Excel, PowerPoint and Word); and statistical software packages (SPSS, SAS, R Statistic, GeoDa).***

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.

PROFESSIONAL EXPERIENCE:

Innovative Research and Analysis LLC Henderson, NV (Apr 2015 - present)
Founder and CEO

Innovative Research and Analysis LCC was founded with the goal of providing consulting services that are "Vision driven: Data derived" based on client specific needs. Founded by a methodologist by trade who has extensive experience in program management and process development, the company promotes an approach to systems projects focuses on model efficiency, framework development, program evaluation, and technical deliverables such as automation and sustainable systems design. Since its inception, Innovative Research and Analysis LLC has maintained an overall goal in research and consulting to include program evaluation and analysis components in project planning process to improve implementation, design, and assessment.

Projects:

- ***Employment Program Community Impact Analysis, Goodwill of Southern Nevada, 2017***
- ***Nevada Statewide Assessment of Services and Needs for Aging Veterans: Current and Future, Nevada Department of Veterans Services, 2017***
- ***An Assessment of the Office of Military Legal Assistance @EASE Program, AHEAD Grant Fund Program, Schwab Bank, Nevada Community Foundation, 2017***
- ***2015 Nevada Long-Term Services and Supports Report, Nevada Department of Health and Human Services, Centers for Medicaid and Medicare, and Balancing Incentive Payment Program, 2017***
- ***Northern Nevada Veterans Memorial Cemetery Water Projection and Policy Analysis, Nevada Department of Veterans Services, 2016***
- ***Locally Driven Fund Distribution: A Model for Strategic Investment, Nevada Department of Health and Human Services, 2016***
- ***VOCA Primary Data Analysis, Nevada Department of Health and Human Services, Nevada Division of Child and Family Services, 2016***
- ***Assessment and Capacities of the Veterans Services Officers Program, Nevada Department of Veterans Services, 2016***
- ***Active Transportation in Nevada: Charting a Course for the Road Ahead, Nevada Division of Public and Behavioral Health, 2016***
- ***Assembly Bill 62 Veteran Data Mapping by State Agencies Report, Nevada Department of Veterans Services, 2016***
- ***Integrating Homeless Youth Programs and a Juvenile Assessment Center, Clark County Department of Family Services, 2016***
- ***Managed Care Considerations, Clark County Department of Family Services, 2016***
- ***Office of Minority Health Coalition Report and Recommendations, Nevada Department of Health and Human Services, 2016***
- ***Strategic Planning, Study and Report for Goodwill of Southern Nevada, 2015-2016***
- ***Survey Analysis for Faculty Voices Community College Survey, National Center for Inquiry and Improvement, 2015 & 2016***
- ***Breast and Cervical Cancer Burden Report and Toolkit, Nevada Division of Public and Behavioral Health, 2015***
- ***Executive Order 2014-13 Nevada Veterans Resource Directory, Nevada Department of Veterans Services, 2015***

- ***Executive Order 2014-20 Data Mapping by State Agencies Report, Nevada Department of Veterans Services, 2015***
- ***Marketing and Advertising Campaign Final Report, Nevada Department of Employment, Training, and Rehabilitation, Nevada Vocational Rehabilitation Division, 2015***
- ***Nevada State Health Needs Assessment, Nevada Centers for Medicare and Medicaid, 2015***
- ***Obesity Burden Report and Whitepapers, Nevada Division of Public and Behavioral Health, 2015***

Clients:

- ***Goodwill of Southern Nevada***
- ***Innovative Educators, Colorado***
- ***National Center for Inquiry and Improvement, California***
- ***Nevada Bureau of Vocational Rehabilitation***
- ***Nevada Community Foundation***
- ***Nevada Department of Veterans Services***
- ***Nevada Division of Public and Behavioral Health***
- ***Nevada Office of Grants Procurement, Coordination and Management***
- ***Nevada Partnership for Homeless Youth***
- ***Nevada System of Higher Education***
- ***Schwab Bank***
- ***Wild Air Marketing, Georgia***
- ***Workforce Connections***

Partners:

- ***BP2 Solutions***
- ***DP Video Productions***
- ***Strategic Progress, LLC***
- ***UNLV, School of Public Policy and Leadership***
- ***Applied Policy and Research Institute***
- ***Veteran Policy Leadership Institute***

College of Southern Nevada, Las Vegas, NV (May 2014 - Feb 2014)
Director - MyCSN Technology Group

Responsibilities and Accomplishments:

- ***Design, implement, and evaluate student driven interventions utilizing the PeopleSoft student data system using Universal Design concepts.***
- ***Supervise a small team of analysts; write, review, and edit queries; design trainings and create training materials; develop technical support documentation and quick reference guides; manage major changes, modifications, and updates to CSN specific database content; and provide reports, audit support, and other technical assistance to Senior Executives.***

- ***Manage coordination initiatives with other technical systems both internal and external to match data requirements for updating student records and managing interventions and provide QA/QC reports and documentation.***
- ***Provide support to module areas of the student data system; coordinate with Module Leads to discuss data issues and system changes; conduct gap-fit analyses to improve system operations; and review queries and technical processes.***
- ***Serve as a Project Lead for the college at the state level in which system-level decisions are discussed and made for changes, updates, and modifications to the PeopleSoft student data system as well as on various institutional committees including: Achieving the Dream Implementation; Student Success Case Management Implementation; Strategic Intake and Matriculation Process Evaluation; Human Resources Employment Search Committees; and Consultant Work Groups.***
- ***Conducted an assessment of merit pay options for Administrative Faculty on special request from the President of the Administrative Faculty Assembly. The assessment included a historical review of salaries and performance evaluation data; development of a comparison model between a 'fixed-rate' and 'percentage-rate' merit pay policy; presentation to the AFA Executive Committee for policy development; and writing content for the AFA Merit Pay Policy.***

College of Southern Nevada, Las Vegas, NV (Jan 2013 - May 2014)
Analyst - Department of Business Operations

Responsibilities and Accomplishments:

- ***Provided technical reports using relational databases for programmatic, project, and process QA/QC as well as reports and documentation as requested by internal constituents including Senior Executives.***
- ***Developed and led training workshops; generated quick reference guides; and created video-based training for faculty, staff and students.***
- ***Coordinated with Nevada System of Higher Education, other institutions of higher education, and various consultants to ensure the college meets both federal and state-level regulatory compliance requirements.***
- ***Provided project support for Business Operations such as updating website content, developing project tracking procedures and providing project documentation.***
- ***Conducted system assessments to improve database operations and data quality with gap-fit analyses, process mapping, and research of emerging technologies and/or new products.***
- ***Served on various institutional committees including: Achieving the Dream Implementation; Student Success Case Management Implementation; Strategic Intake and Matriculation Process Evaluation; Human Resources Employment Search Committees; and Consultant Work Groups.***

Bowhead Science and Technology, Vicksburg, MS (Feb 2010 - Jan 2013)
Data Analyst III

Responsibilities and Accomplishments:

- ***Conducted research projects at the nationally recognized U.S. Army Engineer Research and Development Center including two years of telecommute/virtual/remote work (Feb 2011 - Jan 2013).***
- ***Managed conceptual development and planning for the Retrospective database as well as the project website, http://cw-environment.usace.army.mil/retro/index.cfm, for internal and external constituents.***
- ***Conducted research and analyses to produce technical reports, develop presentation materials, and document management procedures.***
- ***Produced training and guidance manuals for project team; conducted relevant database training; and created calibration and tracking procedures.***
- ***Coordinated with Corps project managers across the nation to collect and catalog project documents, enter and calibrate project data, as well as review and update project records.***
- ***Provided database, SharePoint and website administration and support to research team and project managers.***

U.S. Army Corps of Engineers, Lewisville, TX (Oct 2007 - Feb 2010)
Park Ranger - Natural Resource Specialist

Responsibilities and Accomplishments:

- ***Monitored activities of adjacent landowners and surrounding city governments to ensure regulatory compliance and enforce Corps of Engineers regulations.***
- ***Supervised volunteers (20+) and contractors (8+); managed park and recreation area operations; and developed program specific training and evaluation procedures.***
- ***Updated and generated reports in Corps of Engineers databases; conducted compliance, regulatory and real estate compliance inspections; collaborated with partnering agencies to operate park and recreation areas, maintain wildlife areas, and protect environmentally sensitive areas.***
- ***Project Manager: USACE Corps Cares Angel Tree Adoption Campaign (Nov 2009-Dec 2009)***
- ***Public Speaker: USACE Fort Worth District Quarterly Awards Ceremony (Feb 2009)***
- ***Participant: USACE Adopt-A-School Pen Pal Program (Nov 2008-May 2009)***

CONSULTING EXPERIENCE:

University of Nevada, Las Vegas (Aug 2015 - present)
Adjunct Instructor

Courses Taught:

- ***PUA 723: Research and Analytical Methods, Fall 2015: Course design to introduce students to applied mixed methods research. The course includes an active project, which is funded by Schwab Bank through the Nevada Community Foundation to research veterans' services and resources in the State of Nevada. Course includes survey design, focus group facilitation, data gathering, presentations and evaluation of academic articles.***

Wild Air Marketing (Feb 2015 - Sep 2015)

Consultant/Researcher

Projects:

- ***Conducting research on sustainability in the private sector for a national company to determine effective and successful strategies and initiatives related to sustainability.***
- ***Work will include conducting research to complete a designed template for assessing sustainability efforts and identifying critical components for a presentation to the requesting company.***

Strategic Progress, LLC (Oct 2014 - Dec 2014)
Consultant/Researcher

Projects:

- ***Developed an Excel version of the entire published version of the Nevada Veterans Resource Directory to serve as an Internet upload and updatable master listing of all resources identified during the research phase of the project.***
- ***Conducted research related to veteran resources in the State of Nevada, including: government and non-governmental support services and service agencies. Collected information was utilized to develop content for a published Nevada Veterans Resource Directory (to be published in early 2015), which incorporated written text, contact and location information, and agency logos or images.***

U.S. Army Engineer Research and Development Center (Jan 2014 - May 2014)
Consultant

Projects:

- ***Webinar presentation of the Retrospective Database Project, which included; an introduction and historical overview; a presentation of analyses and results; a produced website demo video; a live narration of the video; and an edited transcription of presentation.***

National Center for Inquiry and Improvement (Aug 2013 - Jan 2014)
Consultant
Projects:

- ***Cohort-based Cluster C-Analysis for core course persistence at El Paso Community College using SPSS and updated additional PowerPoint presentation slides (Dec 2013-Jan 2014).***
- ***Cluster C-Analysis for course sequence persistence at El Paso Community College using SPSS and updated PowerPoint presentation slides (Aug-Sept 2013).***

Marketing Resource Group (May 2001 - May 2007)
Project Researcher
Projects:

- ***Completed data entry, analysis and review for various research validation projects.***
- ***Compiled survey research and site evaluations for a publication on National Historic Landmarks.***

- ***Conducted data validation research on American antique specialty stores for a national shopping guide published by Essentially America.***

EDUCATION

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

University of Nevada - Las Vegas, Las Vegas, NV (Aug 2012 – Dec 2016)
PhD, Public Affairs Cumulative GPA - 4.0
Dissertation Title: Life After Service for Post-9/11 Veterans: Data, Methods, and Policy Impacts

Program Summary:

- ***Interests: Evaluative Policy; Decision Making; Network Analysis; Principal Agent Theory; Systems and Implementation Theory; and Research Methods and Statistics***
- ***Passed Comprehensive Exam (Jan 2014)***
- ***Golden Key International Honour Society (Nov 2013-present)***
- ***HonorSociety.org (Aug 2015-present)***

Inter-university Consortium for Political and Social Research Courses:

- ***Introduction to Spatial Regression Analysis: Boulder, CO (Aug 2014)***
- ***Mixed Methods: Approaches for Combining Qualitative and Quantitative Research Strategies: Chapel Hill, NC (Jun 2014)***
- ***Causal Inferences in the Social Sciences: Matching, Propensity Scores, and Other Strategies: Berkeley, CA (Aug 2013)***
- ***Applied Multilevel Models for Cross-Sectional Data: Boulder, CO (Jul 2013)***

University of North Texas, Denton, TX (Jan 2007 - Dec 2009)
Master's Degree, Recreation and Leisure Studies (Recreation Program Management)
Cumulative GPA - 3.58
Comprehensive Exam Topic:

- ***Reservoir Recreation Management and Operation Plan design based on U.S. Army Corps of Engineers policies and regulations.***

University of Mississippi, Oxford, MS (Jan 2004 - Dec 2005)
Bachelor's Degree, History (minor Political Science) Cumulative GPA - 3.15

Coastal Carolina University, Conway, SC (Aug 2001 - Dec 2003)
Transferred to University of Mississippi (Dec 2003)
Student Group Involvement:

- ***Junior Class President (Aug 2003-Dec 2003)***
- ***Student Government Representative (Aug 2001-May 2003)***
- ***University Spanish Club Member (Aug 2001-Dec 2003)***

CERTIFICATIONS

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

None to provide

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

Arash Ghafoori
Executive Director
Nevada Partnership for Homeless Youth
702-383-1332 phone
702-313-0216 fax
arash@nphy.org

Don Sloan
Program Manager
Bowhead
601-634-6672 phone
601-634-6674 fax
Donald.Sloan@bowheadsupport.com

Nancy Brown
Community Development Manager
Schwab Bank
(775) 689-6830 phone
nancy.e.brown@schwabbank.com

PROPOSED STAFF RESUME

Company Name Submitting Proposal:	*Strategic Progress, LLC*

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

Contractor:		Subcontractor:	*XX*

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

Name:	*Dr. Christopher Stream, Strategic Progress, LLC*	Key Personnel: (Yes/No)	*Yes*
Individual's Title:	*Director*		
# of Years in Classification:	*4 years as subcontracted staff*	# of Years with Firm:	*4 years as subcontracted staff*

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

Christopher Stream is currently the Director of the School of Public Policy and Leadership at the University of Nevada, Las Vegas (UNLV). He received his Master of Science degree in Policy Sciences in 1992 from Florida State University. He received his Doctor of Philosophy in Public Administration and Policy from Florida State in 1997.

Dr. Stream conducts research on issues of intergovernmental relations and public policy evaluation. Stream's substantive research focuses on state and local health care reform, environmental policy, local delivery services, institutional capacity and city/county management. His research has appeared in a variety of journals, including Public Administration Review, Journal of Public Administration Research and Theory, Political Research Quarterly, International Journal of Economic Development and State and Local Government Review.

Dr. Stream teaches graduate courses in the general areas of public policy and public management. Courses include Public Policy Analysis, Program Evaluation, Research Design, Statistical Analysis, Intergovernmental Relations, Local Politics and Administration, and State Health Politics and Policy. Dr. Stream is contracted staff with Strategic Progress, and conducts research, evaluation and works on large projects with the firm.

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.

Over his career, Dr. Stream has served as a policy consultant for a variety of government and nonprofit organizations. He has worked with state/local governments and community organizations to evaluate and improve policies and programs. During his career, Dr. Stream has served as project director on over three dozen projects with state, local and nonprofit agencies in Florida, Alabama and Nevada. Currently Dr. Stream leads the School of Environmental and Public Affairs which houses professional Masters degrees in public administration, nonprofit management and school leadership. Dr. Stream has led several Masters projects in which he and a team of Graduate students conduct yearlong evaluation studies for local governments and nonprofit organization in Clark County, Nevada.

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

Dr. Christopher Stream received his Master of Science degree in Policy Sciences in 1992 from Florida State University in Tallahassee, Florida.

He received his Doctor of Philosophy in Public Administration and Policy from Florida State in 1997 in Tallahassee, Florida.

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

Not Applicable

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

John Wagner
University of Nevada, Las Vegas
Community Outreach Director, NCLI
(702) 895-0017
John.wagner@unlv.edu

Jessica Word,
University of Nevada, Las Vegas
Associate Professor, SEPA
(702) 895-2684
Jessica.word@unlv.edu

Ash Sudhakar,
Founder SectorLytics
(702) 895-4183
Ashok.sudhakar@unlv.edu

PROPOSED STAFF RESUME FOR RFP 3502
A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

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

Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff.			
Contractor:		**Subcontractor:**	***XX***

The following information requested pertains to the individual being proposed for this project.			
Name:	***Dr. Robert L. Ostergard, Jr.***	**Key Personnel: (Yes/No)**	***Yes***
Individual's Title			
# of Years in Classification:	***3 years as subcontracted staff***	**# of Years with Firm:**	***3 years as subcontracted staff***

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

Robert Ostergard is currently the Director of Graduate Studies and Faculty at the Cyber Security Research Program, at the University of Nevada, Reno. He received a PhD in Political Science from Binghamton University, New York.

Dr. Ostergard is an Associate Professor of Political Science (with affiliation to the Gender, Race and Identity Program) and the Director of Graduate Studies at the University of Nevada, Reno. Previously, he served as the Associate Director of the Institute of Global Cultural Studies, Research Assistant Professor of Political Science, and as a Fellow in the Center on Democratic Performance at the State University of New York, Binghamton. He previously served as series co-editor of the Ashgate book series *Global Health* and as a consultant for the Educational Testing Service, the United Nations Economic Commission for Africa (UNECA), Commission on HIV/AIDS and Governance in Africa (CHGA). In the past, I have worked with other groups such as the Council on Foreign Relations, UNAIDS, as well as various academic institutions.

Dr. Ostergard is the principal and co-principal investigator for many successful grants and research support projects including Ostergard, Robert L. 2016. Strategic Progress, LLC, "Policy Analysis of Options for Revising State Expenditure Models," Reno, NV (successful, $50,000).

He is also the principal investigator on a state funded cyber security project. Ostergard, Robert L., Mridul Gautam, Carlos Cardillo, and Justin Gardner. 2016 "Nevada Cybersecurity Statewide Capacity and Needs Assessment Plan." US Department of Homeland Security and State of Nevada Department of Homeland Security (successful, $100,000).

Dr. Ostergard has extensive training and experience in research, data analysis, data analytics, and comparative model research for state and local government as well as international studies.

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.

2006-Present	**University of Nevada, Reno**
2015-Present	Director of Graduate Studies (Second Term)
2014-Present	Faculty, Cyber Security Research Center
2011-Present	Chair, Genocide and Peace Studies Program (GRI Program)
2010-Present	Associate Professor of Political Science (with tenure)
2010-2013	Director of Graduate Studies (First Term)
2009-Present	Faculty, Gender, Race and Identity (GRI) Program
2006-2010	Assistant Professor of Political Science (2006-10)
2002-2010	**Ashgate Publishing**, Co-Editor, *Global Health Book Series*
2002	**Ithaca College**, Visiting Assistant Professor
1999-2006	**Binghamton University, State University of New York**
2002-2006	Associate Director, Institute of Global Cultural Studies; with teaching affiliation at Cornell University's Africana Studies & Research Center
2002-2006	Research Assistant Professor, Departments of Political Science & Africana Studies
2006	Visiting Assistant Professor, MPA Program
2000-2006	Research Fellow, Center on Democratic Performance
2000-2002	Research Fellow, Institute of Global Cultural Studies
1999-2002	Visiting Assistant Professor of Political Science
1999-2000	Post-Doctoral Research Fellow, Institute of Global Cultural Studies
1999-2000	Assistant Dean, Graduate School (Data & Statistical Analysis)
1999-2000	Research Scholar-in-Residence, Department of Political Science
1994-1996	Statistical Research Assistant (ICPSR Data Archives), Bartle Library & Department of Political Science

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

1999	PhD Political Science, Binghamton University, State University of New York
1996	MA Political Science, Binghamton University, State University of New York
1996	University of Michigan, ICPSR Summer Program in Quantitative Methods of Social Research
1992	BA Political Science and Economics (Cum Laude), University of Massachusetts, Boston (1992); Certificate in International Trade and International Development

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

Association and Board Memberships

Editorial Board Member, *Journal of World Intellectual Property*
Member, International AIDS Society
Member, Association of Concerned African Scholars
Member, The Association for the Study of the Middle East and Africa
Member, American Political Science Association
Member, International Studies Association

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

Eric Herzik, PhD,
Chair, UNR School of Political Science
1664 N. Virginia Street, Reno, NV 89557
herzik@unr.edu
775-682-7764

Ian Hartshorn, PhD, Assistant Professor,
Dept. Political Science
1664 N. Virginia Street, Reno, NV 89557
ccardillo@unr.edu
775-682-7764

Justin Gardner, PhD
CEO, Innovative Research and Analysis
1445 American Pacific, Suite 110, Box 309
Henderson, NV 89074
justin.gardner@innov8reanalysis.com
702-630-3255

Section VIII – Other Informational Material

We have included examples of comparable work product, including:

1. ***Strategic Progress, LLC Nevada Based Business Preference Letter***
2. ***Office of Military Legal Assistance Business Case***
3. ***Obesity Burden Report***
4. ***VOCA Statewide Training in PowerPoint Example***
5. ***VOCA Blending, Braiding and Pooling Comparative Model Report***
6. ***Green Zone Veterans Initiative Business Case***

STRATEGIC
PROGRESS, LLC.
Analyze. Innovate. Evolve.

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October 24, 2017

Dear Grant Administrator,

Strategic Progress, LLC is submitting this letter to request the five percent (5%) Nevada-based business preference on its proposal.

Strategic Progress, LLC has been operating as an incorporated business in Nevada since January of 2002. We have provided a wide range of services to state, county and nonprofit agencies, and have multiple contracted staff who live and work in Nevada as well. We are proud to be a Nevada-based business that has always had its principal place of business within Nevada.

Thank for your consideration of this letter, and please feel free to contact me for any further information.

Sincerely,

Cyndy Gustafson, MA

CEO, Strategic Progress, LLC

C 702.241.8033
F 866.635.1577

cyndy@strategicprogress.com
PO Box 34294, Reno, NV 89533

Office of Military Legal Assistance @EASE Program

Free Legal Assistance for Nevada's Military Heroes

@EASE
FREE LEGAL ASSISTANCE FOR NEVADA'S MILITARY

Making the Case for Protecting the Legal Interests of Nevada's Military Families

Nevada Office of
The Attorney General

Adam Paul Laxalt

June 2016

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Attorney General Letter

Dear Fellow Nevadans,

I am excited to announce the creation of **@EASE**, the flagship program of the Nevada Attorney General's Office of Military Legal Assistance (OMLA). As a former Navy Judge Advocate General (JAG) and professor at the U.S. Naval Academy, I take to heart a popular Latin inscription in the Navy: "Non sibi sed patriae" meaning, "Not for self, but for country." It is this selfless mentality that forged the collective courage of our graduates and Servicemembers of all stripes. Our military members have sacrificed throughout their service for our families, communities and countrymen. It was their duty to protect our country and to fight for freedom and justice. It is this country's duty to protect our Servicemembers, promote their freedom and ensure justice for them and their families. We must promise that their sacrifice does not land them in legal jeopardy and assert legal protections that provide our military with a safer and easier return home after fighting our nation's wars—putting them **@EASE**.

It is with this intention in mind that I created the Office of Military Legal Assistance. The Office is the nation's first attorney general-led, public-private partnership giving military communities access to pro bono civil legal representation on a variety of important civil issues. The Office facilitates a range of free civil legal services for qualified Active Duty, Reserve and National Guard members and their families in Nevada. For veterans living in Nevada who have an honorable or general discharge from service, the program covers the productions of wills and powers of attorney. In order to shape the legal parameters of the program, I brought together an advisory committee comprised of both military and civilians.

The Office strives to bolster military readiness by providing Servicemembers with the knowledge that the OMLA has capacity to manage legal affairs in their absence. In practice, the Office will pair military Servicemembers in need of legal assistance with pro bono private legal counsel on approved civil cases. We have partnered with the Nevada State Bar, county bars and numerous statewide legal organizations to recruit local lawyers willing to represent our military heroes and their families pro bono. We are also grateful for the wonderful partnerships developed with existing legal aid service providers in the state committed to this mission. This is a program designed to give back to the Servicemembers and veterans who have sacrificed so much for the state of Nevada and for our country.

@EASE endeavors to serve as a model to other states, and this business case empirically illustrates that our military communities need the legal representation this program offers. **@EASE** hopes to inspire a deeper commitment to military personnel and their families. In collaboration with the National Association of Attorneys General (NAAG) and Department of Defense (DoD) state liaisons, this Office will support any efforts to form legal assistance offices in other states.

"The Office strives to bolster military readiness by providing Servicemembers with the knowledge that the OMLA has the capacity to manage legal affairs in their absence."

- Nevada Attorney General Adam Laxalt

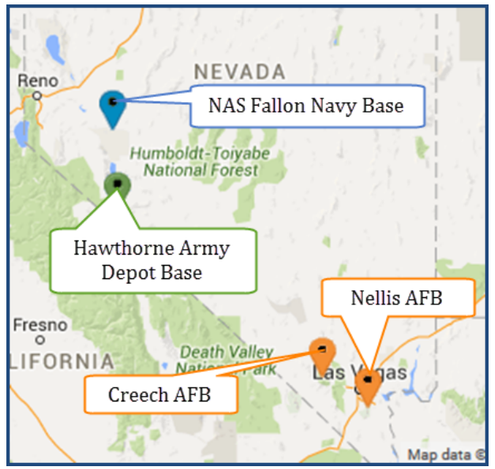
Executive Summary- Meeting Military and Veteran Legal Needs – Why Now?

Active duty Servicemembers, veterans and their families support and defend our nation both domestically and abroad. Their sacrifices provide the freedom and security we value as a state and a nation. As a veteran, Nevada Attorney General Adam Laxalt knows firsthand the devotion, loyalty, courage and honor demonstrated by our Servicemembers and veterans. To improve services to Nevada military Servicemembers, veterans and their families, Attorney General Adam Laxalt created the Office of Military Legal Assistance (OMLA) and its flagship program **@EASE** to provide legal services specifically tailored for active duty and veteran populations. In addition to providing needed legal support, **@EASE** increases military readiness by providing competent legal representation to Servicemembers – even when they are on deployment. The **@EASE** program has been awarded the Department of Defense best practice distinction for both the legislation that created the program and the program itself.

Nevada is home to an estimated 11,400 active duty military members,[i] 7,620 reserve members,[ii] and over 228,000 veterans.[iii] Active duty Servicemembers are distributed across each of the five branches of the military with over 90% serving in the U.S. Air Force as shown in Table 1. There are four active military bases in Nevada—two in southern Nevada (Nellis AFB and Creech AFB) and two in northern Nevada (Hawthorne Army Depot Base and Naval Air Station Fallon Navy Base),[iv] depicted in Figure 1. Unmet legal needs in the military and veteran community impact large numbers of our military men and women across the United States, with nearly 1.35 million active duty Servicemembers nationwide, 815,653 Department of Defense reservists from the Army National Guard, Army Reserve, Navy Reserve, Marine Corps Reserve and Air Force Reserve, and another 6,844 reservists reported from the Coast Guard Reserve.[v]

FIGURE 1

MAP OF NEVADA MILITARY BASES



This business case provides a summary of the need for the **@EASE** program, a discussion of military and veteran specific legal issues, a layout for the program's design, developed program models, a discussion of implementation and evaluation strategies, and a list of partnering agencies and elected officials who support this first-of-its-kind program.

The **@EASE** program utilizes a colloquium of legal providers, including Judge Advocate Generals (JAGs), Legal Aid attorneys and private pro bono attorneys to meet unmet needs. It is additionally supported by the Nevada Department of Veterans Services (NDVS) whose Veteran Service Officers (VSOs) screen clients for **@EASE** program eligibility.

Historically, Nevada has been very friendly to its large number of military residents. Attorney General Adam Laxalt, through the first-of-its-kind OMLA **@EASE** program, continues to diversify the programs and services available to Nevada Servicemembers, veterans and their families. Together with the NDVS, partnering agencies across the state, and numerous state and federal elected officials, the OMLA has emerged as a "best practice" model for a national legal service program.

While several national initiatives through the American Bar Association aim to protect the rights of Servicemembers, many of these programs do not offer actual representation by a barred attorney able to protect the rights of military families from filing to judgement. For example, the numerous "ask a lawyer" programs can educate military members about the rights and current status of the law as it applies to their legal issue. However, these programs usually do not extend beyond free legal advice, and because most of the cases require actual legal representation in order for the Servicemember to protect their rights, the need for legal representation still remains. It is a well documented frustration for many military families who receive advice about their legal issue but then need to hire an attorney to have it resolved.

@EASE ensures that Servicemembers of any rank will have access to a broad range of legal assistance to enforce existing state and federal protections and alleviate the pressures that legal problems impose. In a survey taken for Nevada's Green Zone initiative, 61% of the military members surveyed stated that affordable legal representation was their largest area of need. For most military families, the salaries they earn from serving our nation is not enough to be able to hire attorneys to protect their rights when they are targeted or victimized. Many Servicemembers must rent or purchase homes and automobiles as they transition from one location to another because the nature of military service requires frequent deployments and relocations. These decisions, involving large expenditures occur more often for military families than for their civilian counterparts and, leave many Servicemembers and their families more vulnerable to scams and unscrupulous parties. **@EASE** was created to protect military families by arming them with access to legal representation should they fall prey to unconscionable business practices.

To minimize the fiscal impact on the taxpayer, and realize a high return on investment of time, effort and resources, the OMLA **@EASE** program is structured very simply using pre-existing institutions and intake structures that can be found in most states across the country, including VSOs and JAGs. Therefore, the program could easily be replicated in other Attorneys General Offices throughout the country with minimal costs and manpower. Most state bar associations have ethical obligations that require or encourage pro bono hours for practicing attorneys licensed in their state that can anchor the service provision model. With an efficient advertising and outreach campaign, and the leadership of elected officials dedicated to providing support for our military families, the needs of veterans and active duty military can be met by utilizing program like **@EASE** in communities across the country.

Defining the Need

The need for **@EASE** and programs like it continue to increase as more Servicemembers become veterans and join the 2.8 million men and women who have already returned from Iraq and Afghanistan over the past 14 years.[vi] Table 1 provides a summary of the total number of Servicemembers in Nevada based on a 2013 report as compared to nationally reported data from the Defense Manpower Data Center from 2016.[vii]

TABLE 1

ACTIVE DUTY POPULATION IN NEVADA, COMPARED TO NATION

	Air Force	Army	Coast Guard	Marines Corps	Navy	Total
United States*	311,883	481,741	39,755	184,426	328,810	**1,346,615**
Nevada**	10,267	202	4	28	882	**11,383**

**Note: United States data as of February 29, 2016 from https://www.dmdc.osd.mil/appj/dwp/dwp_reports.jsp*

***Note: State of Nevada data as of August 2013 from http://www.governing.com/gov-data/military-civilian-active-duty-employee-workforce-numbers-by-state.html*

"We owe it to the men and women who have worn the uniform to provide access to services that will help improve their quality of life. That includes ensuring they receive the benefits they have earned and deserve and connecting them with employment and educational opportunities. Now, through this first-in-the-nation Office of Military Legal Assistance, we will be able to connect veterans with free legal assistance so they can get help with civil cases that can be time consuming and expensive. I commend Attorney General Laxalt for initiating this program in Nevada, and hope it serves as a model to other states around the nation."

- Joe Heck, Congressman
Nevada Disctict 3

LEGAL SERVICES AFFORDABILITY

The average hourly cost of individual legal representation in the private marketplace creates potential barriers to accessing legal services for our military members. A 2014 research report on legal fees found the average hourly rate for attorney fees was $361 nationally as compared to $365 in Nevada.[viii] Additionally, the study found the national median for attorney fees was $350, which was less than the $375 median cost per hour in Nevada.[ix] Considering the distribution of active duty and reserves across rank and grade as a function of their wages, there are many Servicemembers, particularly enlisted Servicemembers, who would have difficulty paying for legal fees at this rate. Nationally, enlisted active duty and reservists make up 82.9% of the U.S. Military.[x] A detailed summary of active duty and reservists by rank is provided in Table 2.

TABLE 2

ACTIVE DUTY AND RESERVISTS BY RANK, FREQUENCIES AND PERCENTAGES

Rank	Active Duty	Percent of All Active Duty	Military Reserves	Percent of All Reserves	Active Duty & Reserves	Percent of All Military
E1	47,008	3.5%	29,917	3.6%	76,925	3.6%
E2	65,878	5.0%	35,584	4.3%	101,462	4.7%
E3	190,482	14.4%	94,949	11.4%	285,431	13.0%
E4	268,701	20.3%	199,518	24.0%	468,219	21.7%
E5	227,375	17.1%	140,488	16.9%	367,863	17.0%
E6	159,738	12.0%	105,596	12.7%	265,334	12.3%
E7	94,149	7.1%	66,900	8.0%	161,049	7.5%
E8	27,351	2.1%	22,082	2.7%	49,433	2.3%
E9	10,257	0.8%	7,103	0.9%	17,360	0.8%
W1	2,239	0.2%	1,515	0.2%	3,754	0.2%
W2	7,957	0.6%	5,267	0.6%	13,224	0.6%
W3	5,271	0.4%	2,918	0.4%	8,189	0.4%
W4	2,944	0.2%	2,167	0.3%	5,111	0.2%
W5	839	0.1%	489	0.1%	1,328	0.1%
O1	23,639	1.8%	10,598	1.3%	34,237	1.6%
O2	29,881	2.3%	16,505	2.0%	46,386	2.0%
O3	76,300	5.8%	32,622	3.9%	108,922	5.0%
O4	45,677	3.4%	28,619	3.4%	74,296	3.4%
O5	28,015	2.1%	21,468	2.6%	49,483	2.3%
O6	11,654	0.9%	7,068	0.8%	18,722	0.9%
O7	429	0.0%	434	0.1%	863	0.0%
O8	306	0.0%	178	0.0%	484	0.0%
O9	145	0.0%	4	0.0%	149	0.0%
O10	38	0.0%	1	0.0%	39	0.0%
O-Unknown	0	0.0%	2	0.0%	2	0.0%
Totals	**1,326,273**	**100.0%**	**831,992**	**100.0%**	**2,158,265**	**100.0%**

Using the base pay for enlisted active duty military personnel at less than 10 years of service, monthly basic pay ranges from $1,734 (E1) to $4,885 (E9). Table 3 provides detailed basic monthly pay data for 2015 enlisted active duty military personnel from a 2014 demographics report published by the Department of Defense.[xi]

TABLE 3

2015 MONTHLY BASIC PAY, ENLISTED SERVICEMEMBERS, FROM 2 OR LESS TO GREATER THAN 10 YEARS OF SERVICE[XII]

	CUMULATIVE YEARS OF SERVICE						
Pay Grade	**2 or Less**	**> 2**	**> 3**	**> 4**	**> 6**	**> 8**	**> 10**
E1*	$1,547	N/A	N/A	N/A	N/A	N/A	N/A
E2	$1,734	$1,734	$1,734	$1,734	$1,734	$1,734	$1,734
E3	$1,823	$1,938	$2,055	$2,055	$2,055	$2,055	$2,055
E4	$2,020	$2,123	$2,238	$2,351	$2,452	$2,452	$2,452
E5	$2,203	$2,351	$2,465	$2,581	$2,762	$2,951	$3,126
E6	$2,405	$2,646	$2,762	$2,876	$2,995	$3,261	$3,365
E7	$2,780	$3,034	$3,150	$3,304	$3,425	$3,631	$3,747
E8	N/A	N/A	N/A	N/A	N/A	$3,999	$4,176
E9**	N/A	N/A	N/A	N/A	N/A	N/A	$4,885

**Applicable to E1 with 4 months or more of active duty service. Base pay for an E1 with less than 4 months of active duty service is $1,430.*

***For the Master Chief Petty Officer of the Navy, Chief Master Sergeant of the Air Force, Sergeant Major of the Army or Marine Corps, or Senior Enlisted Advisor of the Joint Chief of Staff, basic pay is $7,895.*

NOTE: This table was modified from the 2015 Basic Monthly Pay from 2014 Demographics Report published by the Department of Defense.

[1] *Service length of less than 10 years was selected for the calculation provided because this is the first available service term that included all enlisted ranks, E1-E9.*

Based on national data, there are an estimated 19,000 active duty and reservists in Nevada of which an estimated 15,750 are enlisted. Considering the basic monthly pay of enlisted military members, Federal Poverty Line qualification guidelines, annual salary information, and average or median Nevada legal fees, a significant need for the OMLA program becomes apparent. Under the military pay scale, there are very few active duty, reserve, or guard Servicemembers who would qualify for pro bono legal services using Federal Poverty guidelines.[xiii] Nevertheless, nearly all Nevada Servicemembers would have difficulty affording legal representation at an average rate of $375 per hour. Similarly, as demonstrated by the survey results included in the "Common Legal Challenges" section on page 16, approximately 43.5% percent of Nevada veterans (and/or their surviving spouses) retired with less than 10 years of service. Those Nevada veterans would likewise face undue financial hardship if forced to pay for legal representation at current market rates. Accordingly, available pay scale data demonstrates a need for affordable legal representation in the form of the **@EASE** program.

NEVADA'S VETERAN POPULATION

Veteran populations are found in each of Nevada's 17 counties with 82% residing in either of Nevada's two urban counties, Clark or Washoe[xiv] (data presented in Table 4). The state of Nevada has a diverse population on a demographic basis as well as a geo-locational basis. Of the 17 Nevada counties, only two (Clark and Washoe) are considered to be urban counties, with the remaining 15 counties defined as rural based on population density. A state data report about Nevada veterans written by the Veteran Policy Leadership Institute in 2015 found that Clark and Washoe had the lowest rates of veterans per capita, 7.8% and 8.3% respectively. **Some of Nevada's least populated counties have the highest density of veteran residents per capita. For example; Esmeralda, Mineral and Churchill counties all have between 16.9% and 19.6% veteran residents.**[xv]

TABLE 4

NEVADA VETERANS BY COUNTY, 2014

County	Veteran Population*	Percent of Nevada Veterans
CHURCHILL	4,154	1.82%
CLARK	153,392	67.3%
DOUGLAS	4,824	2.12%
ELKO	4,214	1.85%
ESMERALDA	165	0.07%
EUREKA	201	0.09%
HUMBOLDT	1,560	0.7%
LANDER	602	0.26%
LINCOLN	634	0.28%
LYON	7,064	3.1%
NYE	6,488	2.85%
PERSHING	798	0.35%
STOREY	637	0.28%
WASHOE	35,245	15.5%
WHITE PINE	1,277	0.08%
CARSON CITY	5,848	2.56%
NEVADA (Totals)	228,027	100.0%

*Notes: * Veteran population estimates, as of September 30, 2014, are produced by the VA Office of the Actuary (VetPop 2014).*

Approximated from the number of enlisted active duty and reservists, it is anticipated that the vast majority of Nevada veterans had a final rank between E1 and E9. While the eligibility and specific pension payments are individually calculated from a variety of variables, a simple breakdown of maximum annual pension rates is presented in Figure 2. Even the maximum annual pension provided to a veteran would not be sufficient to afford sustained litigation at the average ($365) or median ($375) hourly rates in Nevada. To address this unmet need, the **@EASE** program asks pro bono attorneys to commit to 10 hours, or an average of $3,650 in legal services per year.

FIGURE 2

MAXIMUM ANNUAL PENSION RATES BY CATEGORY FOR THE YEAR 2016 (MODIFIED)[xvi]

Maximim Annual Pension Rate (MAPR) Category	Amount
If you are a veteran...	Your yearly income must be less than...
Without spouse or child	$12,868
With one dependent	$16,851
Housebound without dependents	$15,725
Housebound with one dependent	$19,710

**Defined acronyms and terms - MAPR: Maximum Annual Pension Rate. For more eligibility and related information visit: http://militarybenefits.info/veterans-pension-rate-table/*

In terms of U.S. Congressional Districts, Nevada veterans are fairly evenly distributed between the four districts[xvii] as shown in Table 5. Based on estimates provided by the U.S. Census Bureau, the distribution of residents by U.S. Congressional District ranges from 693,623 in the 1st Congressional District to 734,973 in the 3rd Congressional District.[xviii] Based on these distributions, the 2nd and 4th Congressional Districts have the highest percentage of veterans as compared to civilian residents. This finding is consistent with the presentation of data from the Executive Order 2014-20 Report as the 2nd Congressional District represents a large portion of the rural counties in addition to Washoe County in northern Nevada. The 4th Congressional District represents a large number of rural counties across central Nevada in addition to a small portion of Clark County. The 1st and 3rd Congressional Districts represent Clark County, which alone accounts for an estimated 72.6% of the statewide population.[xix, xx]

TABLE 5

NEVADA VETERANS BY U.S. CONGRESSIONAL DISTRICT, 2014

Congressional District	Veteran Population*	Percent of Nevada Veterans
CONG. DIST (01)	47,231	20.7%
CONG. DIST (02)	63,600	27.9%
CONG. DIST (03)	55,662	24.4%
CONG. DIST (04)	61,535	27.0%
NEVADA (Totals)	228,027	100.0%

*Notes: * Veteran population estimates, as of September 30, 2014, are produced by the VA Office of the Actuary (VetPop 2014).*

"Our men and women in uniform sacrifice so much for our nation, even after their years of service have concluded. I'm proud to see that we have found an innovative way to give back to our active duty soldiers and veterans by providing pro-bono legal services for simple civil matters, as well as complicated legal issues. Under Attorney General Laxalt's leadership, Nevada's legal and military communities have come together to ensure the success of the Office of Military Legal Assistance, and we are grateful for his guidance."

- Dean Heller, U.S. Senator

Common Legal Challenges Faced by Our Military Men, Women and Families

The legal challenges faced by members of our active duty military and veterans cross a number of categories, including:

- Housing
- Consumer Protection
- Employment Protection
- Family Law
- Benefits
- Taxes
- Civil Rights
- Education
- Estate Planning
- Health Care
- Immigration
- Uniformed Services Employment and Reemployment Rights Act 1994 (USERRA)
- Servicemember's Civil Relief Act 2003 (SCRA)

In order to better understand the legal challenges facing Nevada active duty Servicemembers, veterans and military families, we surveyed the following groups:

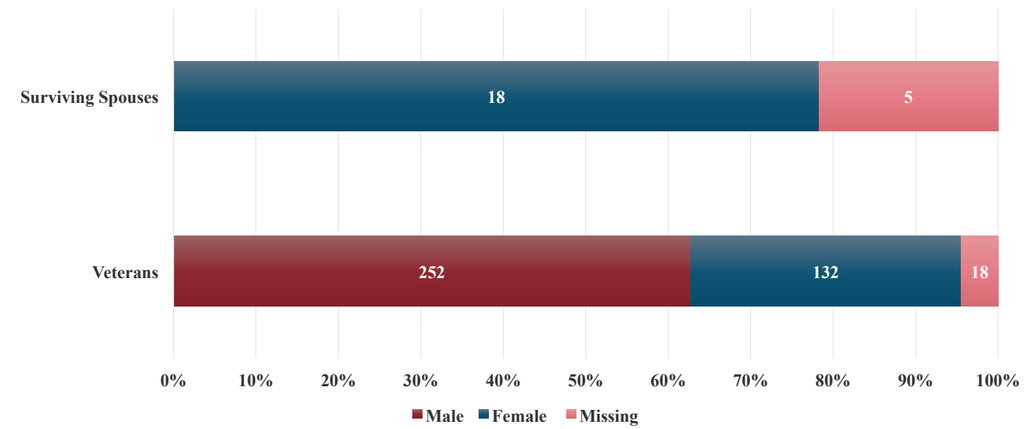
- Nevada veterans (402 respondents)
- Surviving spouses (23 respondents)
- Judge Advocate Generals (9 respondents)
- Nevada Department of Veterans Services Veteran Service Officers (29 respondents)
- Legal Aid service providers (8 respondents)
- Private pro bono attorneys (22 respondents)

VETERANS AND SURVIVING SPOUSES

Based on the surveys distributed to veterans and surviving spouses, Graphs 1-3 provide summary statistics related to demographics and years of military service. In each of the graphs, there is consistent missing data reported from both veterans (n =18 or 4.5%) and surviving spouses (n = 5 or 21.7%), indicating how many respondents did not provide an answer.
In total, there were 425 total respondents to the survey, including 402 veterans and 23 surviving spouses. The veteran respondents were 62.7% (n = 252) males and 32.8% (n = 150) females with the remaining 4.5% (n = 23) who did not provide their gender. Of the 23 surviving spouse respondents, over 78% were females while none were male (some respondents did not indicate a category).

GRAPH 1

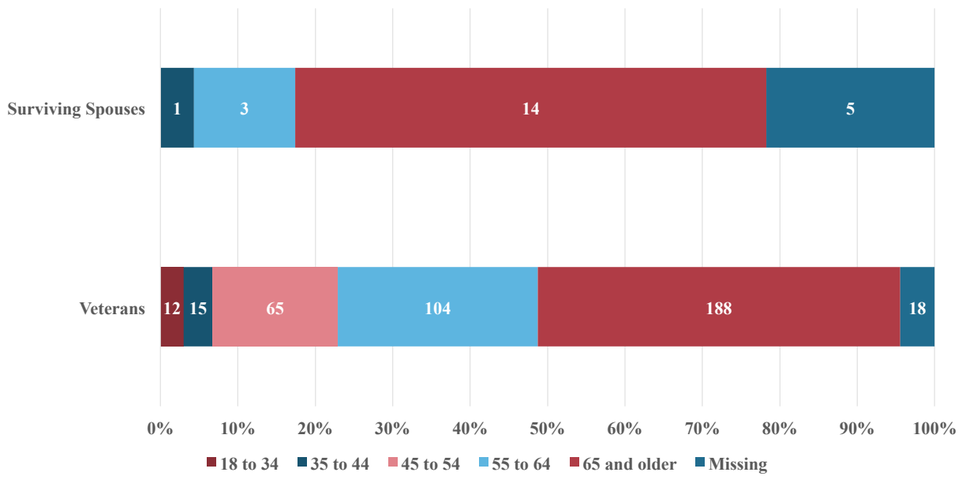
THE PERCENTAGE OF VETERANS AND SURVIVING SPOUSES BY GENDER



As illustrated in Graph 2, 47.5% of all respondents reported an age of 65 or older. Continuing the theme of an aging population of veterans and surviving spouses in Nevada, only 6.7% of veterans (n = 27) and 4.3% (n = 1) of surviving spouses indicated their age was under 45. In fact, 73.9% (n = 17) of surviving spouses and 72.6% (n=292) of veterans reported they were age 55 or older.

GRAPH 2

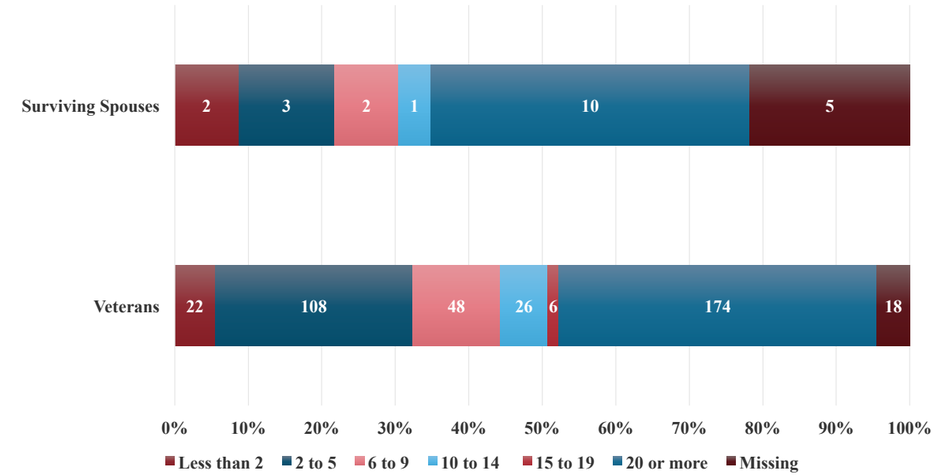
THE PERCENTAGE OF VETERANS AND SURVIVING SPOUSES BY AGE



There was a higher than anticipated number of veterans and surviving spouses who reported 20 or more years of service at 43.2% (n = 184). Beyond this finding, years of service was distributed well across the spectrum with both surviving spouses and veterans reporting service from less than 2 years (8.7% of surviving spouses and 5.5% of veterans); 2 to 5 years (13% of surviving spouses and 25.6% of veterans); 6 to 9 years (8.7% of surviving spouses and 11.9% of veterans); and 10 to 14 years (4.3% of surviving spouses and 6.5% of veterans). Additionally, there were another 1.5% of veterans who reported 15-19 years of service. This speaks to the fact that veterans across service ranges, including those with many years of active duty service, responded to the survey and identified either past or present legal needs.

GRAPH 3

THE PERCENTAGE OF VETERANS AND SURVIVING SPOUSES BASED ON YEARS OF MILITARY SERVICE



The **@EASE** survey sought to understand the unique legal needs, issues and experiences of veterans and surviving spouses in order to tailor program service delivery and model. Approximately 42.5% of veterans and 39.1% of surviving spouses reported a past legal issue (Table 6). Of those, 55.6% of veterans and 44.4% of surviving spouses accessed services for legal assistance. Additionally, of those who reported prior legal issues, 65.5% of veterans and 66.7% of surviving spouses reported that the issue had been resolved. For current legal issues (Table 7), there are 19.9% of veterans and 13% of surviving spouses facing legal issues. Of the veterans who reported current legal issues, 22.5% have accessed services, while 8.75% are currently working with an attorney and 11.25% are working with some other form of legal support. Of those surviving spouses currently facing legal issues, 66.7% have accessed services. While some data gathered from legal providers and VSOs (presented in a subsequent section) differed from veteran and surviving spouse respondents, the one commonality across all populations was the need for legal services.

TABLE 6

FREQUENCY OF PAST LEGAL ISSUES, VETERANS (N = 402) AND SURVIVING SPOUSES (N = 23)

	Frequency of Legal Issue	Accessed Services	Issue Resolution
Past Legal Matter Veteran	171	94	112
Past Legal Matter Surviving Spouse	9	4	6
Total	**180**	**98**	**118**

TABLE 7

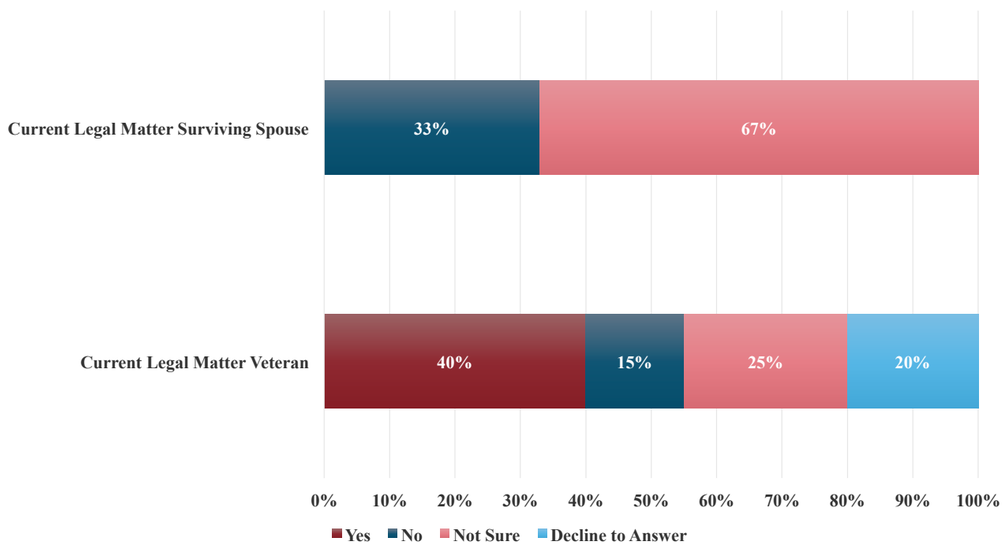
FREQUENCY OF CURRENT LEGAL ISSUES, VETERANS (N = 402) AND SURVIVING SPOUSES (N = 23)

	Frequency of Legal Issue	Accessed Services	Working with Attorney	Working with Non-profit	Working with Other
Current Legal Matter Veteran	80	18	7	0	9
Current Legal Matter Surviving Spouse	3	2	0	0	0
Total	**83**	**20**	**7**	**0**	**9**

In order to assess financial stress or strain, the survey took into consideration both current (Graph 4) and past legal issues (Graph 5) of surviving spouses and veterans. From the past legal issue perspective (Graph 5), more surviving spouses, 56%, indicated reduced financial stress or strain as compared to veterans at 33%. Forty percent of veterans with current legal issues reported reduced financial stress or strain after receiving legal services, which is a significant outcome.

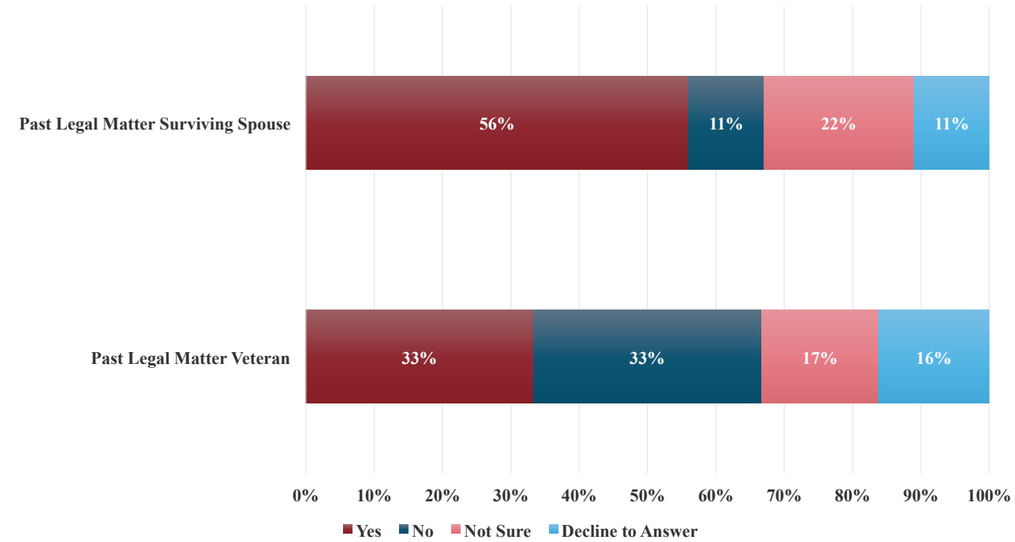
GRAPH 4

THE REPORTED REDUCTION OF FINANCIAL STRESS OR STRAIN AFTER RECEIVING LEGAL SERVICES FOR CURRENT LEGAL ISSUES FOR VETERANS AND SURVIVING SPOUSES



GRAPH 5

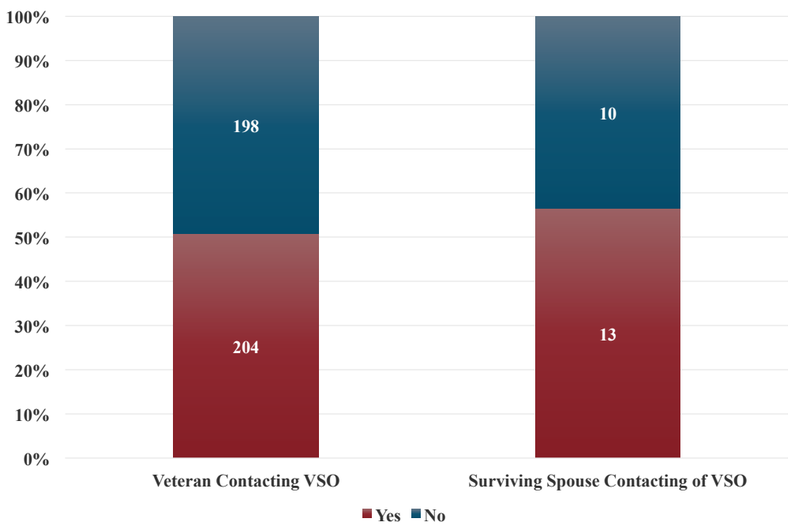
THE REPORTED REDUCTION OF FINANCIAL STRESS OR STRAIN AFTER RECEIVING LEGAL SERVICES FOR PAST LEGAL ISSUES FOR VETERANS AND SURVIVING SPOUSES



Survey results indicate 50.7% of veterans and 56.5% of surviving spouses have utilized services provided by VSOs (Graph 6). This indicates the potential to increase outreach and service provision to those populations not currently utilizing VSO support. Nevertheless, the data also demonstrates that referrals to **@EASE** through the VSO is an effective mechanism for veterans to access the program.

GRAPH 6

THE NUMBER OF VETERANS (N = 402) AND SURVIVING SPOUSES (N = 23) UTILIZING VSOS

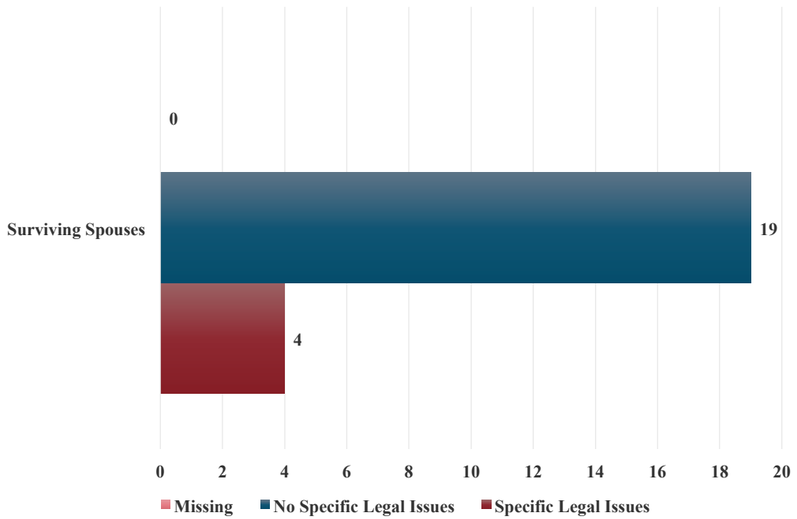


LEGAL PROVIDERS AND VETERAN SERVICE OFFICERS

The goal of the OMLA surveys to the JAGs, Legal Aid programs and private pro bono attorneys in addition to the VSOs was to determine a baseline of military-related legal needs and the states' capacity to meet those needs. In response to questions about reported legal issues from both veterans and surviving spouses, VSOs indicated 17.4% of surviving spouses (Graph 7) and 24.1% of veterans (Graph 8) recounted legal issues during meetings. The survey found 47.5% of veterans and 30.8% of surviving spouses who met with a VSO reported a history of legal issues.

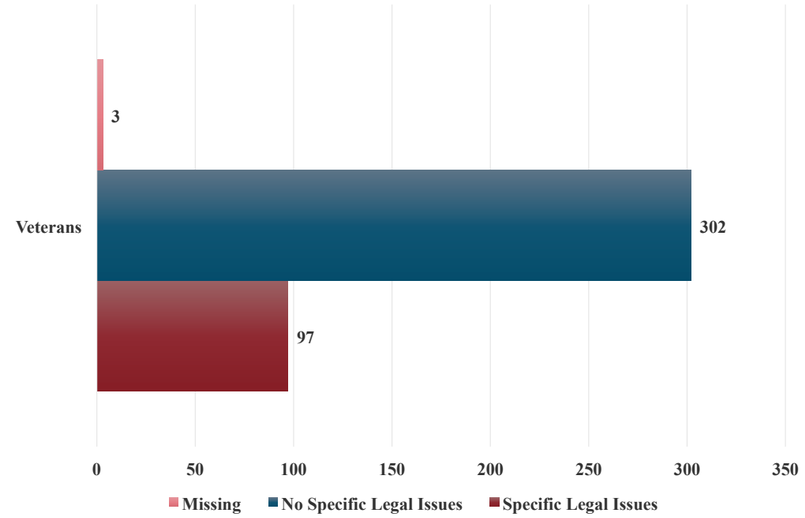
GRAPH 7

SURVIVING SPOUSES' HISTORY OF LEGAL ISSUES AS REPORTED TO VSOS



GRAPH 8

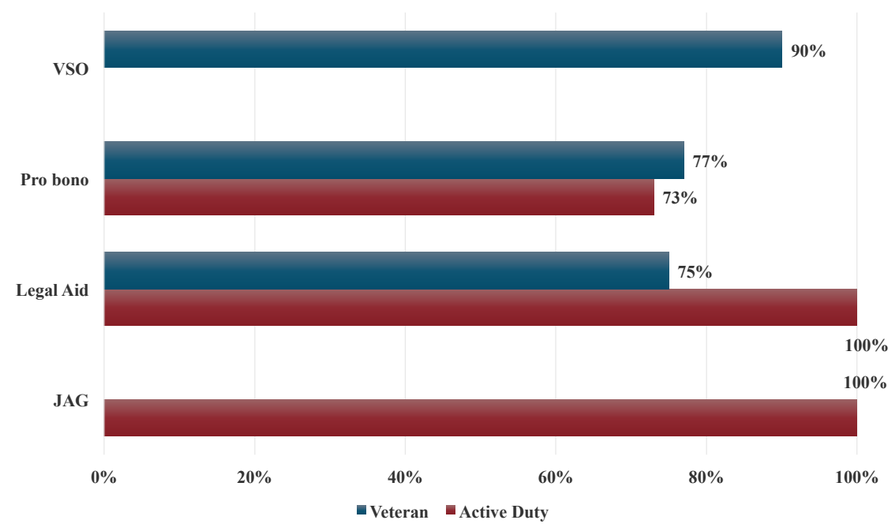
VETERANS' HISTORY OF LEGAL ISSUES AS REPORTED TO VSOS



Surveyed legal providers and VSOs reported that active duty and veterans (including surviving spouses) have specific legal needs, underscoring the importance of having trained, committed providers who have experience with military Servicemembers and their families and who understand the unique needs of the military community. In fact, all of the surveyed legal providers and VSOs felt that veterans (including surviving spouses) and active duty personnel have specific or unique legal needs as presented in Graph 9 below.

GRAPH 9

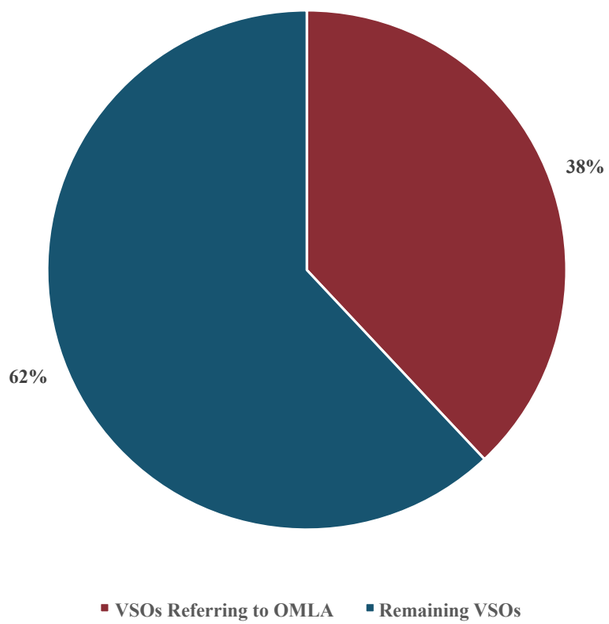
THE PERCENTAGE OF ACTIVE DUTY AND VETERAN SPECIFIC LEGAL ISSUES BY LEGAL PROVIDERS AND VSOS



VSOs indicated a consistent need for legal services across their various active duty and veteran clients including surviving spouses. Of the 29 respondents, 38% reported they have already referred either a veteran or spouse to the OMLA for legal needs. Considering that 29% of VSOs indicated they are current partners of the OMLA and 38% are referring clients to the program, the OMLA program is already showing great potential for growth and expansion.

GRAPH 10

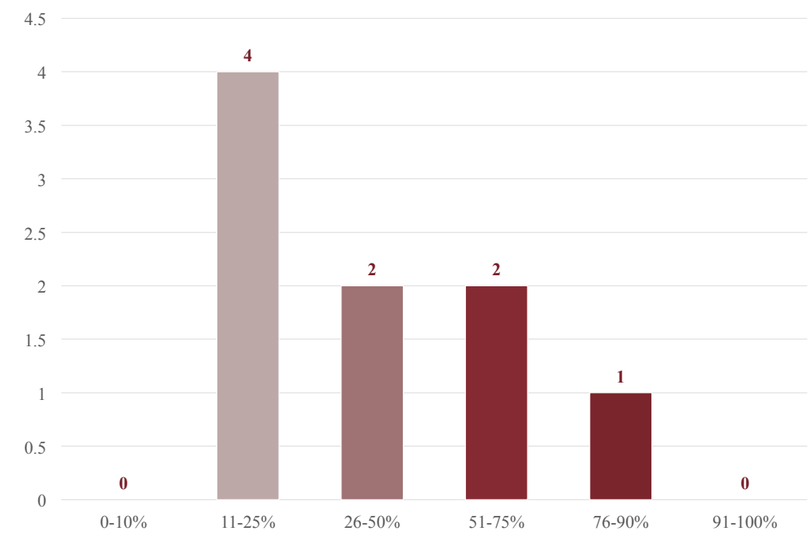
THE PERCENTAGE OF VETERAN SERVICE OFFICERS (VSOS) REFERRING TO OMLA



Financial stress or strain are some of the commonly reported challenges related to legal issues across not only active duty, veteran and surviving spouses, but also by general clients who use private pro bono and Legal Aid services. The significantly high number of Legal Aid clients with financial stress or strain as a result of legal issues, presented in Graphs 11-14, is reflective of their clients and is anticipated based on their services for low income individuals. It should be noted that Legal Aid organizations have strict requirements for accessing their services, which are based on income and capacity to pay for services.

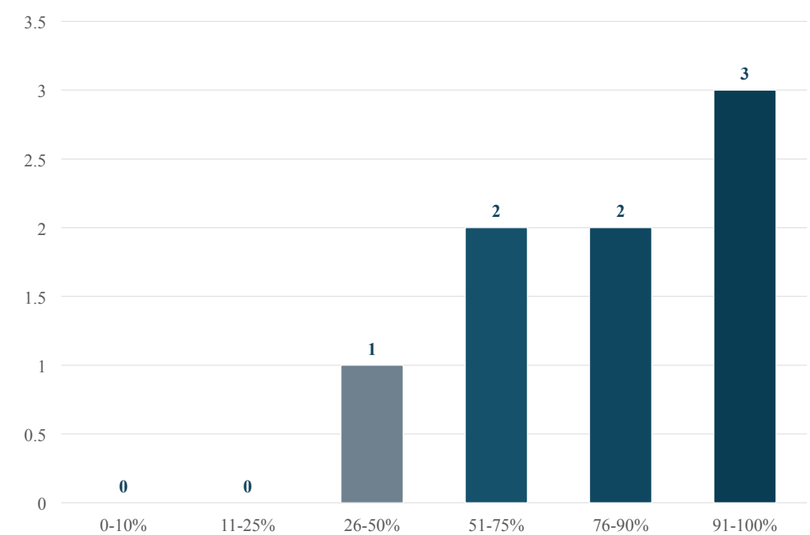
GRAPH 11

PERCENTAGE OF CLIENTS WHO REPORTED EXPERIENCING FINANCIAL STRAIN OR STRESS RESULTING FROM A LEGAL PROBLEM BY JAG RESPONDENTS



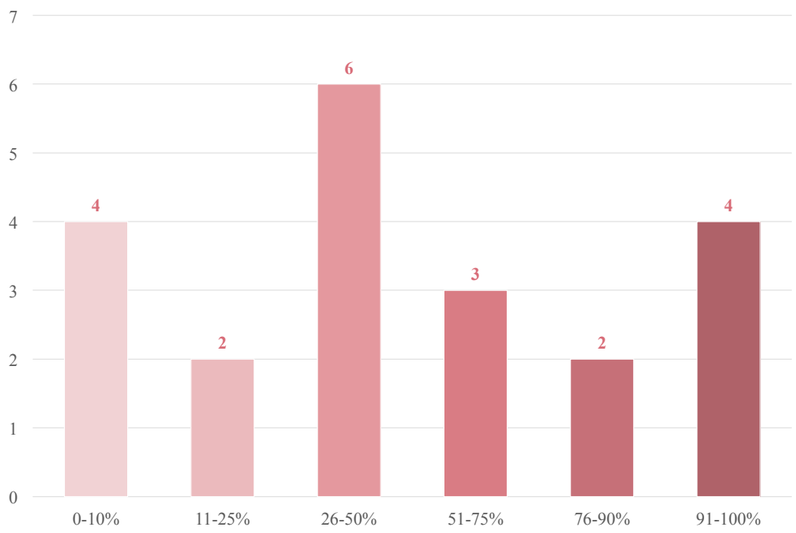
GRAPH 12

PERCENTAGE OF CLIENTS WHO REPORTED EXPERIENCING FINANCIAL STRAIN OR STRESS RESULTING FROM A LEGAL PROBLEM BY LEGAL AID RESPONDENTS



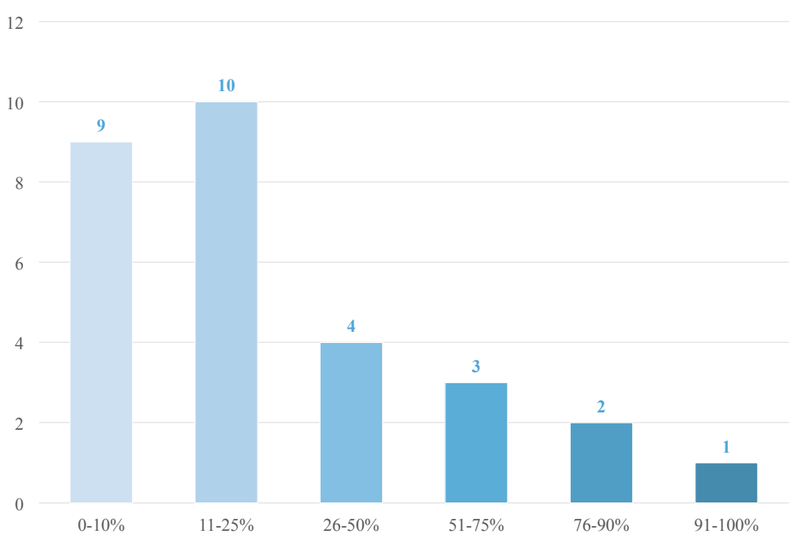
GRAPH 13

PERCENTAGE OF CLIENTS WHO REPORTED EXPERIENCING FINANCIAL STRAIN OR STRESS RESULTING FROM A LEGAL PROBLEM BY PRO BONO RESPONDENTS



GRAPH 14

PERCENTAGE OF CLIENTS WHO REPORTED EXPERIENCING FINANCIAL STRAIN OR STRESS RESULTING FROM A LEGAL PROBLEM BY VSO RESPONDENTS



To determine a baseline for outcomes of the OMLA program, we assessed the perceived reduction in the financial burdens of clients as a result of accessing legal services and supports. From the perspective of JAG respondents, 88% of their clients have realized reductions in financial burdens either most of the time or always. Similarly, Legal Aid attorneys indicated 88% of clients experienced reduced financial stress. Private pro bono attorneys and VSOs reported a much wider distribution of outcomes as compared to both Legal Aid and JAG respondents. Results for JAG, Legal Aid, private pro bono attorneys and VSOs are displayed in Graph 15.

GRAPH 15

THE ESTIMATED RATE OF POSITIVE CLIENT OUTCOMES AFTER LEGAL SERVICES HAVE BEEN PROVIDED

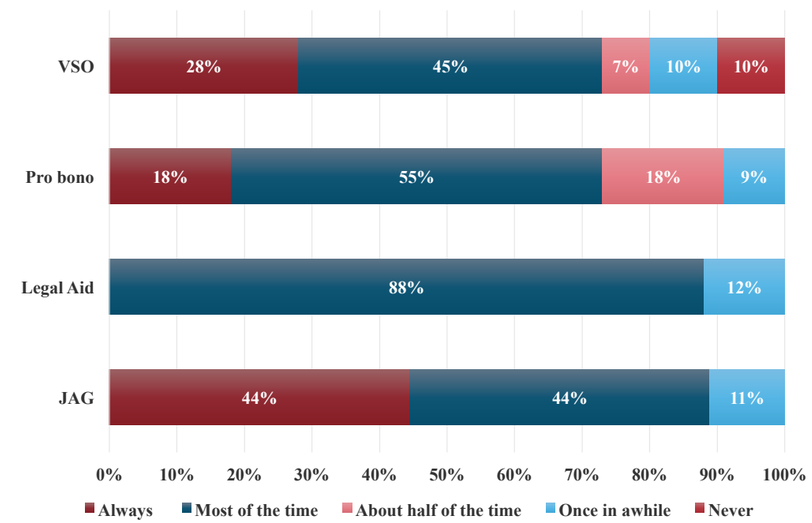


Figure 3 depicts the JAG and Legal Aid assessment of active duty and veteran legal issues, while Figure 4 focuses on the most common legal issues facing clients of both private pro bono and Legal Aid attorneys.

FIGURE 3

THE TOP-5 LEGAL ISSUES FACING VETERANS AND ACTIVE DUTY BASED ON JAG AND LEGAL AID ATTORNEY RESPONSES

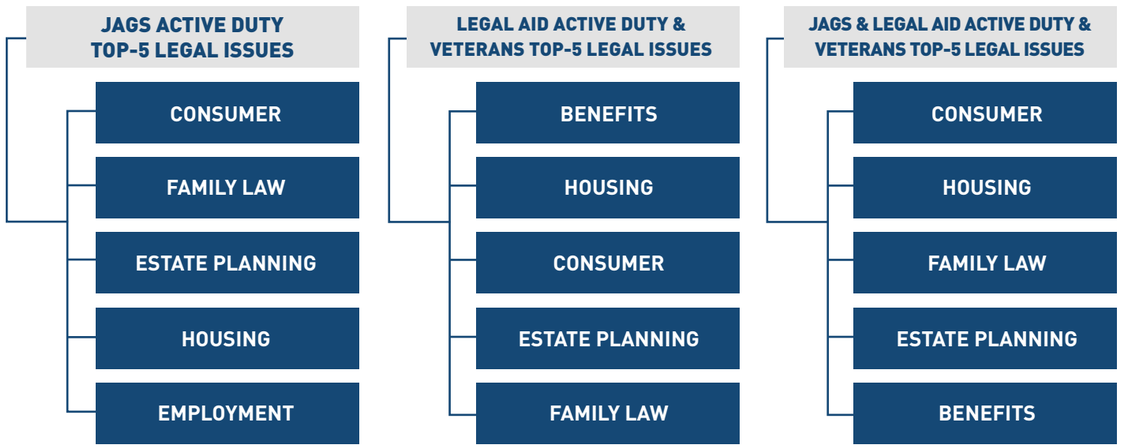
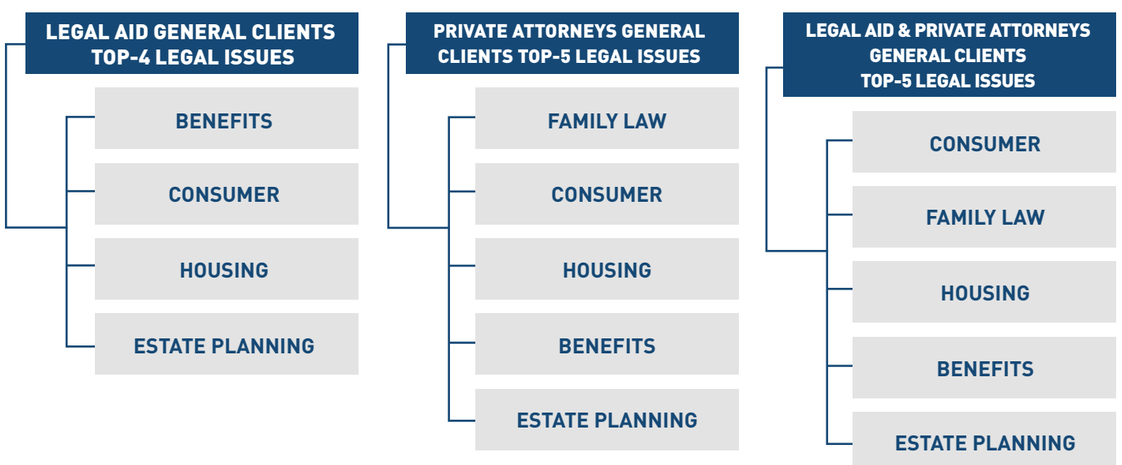


FIGURE 4

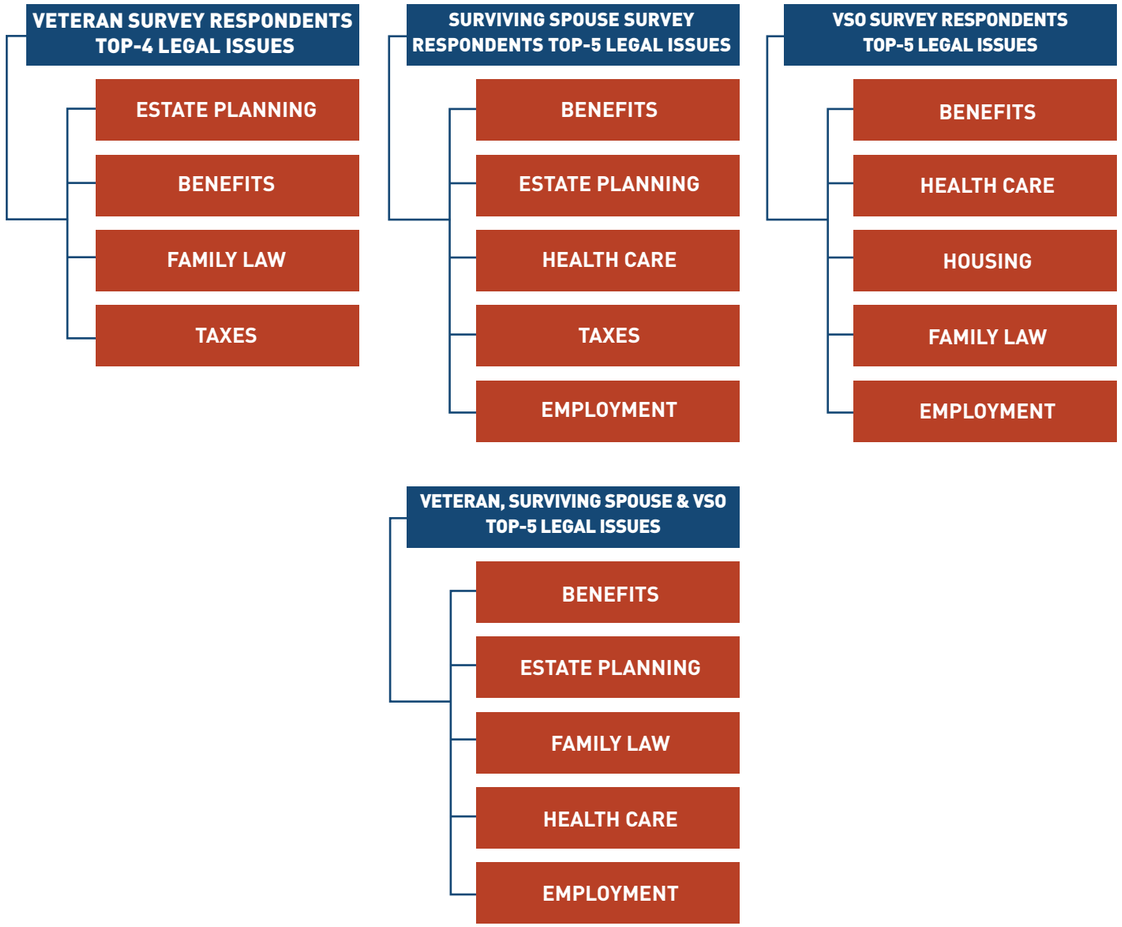
THE TOP-5 LEGAL ISSUES FACING GENERAL POPULATION CLIENTS BASED ON LEGAL AID AND PRIVATE PRO BONO ATTORNEY RESPONSES



Finally, Figure 5 presents the most common legal issues facing veterans and surviving spouses from the perspective of VSOs, veterans and surviving spouses. While many of the same legal issues were found in each figure, there were many observed differences. The OMLA hopes to further understand and integrate these observed differences into its program to ensure the future and long-term needs of Servicemembers are being met. To date, the **@EASE** program's will-drafting workshops have done much to assist veterans with their estate planning needs.

FIGURE 5

THE TOP-5 LEGAL ISSUES FACING VETERANS AND SURVIVING SPOUSES BASED ON VETERANS, SURVIVING SPOUSES AND VSO RESPONSES



Data gathered from these surveys support the need for a legal program in Nevada, provide insight into the connection between legal issues and financial strain and stress, and offer potential indicators of program success.

Aligning with National Priorities

We are honored to have the Executive Director of the National Association of Attorneys General and the former Judge Advocate General of the United States Navy, James McPherson, as a committee member of our program. Director McPherson has offered his support and his national influence to help our program from its genesis to achieve its goal of creating pro bono legal representation for our military families. With his wealth of experience, he is keenly aware of the issues facing our military. His statement below offers sophisticated insight into the pervasive challenge of providing our military members access to pro bono legal assistance.

"Since the beginning of the all-volunteer force nearly 42 years ago, the most challenging issue facing military leadership has been the emergence of the military family. Today, over 60% of the men and women who serve our country in uniform have families, referred to as 'dependents.' If you take a moment to consider that statistic, you would conclude that there are more dependents than there are military personnel. Those dependents and their military sponsors bring a need for support and service in a wide variety of areas including health care, housing and legal assistance. When we ask our military members to put on that uniform and protect this nation here in the U.S. or overseas, we owe it to them to take care of the families they leave behind. The least we can do is see to it that their families are not taken advantage of by unscrupulous lenders, car salespeople, landlords or any other predatory entities. The terrible truth is that none of the military services have sufficient resources to provide that protection."

"When I was the Navy Judge Advocate General, I had to make the very difficult decision of reducing the staffing in our already overworked stateside offices in order to send my men and women to Iraq and Afghanistan. I had no other choice. I reached out to local bar associations, civic groups and even the American Bar Association for help. While some enthusiastically responded, most were unable to assist for a variety of reasons. The end result was that a young mother of two small children, whose husband was deployed on a navy ship to the Gulf, had to wait weeks before she could see a legal assistance attorney to help her with the eviction she was facing. Even when she was seen, that legal assistance attorney was limited in his ability to assist her because of state bar rules regarding legal representation in state courts. Much as I tried, I failed that young family and that sailor."

"Through his Office of Military Legal Assistance initiative, Attorney General Laxalt has found a way to remedy the failure I experienced so that current Judge Advocates General do not have to feel so limited in the legal assistance they can offer their fellow Servicemembers. His tremendous undertaking that uses the prestige of his office and outstanding staff, helps enlist the assistance of the Nevada Bar and local law firms to fill this unfortunate gap in legal representation. I encourage Servicemembers to take advantage of this new and innovate program, and urge local attorneys in the strongest terms possible to join Attorney General Laxalt in this effort to support those that are protecting us."

- James Mcpherson, Executive Director Of The National Association Of Attorneys General

The OMLA program is aligned with national efforts to address the enormous burden of Servicemembers' duties and the resulting challenges this burden creates. **@EASE** works to ensure that federal protections in place for military members are honored. The Servicemembers Civil Relief Act (SCRA) passed by the U.S. Congress in 1940 represents the centerpiece of federal legislation protecting active duty personnel, reservists and members of the National Guard. Though it covers a broad range of topics, the overall goal of the SCRA is to prevent certain issues and expenses from arising during a Servicemember's period of active duty.

Additionally, the Uniformed Services Employment and Reemployment Rights Act (USERRA) passed by Congress in 1970 prevents Servicemembers from facing discrimination from employers and from being fired while serving their country. Essential to the implementation of USERRA is the Veterans' Employment and Training Service (VETS) that provides limited assistance in order to enforce this legislation. However, it lacks a mechanism to offer broad legal services without incurring extra costs to the Servicemember.

The Department of Defense's legislative state liaisons have joined the OMLA to help bring the **@EASE** program to the attention of other states across the nation. The **@EASE** program was honored nationally and designated, not only a "best practice" statewide, military pro bono legal services program, but also as "best practice" enabling legislation. SB60 which is the originating legislation of the OMLA, passed with unanimous approval of both houses in Nevada, ensuring the program will continue within the Attorney General's Office for years to come. This latest development speaks to the fact that the OMLA program can easily be replicated in other states under our structural model.

The OMLA and our state and national partners share the same core belief, promoted by the Pentagon's Office of Family and Warrior Support, that there is a Sea of Goodwill[xxi] in American communities that exists to support our military and veterans at all levels of community and society. The OMLA works with other existing programs that are committed to veterans' welfare, such as Nevada's veterans systems change initiative led by the Governor's Office of Military and Veterans Policy and the Nevada Department of Veterans Services. It is the goal of the OMLA to align efforts, create efficiencies and achieve sustainability through these partnerships.

"Our military members have sacrificed throughout their service for our families, communities and countrymen. It was their duty to protect our country and to fight for freedom and justice. It is this country's duty to protect our Servicemembers, promote their freedom and ensure justice for them and their families."

- Nevada Attorney General Adam Laxalt

Legal Issues in the Military Context

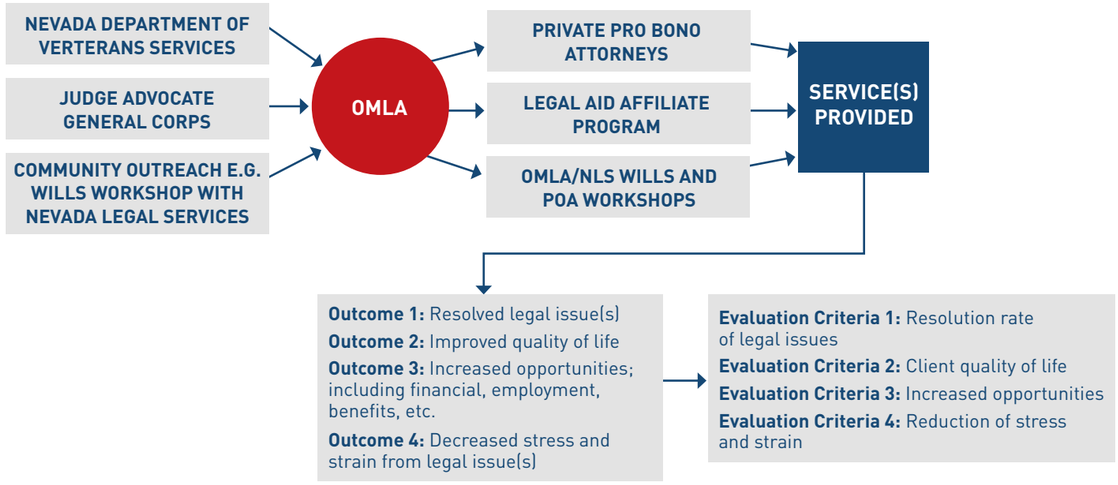
Our branches of the military offer basic legal assistance services and advice to active duty Servicemembers through JAG Offices. JAGs are trained to be broadly skilled in multiple areas of the law including military justice, fiscal, operational and administrative law. The roles of JAGs vary between service branches, but services generally include: ministerial services, legal counseling, legal correspondence, legal negotiation, legal documentation preparation and legal document filing. While this may seem robust, regulations often outline strict restrictions on the services, and the JAGs are often unable to take on the role of representation in court. Moreover, due to the often-dynamic nature of military personnel, it is common for a JAG to not be licensed to practice law in the state where they are currently stationed. This limitation makes in-court appearances impracticable or even prohibited. Legal representation by JAGs also may be prohibited in certain cases because the case might detract from the quality or availability of other legal assistance services or because the attorneys available do not possess the requisite qualifications. Additionally, like in civilian matters, a conflict of interest may prevent a JAG, and in some instances, all the attorneys in a legal office, from providing legal assistance to a particular client.

When it comes to more complex or specialized personal legal assistance matters, JAGs may be able to refer the cases to private attorneys. For matters that inevitably require referral to private counsel, JAGs are limited to providing brief advice, an explanation of the possible options. Often, JAGs must advise Servicemembers that representation by their office will not include litigation and that civilian counsel may be necessary. This can leave the Servicemember navigating litigation and the court system "pro se," or on their own behalf. These restrictions are specifically problematic in consumer affairs cases where predatory lenders and businesses target Servicemembers. JAGs have the ability to review contracts, warranties and other documents, and may contact and negotiate with businesses. However, by the time the Servicemember in need realizes that they may be in serious trouble, it is often too late for the preventive measures JAGs can provide. Commonly Servicemembers have to walk away from their rights as a result of not being able to afford adequate legal representation.

For the first time in Nevada's history, the OMLA provides free legal representation to active duty, Guard and reserve components regardless of rank on a variety of civil issues. The OMLA is also able to relieve JAG Offices that have historically been unable to secure representation for their clients on critical issues. The OMLA allows military families to protect themselves from victimization and provides representation to our Servicemembers who have risked their lives protecting our state and nation.

FIGURE 6

THE OMLA REFERRAL AND LEGAL SERVICES PROCESS WITH OUTCOMES AND EVALUATION CRITERIA



Through excellent leadership from our military installations, the OMLA has partnered with statewide and neighboring JAG communities to quickly receive cases with immediate needs. For example, if a Servicemember goes to their legal assistance office with a legal issue beyond the scope of the JAG Office that requires representation in court, the JAG will offer the OMLA as a solution.

After the intake form is sent to the OMLA by a JAG or VSO, we set about finding representation for the client and look to our pro bono attorney pool and affiliate programs to match the client with the most suitable representation based on area of expertise, location and availability. The OMLA frequently has success finding a pro bono lawyer for cases within 24 hours.

For the Nevada veteran population in need of wills or powers of attorney, the OMLA relies on VSOs to provide intake to the program. VSOs may also draft these documents for a veteran in

need. If it is not an immediate need, the veteran can sign up for a wills workshop offered by the OMLA in locations across the state. However, if the need is urgent, The OMLA will refer the veteran to one of our pro bono attorneys or affiliate programs.

"The Nevada Attorney General's Office of Military Legal Assistance is an important tool among several to ensure that our Servicemembers are 'legally ready' to perform their missions. For those Servicemembers stationed at Naval Air Station Fallon in a remote part of Northern Nevada, finding legal counsel to assist with in-state legal issues can be challenging. It is even more challenging especially when the cost of legal services often exceeds the budget of our junior Servicemembers. This program takes a leadership role in joining the legal needs of Servicemembers with local pro bono services that are willing to assist. We welcome this assistance and expect that it will have a lasting, positive impact on our Servicemembers and their ability to complete their missions"

- Lieutenant Victor Marquez, U.S. Navy, Staff Judge Advocate, Naval Air Station Fallon

Evaluating Program Success

In order to effectively measure our impact and evaluate the program, we are also partnering with the University of Nevada, Las Vegas School of Public Policy and Leadership (PPL), which provides us with a robust set of researchers, data analysts and tools to ensure we are investing our program dollars wisely. PPL will also be working with us to design thorough evaluation benchmarks and metrics that will provide strong data on the change in the quality of life for program participants as a result of having their legal needs met, including reduction in life stress, increase in financial stability, and improvement in employment, health and wellness outcomes.

OMLA GOAL

The goal of the OMLA is to improve military readiness, employment, health, wellness and education outcomes for Nevada active duty military and veterans by meeting critical unmet legal needs.

OMLA OBJECTIVES FOR ACTIVE DUTY SERVICEMEMBERS

- To improve military readiness by providing representation on their civil legal issues.
- To increase education, awareness and legal support (beyond JAG).
- To improve quality of life by reducing financial burdens, individual and/or family stress from legal issues.
- To improve active duty health and increase mission-driven focus by reducing stress and strain from legal issues.
- To increase opportunities for post-service employment through legal issue resolutions.

OMLA OBJECTIVES FOR VETERANS

- To increase opportunities for education and awareness of legal services.
- To improve opportunities to find gainful employment after legal issue resolution.
- To decrease the impact of veteran specific legal circumstances on civilian life and opportunities.
- To improve the overall quality of life by reducing financial burdens, individual and/or family stress experienced living with unresolved legal issues.
- To increase overall health and wellness by providing services for legal needs.
- To provide a solution-based program to resolve unmet needs and issues.

To determine improvement in the life of a client as a result of service provision, the program pre-tests each client when they enter the program to assess and understand the following:

- The type of challenge active duty military and veterans with legal issues are dealing with;
- How long they have been dealing with the issue without resolution;
- How and to what degree this issue impacts their life; and
- The financial impact of the legal issue.

After the provision of legal services, we post-test the client to determine how the legal assistance has changed the client's living situation, quality of life and financial situation. Success, for the program, is defined as reduction in financial stress and strain, reduction in life stress and strain, improved ability to work and be productive, improved housing stability and improved family stability.

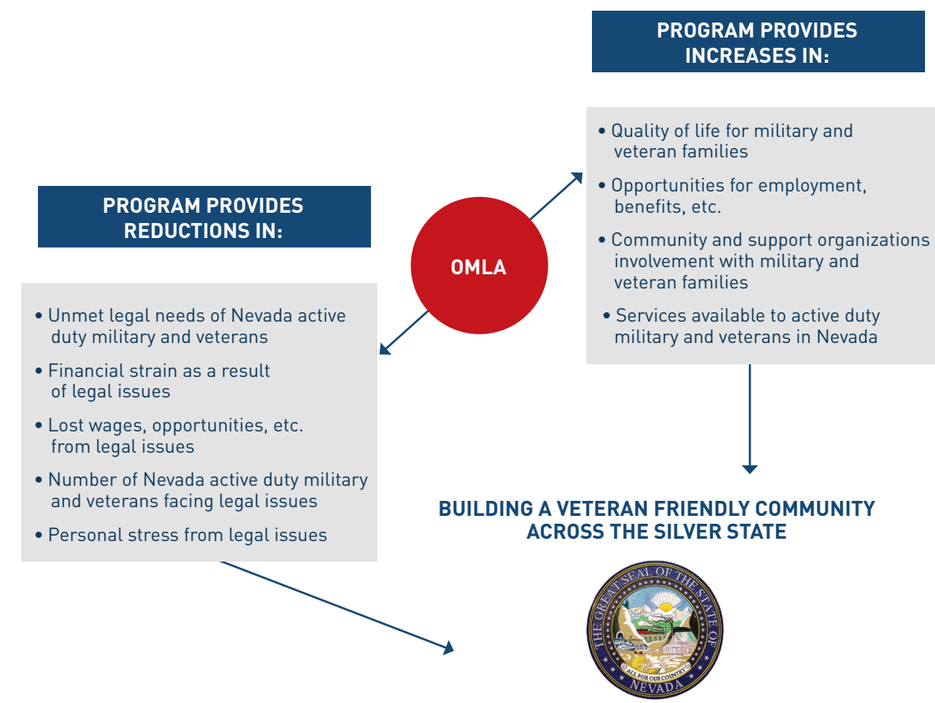
The program also tracks the number of pro bono hours provided by our attorney partners and calculates the value of those hours to determine the overall community benefit provided to Nevada through this project. Figure 7 presents the model for **@EASE** Program success with specific attention to outcomes of the program.

"Members of the military put their lives on the line for all of us. When they face a legal issue – a landlord unwilling to end a lease when orders come to move or a need to give guardianship of their children to a family member – it is important for them to know that we are there for them. That is why the Office of Military Legal Assistance is so important. It creates a critical connection between Nevada's military and pro bono legal resources to ensure that our military families get the high quality legal help they need when they need it. Legal Aid Center of Southern Nevada supports this innovative program, and its staff and pro bono volunteers are committed to helping it become a success. Our troops deserve no less."

- Barbara Buckley, Executive Director of Legal Aid Center of Southern Nevada

FIGURE 7

THE **@EASE** MODEL OF PROGRAM SUCCESS



Partnering for Impact

"The Nevada Military Support Alliance (NMSA) is proud to partner with Nevada's Attorney General and his Office of Military Legal Assistance in order to bring critical legal services to our military and veterans through the pro bono efforts of Nevada's legal community. For more than 12 years, the NMSA has been honored to serve Nevada's warriors and their families with the support and compassion of our entire state."

- Scott Bensing, Executive Director of the Nevada Military Support Alliance

Attorney General Laxalt assembled an outstanding group of representatives from Nevada's military and legal communities. Members of the committee include representatives from the various military components in the state, private law firms, the William S. Boyd School of Law (Nevada's only law school), the Legal Aid Center of Southern Nevada, Nevada Legal Services, state and county bar associations, general counsel's offices from Nevada corporations, Nevada Military Support Alliance and the Nevada Justice Association. This group has shaped the parameters of the program to best serve all of our military communities.

BRANCHES OF THE MILITARY AND DEPARTMENT OF VETERANS SERVICES

We serve all branches of the military to ensure the program is able to meet the unmet needs of every active duty Servicemember or veteran and their families.

FIGURE 8

THE BRANCHES OF THE U.S. MILITARY THAT WE SERVE

FIGURE 9

THE NATIONAL GUARD BRANCHES OF U.S. MILITARY THAT WE SERVE

FIGURE 10

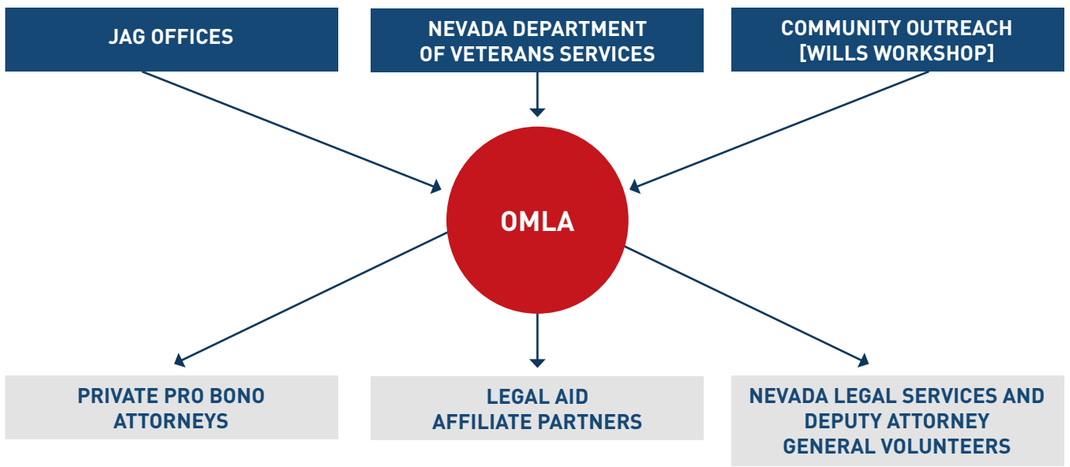
THE RESERVE BRANCHES OF U.S. MILITARY THAT WE SERVE

PRIVATE AND LEGAL AID ATTORNEYS

The support for this program has been overwhelming, and the 150 private sector attorneys who have agreed to provide pro bono legal services speaks to our state's incredible goodwill and desire to serve their military community. These attorneys come from all over Nevada and represent a broad spectrum of legal knowledge. The list of pro bono attorneys continues to grow, but the need remains high and the program's doors will always be open to private sector attorneys looking to provide legal assistance to our country's uniformed men and women.

FIGURE 11

THE **@EASE** PARTNERS AND THEIR PROGRAM ROLES



"The attorneys of McDonald Carano Wilson recognize that Nevada's active duty military Servicemembers, reserves, National Guard and veterans need legal support services now more than ever. We are honored to participate in this program. Never has the law been more complicated and courts and government agencies more difficult to navigate. A veteran myself, I believe that pro bono assistance for military Servicemembers has become a critical civic and professional calling. I urge my fellow Nevada attorneys to support this program. Many of our troops are working poor, and suffer from wounds, disabilities and even homelessness. Given the hardship of service and challenges of constant deployments, Nevada's Servicemembers should be able to count members of the legal profession among those who appreciate their sacrifice and stand ready to help them shoulder their legal burdens."

- Jim Bradshaw, representing the Nevada Justice Association

Moving Forward: Call to Action

The OMLA is committed to meeting the legal needs of our active duty military and veterans in Nevada. This initiative continues to benefit from a coordinated effort between other agencies, programs, attorneys, military members and our communities.

"NON SIBI SED PATRIAE ~~ NOT FOR SELF, BUT FOR COUNTRY"

Everyone has a role to play in making sure our men and women who have served in our military lead healthy, productive lives. You can support the **@EASE** Program in a number of ways:

If you are active duty military or a veteran in need of legal services...

- Contact your JAG or VSO to be screened for the program.
- Visit our website at http://nvagomla.nv.gov for more information about the program.

If you are an attorney or provide legal aid...

- You can sign up to volunteer your time.
- Request that a representative of the program speak to your law firm about pro bono opportunities by visiting our website at http://nvagomla.nv.gov.
- Contact **@EASE** at (775) 684-1160 if you are interested in providing legal education or information at events to military members or veterans.

If you are a policymaker...

- Contact **@EASE** for more information about the program and policies affecting this population.

If you are a philanthropist or corporation...

- Consider investing in the **@EASE** program to support meeting the legal needs of our military personnel and veterans through our support fund at the Nevada Military Support Alliance.
- Contact **@EASE** for more information about the work we are doing across the state and how you can help.

If you are a community organization...

- Consider hosting an educational event.
- Hold a fundraiser for veteran legal needs.

"Nevada Legal Services is proud to be a partner with the new Office of Military Legal Assistance. One of the most overlooked areas of legal need are those of the people who have served or are serving their country. Nevada Legal Services looks forward to working with the Attorney General's office to meet the needs of Nevada's military families, especially Nevada's homeless Veterans."

- Anna Marie Johnson, Executive Director of Nevada Legal Services

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Thank You to Our Sponsors

This undertaking would not be possible without the generous support from our partners in both the public and private sectors, from the hundreds of private sector attorneys who volunteer their time to help active duty Servicemembers and veterans with their legal matters, to the Nevada Military Support Alliance that has stood by the program since its inception. We are grateful to our program sponsors from the private sector including the Nevada Military Support Alliance, SWITCH, Las Vegas Sands Corporation, Cosmopolitan of Las Vegas, Zuffa LLC, the Nevada Community Foundation, the Federal Home Loan Bank of San Francisco, and other private entities who have dedicated resources to the program to make serving our military community possible.

About the Author

Strategic Progress, LLC is a Nevada-based company specializing in public policy research and analytics, the design and implementation of large-scale policy initiatives and federal grant competitiveness. Cyndy Ortiz Gustafson, Strategic Progress founder and CEO, holds a Master of Political Science with an emphasis in Public Law from Washington State University. She directed the research and writing of this project.

Innovative Research and Analysis LLC is a Nevada-based small business core partner of Strategic Progress LLC. Justin S. Gardner, the founder and CEO of Innovative Research and Analysis, was the lead research consultant and co-author of this project. Mr. Gardner is completing his PhD in Public Affairs at the University of Nevada Las Vegas.

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The Obesity Burden in Nevada

NEVADA Wellness

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Dear Nevada Citizens:

The Nevada Division of Public and Behavioral Health is very pleased to present the first Nevada Statewide Obesity Burden Report. This report was developed to highlight and define the burden of obesity in Nevada. The Nevada Division of Public and Behavioral Health would like to express gratitude for the dedication and support extended by the many individuals and organizations that participated in on-going efforts focused on addressing the burden of obesity in Nevada.

According to the Centers for Disease Control and Prevention (CDC), "more than one-third of U.S. adults (over 72 million people) and 17 percent of U.S. children are obese. During 1980–2008, obesity rates doubled for adults and tripled for children. During the past several decades, obesity rates for all population groups—regardless of age, sex, race, ethnicity, socioeconomic status, education level, or geographic region—have increased markedly."

Obesity in Nevada, especially among children, is a rapidly growing chronic health problem. Data reported in 2013 from a statewide study of children entering kindergarten in Nevada reveals 29.6 percent of children were overweight or obese. According to the 2013 Youth Risk Behavioral Survey, 27 percent of students in grades 9-12 reported being overweight or obese. Over one-third of 4th, 7th, 10th grade students participating in the 2011-2012 Body Mass Index (BMI) collection in Nevada schools were reported either overweight or obese. Without further action, this trend will continue to increase over time.

The work of the Nevada Obesity Prevention Program and Chronic Disease Prevention and Health Promotion Section (CDPHP) has brought critically needed attention to this public health problem through the publication and dissemination of the Nevada Statewide Obesity Burden Report. I am pleased this report outlines current data and evidence-based best practices that can help to reduce the health and financial burden of obesity among Nevada's adults and children. We look forward to collectively continuing efforts combating and preventing obesity in Nevada.

Sincerely,

Tracey Green MD

Tracey Green, M.D.
Chief Medical Officer
Division of Public and Behavioral Health

Public Health: Working for a Safer and Healthier Nevada

Executive Summary

The State of Nevada has made obesity and overweight prevention a critical component of public health promotion. Updated reporting on state goals as part of Healthy People 2020 for obesity, which can be found on the Nevada Wellness website, indicates that Nevada is making progress in the fight against obesity. The proportion of adults in Nevada with obesity has been reduced well below the 2020 goal as shown in Graph 1.

Nevada has made a commitment to policies and programs that reach Nevada's youth, beginning with programs to support nutrition for newborns and young children, and continuing through elementary elementary and secondary education with school health programs. Additionally, Nevada developed the Nevada Wellness website, http://nevadawellness.org, to assist all Nevadans in their personal pursuit of a healthy lifestyle. Nevada Wellness focuses on many obesity related health concerns and healthy lifestyle recommendations, including a commitment to worksite wellness and increased physical activity.

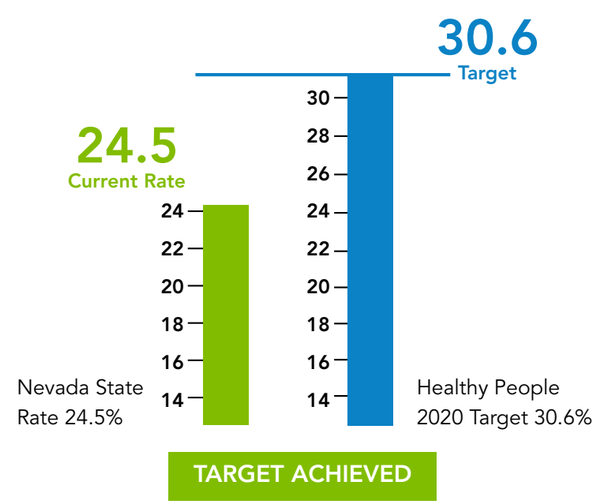
This report highlights the efforts in Nevada related to obesity reduction and prevention, including a presentation of four critical areas to address obestiy in terms of Childhood Obesity, School Health, Worksite Wellness and Physical Education/Physical Activity. Additionally, national-level obesity programs and data are discussed for comparison.

Our Mission

Nevada Wellness motivates Nevadans to lead a healthy lifestyle at work, at school and at home by connecting them to valuable existing health and wellness resources within the state that help them eat better, be more active, and make smart health choices.

Graph 1: Obesity Related Goal, Adult Obesity Rate

Reduce the proportion of adults who are obese



Data Source: Nevada Wellness website (http://nevadawellness.org/)

America's health rankings 2014.

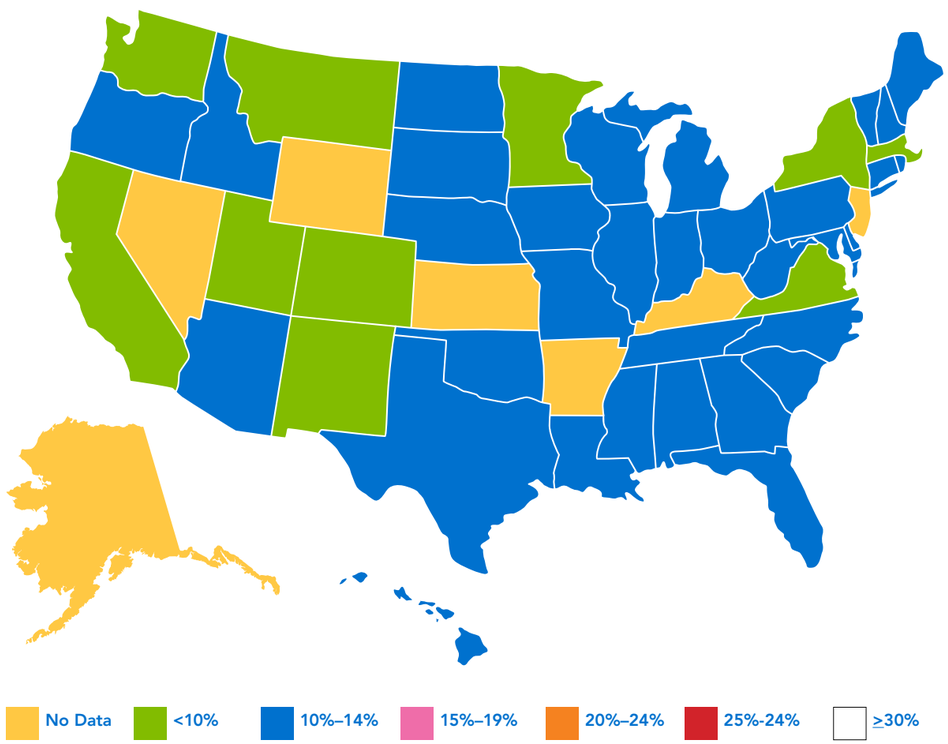
Introduction

For the past three decades, the American population, and Nevada, has increased in the rates of obesity and overweight. As the waistline of the average American continues to grow, so do the numerous health-related issues. Moreover, in recent years, obesity has become one of the largest causes of preventable death in America. The Centers for Disease Control and Prevention (CDC) publishes Obesity Prevalence Maps that show the prevalence of obesity among adults by state using self-reported information from the Behavioral Risk Factor Surveillance System (BRFSS).

As is visible from the CDC comparison of 1990 to 2010, in only two decades, every single state experienced substantial increases in obesity rates. The obesity epidemic has expanded at both ends of the age spectrum, with increases in overweight and obesity rates for adolescents and children over the past two decades.

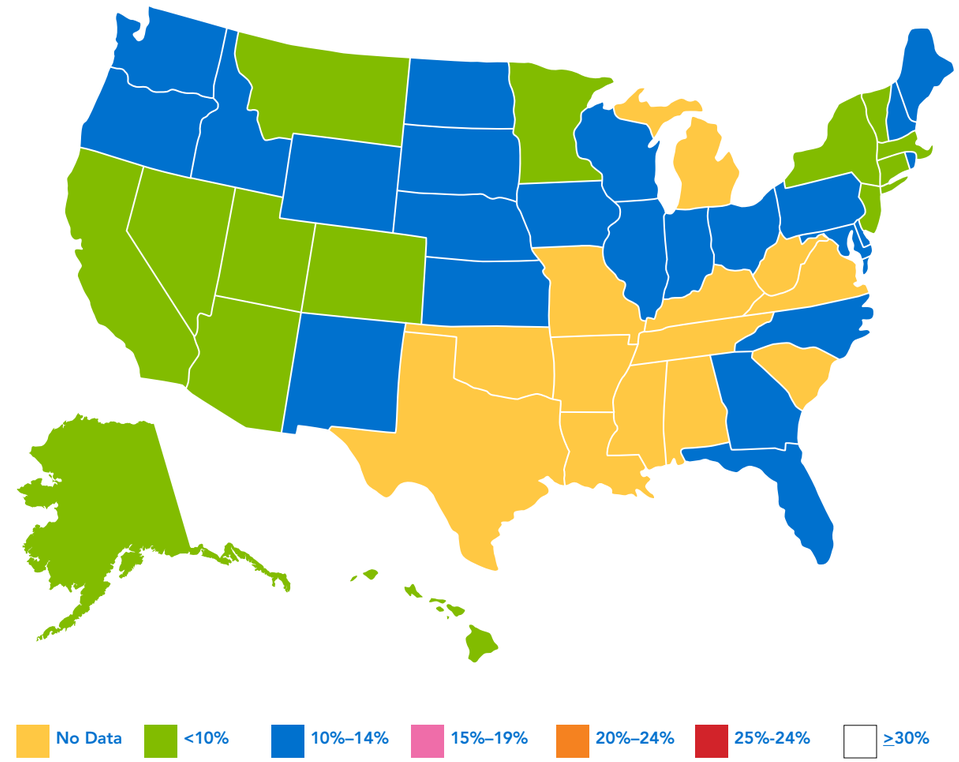
Nevada is not unlike the other 49 states in terms of obesity increases and continued efforts to prevent obesity, treat comorbid diseases, and promote healthy lifestyles across the state. Policy initiatives have been introduced to increase obesity-related prevention programs for Nevada's children and youth. More emphasis has been made on school-based nutrition and healthy lifestyle programs, promoting breastfeeding-friendly hospitals and workplaces, and integration of wellness programs at workplaces.

Figure 1: 1990 Map of Obesity Rates Across the United States



From: http://www.cdc.gov/obesity/data/adult.html

Figure 2: CDC 2010 Map of Obesity Rates Across the United States



From: http://www.cdc.gov/obesity/data/adult.html

The Obesity Burden in Nevada

Nevada has been one of the nation's fastest growing states for the past five decades, primarily due to population growth in Clark and Washoe Counties.[i]

Although there are various methods to define urban, rural and frontier regions, it is widely agreed upon that the majority of counties in Nevada are rural or frontier.[ii] According to the 2010 Census Bureau designations, approximately 91.8% of the population resides in urban counties in Nevada, while the remaining 8.2% reside in rural or frontier counties. These rural counties encompass a vast majority of the state with large distances between communities.

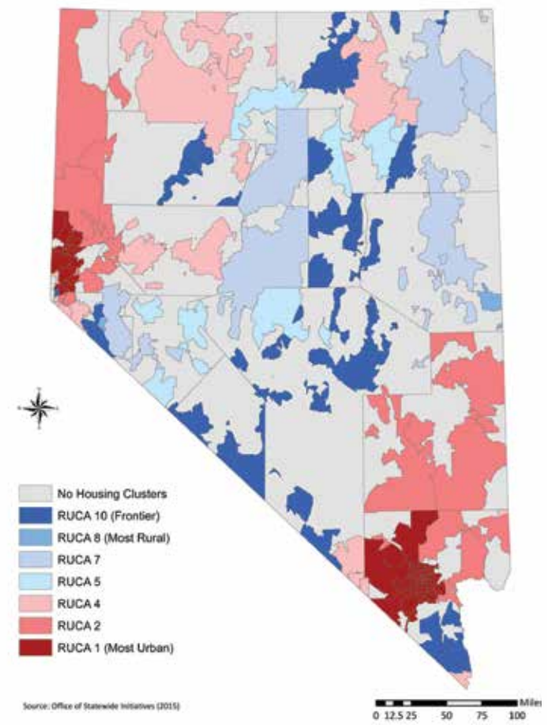
With much of Nevada populated by less than 10% of the state's population, there are unique challenges in rural communities. These communities tend to have an older population and often deal with significant lack of access to health resources. Older populations use a disproportionately higher amount of health resources and experience higher rates of disability and mortality.[iii]

TABLE 1: STATE DEMOGRAPHICS 2006-2015

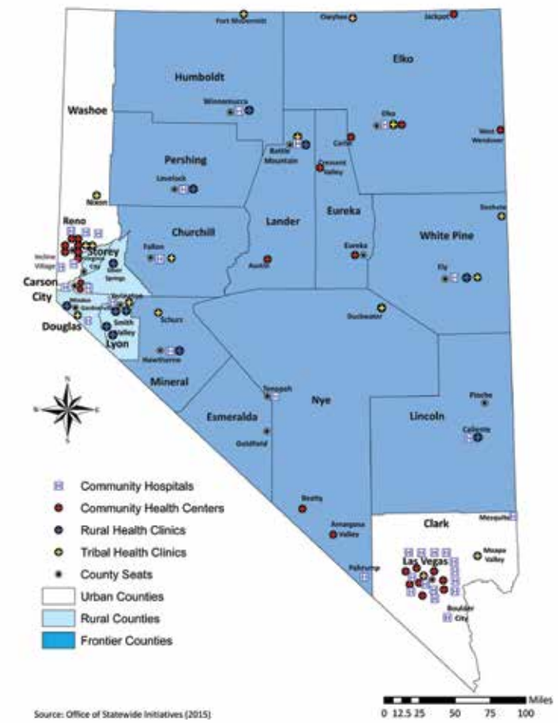
	2006 Population	2015 Population	Net Change	Percent Change
Statewide	2,498,828	2,822,675	323,847	12.96%
Clark County	395,484	439,283	43,799	11.07%
Washoe County	1,783,781	2,049,593	265,812	14.90%
Region 1	101,554	101,378	(176)	-0.17%
Carson City	54,655	53,973	-682	-1.2%
Douglas County	46,899	47,405	506	1.1%
Region 2	51,086	55,309	4,223	8.27%
Churchhill County	24,610	25,522	912	3.7%
Humboldt County	15,654	18,071	2,417	15.4%
Pershing County	5,309	5,303	-6	-0.1%
Lander County	5,513	6,431	900	16.3%
Region 3	56,515	65,445	8,930	15.80%
Elko County	46,471	54,298	7,827	16.8%
Eureka County	1,711	2,020	309	18.1%
White Pine County	8,333	9,127	794	9.5%
Region 4	47,862	50,435	11,503	5.38%
Esmerelda	922	979	57	6.2%
Lincoln	4,381	4,898	608	13.9%
Nye	42,559	44,467	1,908	4.5%
Region 5	62,547	61,232	10,188	-2.10%
Lyon County	53,994	52,992	-1,002	-1.9%
Mineral County	4,570	4,101	-469	-10.3%
Storey County	3,983	4,139	156	3.9%

Data source: Nevada State Demographer (May 2015)

Nevada Population by Rural-Urban Commuting Areas



Healthcare Resources in Nevada



The Economic Burden of Obesity

As obesity rates continue to rise across the country, the economic consequences of obesity and obesity-related diseases rise as well. The prevalence of obesity is associated with both direct costs (e.g. preventative, diagnostic, and treatment services) and indirect costs (e.g. wages lost due to illness or disability, and future earnings due to premature death).[iv]

"The total economic cost of overweight and obesity in the United States and Canada caused by medical costs, excess mortality and disability is approximately $300 billion per year. The portion of this total due to overweight is approximately $80 billion, and approximately $220 billion is due to obesity. The portion of the total in the United States is approximately 90 percent of the total for the United States and Canada."[v]

The economic burden of obesity is calculated not only by factoring in increased health care costs but also by factoring lost productivity costs and the burden on society of negatively impacted health-related quality of life.[vi, vii]

Recent U.S. studies find that obese patients incur:[viii]

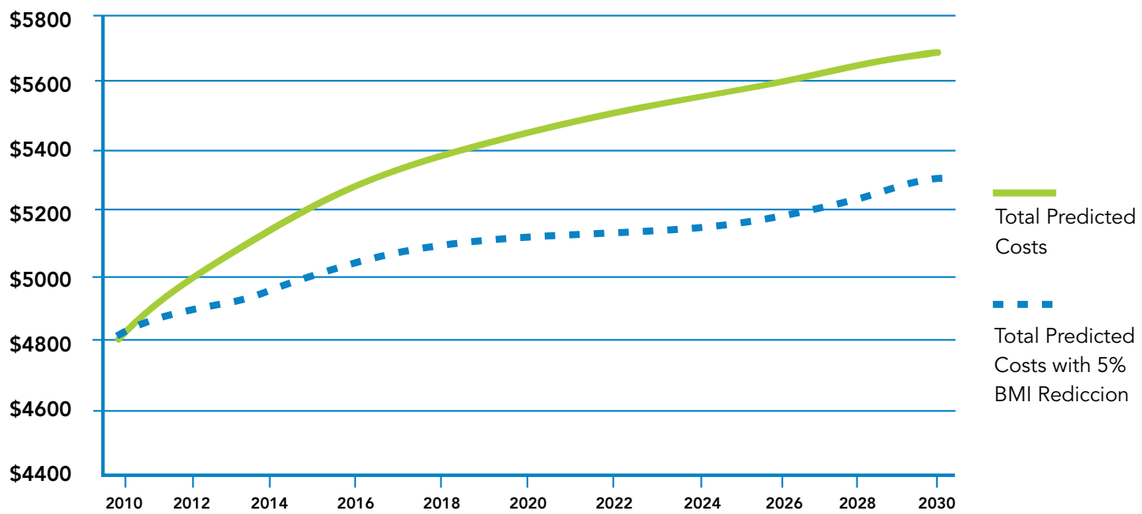
- 46% increased inpatient costs
- 27% more physician visits and outpatient visits
- 80% increased spending on prescription drugs

A 2010 study[122] by Finkelstein and colleagues shows just how much of the burden is carried through to taxpayers who support Medicare where obese individuals have higher costs than healthy weight individuals. Medicare has a greater financial incentive to prevent obesity than the private sector due to the fact that when an obese 65 year old enters the program, his/her costs are immediate and substantially higher than those of a healthy weight person. In addition, the study estimated costs for employers ranging from $175 per year to $2,485 per year depending on the degree of overweight for an employee and their gender. Roughly 30% of these costs were due to absenteeism.[ix]

In 2008, taxpayers in the United States paid a bill as high as $147 billion, or almost 10% of all medical spending, up substantially from their 1998 study where they reported $78.5 billion a year in taxpayer spending on obesity.[x]

According to the Robert Wood Foundation, reducing the average body mass index in Nevada by 5% could lead to health care savings of more than $2 million in 10 years and $5 million in 20 years.[xi]

Graph 2: Annual Obesity Spending Projections (2010-2030)



Data Source: Robert Wood Johnson Foundation, Bending the Obesity Curve in Nevada Issue Brief (2012)

TABLE 2: OBESITY-RELATED HEALTH CARE COSTS IN NEVADA	
Potential Savings by 2020 if BMI is Reduced by 5% (cumulative)	Potential Savings by 2030 if BMI is Reduced by 5% (cumulative)
$2,095,000,000	$5,921,000,000

Data Source: Robert Wood Johnson Foundation, Bending the Obesity Curve in Nevada Issue Brief (2012)

TABLE 3: POTENTIAL HEALTH AND COST SAVINGS BY TOP OBESITY-RELATED HEALTH PROBLEMS					
	2010 Number of Cases	Potential Cases Avoided by 2020 if BMI is Reduced by 5% (cumulative)*	Potential Cost Savings by 2020, if BMI is Reduced by 5% (cumulative)	Potential Cases Avoided by 2030 if BMI is Reduced by 5% (cumulative)	Potential Cost Savings by 2030, if BMI is Reduced by 5% (cumulative)
Type 2 Diabetes	214,217	34,232	$690,000,000	65,087	$2,172,000,000
Obesity-related Cancers*	37,310	2,369	$82,000,000	4,521	$164,000,000
Coronary Heart Disease & Stroke	144,554	26,144	$989,000,000	55,556	$2,653,000,000
Hypertension	511,848	31,999	$149,000,000	53,677	$401,000,000
Arthritis	512,502	16,667	$191,000,000	30,746	$540,000,000

2010 baseline for potential cases, costs and savings

*National Heart Forum provided the total cases and cases avoided per 100,000 people, and TFAH used the state's 2011 census data to translate to the full population-based estimates.

^Top obesity-related cancers include endometrial (uterine), esophageal, kidney, colon and post-menopausal breast caner.

Data Source: Robert Wood Johnson Foundation, Bending the Obesity Curve in Nevada Issues Brief (2012)

Return on Investment in Obesity Prevention

In 2011, The American Heart Association published a review of over 200 studies that found that most cardiovascular disease could be prevented or delayed through prevention strategies, programs and policies and direct medical care provision.[xii] Key findings include:[xiii]

- Every $1 spent on building biking trails and walking paths could save approximately $3 in medical expenses.
- For every $1 spent in wellness programs, companies could save $3.27 in medical costs and $2.73 in absenteeism costs.
- Some interventions have been shown to help improve nutrition and activity habits in just one year and had a return of $1.17 for every $1 spent.
- Participants in community-based programs that focused on improving nutrition and increasing physical activity had a 58% reduction in incidence of type 2 diabetes compared with drug therapy, which had a 31% reduction.

Obesity Across the Lifespan

Childhood Obesity

According to the American Heart Association, an estimated 1 in 3 American children and teens is overweight or obese, placing them at a greater risk of developing a variety of health problems that previously weren't seen until adulthood, including high blood pressure, type 2 diabetes, elevated blood cholesterol levels, and excess weight at a young age that have been linked to higher and earlier death rates in adulthood. There are also psychological effects such as low self-esteem, negative body image and depression.[xiv]

In addition, a child who grows up overweight has a 70% chance of being overweight as an adult, and an 80% chance if at least one of their parents was also obese (U.S. Department of Health and Human Services 2011).[xv]

Obesity in children and adolescents is defined as a Body Mass Index (BMI) at or above the 95th percentile for children and teens of the same age and sex.[xvi] BMI is measured using a child's height and weight and calculated using formulas and is expressed as a percentile, (http://www.whathealth.com/bmi/formula.html) which can be obtained from either a graph or a percentile calculator. Because weight, height, and their relation to body fatness change as children grow and develop, a child's BMI must be interpreted relative to other children of the same sex and age. However, to determine if excess fat is a problem, further assessments such as skinfold thickness measurements, evaluations of physical activity, diet, family history, and other appropriate health screenings may be performed by the health care provider.

The fundamental causes of childhood overweight and obesity are attributable to environments that influence:

- A shift in diet towards increased intake foods that are high in fat and sugars but low in vitamins, minerals and other healthy nutrients; and
- A trend towards decreased physical activity levels due to the increasingly sedentary nature of many forms of recreation time.

Furthermore, it is increasingly clear that the media, particularly TV, play an important role in the etiology of obesity. There are a number of ways that watching TV could be contributing to obesity: (1) increased sedentary activity and displacement of more physical pursuits; (2) unhealthy eating practices learned from both the programming and the advertisements for unhealthy foods; (3) increased snacking behavior while viewing; and (4) interference with normal sleep patterns.[xvii]

Unlike most adults, children and adolescents cannot choose the environment in which they live or the food they eat. They also have a limited ability to understand the long-term consequences of their behavior. Therefore, they require special attention when fighting the obesity epidemic, and prevention is a priority.

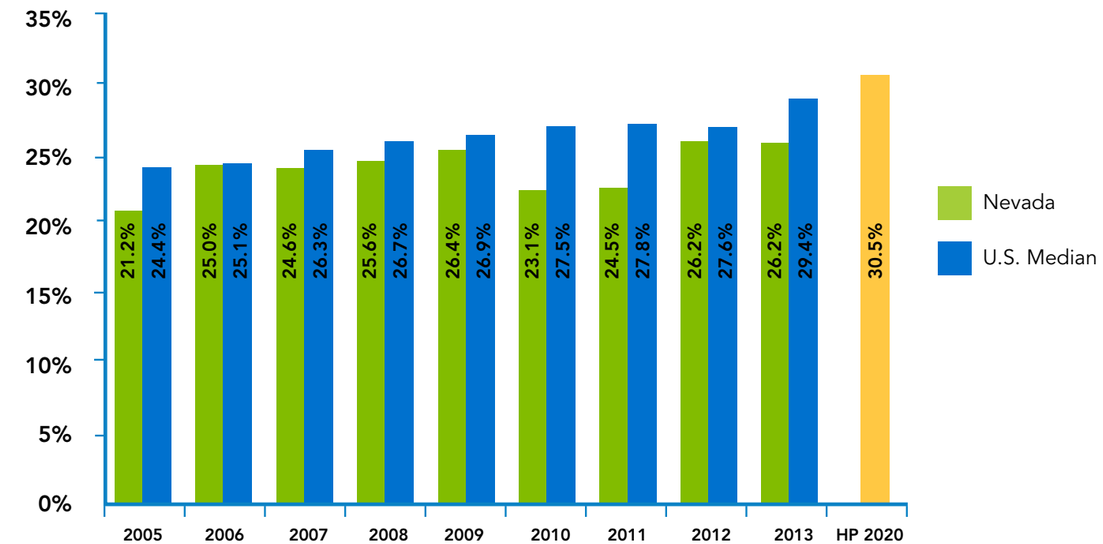
Childhood obesity is a growing problem in Nevada. According to the Nevada Division of Public and Behavioral Health:[xviii]

- 36.8% of children are overweight or obese
- 16.8% of children are overweight
- 20% of children are obese

Adult Obesity

The CDC states that more than one-third (34.9%) of all adults are considered obese.[xix]
Nevada's adult obesity rate is 26.2%, up from 21.3% in 2004 and from 13.1% in 1995.[xx]

Graph 3: Adult Obesity Prevalence in Nevada by Year (2005-2013 BRFSS)

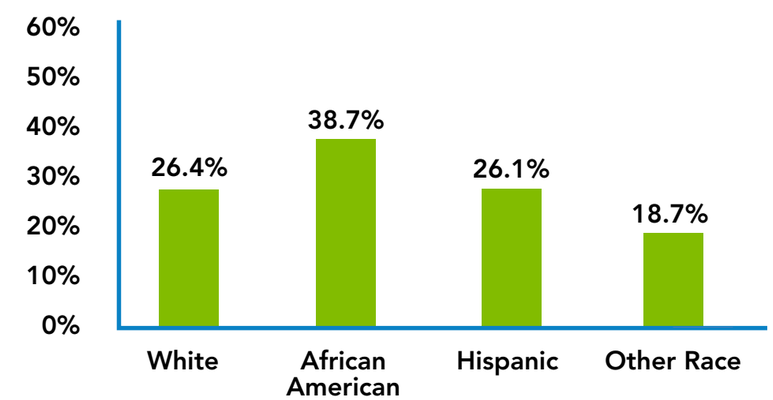


Note: BRFSS methodology changed in 2011, therefore, it may be misleading to compare statistics before and after methodology changes.

Source: Centers for Disease Control and Prevention (CDC). Behavioral Risk Factor Surveillance System Survey Data. Atlanta, Georgia: U.S. Department of Health and Human Services, Centers for Disease Control and Prevention, 2005-2013.

Presented to the Nevada State Legislature by Monica Morales. Prepared by Adel Mburia-Mwalili 2015

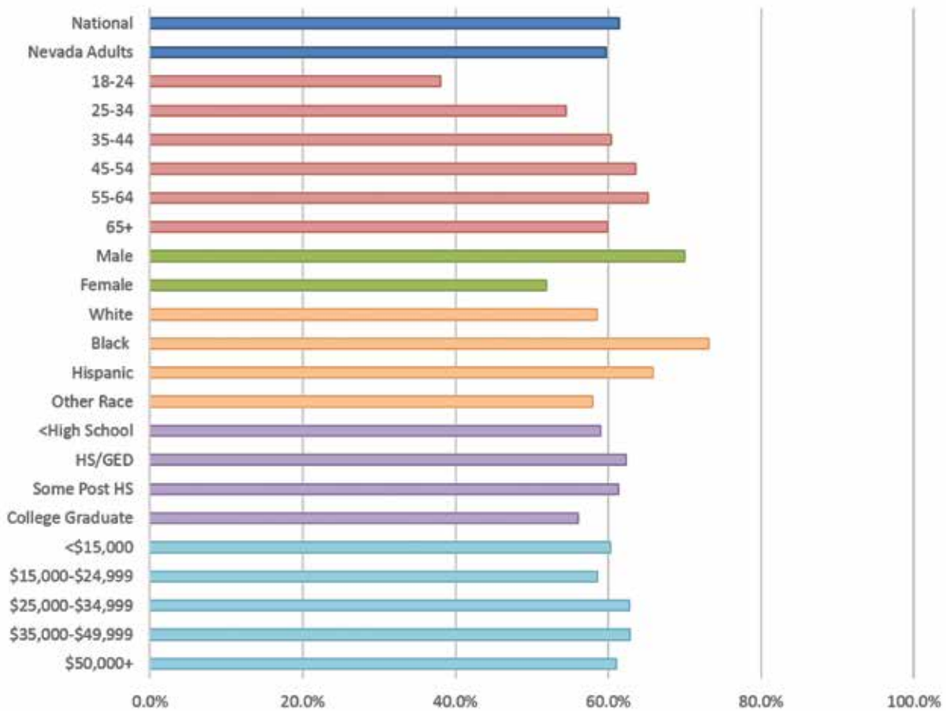
Graph 4: Adult Obesity Prevalence in Nevada by Race/Ethnicity (2013 BRFSS)



Source: Centers for Disease Control and Prevention (CDC). Behavioral Risk Factor Surveillance System Survey Data. Atlanta, Georgia: U.S. Department of Health and Human Services, Centers for Disease Control and Prevention, 2013.

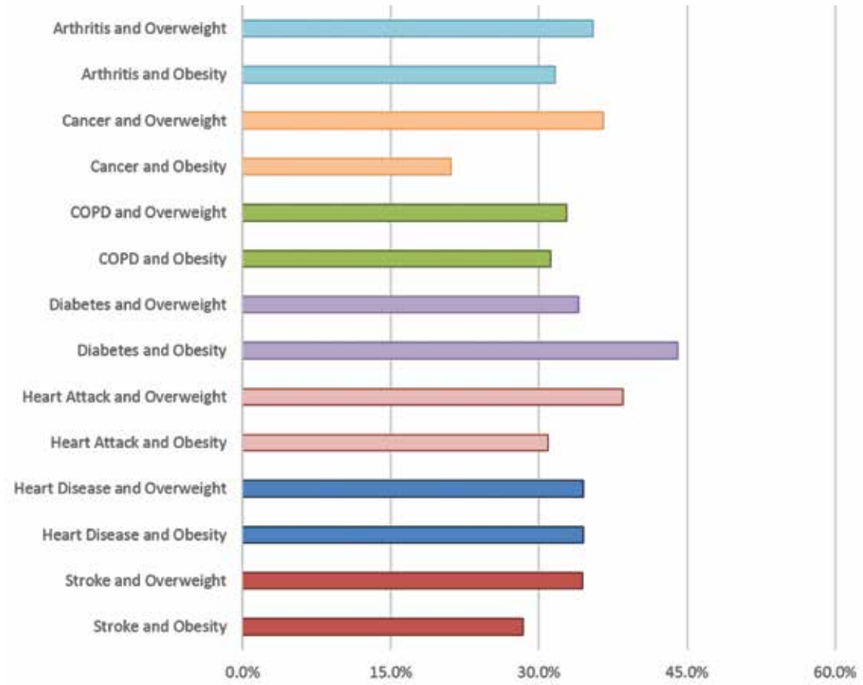
Presented to the Nevada State Legislature by Monica Morales. Prepared by Adel Mburia-Mwalili 2015

Graph 5: Adults Who Are Overweight or Obese in Nevada BRFSS 2013



For adults, overweight and obesity ranges are determined by using weight and height to calculate Body Mass Index (BMI). BMI is used because, for most people, it correlates with their amount of body fat. Overweight is defined as a BMI of 25 or higher; obesity is defined as a BMI of 30 or higher.[xxi]

Graph 6: Adults Who Are Overweight or Obese in Nevada BRFSS 2013



Overweight and obesity in adults can be caused by a variety of factors including behavioral, environmental, and genetic factors, and are a complex health issue to address.

- Overweight and obesity result from an energy imbalance, which involves eating too many calories and not getting enough physical activity.
- Body weight is the result of genes, metabolism, behavior, environment, culture, and socioeconomic status.
- Behavior and environment play a large role and are the greatest areas for prevention and treatment actions.[xxii]

The health consequences for overweight and obesity in adults include the following:[xxiii]

- Coronary heart disease
- Type 2 diabetes
- Cancers (endometrial, breast, and colon)
- Hypertension (high blood pressure)
- Dyslipidemia (for example, high total cholesterol or high levels of triglycerides)
- Stroke
- Liver and Gallbladder disease
- Sleep apnea and respiratory problems
- Osteoarthritis (a degeneration of cartilage and its underlying bone within a joint)
- Gynecological problems (abnormal menses, infertility)

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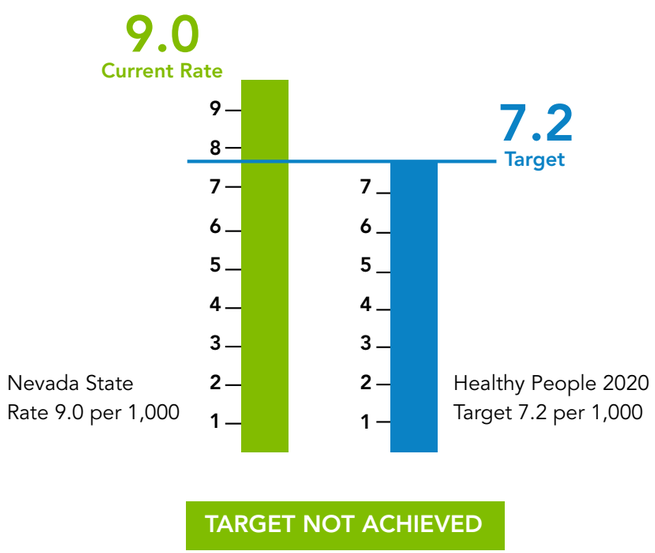
Lifespan Obesity

Overweight and obesity in youth are important public health concerns because childhood obesity increases the likelihood of adult obesity and associated health concerns. In fact, about 70% of obese adolescents grow up to become obese adults.[xxiv]

As mentioned earlier, children who are obese may experience health conditions that were once considered primarily adult problems, such as elevated blood cholesterol levels, increased blood pressure, and type 2 diabetes. When these conditions start in childhood, they can persist into adulthood and negatively affect lifelong health outcomes. For example, the younger a child falls into the obese category the earlier they fall into diabetes category.[xxv]

Graph 7: Obesity-related Goal, Diabetes Diagnosis (New Cases)

Reduce the annual number of new cases of diagnosed diabetes in the population

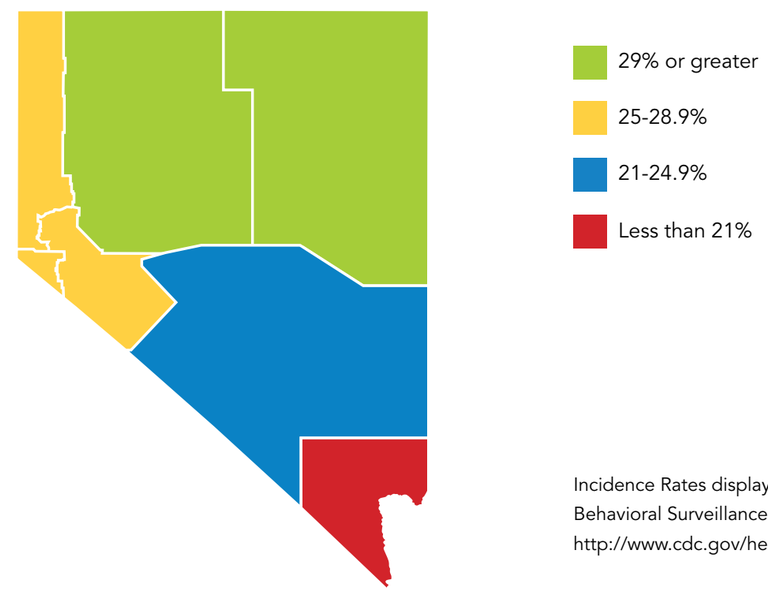


Data Source: Nevada Wellness website (http://nevadawellness.org/)

In a 2010 article published in the Journal of Adolescent Health, researchers focused on the long-term impact of obesity prevention in adolescents. They postulated that, "If current trends continue, one can anticipate in adults an even greater increase in obesity-related health problems and in obesity-related economic costs such as lost productivity, disability, morbidity, and premature death."[xxvi]

Research was conducted using Bayesian and Monte Carlo simulations to predict the impact of a 1% reduction in both overweight and obese adolescents ages 16-17, which they predicted would amount to a reduction of 52,821 adults with obesity in the future. Additionally, findings indicated that medical costs after age 40 would decrease by $586 million with an increase of 47,138 quality of life years after age 40.[xxvii] Overweight and obesity prevention and reduction efforts focused on adolescents promote healthy lifestyles in adulthood and therefore have impacts across the lifespan.

Figure 3: Overweight and Obesity Rates in Adolescents



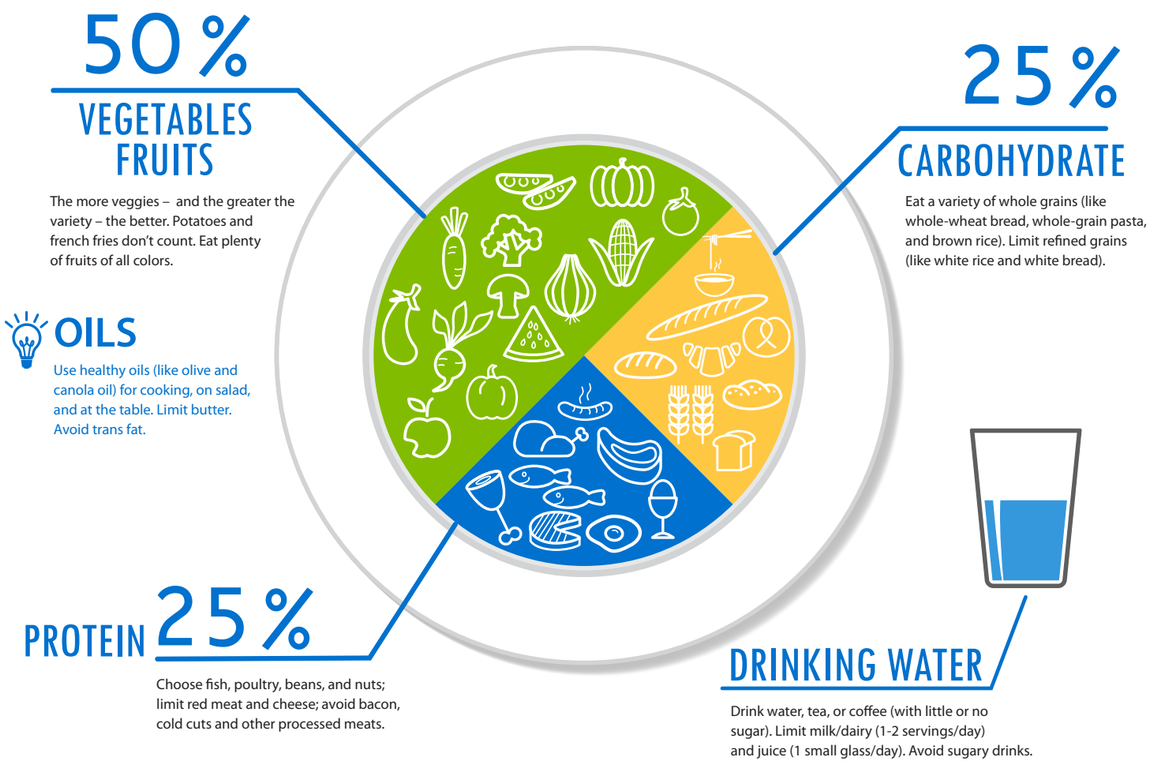
Incidence Rates displayed are reported from the Youth Risk Behavioral Surveillance System for State of Nevada in 2013
http://www.cdc.gov/healthyouth/data/yrbs/index.html

Framework for Addressing Obesity in Nevada

The CDC's Division of Nutrition, Physical Activity and Obesity (DNPAO) works to improve public health outcomes and prevent and control chronic disease through a public health framework that promotes nutrition and physical activity. It is within this framework that the State of Nevada is focusing its efforts in four critical areas:

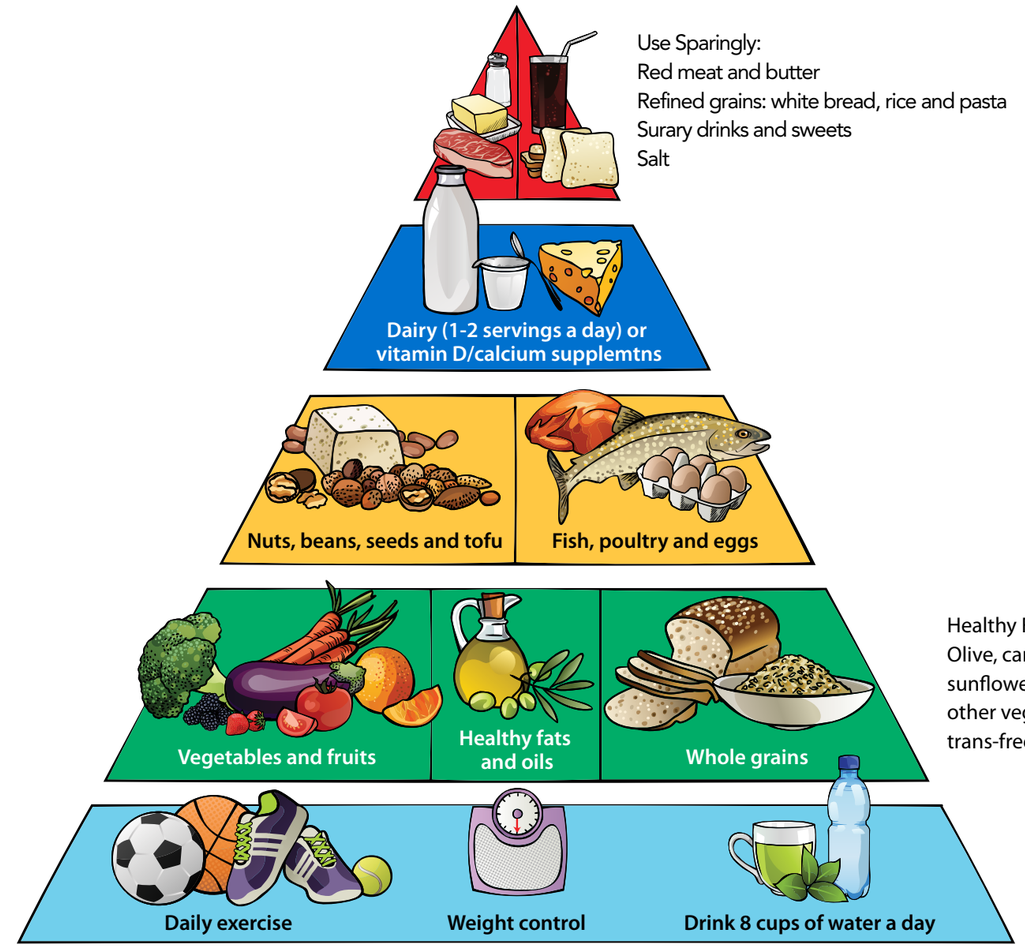
Critical Area 1: Nutrition

Eating a healthy diet is a potent weapon against obesity and overweight. The Healthy Eating Plate was created by nutrition experts at Harvard School of Public Health and editors at Harvard Health Publications. It provides a simple format to help people make the best eating choices and was designed to address deficiencies in the U.S. Department of Agriculture's (USDA) MyPlate. The main message of the Healthy Eating Plate is to focus on quality of the diet[xxviii].



The Healthy Eating Pyramid was also created by nutrition experts at Harvard School of Public Health. The Healthy Eating Plate and Healthy Eating Pyramid are meant to complement each other and summarize the best dietary information available today. Because nutrition researchers will undoubtedly turn up new information in the years ahead, the Healthy Eating Pyramid and the Healthy Eating Plate will change to reflect important new evidence.

The Healthy Eating Pyramid



Unhealthy eating habits and poor diets for adults and children are similar. Poor eating habits include under- or over-eating, not having enough or eating enough of the healthy foods needed each day, or consuming too many unhealthy types of food and drink, which are low in fiber or high in fat, salt and/or sugar. These unhealthy eating habits can affect the proper nutrient intake.

Healthy nutrition is especially critical for children as healthy eating habits are developed early in life. The CDC has found that American children are eating more fruit today but are still not getting enough.

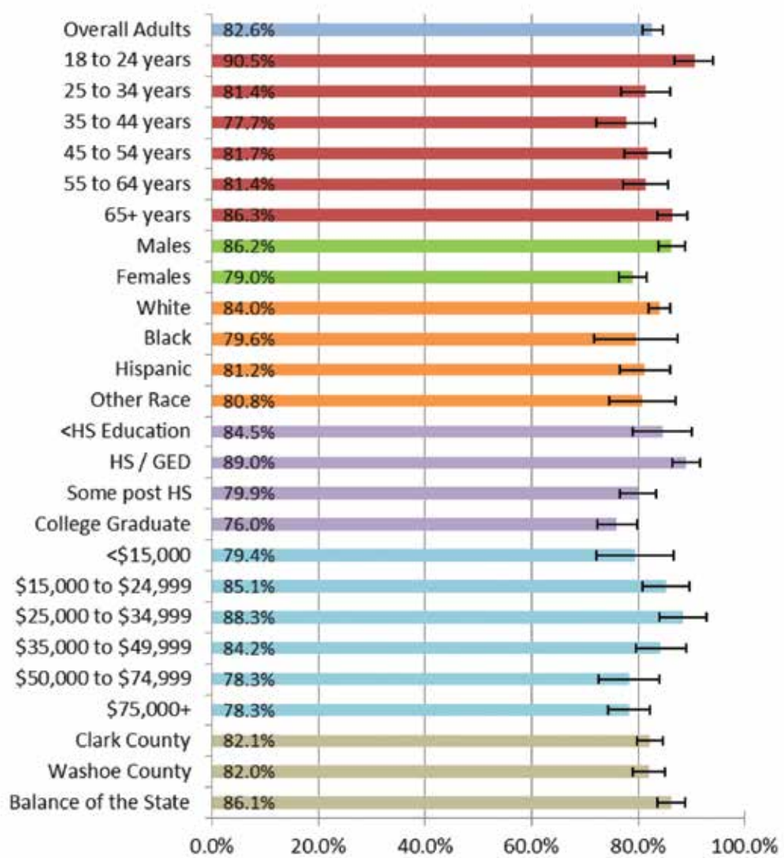
- 6 in 10 children didn't eat enough fruit in 2007-2010.
- As children get older, they eat less fruit.

- Most children need to eat more vegetables.
- 9 in 10 children didn't eat enough vegetables in 2007-2010.
- Children should eat a variety of colorful vegetables prepared in healthy ways.
- About 1/3 of vegetables children ate in 2009-2010 were white potatoes, most (63%) of which were eaten as fried potatoes, such as French fries, or as chips.[xxx]

Nevada spends the most per capita on fast food -- nearly $940 per person per year. This is roughly 25% more than Texas, the second-worst state, and well more than twice what Vermont residents spend. As might be expected, the state ranks in the bottom 10 for both households with no cars and low-income populations, defined as people with income less than 200 percent of the federal poverty thresholds, and proximity to grocery stores. Nevada's obesity and diabetes rates, are above average.

- Grocery Stores Per 1,000 Residents: 0.23 (29th)
- Amount Spent on Fast Food Per Capita: $939 (most)
- Gallons of Soft Drinks Purchased Per Capita: 58 (10th least)
- Pounds of Sweet Snacks Purchased Per Capita: 114 (19th least)[xxxi]

Graph 8: Adults in Nevada Who Do Not Consume 5 or More Fruits and Vegetables Per Day, BRFSS, 2011



Data Source: The Burden of Chronic Disease Nevada
Department of Health and Human Services, Nevada State Health Division, Chronic Disease Section, April 2013

Critical Area 2: Physical Activity

Daily physical activity is an important part of controlling weight and preventing obesity and overweight. Data showing the benefits of physical activity include:[xxxii]

- Weight control
- Reduction in risk of cardiovascular disease
- Reduction in risk for type 2 diabetes and metabolic syndrome
- Reduction in risk of some cancers
- Strengthening of bones and muscles
- Improvement of mental health and mood
- Improvement of ability to do daily activities and prevent falls, if you're an older adult
- Increased chances of living longer

Graph 9: The Risk of Dying Prematurely Declines as People Become Physically Active

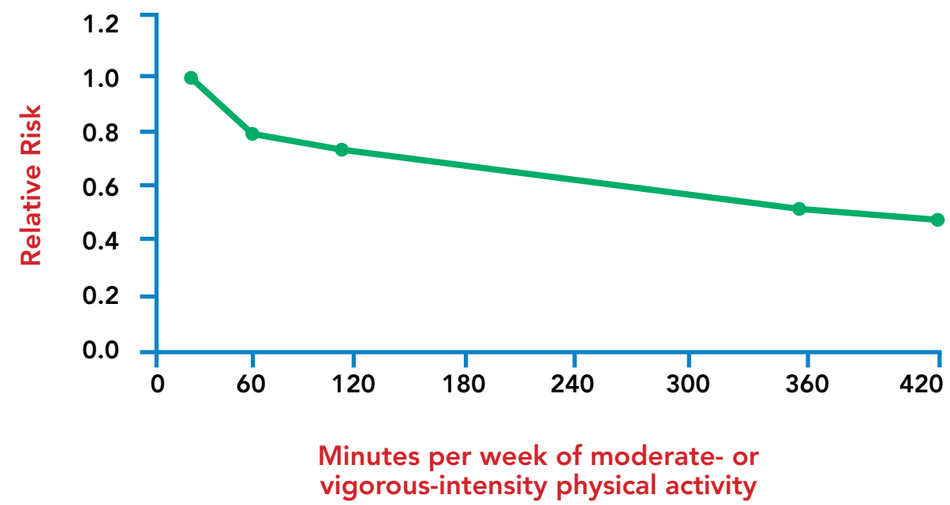


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TABLE 4: HEALTH BENEFITS ASSOCIATED WITH REGULAR PHYSICAL ACTIVITY	
Children and Adolescents	Strong Evidence: • Improved Cardiorespiratory and muscular fitness • Improved bone health • Improved cardiovascular and metabolic health biomarkers • Favorable body composition
	Moderate Evidence: • Reduced symptoms of depression
Adults and Older Adults	Strong Evidence: • Lower risk of early death • Lower risk of coronary heart disease • Lower risk of stroke • Lower risk of high blood pressure • Lower risk of adverse blood lipid profile • Lower risk of type 2 diabetes • Lower risk of metabolic syndrome • Lower risk of colon cancer • Lower risk of breast cancer • Prevention of weight gain • Weight loss, particularly when combined with reduced calorie intake • Improved cardiorespiratory and muscular fitness • Prevention of falls • Reduced depression • Better cognitive function (for older adults)
	Moderate to Strong Evidence: • Better functional health (for older adults) • Reduced abdominal obesity
	Moderate Evidence: • Lower risk of hip fracture • Lower risk of lung cancer • Lower risk of endometrial cancer • Weight maintenance after weight loss • Increased bone density • Improved sleep quality
Note: The Advisory Committee rated the evidence of health benefits of physical activity as strong, moderate, or weak. To do so, the Committee considered the type, number, and quality of studies avialble, as well as consistency of findings across studies that addressed each outcome. The Committee also considered evidence for causality and dose response in assigning the strength-of-evidence rating.	

For substantial health benefits, the Centers for Disease Control and Prevention recommends that adults need to do at least:[xxxiv]

- **2 hours and 30 minutes (150 minutes) each week of moderate intensity* aerobic activity OR**
- **1 hour and 15 minutes (75 minutes) each week of vigorous-intensity aerobic activity OR**
- **An equivalent mix of moderate and vigorous-intensity* aerobic activity.**
- **Aerobic activity should be performed for at least 10 minutes at a time, preferably, spread throughout the week.**

***Intensity is the level of effort required to do an activity.**

The CDC recommends children and adolescents do one hour (60 minutes) or more of physical activity daily, with most of the activity consisting of aerobic exercise at moderate or vigorous intensity. Children and adolescents should include vigorous intensity exercise at least 3 days a week.[xxxiv]

In addition, the Physician's Activity Guideline for Americans provides guidance on activity for children, adolescents and adults, as well as older adults and persons with disabilities. For more information, please visit **http://www.health.gov/paguidelines/pdf/paguide.pdf.**

In Nevada, the data shows that many residents are not engaging in enough physical activity every week. According to the 2013 Burden of Chronic Disease in Nevada Report:[xxxv]

- 24% of all Nevadans did not engage in extracurricular physical activity adjunct to their job which is under the national average (26%).
- There was a higher prevalence of Blacks (29%) and Hispanics (30%) who did not engage in extracurricular physical activity compared to Whites (21%).
- Non-job related physical activity declined as people aged with the highest prevalence of people 55+ (59%) not engaged in extracurricular physical activity.
- A lack of engagement in non-job related physical activity was correlated with education and income attainment. The prevalence was highest with those with less than a high school degree (32%) and for those who made less than $15,000 per year (36%).
- There was a higher prevalence of those in Clark County (25%) who did not engage in extracurricular physical activity for their job compared to Washoe County (19%).

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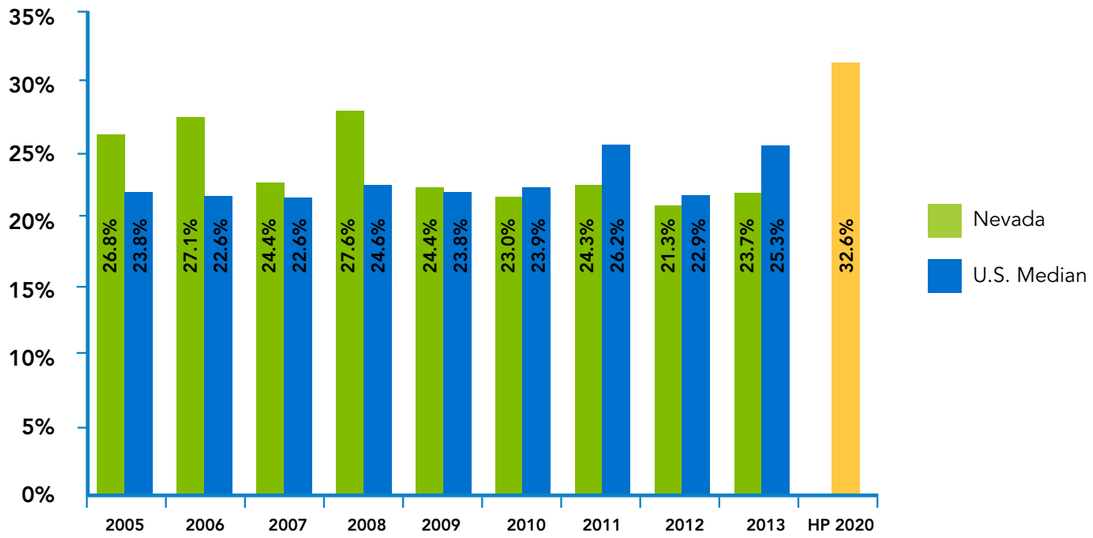
Graph 10: Adult Physical Inactivity Prevalence

Adults who did not participate in any physical activity during the past month by Year, 2005-2013 BRFSS Data.



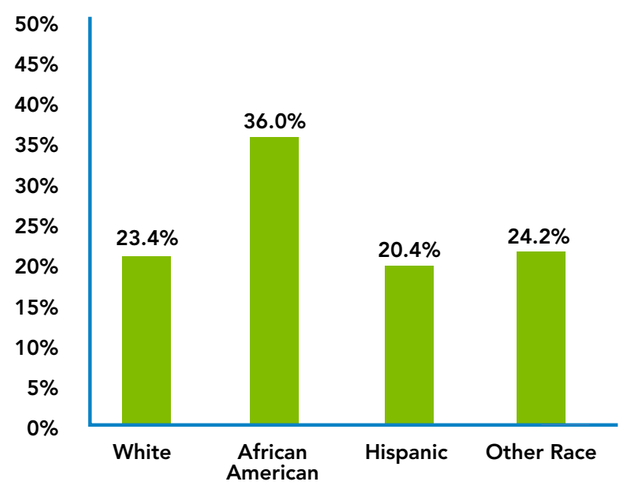
Note: BRFSS methodology changed in 2011, therefore, it may be misleading to compare statistics before and after methodology changes.

Source: Centers for Disease Control and Prevention (CDC). Behavioral Risk Factor Surveillance System Survey Data. Atlanta, Georgia: U.S. Department of Health and Human Services, Centers for Disease Control and Prevention, 2005-2013.

Presented to the Nevada State Legislature by Monica Morales. Prepared by Adel Mburia-Mwalili 2015

Graph 11: Adult Physical Inactivity Prevalence by Race/Ethnicity (2013 BRFSS)

Adults who did not participate in any physical activity during the past month by Race/Ethn, 2005-2013 BRFSS Data.



Source: Centers for Disease Control and Prevention (CDC). Behavioral Risk Factor Surveillance System Survey Data. Atlanta, Georgia: U.S. Department of Health and Human Services, Centers for Disease Control and Prevention, 2013.

Presented to the Nevada State Legislature by Monica Morales. Prepared by Adel Mburia-Mwalili 2015

Critical Area 3: Breastfeeding Support

Studies have not proven an obesity prevention benefit of breastfeeding, but other overall health benefits for the infant and the mother are clear, and therefore, breastfeeding should be encouraged.[xxxvi] However, including breastfeeding as a critical focus area is important to promoting optimal public health outcomes for children and adults in the United States. The Surgeon General states that breastfeeding is one of the most highly effective preventative measures a mother can take to protect the health of herself and her infant.[xxxvii] In addition, breastfeeding may help a mother to regain her healthy weight after giving birth.[xxxix]

Research suggests that breastfed babies have the cells, hormones, and antibodies in breastmilk that protect babies from illness, and therefore, babies may have lower risks of:[xl]

- The cells, hormones, and antibodies in breast milk protect babies from illness
- Asthma
- Childhood leukemia
- Childhood obesity
- Ear infections
- Eczema (atopic dermatitis)
- Diarrhea and vomiting
- Lower respiratory infections
- Necrotizing enterocolitis, a disease that affects the gastrointestinal tract in pre-term infants
- Sudden infant death syndrome (SIDS)
- Type 2 diabetes

Breastfeeding helps a mother's health following childbirth and may lead to a lower risk of health problems in mothers such as:[xli]

- Type 2 diabetes
- Certain types of breast cancer
- Ovarian cancer

Critical Area 4: Screen and Media Time

Studies have confirmed the link between TV viewing and "screen time" and obesity in children and adults, and the evidence is clear that early TV viewing habits have lasting effects.[xlii, xliii] In fact, two studies that tracked children from birth demonstrated that TV viewing in childhood predicted obesity long into adulthood and midlife.[xliv, xlv]

There are multiple ways screen time and TV watching are considered to contribute to to obesity:[xlvi]

- By increasing sedentary time and displacing time spent on other physical activities
- Through unhealthy eating practices learned from both programming and advertisements for unhealthy foods
- Increased snacking while viewing
- Interference with normal sleep patterns

The Power of Marketing: Compare the Commitment of the Robert Wood Johnson Foundation to spend $100 million per year working to decrease childhood obesity with the fact that thefood industry spends more than that every month marketing primarily junk food and fast food to young people.[xlvii, xlviii,]

The U.S. Community Preventative Services Task Force recommends behavioral interventions to reduce recreational screen time for children under the age of 13.[xlix] In addition, the American Academy of Pediatrics (AAP) recommends no more than two hours per day of screen time for children two years and older and none for children younger than two years.[l]

Adults who watch more television are at higher risk of developing weight-related chronic diseases such as diabetes, according to the large scale Nurses Health Study. This study found that for every two hours the women spent watching TV each day, their risk of becoming obese rose 23% and their risk of developing diabetes rose 14%.[li]

As smart phones, tablets and computers take up more and more of the average adult's time, the effects of sitting begin to take a toll. Evidence is showing that too much time sitting, at home or at work, increases the risk of becoming obese and even the risk of chronic disease and early death.[lii] The bottom line is that for children and adults, moving more and sitting less is critical.

Focus Area 1: Childhood Obesity

The State of Nevada has made a commitment to reduce the rate of obesity among Nevada children. Many of the initiatives included as critical components to preventing and reducing obesity within this population were discussed in the previous section. Table 5 below provides updated data from the *Health Status of Children Entering Kindergarten in Nevada* on some of these critical components from the 2011-2012 and 2012-2013 school years.

TABLE 5: HEALTH STATUS COMPARISIONS (2011/2012 TO 2012/2013)

		2011-2012	2012-2013	% Change	*
Weight Status	Underweight	14.9%	15.4%	+3.4%	▲
	Healthy	54.3%	54.9%	+1.1%	▲
	Overweight/Obese	30.8%	29.6%	-3.9%	▼
Physical Activity	≤3 days per week of 30-minutes of physical activity	17.7%	19.0%	+7.3%	▲
Television Viewing on School Days	2 hours or less of television watched per school day	78.4%	80.0%	+2.0%	▲
	3 hours or more of television watched per school day	21.6%	20.0%	-7.4%	▼
Computer/Video Game Play on School Days	≤1 hour of computer/video games played per school day	90.3%	89.4%	-1.0%	▼
Consumption of Non-Diet Soda	Never drink non-diet soda	55.0%	55.8%	+1.5%	▲
	Drink non-diet soda once a day or more	10.8%	10.3%	-4.6%	▼
Consumption of Diet Soda	Never drink diet soda	82.0%	83.0%	+1.2%	▲
	Drink diet soda once a day or more	3.3%	2.8%	-15.2%	▼
Infant Feeding Behaviors	Breastfed Only - One Month	–	47.3%	–	–
	Breastfed Only - Three Months	–	33.6%	–	–
	Breastfed Only - Six Months	–	23.2%	–	–

Note: *Green arrows = positive change, red arrows = negative change, and yellow arrows = no change (< ± .5%).
– indicates data was not available in previous years.

Data Source: Health Status of Children Entering Kindergarten in Nevada, UNLV (April 2013)

One of the more recent additions to this list is Infant Feeding Behaviors. The importance of breastfeeding was discussed previously as Critical Area 3: Breastfeeding Support. Many of the data points presented in Table 7 indicate a positive trend in the reduction and prevention of obesity among Nevada children; however, there are a growing number of Nevada children who are considered underweight as compared to the previous school year.

Nevada's commitment to the reduction and prevention of obesity focuses on reducing or eliminating television hours for children under five and specifically under age two. The University of Nevada Las Vegas conducted a survey of Nevada children entering kindergarten, which is published in a report entitled Health Status of Children Entering Kindergarten in Nevada. The report found that Nevada children watch more television than the nationwide comparison as shown in Table 6. Screen and media time have been determined as critical areas to address for children by the American Academy of Pediatrics as discussed previously in Critical Area 4: Screen and Media Time.

TABLE 6: AVERAGE TELEVISION WATCHED DURING A WEEKDAY

	None	1 hour or less	Between 1 & 4 hours	4 hours or more
Nationwide	7.9%	37.7%	41.6%	12.8%
Nevada	6.1%	28.8%	49.1%	16.0%
KHS	1.9%	42.0%	50.9%	5.3%

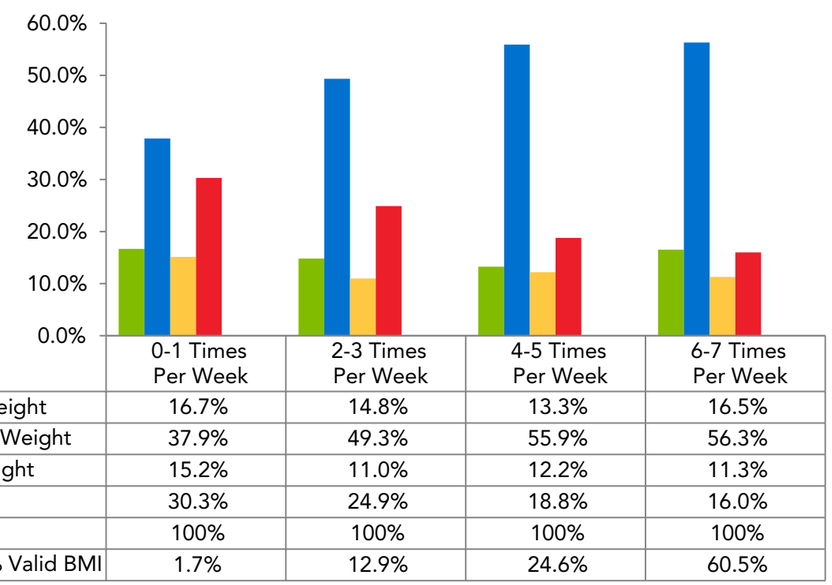
Data Source: Health Status of Children Entering Kindergarten in Nevada, UNLV (April 2013)

Note: Nationwide/Nevada data source: http://childhealthdata.org/browse/survey/results?g=869&r=1&r2=30

Another focus area for obesity reduction and prevention among Nevada children is physical activity. The 2013 data from the Health Status of Children Entering Kindergarten in Nevada report indicates that healthy weight children are participating in physical activity at a higher rate than children considered to be underweight, overweight, and obese (Graph 12).

Graph 12: Child's Weight Status Category bu Amount of Physical Activity Per Week

(2012/2013 n=3,450)



Note: These findings are significant at p< .001.* indicates percentages are calculated out of the total number of Valid BMI responses in each category for the amount of physical activity.

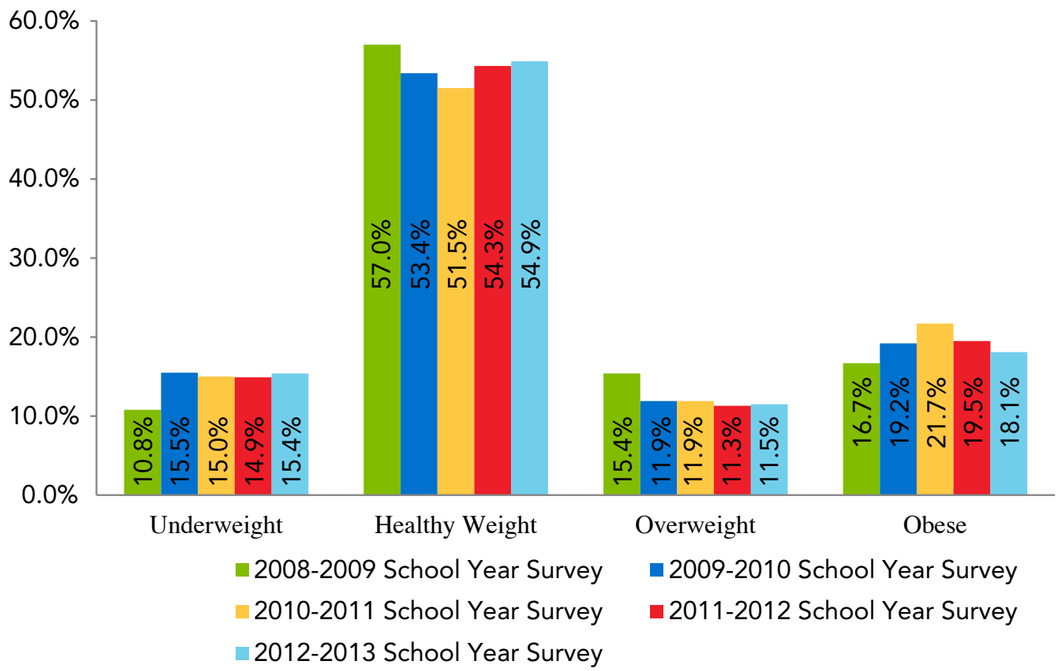
Data Source: Health Status of Children Entering Kindergarten in Nevada, UNLV (April 2013)

While children[131] considered to be of a healthy weight are significantly more active in each of the categories displayed in Graph 12 on the previous page, the data also indicates children with obesity are the second most active group of children in terms of BMI groupings.

The 2013 UNLV report findings indicate that obesity rates have decreased over the past few school years (Graph 13). Obesity rates among kindergarten-aged Nevadans peaked in the 2010-2011 school year at 21.7%. While the reduced percentage of overweight or obese children indicates progress has been made, there has been a growing number of underweight children. In 2012-2013 school year, 15.4% of Nevada kindergartners were found to be underweight as compared to 14.9% in the previous school year[liii].

Graph 13: Child's Weight Status Category (2008/2009-2012/2013)

(2008/2009 n=3,262; 2009/2010 n=3,659; 2010/2011 n=4,198; 2011/2012 n=3,5096; 2012/2013 n=3,450)



Data Source: Health Status of Children Entering Kindergarten in Nevada, UNLV (April 2013)

The efforts to decrease obesity and overweight rates appear to be succeeding among Nevada children, but there are some data points that will need to be monitored in the future.

Focus Area 2: School Health

In an effort to reduce and prevent obesity in Nevada, the state has made a commitment to improve school health across the Silver State. Nevada Wellness reports that over 400,000[liv] students enroll in the Nevada public school systems annually, which increases the importance of having school health programs available to school districts and schools across the state. Included in school health efforts are initiatives to provide healthy meal options for students, physical education classes, and sports and extracurricular activities. Additionally, these programs promote healthy choices outside of school to help students decrease screen and media time, engage in physical activity and choose healthy options for snacks, meals and beverages. Many of these programs and resources can be found on the Nevada Wellness website at **http://nevadawellness.org.**

"Children attend school for more than six hours per day and approximately 180 days per year. During that time children learn many things and Physical Education is important to make sure that children learn healthy life habits."[lv]

Nevada Wellness presents a coordinated school health effort for Nevada, which includes eight main components:

- Health Education
- Physical Education
- Health Services
- Nutrition Services
- Counseling, Psychological and Social Services
- Healthy and Safe School Environment
- Health Promotion for Staff
- Family/Community Involvement[lvi]

The Youth Behavior and Risk Surveillance Survey (YRBSS)[132] is utilized nationally to conduct surveys of adolescents and youth, which includes questions about health-related choices. The 2013 data for Nevada youth in terms of self-reported overweight and obesity is displayed in Table 7 below.

TABLE 7: NEVADA OBESITY AND OVERWEIGHT DEMOGRAPHICS (YRBSS 2013)

		Count Obese	Percent Obese	Confidence Intervals Obese	Count Overweight	Percent Overweight	Confidence Intervals Overweight
Overall Total	Total	428	11.5%	(10.1-13.0)	549	14.9%	(13.3-16.5)
Sex	Female	181	8.0%	(6.4-9.6)	274	15.1%	(12.9-17.4)
	Male	247	15.2%	(12.8-17.5)	275	14.7%	(12.4-16.9)
Age	14 years old or younger	38	10.8%	(6.8-14.7)	58	16.4%	(11.6-21.2)
	15 years old	103	11.8%	(8.9-14.7)	133	13.9%	(11.0-16.8)
	16 years old	136	12.8%	(10.0-15.6)	172	16.2%	(13.2-19.2)
	17 years old	99	10.2%	(7.4-13.1)	120	13.0%	(9.9-16.1)
	18 years old or older	52	11.5%	(7.2-15.9)	66	16.1%	(11.1-21.1)
Race/Ethnicity	American Indian/ Alaskan Native	17	14.6%	(5.3-24.0)	19	25.0%	(12.0-38.0)
	Asian	7	8.8%	(2.6-15.0)	14	11.4%	(4.7-18.2)
	Black or African American	23	16.9%	(10.2-23.6)	29	17.1%	(10.6-23.6)
	White	147	8.1%	(6.2-10.0)	170	9.1%	(7.1-11.0)
	Hispanic/Latino	190	13.9%	(11.5-16.4)	259	19.4%	(16.6-22.2)
	Other/Multiple	32	10.0%	(5.3-14.6)	41	14.9%	(9.3-20)

Data Source: Youth Risk and Behavior Surveillance Survey 2013 Report

The percentage of youth who self-reported as overweight or obese is approximately 26.4% from this 2013 survey, which is slightly higher than adult obesity and overweight rates of 26.2% (BRFSS 2013) and just over 3% lower than children five and under as presented in the previous section. The YRBSS data indicates that almost 38% of Nevada youth play video or computer games more than three hours a day. Additionally, the data shows that over 30% of Nevada youth watch more than three hours of television a day. Detailed data about differences in video and computer games as well as television watching is presented in Table 8.

TABLE 8: NEVADA SCREEN AND MEDIA TIME DEMOGRAPHICS, MORE THAN 3 HOURS DAILY (YRBSS 2013)

		Video or Computer Games	Percent	Confidence Intervals	Television	Percent	Confidence Intervals
Overall Total	Total	1,358	37.9%	(35.8-40.1)	1,117	30.2%	(28.2-32.2)
Sex	Female	657	34.7%	(31.8-37.6)	568	29.8%	(27.0-32.5)
	Male	701	41.4%	(38.2-44.6)	549	30.7%	(27.7-33.6)
Age	14 years old or younger	114	31.8%	(25.7-37.9)	118	30.6%	(11.6-21.2)
	15 years old	354	36.4%	(32.2-40.6)	250	27.1%	(23.2-30.9)
	16 years old	385	36.9%	(32.9-40.9)	340	30.7%	(26.9-34.5)
	17 years old	326	41.8%	(37.2-46.5)	269	32.2%	(27.8-36.6)
	18 years old or older	181	42.0%	(35.5-48.5)	143	31.0%	(24.9-37.0)
Race/Ethnicity	American Indian/ Alaskan Native	26	47.8%	(31.9-63.7)	25	18.4%	(9.9-26.8)
	Asian	53	46.1%	(36.0-56.3)	32	29.4%	(20.0-38.8)
	Black or African American	57	38.9%	(30.2-47.6)	65	44.3%	(35.5-53.1)
	White	562	35.1%	(31.8-38.5)	408	23.9%	(20.9-26.9)
	Hispanic/Latino	513	38.0%	(34.5-41.4)	479	32.3%	(29.0-35.5)
	Other/Multiple	119	41.9%	(34.3-49.6)	82	32.7%	(25.4-40.1)

Data Source: Youth Risk and Behavior Surveillance Survey 2013 Report

The YRBSS 2013 data also provides findings related to diet and eating habits. As presented in Table 8 above, there are approximately 11.5% of Nevada high school students who are obese, however, 50.0% of high school students reported they are currently trying to lose weight[lvii]. A healthy diet and regular physical activity are both critical to preventing and reducing obesity as well as promoting health lifestyles for Nevadans. Results from the YRBSS 2013 data for both diet and physical activity are displayed below.

Diet and Eating Habits of Nevada Youth (YRBSS 2013)

- 58.0% of high school students ate fruit or drank 100% fruit juices one or more times per day during the 7 days before the survey.
- 81.5% of high school students ate vegetables one or more times per day during the 7 days before the survey.
- 33.8% of high school students drank one or more glasses of milk per day during the 7 days before the survey.
- 16.2% of high school students drank soda or pop one or more times per day during the 7 days before the survey.
- 34.5% of high school students ate breakfast all 7 days before the survey.

Physical Activity Habits of Nevada Youth (YRBSS 2013)

- 43.8% of high school students were physically active at least 60 minutes per day on five or more days during the seven days before the survey.
- 37.9% of high school students played video or computer games or used a computer for three or more hours per day on an average school day.
- 30.2% of high school students watched television three or more hours per day on an average school day.
- 52.5% of high school students attend physical education (PE) classes on one or more days in an average week when they were in school.

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The efforts to decrease obesity and overweight rates appear to be succeeding among Nevada youth, but similar to the data presented in Focus Area 1: Childhood Obesity, there is still more work to be done and data points that will need to be monitored in the future.

Focus Area 3: Worksite Wellness

The State of Nevada is committed to helping make Nevada a healthier state by promoting healthy lifestyles and providing health-related programs across the state.

According to the Centers for Disease Control and Prevention, employees benefit from worksite wellness programs through reducing their risk of developing disabling or life-threatening conditions and reducing the economic burden associated with them, as well as increasing their quality of life. Additionally, strong worksite wellness programs help to reduce risk and promote safety at work.[lviii]

Employers benefit through the provision of worksite wellness programs through enhanced productivity, decreased employee absenteeism and reduced health insurance and workers compensation costs. Employers can help to create a culture of wellness, and increasingly, worksite wellness programs are being seen as an employee benefit or compensation and retention strategy.[lix]

Overview of potential benefits of workplace health programs to employers and employees

For Employers:

- Lower health care and disability costs
- Enhanced employee productivity
- Reduced employee absenteeism
- Decreased rates of illness and injuries
- Enhanced corporate image
- Improved employee morale
- Improved employee recruitment and retention
- Increased organizational commitment and creation of a culture of health

For Employees:

- Increased well-being, self-image, and self-esteem
- Improved coping skills with stress or other factors affecting health
- Improved health status
- Lower costs for acute health issues
- Lower out-of-pocket costs for health care services (e.g., reduced premiums; deductibles; co-payments)
- Increased access to health promotion resources and social support
- Improved job satisfaction
- Safer and more supportive work environment

The State of Nevada is committed to promoting wellness in the workplace, and as part of that commitment, Nevada Wellness (http://nevadawellness.org), a state website to promote health and wellness, was created to provide resources for Nevadans.

Figure 4: Nevada Worksite Wellness Homepage

Data Source: http://nevadawellness.org

Figure 5: Nevada Worksite Wellness Website Nagvigation

Data Source: http://nevadawellness.org

Figure 6: Nevada Worksite Wellness, Wellness and the Bottom Line

Here are some key benefits of wellness program:

- Decreased health care needs
- Provide a return on investment
- Increased productivity
- Reduced absenteeism
- Improve morale and retain key staff

Data Source: http://nevadawellness.org

The Nevada Worksite Wellness homepage, as shown in Figure 4 on the pervious page, has specific pages that focus on encouraging Nevada employers to provide programs and services to employees. The Worksite Wellness homepage has a variety of resources for worksite wellness, including a toolkit and physical activity information, as well as other health screening and program information (Figure 6).

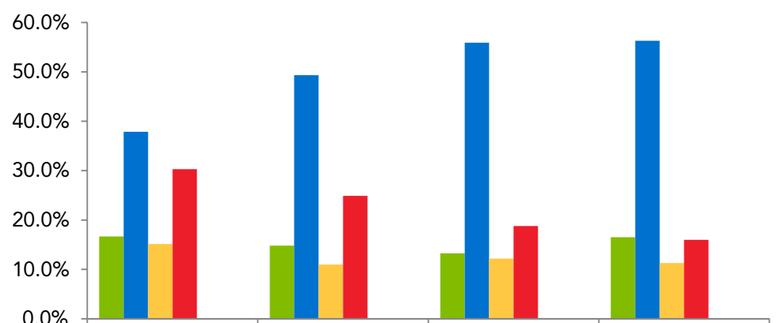
Employers across the state are encouraged to access Nevada Wellness and utilize the toolkit and other resources available to help improve health in the state. There are numerous reasons for employers to get involved in the promotion of healthy lifestyles for employees. Nevada Wellness reports that worksite wellness programs have been shown to provide a number of benefits to employers, some of which are displayed in Graph 14. Employers are encouraged to access **http://nevadawellness.org** to learn more about worksite wellness and available resources from the State of Nevada.

Focus Area 4: Physical Education/Physical Activity

As discussed in Focus Area 1: Childhood Obesity, the State of Nevada has made a commitment to provide programs and promote policies to increase healthy lifestyle choices among Nevada's youth. By addressing obesity reduction and prevention beginning in childhood, the State is creating a healthier future for Nevada and Nevadans. Graph 14 details the activity levels of children from the Health Status of Children Entering Kindergarten in Nevada. Comparatively, Table 9 illustrates changes from 2011/12 school year to 2012/13 school year in terms of physical and sedentary leisure activities of children entering kindergarten. While the rate of overweight and obesity dropped by nearly 4% and less children were watching more than three hours of television daily, there was an increase of computer and video game playing[lxi].

Graph 14: Child's Weight Status Category by Amount of Physical Activity Per Week

(2012/2013 n=3,450)



	0-1 Times Per Week	2-3 Times Per Week	4-5 Times Per Week	6-7 Times Per Week
Underweight	16.7%	14.8%	13.3%	16.5%
Healthy Weight	37.9%	49.3%	55.9%	56.3%
Overweight	15.2%	11.0%	12.2%	11.3%
Obese	30.3%	24.9%	18.8%	16.0%
Total	100%	100%	100%	100%
*Total % Valid BMI	1.7%	12.9%	24.6%	60.5%

Note: These findings are significant at p< .001.* indicates percentages are calculated out of the total number of Valid BMI responses in each category for the amount of physical activity.

Data Source: Health Status of Children Entering Kindergarten in Nevada, UNLV (April 2013)

TABLE 9: HEALTH STATUS COMPARISIONS, PHYSICAL AND SEDENTARY ACTIVITY (2011/2012 TO 2012/2013)

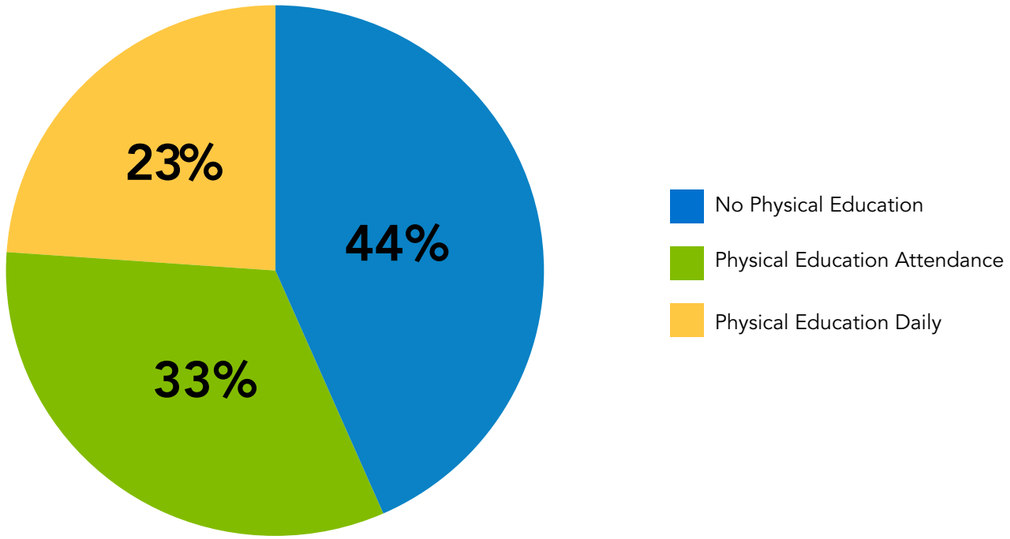
		2011-2012	2012-2013	% Change	*
Weight Status	Underweight	14.9%	15.4%	+3.4%	▲
	Healthy	54.3%	54.9%	+1.1%	▲
	Overweight/Obese	30.8%	29.6%	-3.9%	▼
Physical Activity	≤3 days per week of 30-minutes of physical activity	17.7%	19.0%	+7.3%	▲
Television Viewing on School Days	2 hours or less of television watched per school day	78.4%	80.0%	+2.0%	▲
	3 hours or more of television watched per school day	21.6%	20.0%	-7.4%	▼
Computer/Video Game Play on School Days	≤1 hour of computer/video games played per school day	90.3%	89.4%	-1.0%	▼

Note: *Green arrows = positive change, red arrows = negative change, and yellow arrows = no change (< ± .5%).
– indicates data was not available in previous years.

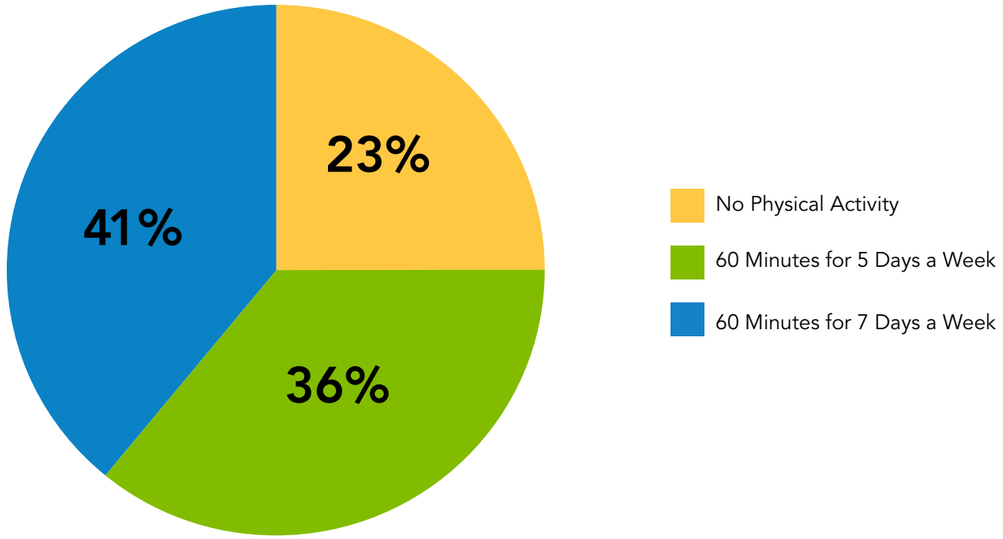
Data Source: Health Status of Children Entering Kindergarten in Nevada, UNLV (April 2013)

As presented in Focus Area 2: School Health, there are a number of resources available to Nevadans. Nevada Wellness has resources about physical activity including recommendations available online, and schools across the state are coordinating to offer physical education and other health-related programs and services to encourage Nevada's youth to engage in physical activity and other healthy lifestyles. Data from YRBSS in 2013 indicates that 56% of Nevada high school students participate in Physical Education as least once a week as shown in Graph 15. While students are participating at just above 50% in school offered physical education, only 23% of respondents from Nevada reported no participation in physical activity on a weekly basis (Graph 16).

Graph 15: Physical Education Levels Among Nevada Adolescents (YRBSS 2013)



Graph 16: Physical Activity Levels Among Nevada Adolescents (YRBSS 2013)

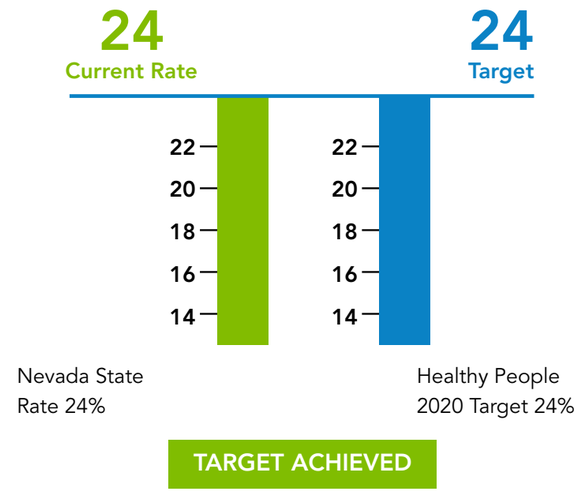


Participation rates were different between males and females with approximately 54.3% of females not participating in physical education as compared to 40.3% of male students. In YRBSS, Race/Ethnicity data about physical activity and education participation rates were also reported to decrease as students aged, with participation rates of 14 year olds and younger at 84.9%, as compared to 26.2% for 18 year olds and older. Rates of physical activity followed a similar trajectory for students across ages with 14 year olds and younger having the highest participation in five days or more of 60 minutes of physical activity at 53.1% as compared to 32.0% of 18 year olds and older with decreased participation rates occurring at each age group in between. Similarly, rates of physical inactivity were reported in the older populations with 22.4% of students 18 years or older reporting no physical activity as compared to 11.3% of 14 year olds and younger[lxii]. While Nevada is providing programs and opportunities to students throughout their public education, there is a distinct decrease in participation in physical education and physical activity as students age and get closer to adulthood. With participation rates decreasing as reported in the YRBSS 2013 data, there is an even greater need to continue to offer opportunities to engage in physical activity to adults in the workforce.

The state goal from Healthy People 2020 to reduce the rate of adults with no leisure time activity is currently being met, however, there are specific populations of Nevadans as depicted in Graph 17 whose inactivity rates still fall well above the target of 24%. Inactivity rates amongst Nevada adults have been reported at levels below the national average, however, inactivity rates increased in Nevada from 21.3% in 2012 to 23.7% in 2013[lxiii]. Data presented indicate that there is more to be done, especially within the African American communities in Nevada, to provide more opportunities to engage in leisure activities and promote physical activity and healthy lifestyle options.

Graph 17: Obesity Related Goal, Leisure Activity

Reduce the proportion of adults who engage in no leisure-time activity



Data Source: Nevada Wellness website (http://nevadawellness.org/)

Conclusion and Call to Action

Nevada has made progress in the effort to reduce and prevent obesity across the Silver State. The commitments to childhood obesity, school health, worksite wellness and physical education/physical activity are progressing, but there is still more to be done and everyone has a role to play in preventing obesity and promoting healthy lifestyles in Nevada. Find out more about what you can do to combat obesity in Nevada:

If you are a Nevadan, you can:

- Know your Body Mass Index (BMI)
- Eat a healthy diet filled with fruits and vegetables
- Be physically active
- Breastfeed your baby, and support breastfeeding mothers
- Limit screen time for you and your children

If you are a Community or Faith Based Organization, you can:

- Provide healthy lifestyle education and reach out to underserved communities
- Promote annual physical screenings and partner with primary care providers to increase access

If you are a School District or University, you can:

- Educate students about healthy lifestyle choices, including healthy diet and exercise
- Provide healthy foods in vending machines and on-site cafeterias
- Encourage children to drink water in place of soda or sugar-sweetened beverages before, during and after school
- Encourage involvement in after-school activities and/or health and wellness programs
- Increase the amount of time students are moderately to vigorously physically active during physical education classes
- Create a Local School Wellness Policy to promote student health and reduce obesity

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If you are an Employer, you can:

- Offer healthy meals, snacks and foods on site
- Incentivize physical activity and healthy living through workforce programs
- Provide health insurance to all employees
- Support breastfeeding in the workplace
- Find information, resources and step-by-step toolkits to help improve the health of your employees through the CDC's Healthier Worksite Initiative

If you are a Hospital, you can:

- Incorporate breastfeeding-friendly practices and education programs into the prenatal and postpartum continuum of care.
- Collaborate with community providers to increase availability of resources and healthy options, especially for underserved populations
- Improve work environments to support the health of your employees and embody the mission of your organization

If you are Physician or Health Insurance Agency, you can:

- Encourage patients to have yearly physical exams including lab-work according to the most current best practice guidelines
- Implement a patient-centered, healthy lifestyle reminder system
- Refer patients to smoking cessation supports
- Educate about opportunities to participate in clinical trials to interested patients

If you are an Elected Official or Policy Maker, you can:

- Make obesity prevention a policy priority through legislation and administrative change
- Support adequate funding of school-based programs in the form of healthy food and drink choices available to students and physical activity or after school programs
- Participate in state workplace wellness efforts and help to align systems and services and reduce service duplication and improve outcomes for all Nevadans
- Support policies that reduce disparities in health care provision and improve access to care

Resources

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Acknowledgements

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NEVADA Wellness

GUIDELINES FOR COURSE DEVELOPMENT

A model for instructors

Instructor: Ann Gardner

Contact: agardner53@Hotmail.com

General questions, technical issues, or other comments contact:
Justin S Gardner, PhD
justin.gardner@innov8reanalysis.com

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Based on needs of the client:

- Develop a course description
- Describe the Goal of the course
- Learning Objectives
- Content Organization
- Time required to complete the course
- Assessment
- Interaction strategies

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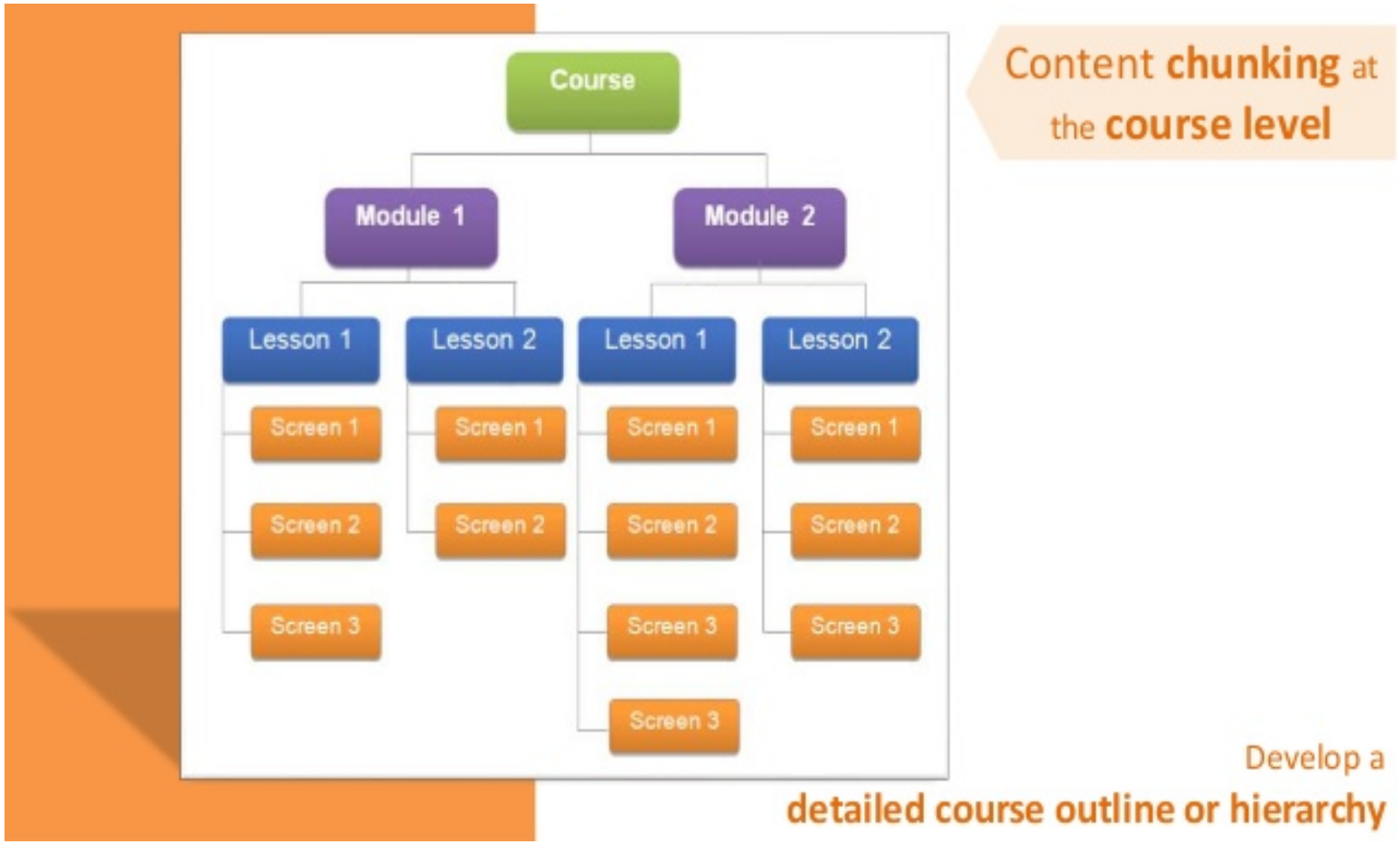
Course Outline

Course outline should include: Course Name; Course Description; Goals; and Learning Objectives. These will be structured into course modules, lessons, and screens as shown below:



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What is a Goal?

- Begin with end in mind
- General statement of desired skill or behavior
- Broad and achievable
- Keeps instruction focus on content
- Gives direction for writing learning objectives
- Need one goal

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Practice: Goal Writing

Write your goal here:

Sign onto our Discussion Board and join others in a conversation about goals

Example:

The goal for this training is that you will develop an online course after completing this module

Learning Objectives

Describes what you want learner will be able to do after completing instruction
A tool for building the structure of your course

Click on screen to Watch video (will open in an Internet browser window). If it doesn't open use the link below to access: https://youtu.be/mLEfPOMHHOM

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Learning Objectives

SMART-

S Specific - says exactly what learner will do

M Measurable - can be observed by the end of the training

A Attainable for the participants within scheduled time and specific conditions

R Relevant to the needs of the participant and the organization

T Time-Framed - achievable by end of training

http://usagso-sg.tripod.com/22_learning_objectives.pdf

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3 Components of Learning Objectives:

Performance- what learner will know or be able to do. Should contain an action verb

Conditions- Can include tools, situations, settings, or restrictions that will direct the activity

Criteria- described in terms of accuracy, productivity level, time and degree of excellence

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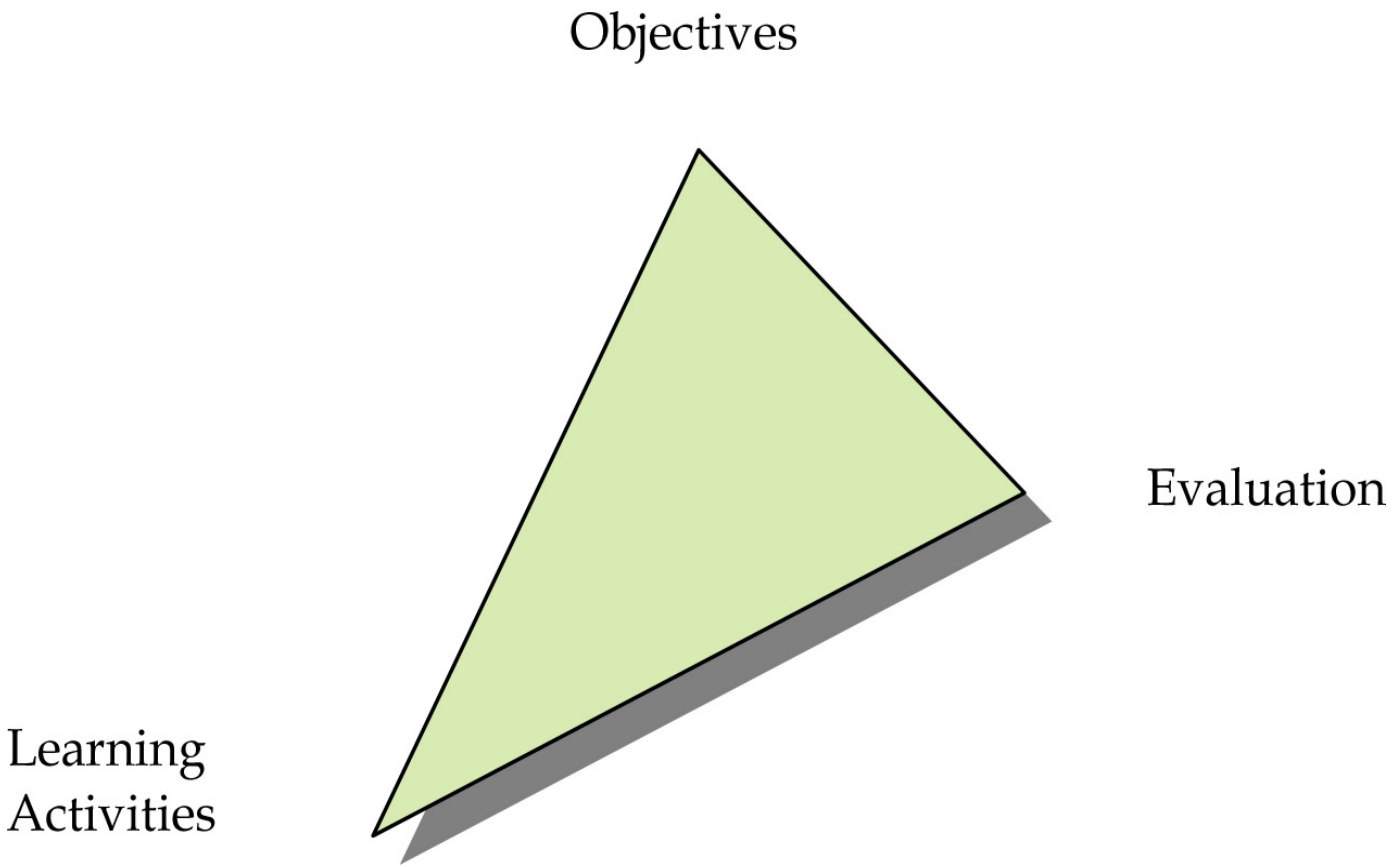
The Magic Triangle

The objectives inform the learning and evaluation confirms the expected learning did occur (Winegarden).



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Bloom's Taxonomy Action Verbs

Use with Learning objectives

Remember	Understand	Apply	Analyze	Synthesize	Evaluate
Arrange	Classify	Apply	Breakdown	Arrange	Appraise
Define	Convert	Illustrate	Compare	Combine	Assess
Label	Defend	Modify	Identify	Formulate	Compare
Duplicate	Describe	Practice	Infer	Revise	Explain
Name	Infer	Predict	Relate	Summarize	Justify
Select	Summarize	Use	Separate	Write	Interpret

Practice: Learning Objectives

Write your course objectives:

Sign onto our Discussion Board and share your learning objectives

Example:

After completing this module you will be able to:

1. Identify the basic guidelines for online learning class
2. Apply the concepts learned
3. Write an online course

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Content Organization

- Write Learning Objectives with related concepts.
- Gather all relevant materials including learning activities, assessments and multimedia
- Content Chunking is a method of breaking learning materials into smaller, more manageable pieces:
- Group content into modules. Each module includes 1-3 learning objectives.
- Divide modules into lessons
- Lessons further divided into screens/slides
- Each screen is one learning point

What is Chunking?

Chunking is a method of presenting information by **splitting information** into **small pieces** or "**chunks**" to facilitate quick and easy reading and understanding.

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click on link above to find out more on chunking

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Time Considerations

According to Blackstock (2017), a general guideline for timing:

- 1 minute per slide
- 5-7 minutes for each learning objective
- 15-30 minutes per module

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Assessments

Kirkpatrick Evaluation Model

- Most recognized method of evaluating training
- 4 Levels:

1. Reaction: degree participants found training favorable, engaging and relevant
2. Learning: degree participants acquired intended knowledge, skills, attitude, confidence and commitment based on their participation
3. Behavior: degree participants apply what they learned during training back at their job
4. Results: degree targeted outcomes occur as a result of training

Click on link to read more : http://www.kirkpatrickpartners.com/Our-Philosophy/The-Kirkpatrick-Model and http://www.kirkpatrickpartners.com/Our-Philosophy/The-New-World-Kirkpatrick-Model

Interactions with Students

Discussion Boards:

- Ongoing forum where messages are left and there responses made
- Opportunity for participants to interact with each other and instructor
- Opportunity for instructors to increase participation
- Be prepared:

  Make sure all participants can log on,

  Communicate objectives with participants,

  Be responsive to participants,

  Develop discussion prompts,

  Post Rubric to be used to evaluate

Interactions used with Discussion Boards and/or Power Point

Scenarios- compliance training and process oriented training, new employee orientation

- Problem solving based

  3 parts:

  1. Description of a situation
  2. A question with 3 options is given
  3. Feedback is immediate-if response is correct participant moves on, if incorrect then more training or information is given

Role Play- explore complex social situations or view events from other perspectives

- Practice new role in a safe environment
- Builds confidence
- Develops listening skills
- Creative problem solving

Interactions used with Discussion Boards and/or Power Point

Gamification- apply gaming designs to make learning more engaging

- Increases motivation, engagement and retention rates. (Pappas, 2015)
- Benefits:
  1. Better learning experience
  2. Better learning environment
  3. Instant feedback
  4. Prompts behavior change
  5. Applied to most learning needs
  6. Impact on bottom line

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Case Studies- reflect real life situations where problems need to be solved

- Goal-relay relevant learning materials and ask questions based on reading
- Used to teach complex knowledge (Lasarkis, 2016)

Tips for Slide Design

- Repeat design elements on each slide: layout, color scheme and bullet style
- Keep titles and text spaced consistently
- Be brief. Use bulleted phrases rather than sentences
- Limit lines to 6-8 per slide
- Keep typeface consistent
- Sans Serif is recommended: Arial, Tahoma, Comic Sans
- Avoid caps, except on title slide
- High contrast color for titles and test is easier to read

Retrieved from
http://eta.health.usf.edu/pto/module3/unit5/PowerPoint%20Design%20Tips.pdfgrounds

Congratulations!!!
You're Done!

Make sure you check out the Course Resources Library for more information…

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Resources Library

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An Analysis of Blending, Braiding, Pooling and Pay-For-Success Programs for the Federal Victims of Crime Act & the State of Nevada's Children's Mental Health Programs

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Introduction

This report is addresses four types of funding schemes for public policies: blending, braiding, pooling and pay for success (PFS). The first three, blending, braiding and pooling, are similar in their goals and methods; thus we address them together and first within the report. Then, as part of their possible application, we analyze the feasibility of blending, braiding, and pooling as they may be applied to the Victims of Crime Act (VOCA) and Children's Mental Health funding in Nevada. Next, we examine the pay for success model, which seeks to integrate private investment into public policy funding solutions. We were asked to provide an analysis of PFS with regard to VOCA funding, but not with regard to Children's Mental Health. Our conclusions generally support the idea that blending, braiding, and pooling, under the proper conditions, can be a vehicle to enhance revenue availability for services. This conclusion is especially true for Children's Mental Health funding which may have more bureaucratic flexibility in being combined with other program funding. The VOCA funding is more problematic in this area given the federal structures for both obtaining and accounting for the money.

Generally, federal and state funding programs are designed to pay for services mandated by federal or state laws. Both the federal government and states have faced tightening budget streams and greater demands for services either from constituents or, in the case of states, mandated by federal regulation. Greater calls for accountability and transparency have also added to the tightening budget conditions states face, with the "do more with less" mantra

resonating across state governments. Given these conditions, both federal and state governments have pursued alternative and creative financing of public policy programs. Federal funding to states for programs can be allocated in four ways: (1) block grants, (2) project grants, (3) legislative earmarks, (4) direct payments to provide states with a portion of funding (Cammack, Evangelista, et al. 2013).

> *Grants*: programs use a particular formula to provide a fixed amount of funding that is usually based on population, unemployment levels, and other pertinent demographic information. It is up to the states to determine the appropriate use and allocation of those funds (Cammack, Evangelista, et al. 2013). Grants vary from other forms of funding in two important ways. First, they have been designed to give recipients a large amount of discretion in terms of how the funds are used. The second way is in how they can be allocated, either through block grants or categorical grants (GAO 2014). Block grants tend to be less restrictive and fund broader categories of activities. Categorical grants tend to be the most restrictive and allow funds only to be used for specific activities related to their purpose. For instance, block grants may be assigned for use in broad categories such as community health programs; categorical grants may be issue specific, such as child nutrition. In practice, the distinction between the two grants blurs often times with much overlap between the two types of grants (GAO 2014; Cammack, Evangelista, et. al. 2013).

Project Grants (discretionary grants): the federal government awards these through a competitive process; they are intended to fund specific projects or services over a fixed period of time (Cammack, Evangelista, et al. 2013).

Legislative Earmarks: these are awarded non-competitively and specify how funding should be allocated within a larger program. These may take the form of "hard earmarks," which are written into legislation and specify recipients and the amount of funding, or "soft earmarks," which are awarded based on conference reports (Cammack, Evangelista, et al. 2013).[1]

Direct payments: federal assistance is provided directly to individuals who must meet program eligibility requirements (Cammack, Evangelista, et al. 2013). Examples of this type of program include Medicare and Medicaid.

By themselves, in 2014 federal grants accounted for over a half trillion dollars in spending on over 2,275 programs across 68 federal agencies (Association of Government Accountants 2014). Thus, there is considerable opportunity for what the Government Accountability Office refers to as fragmentation, overlap, and duplication (Figure 1).

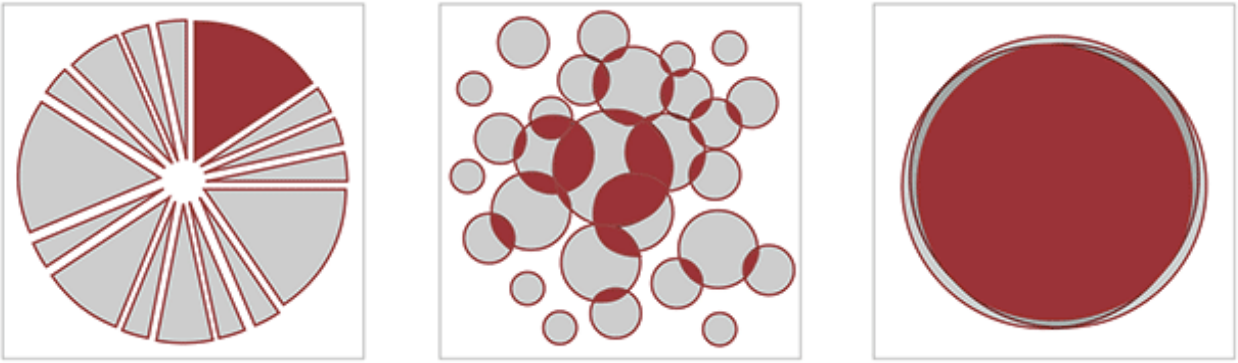
[1] The Congressional Research Service has noted that "Hard earmarks, whether stated in the act or the conference report, require the administration to spend a specified or "not less than" amount for a certain activity, organization, or country program, using words such as shall, directs, or allocates. A soft earmark, on the other hand, is an expression using terms such as should, urges, endorses, or recommends. Since both hard and soft earmarks are an expression of congressional intent, some argue that there is little if any distinction between the two, and the Administration must treat each with equal weight" (Congressional Research Service 2006).

Figure 1 GAO Definitions for Fragmentation, Overlap, and Duplication

Fragmentation refers to those circumstances in which more than one federal agency (or more than one organization within an agency) is involved in the same broad area of national need and opportunities exist to improve service delivery.

Overlap occurs when multiple agencies or programs have similar goals, engage in similar activities or strategies to achieve them, or target similar beneficiaries.

Duplication occurs when two or more agencies or programs are engaged in the same activities or provide the same services to the same beneficiaries.



Source: GAO. | GAO-16-375SP

The end results of the problems of fragmentation, overlap, and duplication are a reduction in program efficiency and in the effectiveness of the program to service recipients. For example, in 2012, the Government Accountability Office reported to the US Congress that eight federal agencies allocated $2.8 billion to administer 26 programs to assist homeless people. The GAO reported that three federal agencies administered 22 of the 26 programs and that most of these programs offered similar services to assistance recipients (Association of Government Accountants 2014: 7). Given these inefficiencies, state and federal executives, legislators, and program administrators have sought out methods to increase program efficiency and effectiveness within strict budgetary limits. Blending, braiding, and pooling have emerged as options for increasing efficiency and effectiveness. While these approaches are similar, and often mistaken for representing the same concept (i.e. blending and braiding as methods to pool funding sources), pooling has a distinct application as a method of coordination and integration

of services across agencies. Blending and braiding can have wider applications with less administrative ramifications.

Blending Funding

Blending is a funding strategy that combines money from multiple sources in such a way that it makes them indistinguishable from one another (Lynn 2010, NCWD/Youth 2006). More specifically, stakeholders combine funds from individual funding streams that pass to state and local governments into one award. In doing so, each individual funding stream loses its own identity. Such a funding strategy may require changes to state and even federal regulations governing funding streams to allow the given program or agency the flexibility needed to successfully blend funding sources; however, it does have certain advantages. For example, blending funding offers remarkable flexibility to the agencies utilizing it, permitting collaboration and coordination across activities that would not have been possible otherwise. Blended funding also reduces the amount of work associated with reporting and accountability requirements, improving efficiency within the programs. Programs have managed to blend funding sources successfully.

Oregon's Youth Transition Program

Now in its 14th year, Oregon's Youth Transition Program was developed as a partnership between the Oregon Department of Education (DOE) and the Oregon Vocational Rehabilitation Department (OVRD) (Timmons 2005). The aim of this partnership was to provide transition services to young people focusing on areas such as job training and placement, vocational instruction, personal-social instruction, and post-school planning. By sharing fiscal responsibility for this program, the Oregon DOE and the OVRD have been able to respond to each other's

yearly financial abilities to contribute to the program, allowing them to maintain the program past its initial grant period.

Florida Crown Workforce Board, Inc. and Florida High School/High Tech Program

The Florida Crown Workforce Board, Inc (FCWB) and the Florida High School/High Tech (HS/HT) Program have coordinated resources, processes, and procedures to provide more effectively and efficiently workplace experiences and individualized education for youth with disabilities in Florida's Region 7.[2] By engaging in this type of integration, the partners have been able to provide more services while assisting one another with various responsibilities such as referral and client tracking, planning to identify customer and employer needs, program review and improvement processes, and negations. Additionally, the two organizations share operational costs and then braided funds (discussed below) are used to support necessities such as curriculum development, office space, technological needs, student incentives, and staff development.

Braiding Funding

Braiding is a funding strategy that utilizes existing categorical funding sources to support unified initiatives while still being generally flexible and integrated. Stakeholders coordinate financial assistance to state and local governments from individual funding streams. However, each specific award braided into the coordinated assistance maintains its own identity, and thus the regulations and conditionality that are attached to the award. Thus, braided funding differs from blending funding in that the various funding streams remain distinct from one another while being using in conjunction to produce greater strength, efficiency, and effectiveness of a program

[2] Florida public services are divided into regional offices that coordinate services for eleven regions. Region 7 comprises Brevard, Orange, Osceola and Seminole counties.

(Lynn 2010, NCWD/Youth 2006). As the funding streams remain separate, the resources of each can be tracked more closely for individual state and federal reporting purposes. This process helps ultimately to promote the long-term sustainability of braided funding strategies. Utilizing braided funding requires significant intermediary coordination as well as significant attention to administrative requirements. Despite the added complexity compared to blended funding, braiding funding strategies have worked.

Utah Department of Workforce Services

In 1996, Utah consolidated five state agencies into the Department of Workforce Services (DWS) and gave the new agency responsibility for major state employment and training programs, as well as other supportive services. While funding to the various programs under this agency remained distinct, the consolidation of responsibility and funds through braiding funding allowed for increased responsiveness to local needs and circumstances. Additionally, in 2001 the DWS and the Utah State Office of Rehabilitation (USOR) began providing braided funding for job development and placement to increase support for job seekers with disabilities. This initiative again enhanced service delivery, leading to higher placement rates, higher initial earnings, increased earnings over time, and higher employment retention rates. It also led to reductions in paperwork duplication, staff time dedicated to data entry, and time required to process and act on information (NCWD/Youth 2006).

Tennessee Customized Employment Partnership

Beginning in 2002, the Tennessee Customized Employment Partnership (TCEP) successfully braided and coordinated funding from multiple program sources (including the

Workforce Investment Act (WIA) One-Stop system, local school systems, and the state Vocational Rehabilitation and developmental disabilities service delivery systems). The objective was to provide more effective and efficient assistance to youths with disabilities seeking employment and assistance as they transitioned to work and adult life from high school. This program also braided resources from various organizations to provide more support for youths and adults with disabilities. Braided funding was particularly important because it allowed for both short-term and long-term support to individuals with disabilities as they transition from school into the adult service system without gaps in service provision that might otherwise had occurred (TCEP 2004).

Blending and braiding are not mutually exclusive. In fact, they can be utilized simultaneously in order to complement and strengthen one another. Collaboration, coordination, and cooperation across multiple systems, agencies, and programs are required by both strategies and the creative use of both together can result in the most effective and efficient delivery of services. Successful models of blending and braiding also exist.

The Pangea Foundation, San Diego

The Pangea Foundation is an organization that helps provide mentoring services to youth with disabilities by increasing the capacity and knowledge of faith-based and community organizations. In their efforts, they have successfully blended funds from sources such as the Technology Opportunities Program (TOP) (U.S. Department of Commerce), the Abilities Network (CommerceNet; The California Endowment), Household Finance, and Microsoft to provide support for computers and computer programs, including software upgrades and the development of a web-based mentoring management system. At the same time, they also have

braided funding from several sources including the Callaway Golf Company Foundation, The California Technology, Trade, and Commerce Agency (Division of Science, Technology, and Innovation), Kids Included Together San Diego, Inc., and the Samuel J. and Katherine French Charitable Trust to support after school mentoring programs for children with disabilities.

Pooled Funding

Pooled funding has been prominently employed in a number of European states as solutions to problems coordinating services, particularly in health and behavioral health services. In the 1980s, the United Kingdom's National Health System faced collaboration issues between health care providers and social work providers when problems emerged from policies that allowed for discharging people with learning disabilities and mental health issues to the community after long hospital stays (Hultberg, Glendinning, and et. al. 2005: 531). The key to pooled funding has focused on *collaboration* and *integration* (sometimes referred to as synergies) across administrative agencies that already provide services that may overlap or require coordination to provide a more comprehensive service to the target population. In the UK, coordination and integration of budgets allowed for a more comprehensive care approach for people with learning disabilities and other mental health conditions that included behavioral health and social work providers. Pooled funding experiments regarding public services have also been tried in other European countries (Sweden, for instance), with attempts at service integration conducted in the United States as well.

In working toward coordination and integration of services, there are four main pooled budget models:

Aligned Budget Arrangements

Under these arrangements budgets remain with the individual agency but a joint board agrees to common objectives and how individual agencies' activities can be aligned to maximize the collaborations between them (The Chartered Institute of Public Finance and Accountancy 2011). In this arrangement, two or more agencies come together to align objectives and expenditures. Individual agencies incur expenditures and funding is allocated within individual agencies to be spent on the coordinated or integrated policies and objectives (The Chartered Institute of Public Finance and Accountancy 2011).

Lead Arrangements

One of the agencies takes on a lead role and administers a total budget on behalf of the individual organizations to achieve jointly agreed objectives. A joint board may control expenditure but the lead agency will undertake day-to-day financial management (The Chartered Institute of Public Finance and Accountancy 2011). In practice, a lead agency takes on the responsibility for delivering the service or activity on behalf of all parties. The lead agency then receives funding from the other agencies and a total budget for the activity is agreed upon by all integrated agencies (The Chartered Institute of Public Finance and Accountancy 2011).

Joint Commissioning Arrangements

The individual agencies come together to commission a third party to provide a service on their behalf. A joint board will usually set the objectives and contract terms but delivery of the service will be the responsibility of the third party at a cost set out in the contract (The Chartered Institute of Public Finance and Accountancy 2011). Agencies arrange jointly to procure an

activity or function. Funding obligations are split between the agencies based on a previously agreed upon formula (The Chartered Institute of Public Finance and Accountancy 2011).

Joint Venture Arrangements

This arrangement is where a separate entity is established by the individual agencies to deliver the activity or function. A joint board will set objectives and key activities for the agency, which may either be freestanding of or controlled by the individual parties (The Chartered Institute of Public Finance and Accountancy 2011). Individual agencies fund the joint venture to a previously agreed upon level. The joint venture receives the funding either through a grant mechanism or by a charge to agencies for services provided.

While these budget models are not comprehensive in variations, nearly all pooled arrangements will emerge from these models. Funding placed into a pooled arrangement loses its identity. This issue can be beneficial as Hultberg, Glendinning, and et. al. note "[funds] do not have to be spent in the same proportions as they were contributed, thus offering opportunities to shift the balance of expenditure from, say, acute hospital care to preventive community-based social services" (2005: 534).

It must be emphasized that, because of the varying nature of service programs, it would be problematic to assume that these models are "one size fits all" and that one model or program will work across policy areas or across all stakeholder agencies. Likewise, it is important to distinguish between the coordination of services and the integration of them. When the actual structural integration of services cannot be accomplished, mechanisms for facilitating the coordination of services can still be put into place. In this sense, there is a distinction to be

made between structural integration and virtual integration. Structural integration requires agencies to merge or to have a formal partnership or joint venture. Virtual integration requires only that agencies work closely together or to coordinate activities. In all cases, *results are often contingent upon effective governance and strong management* that oversees the arrangement (The Chartered Institute of Public Finance and Accountancy 2011).

The Commonwealth Fund (Hostetter, et. al. 2014) has highlighted a number of US cases where integration of services has occurred.

Minnesota's Hennepin Health

This health plan integrates and pools funding for health care, public health, community resources, behavioral health, and social services for high-risk, Medicaid-eligible adults. It is financed by an up-front payment for all Medicaid services, with blending of additional county-based social services funds. According to Hennepin Health-MNCare (formerly Hennepin Health), they offer medical, behavioral health and social services for those who are:

- A resident of Hennepin County
- Between the ages of 0 and 64
- Eligible for Medical Assistance (Medicaid) or MinnesotaCare

Hennepin Health-MNCare is provided in partnership with NorthPoint Health and Wellness Center, the Hennepin County Human Services and Public Health Department, and Hennepin County Medical Center (Hennepin Health http://www.hennepinhealth.org/)

Vermont's Support and Services at Home (SASH)

This program combines supportive housing with medical services to help Medicare beneficiaries remain in their communities. It offers onsite nursing, care coordination, and supportive community activities. It is funded by a per-member per-month fee through a Medicare demonstration program. The SASH coordinates the resources of social service agencies, community health providers and nonprofit housing organizations to support Vermonters who choose to live independently at home. Wellness nurses and trained SASH Care Coordinators provide individualized, on-site support (Support and Services at Home http://sashvt.org/learn/).

Maryland's Health Enterprise Zones (HEZ)

Five geographic areas in Maryland with high health disparities rates receive state funding to test innovative, multi sector programs. Examples include establishing a "health care transportation route" to address rural access barriers; a patient-centered medical home in a senior housing complex; and healthy living activities. According to Maryland's Department of Health and Mental Hygiene, the HEZ Initiative is a four-year pilot program jointly administered by the Community Health Resources Commission (CHRC) and Maryland Department of Health and Mental Hygiene (DHMH), with a budget of $4 million per year. The purposes of the HEZ Initiative are to:

- Reduce health disparities among racial and ethnic minority populations and among geographic areas;
- Improve health care access and health outcomes in underserved communities; and
- Reduce health care costs and hospital admissions and re-admissions.

To receive designation as an HEZ, community coalitions identified contiguous geographic areas with measurable and documented economic disadvantage and poor health outcomes and proposed a creative plan for targeted investments in community health (Maryland Department of Health and Mental Hygiene http://dhmh.maryland.gov/healthenterprisezones/Pages/home.aspx).

Costs and Benefits of Blending, Braiding, and Pooling Funding

Blending and braiding can provide several benefits to programs. Based on an assessment from the Association of Government Accountants, blending and braiding offer:

- greater ability to meet recipients' needs
- flexibility to be creative and experiment with new programs and approaches
- flexibility to achieve defined outcomes
- capacity to determine program success based on identified outcomes and measures
- elimination of program duplication, overlap, and fragmentation
- accountability that focuses on desired outcomes
- a greater focus on performance and outcomes instead of regulated compliance
- greater attention to program objectives and goals instead of bureaucratic administration
- greater potential for stakeholder collaboration, service coordination, and project management

At the same time, both blending and braiding have some drawbacks as well. Successfully blending funding can be administratively difficult as it requires the various funding sources to relax or relinquish individual program regulatory requirements to allow for the flexibility and that underlies the purpose of blending. Moreover, blending may require legislative changes to federal regulations that govern individual programs that would allow funds to be combined.

Pooling and services integration have their own set of benefits and costs. Few studies provide generalizable principles that can glean costs and benefits because cases of pooled funding and integration are oftentimes unique to the circumstances they are trying to resolve. While no comprehensive analysis of the costs and benefits of pooling exist, some principles can be extracted from the cases, particularly within the UK's experience with pooling and integration.

In the UK, pooling budgets immediately uncovered areas of duplication in health and social welfare services. Agencies sought to improve the mixture of skills and the potential for collaboration between health care and social work staff by cross-training and lending staff from one agency to the other or bringing them together under a single management structure while either retaining separate agencies or by transferring all staff to a single agency by using an integrator provider flexibility. While major patterns of change were being implemented incrementally, the flexibility of pooling funds offered opportunities that might not otherwise exist within individual funding streams. New staffing decisions could be made in line with either the individual agency or within the integrated framework. Management expected new employees to "buy into integration" and to help incrementally adjust the culture of employees.

At the same time, the staffing considerations also highlighted "soft" and "hard" issues. Soft issues involved changes in *culture, training, and attitudes* that had to be addressed, while hard issues involved human resource issues such as employment terms and conditions, which were most likely more multifaceted given the UK's complex labor-employer structure. Closer working relationships were also sometimes hampered by incompatible computer information systems that required agreements over the sharing of confidential information. Partnerships were also still required by the central government to report individual funding line performances, so

bureaucratic obligations, in some cases, were not necessarily alleviated (Hultberg, Glendinning, and et. al. 2005: 536).

Pooling budgets also helped to shift entrenched thinking patterns about how services were delivered. The “blame culture” ended while a holistic culture of taking responsibility within the whole system and recognizing the interdependent nature of services took hold (Hultberg, Glendinning, and et. al. 2005: 536). At the same time, pooling budgets also created a more transparent climate regarding resource allocation, allowing workers and managers to question whether spending patterns were effective and efficient. In this context, pooled budgets allowed for more complex packages of local services to be offered to people with specialized needs; these types of services often affect small groups of people, but with large costs associated with their needed services (Hultberg, Glendinning, and et. al. 2005: 535).

While UK managers have been optimistic about the benefits of pooling (more experiments in pooling occurred since central government legislative changes to the National Health Service have allowed for greater flexibility to pool funding streams), there have been some drawbacks to the pooling schemes. Partnerships were bound up in extensive legal agreements to safeguard the partnership and to clarify the obligations of the partnership. In some cases managers perceived the arrangements as unnecessarily formal and threatening to a culture of trust and collaboration. But often, managers in these cases had informal, strong relations with other managers that undergirded these perceptions. Even these managers understood the need for staunch clarification of positions.

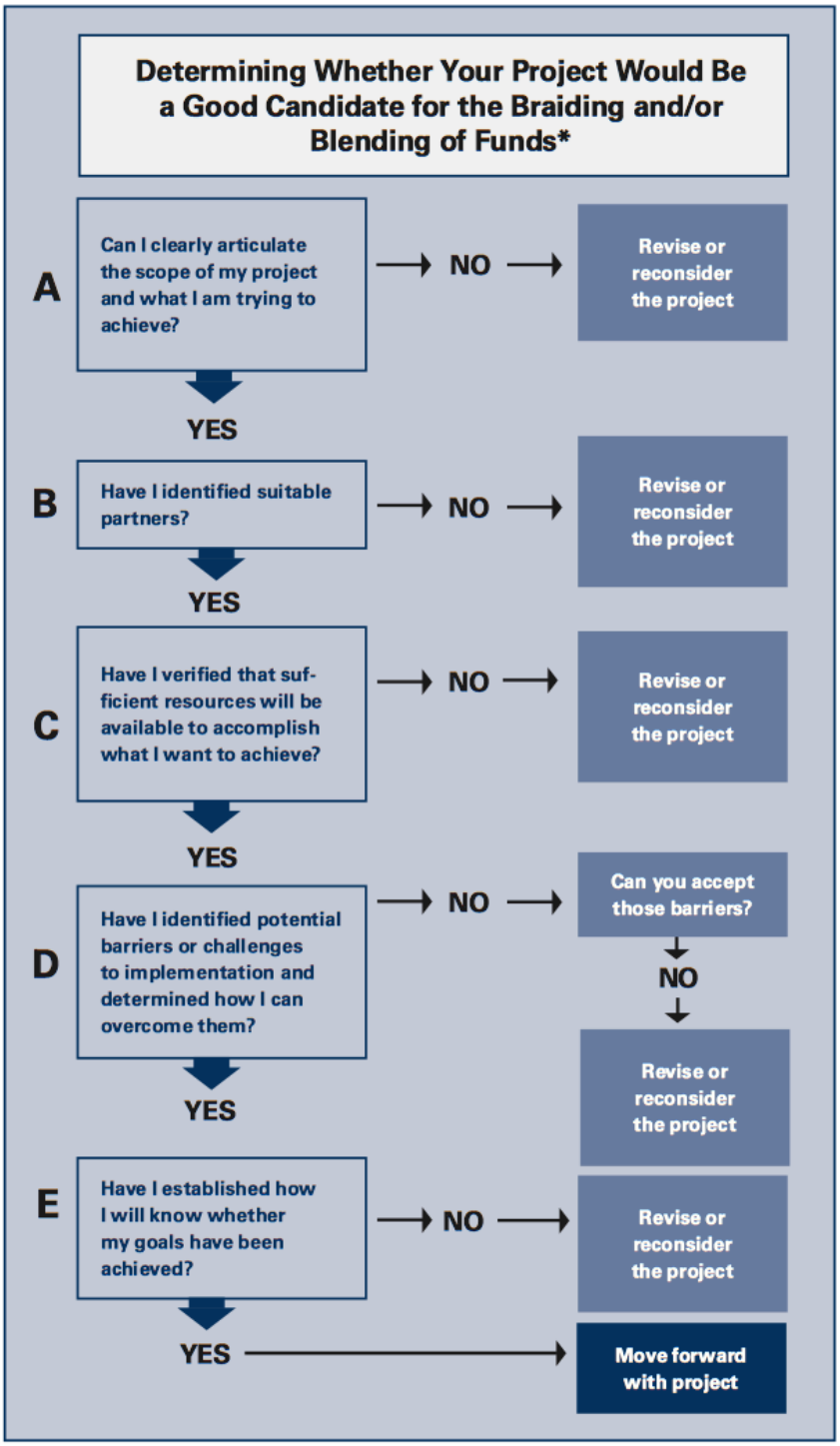
Fund pooling brought with it some particular problems as well. Pooling came from multiple streams of funding, including time-limited grants. Once those grants expired, the partnership lost the funding. In some cases, pooled funding locked funding streams into the

partnerships, meaning that funding could not be used for other causes if the funding was not used or had application to other projects (Hultberg, Glendinning, and et. al. 2005: 535).

Is Blending or Braiding Appropriate?

In a widely distributed report, the Association of Government Accountants constructed a decision framework to assist in deciding whether programs should be blended or braided. Five questions that are fatal flaws for a blending or braiding scheme are present; if any of these questions are answered negatively, the project should be reconsidered or abandoned. Those questions include the following critical points (Figure 2).

Figure 2 Should You Use Blending or Braiding



* For blended funding, first verify that there is statutory authority to blend funds.

Source: Association of Government Accountants

Can you clearly articulate the scope of the project and what you are trying to achieve: are you trying to expand the scope of an existing project or are you trying to provide more of some service?

Have you identified the suitable partners: the program involved in either blending or braiding should have common or similar goals. Without this base of commonality, the project can split apart as stakeholders pursue distinct agendas. Each partner also has to be eligible to use funds in the blending or braiding scheme; funds that specifically serve a particular population or are for specific services may not have the flexibility to be used outside of that scope. All stakeholders need to understand the risks involved; for instance, where non-profits partner with local governments, both need to understand potential risks in pooling funds together. All parties must also understand organizational structures of those participating in the blending and braiding scheme and whether that structure contains sound and appropriate financial and programmatic management and experience. Finally, stakeholders need to be clear on the defined and agreed upon entity to oversee and manage the braiding and blending scheme. Roles and responsibilities relating to the arrangements must be detailed and documented.

Will sufficient resources be available to achieve the program's goals: Stakeholders should provide appropriate documentation to ensure that their funding can be applied to the project or that funding will be made available for the project. This assurance should also include provisions for required matching funds or in-kind services.

Have all barriers to implementation been identified and taken into account: Stakeholders need to make sure legal constraints on funding and that programmatic, fiscal, reporting, and other requirements will be met in the pooled scheme. If funding is legally restricted, stakeholders need to ensure that they can adapt to the requirements for the duration of the program. If the

legal constraints cannot be accommodated, stakeholders should seek waivers for the requirements. Finally, all stakeholders, but especially those tasked with administration and management of the pooling scheme, should ensure that their organization has the capacity and oversight to ensure the integrity of the program.

Have measureable goals been established: Stakeholders should have clear markers as to when their goals in the pooled scheme have been met. All stakeholders should agree upon the outcomes and how those outcomes can be measured. Partners in the pooled scheme should agree as to how to oversee the projects resources.

The Importance of Planning in the Decision Framework

The Association of Government Accountants' decision framework was built upon more than a decade of states experimenting with blending and braiding of funding sources. The emphasis in the framework is on the work being done upfront before the pooling scheme is implemented. While some programs have been successful (see the cases noted previously), some have not been so successful from their outset. *In this sense, the state of New Mexico is the cautionary tale for the state of Nevada*.

In the state of New Mexico, a state with a similar urban-rural demographic and geography as the state of Nevada, Governor Bill Richardson embarked on a plan to transform the public behavioral health system within the state in 2003. The objectives of the plan were to increase accountability within the system and the blending and braiding of funding stream from 15 state agencies that would allow for money to be leveraged in new and innovative ways (Willging and Semansky 2010). In 2005, the new system went into effect with the largest portion of the publicly funded behavioral health services placed under the management of a single, for-

profit private corporation. In 2009, a new private contractor took control of the state's behavioral health services (Willging and Semansky 2010).

In that same year, the state oversight agencies received complaints from providers that they were not being paid by the servicing contractor. The New Mexico state legislature held two sets of hearings that subjected the private contractor to corrective measures and threatened more than $1 million in fines and penalties for non-compliance. By 2010, Governor Richardson had placed a request for proposals to implement a more efficient and effective system. The general economic downturn had further constrained the state's ability to pay for public services in general and the state took the opportunity to terminate its relationship with the offending contractor. While the contractor problems stymied the delivery of services, other problems emerged that impeded the state's ability to transform the behavioral health system (Willging and Semansky 2010).

While private contractors were successful in bringing all stakeholders together for the transformation, they were less successful in reducing the complexities of the behavioral health services system. The contractors were not able to reconcile successfully federal statutory requirements that state agencies had operated under prior to the consolidation of the funding schemes. Similarly, the contractors were not able to contend with differing expectations from the separate state agencies involved in the funding scheme. Services providers also had to contend with meeting requirements for the varying state agencies *and* the private contractor's reporting requirements. Insufficient technical support and training, inadequate financial compensation for the increased administrative costs, confusing and contradictory service definitions, and under prepared implementation plans also complicated the transformation of the system (Willging and Semansky 2010).

Beyond the managerial and services problems associated with the transformation, the private contractors also encountered significant problems with information technology. Requirements from the previous services program were simply incorporated into the comprehensive reporting and information system the private contractor sought to implement. The private contractors had underestimated their capacity to implement and maintain the complex system needed in the transformation of the system. This problem was especially significant in the change of private contractors. The first private contractor considered their information system to be proprietary; when the second contractor took control of the system, a new information system had to be created. The new system did not incorporate data from the first private contractor, preventing stakeholders from accessing the information during the transition (Willging and Semansky 2010).

The transformation of the behavioral health system also did not incorporate appropriate evaluation and accountability criteria. According to Willging and Semansky, the lack of a comprehensive monitoring system made it difficult for state officials and contractors to respond to complaints from providers, clients, and health advocates regarding the service delivery infrastructure (2011). Outside evaluators and assessors of the behavioral health services system lacked access to data to perform appropriate oversight functions.

Finally, New Mexico's urban-rural demographics and geography became a factor in the transformation of the behavioral health services system. Little, if any, consideration was given to the problems and challenges of providing services to these areas. Rural areas faced disadvantages in workforce capacity, infrastructure, and travel distance that needed to be taken into account in the planning stages of the transformation. Because rural areas are most dependent upon state funding, changes to services affect these areas to a greater extent than in urban dominated areas.

Excessive paperwork, large caseloads, complex cases, and practitioner shortages have always been problematic for rural areas, but the system transformation exacerbated these issues for them. Delayed payments and lower reimbursement rates contributed to the financial hardships that the system brought with it, further stretching capacities to provide services. Financial resources to purchase the basic equipment needed to accommodate the new system were not provided and the private contractors did not provide appropriate technical support to rural areas. Finally, transportation costs in rural areas were not taken into account in providing reimbursements to service providers (Willging and Semansky 2010).

Planning Framework for Integrating Services

The Commonwealth Fund (McGinnis, Crawford and Somers 2014) has highlighted a framework for deciding whether integrating services and pooling funding should be undertaken by agencies. These five points include

1. *Establish goals*: States can create measurable goals based on their current needs, circumstances, and priorities.
2. *Identify gaps and opportunities*: States can determine the types of health and social services integration they wish to pursue by identifying current gaps and opportunities. Local governments and consumer organizations can be helpful in identifying areas where needs are not being met. In some cases, communities may be resource-rich but ineffective in linking neighborhoods, patients, and providers to resources. States also can identify existing investments that may be reallocated to support integrated care delivery goals.

3. *Prioritize opportunities for integration*: States can prioritize efforts based on opportunities that project a positive return on investment, existing strengths, and input from stakeholders. Research suggests using an asset-based approach to choosing priorities, which takes a community's unique strengths and resources into consideration. Finally, states may consider pursuing a balanced portfolio of short- and long-term interventions and a range of partnering organizations and population targets.
4. *Establish an implementation roadmap*: An implementation roadmap can guide near- and long-term planning activities and highlight policy considerations. A roadmap would include a developmental stage to pilot new ideas (Phase1); an expansion stage (Phase 2); and an operational stage (Phase 3)
5. *Create a measurement strategy*: A robust measurement strategy will include key metrics that link outcomes and goals and promote accountability. Assessing the return on investment for integration also will be an important objective. However, states need to be creative in measuring the results, as few tools exist to quantify returns across social services (McGinnis, Crawford and Somers 2014).

Successful Integration of Services and the Pooling of Funds

Based on the UK experience and research on integrating services, the UK National Audit Office has proposed a number of requirements for successful integration of services.

The Potential Value from Integration: Governments are more likely to be interested in opportunities to integrate if the process will yield significant cost savings.

Commitment to Work in an Integrated Way: Successful integration depends on the commitment of all agencies involved to implement it effectively. Shared visions and objectives,

effective leadership and staffing, and incentives for integrated working may reflect the commitment to integration.

Implementation Capacity: Agencies need to have sufficient implementation capacity to make integration work. Capability requirements may include program and risk management, information and technology requirements, responsibilities and accountability arrangements, funding mechanisms, and communication for knowledge sharing.

Sustained Effort for Continued Improvement: If integration can be accomplished, the integrated arrangement needs sustained efforts and commitments to maintain the resulting improvements. There needs to be follow-up. Process designs and management and information for monitoring progress and evaluations need to be in place to evaluate the impact of integration and pooling.

Successful, High Value Integration: Two criteria can be used to assess the value of the integration: cost efficiency or savings, and effects on service or programmatic outcomes (National Audit Office 2013: 28).

Thus, the integration of services funding can be accomplished through blending, braiding, and pooling schemes; *however, as the cases have shown, the integration of those services funding must be carefully planned out from the initial stages to the desired final product. Oversight is a critical component of this process.*

Blending, Braiding, and Pooling for Victims of Crime Act Funding

For blending and/or braiding to be feasible in the context of VOCA programs, the VOCA program has to be contextualized. VOCA is a categorical grant that has a specific service attached to it – services for victims of crime. As such, VOCA funding is currently subject to

significant federal regulation regarding who is eligible to receive funding, services that can be funded, and reporting requirements. In the case of blending, federal, and possibly state, regulations would have to be changed to allow the flexibility to relinquish federal restrictions on funding use and accountability reporting requirements. This strategy would require the federal government to yield control to give state agencies needed flexibility. *Given the current political climate and the bureaucratic obstacles to making these changes, blending may prove to be a difficult strategy in providing more efficient and effective services to victims of crime.*

In the case of braiding, the federal government regulations and requirements would not decrease and funding from across agencies could be utilized to enhance services and efficiency. Under a braided strategy, while funds would support unified initiatives, the relative separation allows for more nuanced reporting to the various funders. *However, it should be remembered that the structure of this strategy might place a significant administrative burden on a utilizing agency. As federal VOCA regulations currently require significant tracking and reporting, braided funding that levies additional requirements to satisfy additional funders will increase administrative responsibility and might negatively affect an agency's ability to provide services*.

As such, the drawback to implementing a braided funding scheme is that some streamlining of regulation would have to occur as meeting the requirements of multiple funding sources may prove to be too burdensome for county and local governments, particularly without the appropriate administrative or financial support (New Mexico's experiment with behavioral health services are applicable in this regard). *Thus, braiding may appear to be a better way to enhance services than blending but it is still not without problems in doing so*.

While VOCA funds may be more amenable to a braiding scheme, a more fundamental question is whether VOCA funds need to be combined with other funding sources to provide

better services to victims of crime. Nevada currently has a surplus of funds, with VOCA funds underspent. Funding, in terms of meeting costs to recipients, does not appear to be an issue. However, the question that does arise is whether victims, organizations, and agencies are aware that the funds are available and whether those funds are being distributed within areas that may need financial support; more specifically, do these people and organizations know that they may be eligible for funds. *We were not able to obtain data on to whom VOCA monies were awarded; thus, we cannot say definitively whether the money has been allocated efficiently to cover services needed to help victims of crime. A gap analysis of where VOCA money has been allocated compared to needs identified by victims of crime advocates and state officials is needed to assess accurately the question of whether the state surplus is serving victims of crime effectively.*

A second question of importance is whether smaller organizations that serve particularly rural counties are aware that the money may be available or whether they can spare the resources to apply for which they may be eligible. For instance, in the case of a small non-profit organization, it may not be able to dedicate scarce resources to the *burdensome application process mandated by federal and/or state agencies*. Blending, braiding, and pooling may not provide solutions to these more fundamental problems unless cross-agency collaboration can improve the ability to make the public aware of the VOCA program or make the funds more accessible to organizations and agencies across the state. These considerations are discussed further within the context of pay-for-success models later in this analysis.

Blending, Braiding, and Pooling for Children's Mental Health

Nevada's Children's Mental Health (CMH) status differs from the VOCA program. The very nature of CMH necessitates efforts and interventions on the part of multiple agencies and

community organizations. Moreover, unlike the VOCA program in Nevada, CMH is staggeringly under funded, particularly given the extent of CMH issues in Nevada and the cascading affect that CMH has on short and long term budget and staffing issues in schools, social work, drug enforcement, justice and juvenile justice, and even prisons, with further implications for the general workforce and tax and revenue bases for the state. For instance, according to the Children's Advocacy Alliance (CAA) and the Nevada Institute for Children's Research and Policy (NICRP), in 2014-15 in Nevada, 4.9 percent of children served through the State Mental Health Agency (SMHA) met the federal definition of serious emotional disorder while also having a substance abuse diagnosis. Moreover, only 7 percent of youth who need services receive appropriate help from mental health professionals (CAA and NICRP 2016: 55).

In the case of CMH, services are both spread across agencies that have responsibility for bits and pieces of the complex services that are needed for CMH. Thus, given that blending, braiding, and pooling have been used in similar situations where services involve community and government agencies or where multiple government agencies have jurisdiction, CMH may be an appropriate area where blending, braiding, and pooling could be useful to provide holistic services to service recipients, particularly those children that suffer from highly complex mental health issues and conditions. Blending and particularly braiding become options when funding lines need to maintain their own specific identities to meet regulatory requirements. When regulations required by funding sources can be relaxed, a holistic or comprehensive approach to CMH may be warranted, with pooling of funds being an option. *Caution should be exercised in moving toward an integrated pooling solution. Because of the deep prior planning that needs to be done and the usual change in administrative and workplace culture that accompanies pooling funds, administrators should approach pooling options for CMH with a long term plan for*

integration, accompanied by a short term plan that accommodates service recipients in such a way that services for them are not interrupted for any extended period of time.

Introduction to "Pay-for-Success" (PFS)

"Pay-for-Success" (PFS), sometimes called or involving "social impact bonds" or "social impact financing" is a strategy for financing otherwise-underfunded or new innovations in social programs through private investment. Social impact bonds (SIBs) first appeared in the United Kingdom (Peterborough) and focused on prison recidivism. To date, the US PFS financing strategy has been more of a theoretical construct than a practical approach to policy construction, with the federal government being the greatest proponent of the PFS models. Only recently has there been enough interest for programs to get off the ground.

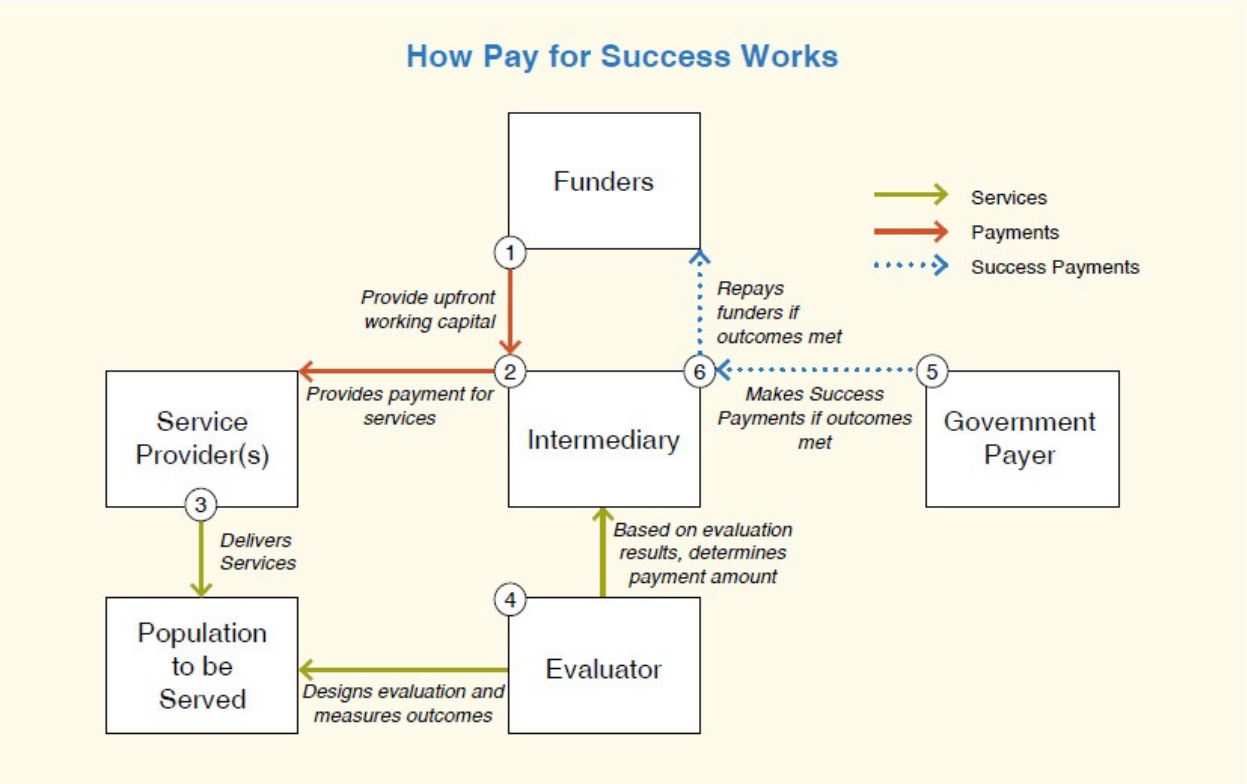
In fiscal years 2011, 2012, and 2013, President Barak Obama had requested approximately $100 million for PFS programs that could test the feasibility of such programs; however support in the Congress dissipated. In fiscal year 2015, the US Congress was able to garner bipartisan support for $300 million to support PFS programs. In 2015, the General Accounting Office performed an analysis of PFS models. At that time, four US government agencies had appropriated funds for PFS programs: the Department of Housing and Urban Development, the Department of Justice, the Department of Labor, and the Corporation for National and Community Service.

The PFS strategy objective is to shift performance risk of underfunded or new innovative social programs from governments to philanthropic foundations or other social investors. Figure 1 illustrates the PFS strategy. Under this strategy, private investors undertake the startup costs of a given social program. The social program has specific performance targets. If the program achieves its performance targets, determined by an independent evaluator, the government

repays the investor's principal plus an agreed upon return on the initial investment. If the program fails to achieve its performance targets, the investor loses a part or all of their investment (Erickson 2013; Roman, Walsh, Bieler, and Taxy 2014). In its review of PFS models, the GAO highlighted that policy areas where PFS could be most successful are in areas where there is an entrenched problem facing a specific population, such as recidivism amongst prisoners, or educational problems with a specific group of children (early childhood, disabled, etc) (GAO 2015). These populations are best situated to have *defined outcomes* that can be measured for PFS programs.

The ultimate aim of PFS is to demonstrate that early investment in specific social programs can lead to decreased costs over time, with the overall goal being to redirect government resources toward social programs that have proven to be the most effective at delivering proven results. By utilizing private investment, state and local governments have the opportunity to tackle social programs that may otherwise be largely ignored. Generally, when these programs are successful, the government repays the investors who took on the initial financial risk; when the programs are not successful, investors absorb the costs of the programs and the government bears no financial responsibility for the program (Poethig, Roman, Walsh, and Milner nd).

Figure 3 Pay For Success Model



Source: Third Sector Capital Partners. 2015. "What is Pay for Success?" (**www.thirdsectorcap.org/what-is-pay-for-success/**). Accessed 3 August 2016.

Pay for Success in Practice:

Social Programs that have Utilized Pay-for-Success Models

While PFS has been touted as a new approach to financing social programs, it is important to understand up-front that the use of PFS programs has not achieved a significant level of use in social policy, and, where it has been tried, the results have been mixed. The majority of recent research has focused on *how* PFS models could be implemented. A couple of studies highlight these elements of potential implementation.

Dubno, Duggar, and Smith (2013) highlight two studies that examine the impact of pre-kindergarten education on long-term social outcomes, while demonstrating different PFS

financing models regarding the provision of these pre-kindergarten services. The basis of the use of Pay-for-Success in this field is the argument that students who receive early childhood education have improved long-term workforce competitiveness and per capita income growth, both of which could alleviate structural inequality (Institute for a Competitive Workforce 2012; Bartik 2011). Income inequality begins early in life and the provision of early childhood education to low-income children reduces income inequality over time (Heckman 2011). Research has shown that access to prenatal and postpartum nutrition, parenting, healthcare, and early childhood education have a cumulative effect on individual capabilities, character traits, and health outcomes. Thus, it is in the long-term interest of both the private and public sector to support early childhood intervention programs, including early childhood education.

In the two studies that Dubno, Duggar, and Smith considered, Bagnato, Salway, and Suen (2009)[3] and Voices of Utah Children (2011)[4] found that children who were afforded pre-kindergarten education were less likely to require special education assignments through the completion of high school. Dubno, Duggar, and Smith apply these findings to show how implementation of a pay-for-success model to provide pre-kindergarten education could ultimately lower the costs to government associated with necessary provision of special education services. In 2013, the Voices of Utah Children project received PFS funding, which is discussed later.

The Massachusetts Housing and Shelter Alliance partnered with United Way of Massachusetts Bay and Merrimack Valley to contract with the Commonwealth of Massachusetts to negotiate a Pay-for-Success model to house individuals who would otherwise be homeless.

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[3] This study considered 21 school districts involving 10,002 children over a three-year period in Pennsylvania.
[4] This study considered three cohorts of three and four year-olds in 11 schools in Salt Lake City's Granite School District, all of whom attended the district's Title I pre-kindergarten program beginning in the 2006-2007 school year.

This model seeks to integrate public health research that shows significant improvement in health and residential stability, as well as lowered costs to society, when homeless people receive case management services and supportive medical care while also being provided with permanent affordable housing. Martell et all (1992), in fact, showed that supportive housing services resulted in lowered use of emergency public services, and thus a decrease in the associated costs of those services, for more than 4,600 people. If a Pay-for-Success model can be implemented in Massachusetts for this purpose, the funds contributed by investors could ultimately lead to lower emergency medical costs that would otherwise be taken on by the state, as well a decreased rate of homelessness.

The Implementation of PFS Programs

The research literature in government financing of social policy has been a driving force to implement PFS programs. Between 2012 and 2016, states have launched 10 PFS projects, with nine other states (California, Ohio, South Carolina, Illinois, Michigan, New York, Massachusetts, Maryland, and Pennsylvania) considering new or additional PFS programs. The Government Accountability Office (2015) examined most of these PFS projects.

South Carolina Nurse-Family Partnership Project

South Carolina announced in February 2016 that it was launching a PFS program, South Carolina Nurse-Family Partnership Project. In South Carolina, more than 280,000 children (27%) live in poverty and more than half of the babies born in the state have mothers who qualify for Medicaid. Research has shown that growing up in poverty can have detrimental effects on children's cognitive development, health, school performance, and social and

emotional well-being. All of these conditions can have an impact on the use of public services later in the child's life. The Nurse-Family Partnership will pair vulnerable first-time parents with trained nurses; during home visits, the nurses will support first-time mothers to have health pregnancies, to become knowledgeable and responsible parents, and to give their children a good start in the early stages of their life. The Pay for Success project will pair nurses with an additional 3,200 first time, low-income mothers over the next four years, marking the first statewide Pay for Success project in the U.S.

The Massachusetts Juvenile Justice PFS Initiative (with the US Department of Labor)

Begun in 2013, policymakers designed the program to address high rates of recidivism among male youths where every year approximately 4,000 young men age-out of the juvenile justice system or are released from adult probation. Within 5 years of their release, approximately 65% of these young men are incarcerated back into the prison system. Roca, Inc., a nonprofit organization that works with high-risk young people ages 17 to 24 in Massachusetts, has shown that its programs can reduce recidivism rates by 33%. Under the agreement with Roca, Inc., payments are based on reduced incarceration, increased employment, and for each individual program participant who meets 9 or more times per quarter with a Roca staff member to discuss job readiness issues. The target reduction in recidivism is 40% compared to a control group; if secondary targets of 55% reduction in recidivism are reached, Massachusetts will pay a higher amount under its contract with Roca, Inc. At the 40% reduction level, Massachusetts would pay out $21 million with a cost savings of $22 million during the 6-year program. Under the 55% reduction in recidivism, Massachusetts would pay $28 million, with a program savings

of $33 million. Massachusetts made its first payments for the job readiness metric in 2015 and is expected to make its payments related to job and incarceration rates in 2017.

New York City Adolescent Recidivism Reduction Program, Riker's Island

In 2012, New York City received a $9.6 million investment from Goldman Sachs to implement a group therapy program for teenage inmates at Rikers Island (Cohen and Zelnick 2015; Farmer 2015; VERA Institute of Justice n.d.). The goal of this program, which was to serve a total of 9,240 prisoners, was ultimately to reduce recidivism rates over a 10-year period following the inmates' release. If this reduction was realized, New York City would repay Goldman Sachs. A preliminary report released in June 2015 regarding this program showed that not only was the program missing its target, but also that it was having no impact on recidivism at all. Thus, Goldman Sachs opted to terminate the program one year ahead of schedule as allowed by their contract and the program is considered a failure.

New York Employment and Public Safety

The U.S. Department of Labor (DOL) awarded New York a $12 million grant for a program to reduce the high recidivism rate and increase the low employment rate of high-risk individuals recently released from state prison each year. The program is being conducted by the Center for Employment Opportunities (CEO). Under its contract with CEO, New York will make payments for reduced recidivism, increased employment, and engagement in transitional jobs for recently released, high-risk individuals. Estimates show that the state of New York could capture savings and benefits ranging from $13 million if recidivism is reduced by 10 percent to

$37 million if recidivism is reduced by 40 percent over a 5-year period. If the program is successful, New York will make its first payments in 2017.

Voices of Utah Children

In 2011, a public education study had predicted that without early childhood intervention between 25 and 33 percent of the Granite School District's low-income children would have to be placed in special needs education. The PFS program emphasized decreasing the use of special education for low-income students who had entered kindergarten without having attended high-quality preschool. The project began in school year 2013-14 with outcome payments contributed by Salt Lake County and the United Way of Salt Lake. By 2015, Utah had become the outcome payer. The state of Utah sought to expand the program that the Granite School District had put into place. The school district had shown that their program had reduced the need for special education classes by 95 percent amongst their low-income students. The state has estimated that it can save $2700 a year per child not enrolled in special education. Economically disadvantaged students who receive a free or reduced price lunch are eligible to be enrolled in the program. These students, at the beginning of preschool, take an evaluative test. Those with extreme scores that are two standard deviations below the mean of the examination are tracked from kindergarten through sixth grade to confirm whether the students have enrolled in special education classes. Utah will begin to make payments to social investors in 2016. Those payments are equal to 95 percent of cost savings for each year from kindergarten through sixth grade that each child is not enrolled in special education.

Connecticut's Substance Abuse Program

In early 2016, the state of Connecticut implemented its first PFS, drawing upon the experience of Massachusetts and New York. The Department of Children and Families began the implementation of a PFS program to contend with a growing problem in the state's child welfare system – 60 percent of the families in the system had problems with substance abuse. In 2013, the state sent out a request for proposals to identify intermediary organizations that had a track record of management of social impact projects and that could raise the capital needed for the project. The PFS program will provide support for new treatment teams to deliver Family-Based Recover (FBR) to families that need assistance in recovering from substance abuse. The treatment will emphasize home visits to promote positive child-parent interactions, parental awareness and understanding of child development, and to help parents recover from substance abuse. The program also emphasizes keeping families together, a primary goal of the state's governor. The stakes for cash-strapped Connecticut are high: the Centers for Disease Control estimates that the lifetime cost associated with one incident of child maltreatment is more than $210,000 in healthcare, child welfare, criminal justice, and special education costs and productivity losses.

Chicago's Child-Parent Center Pay for Success Initiative

According to the Corporation for National and Community Service, which describes the Chicago program in detail, Chicago has approximately 400,000 students in 664 public schools throughout the city, making it the nation's third largest public school system in the nation (CPS, 2014). Previous efforts to increase Chicago's graduation rates through active interventions and the promotion of STEM programs have proven successful (graduation rates increased from 58%

in 2011 to 69.4% in 2014). The Chicago City Council passed the PFS initiative in 2014. The PFS intervention caters to both children and their parents, and provides not only preschool services but also support services for parents who must remain strongly engaged in the program. A 2002 study found this program to be effective and to result in a 41 percent reduction in the need for special education programs (Sanchez 2014). Another study estimated that for every one dollar invested in early childhood education, nearly $11 are returned to society over the lifetime of the child—an 18 percent return on investment (Reynolds et al., 2011). The program is structured to reduce the number of children who use special education services for mild disabilities, including mild learning disabilities, emotional disturbances, developmental delays, and speech or language impairments. Additionally, the program seeks to improve kindergarten readiness and increase rates of third grade literacy among those involved in the preschool program. If there is a decrease in the need for special education services among program participants, lenders will be repaid $9,100 per student, per year, with a 1.0 percent compounded interest rate per student. If there is an increase in kindergarten readiness, lenders will receive $2,900 per student. If there is an increase in third grade literacy, lenders will receive $750 per student who tests above the national literacy average. Chicago Public Schools and the City of Chicago will repay the lenders. It is projected that Chicago Public Schools will pay approximately $21.5 million over the 16-year program in payments based on the reduction in need for special education services, and the City of Chicago will pay an additional $4.4 million for improvements in kindergarten readiness and third-grade literacy results. Overall, it is expected that investors will potentially earn twice the return on their initial investments if the program is successful (Sanchez, 2014).

Cuyahoga County (Ohio) Partnering for Family Success Program

When children are placed in foster homes, conditions for parents and caregivers to get their children back include being able to provide a safe and stable home to the children. Homeless parents and caregivers face issues in doing so that include domestic violence, substance abuse, and mental illness. Children of these parents and caregivers spend much more time in foster care than children with secure housing (Third Sector Capital Partners 2014c). According to Tobias, Cuyahoga County currently spends about $35 million per year on foster care payments (Tobias 2013) and according to Third Sector Capital Partners, the extended period of time children are spending in foster care has driven up the cost of human services for the county (Third Sector Capital Partners 2014c). The PFS project will provide the 12-15 month treatment programs to 135 families over a three-year period. PFS project partnered with a number of housing providers and referral partners to find affordable, stable and reunification-appropriate housing though public housing and voucher-based resources. In order to ensure enough participants for both the treatment and control groups for the project, the Partnering for Family Success PFS Program will coordinate referrals from the County's Office of Homelessness, the Domestic Violence and Child Advocacy Center, and the County's Division of Children and Family Services (Third Sector Capital Partners 2014a).

Santa Clara County, California Project Welcome Home

In Santa Clara County, California, more than 6500 people are homeless, with 2200 of them classified as chronically homeless (a person with a disabling condition such as substance abuse or mental illness, who has been continuously homeless for one year or more and/or has experienced four or more episodes of homelessness within the past three years). The problem is a

serious issue for the county and for other municipalities; studies have demonstrated that chronically homeless people utilize significant and disproportionate government resources in the form of emergency room visits, jail time, and other services that provide minimal short-term relief. Payments for the PFS program will be made during a six-year period based on the number of months of continuous stable housing achieved by individuals enrolled in the project. The project's target impact is for more than 80 percent of participants to achieve 12 months of continuous stable tenancy. The County will make success payments when participants achieve specific tenancy milestones. The majority of success payments are earned when a participant is retained in continuous stable housing for over 12 months.

Denver, Colorado Social Impact Bond Program to Address Homelessness

Each year, 250 chronically homeless individuals account for 14,000 days in jail, 2,200 visits to detox, 1,500 arrests, and 500 emergency room visits. For each homeless person, the city of Denver pays approximately $29,000 per individual as a result of jail days, police encounters, court costs, detox, emergency room, and other medical visits. Each year, the City spends approximately $7 million on 250 individuals to cover the expenses. Under the PFS program, 250 total housing units will be built in locations across Denver. The program includes up to five years of supportive services to Denver's homeless population, and approximately one additional year for completion of the programs evaluation and payments from the city if the outcomes are achieved. Total investments will be approximately $8.7 million. Investor repayments are contingent upon the reaching outcome targets. Repayment to investors is contingent upon the achievement of the program's outcome targets. Denver's payments will range from $0 up to the maximum success payment of $11.42 million. Based upon previous studies, the expected

outcomes of 35-40% reduction in jail bed days and 83% housing stability among the target population would result in a payment near $9.5 million.

Amongst the governments that have adopted PFS programs, the feasibility of such programs was a key factor in their decision to move forward with the projects. Cost-benefit analysis and cost modeling need to demonstrate cost savings that exceed the cost (including the project's costs and administrative costs) (GAO 2015: 37). These analyses and modeling also include the social benefits that the PFS could generate. In New York's PFS for recidivism, beyond the cost savings for prisons, New York also evaluated the impact of recidivism reduction on reduced crime for victims that included medical costs and lost earnings and jury awarded compensation to victims.

Pay-For-Success Problems & Risks for Investors

While a small number of PFS programs have been launched, it is important to remember that they are still in their infancy, with uncertain outcomes. The Massachusetts Roca, Inc. PFS and the New York City- Goldman Sachs recidivism program are the only two of the nine programs to show results. The Massachusetts program appears to be having some success; however the New York City program was a failure. These mixed results should not exclude consideration of PFS programs strategies in public policy areas amenable to such structured conditions and targeted populations that PFS programs may be able to address. However, the success of PFS programs is going to be contingent upon multiple factors that include having a set population, measureable and targetable objectives, incentivized buy-ins from social entrepreneurs and foundations, and a support or follow-up system to ensure continued success. Beyond the issue of feasibility, the GAO reported a number of risk factors that stakeholders

(investors and foundations particularly) have highlighted as potential barriers to starting PFS programs and problems for PFS programs once they are operating.

Financial Risks

Participants face two potential losses of their investments. The first is before the program is even approved. Research and investment must be used to determine the feasibility of the programs and stakeholders are generally not compensated for their up-front costs if the PFS program never launches. The second is that if the PFS does launch and targets are not met, the investors lose the money they have invested to run the PFS program (performance risk). As such, stakeholders have highlighted a perverse incentives problem where outcome payment structures may create an incentive to assist those who are easiest to help, while leaving more difficult cases unassisted; the so-called "creaming" problem (GAO 2015: 34). The same financial risks are also present if any of the parties decide to terminate their participation (termination risk) in the PFS early or if a government initiates a policy change that prevents a PFS project from operating as intended (policy risk). Investors and other stakeholders also highlighted concern that governments may fail to appropriate money to make outcome payments (appropriation risk). Finally, stakeholders also have a concern that their reputation may be adversely affected by participating in a PFS project (reputational risk); the nature of a particular project (such as working with prisons or prisoners) and the failure of a project could damage the reputation of stakeholders, making future projects more difficult to launch and operate (GAO 2015: 33-38).

Operational Barriers

Stakeholders have also identified a number of barriers that can emerge in PFS programs. One concern is the "wrong pockets" problem where savings accrue to different governments or different government programs. For instance, South Carolina's program to help first time mothers is a savings to the federal Medicaid program, meaning that the state and federal government would split the savings proportionately. Thus, there is not much incentive for South Carolina to make all the outcome payments when the federal government would accrue a large portion of the savings.

Investors and stakeholders also have highlighted access to and collection of robust data for analysis with PFS programs as a potential barrier. Feasibility studies and operational assessments rely upon consistent, robust data to gauge costs and benefits and achievements within the program. Governments must also have the capacity to perform the analytics needed for these studies. In Massachusetts, data collection and analysis became problematic when stakeholders found that counties across Massachusetts collected and used different data to assess probation, making it difficult to assess and share data. Legal barriers related to data collection can also be an issue, particularly when the analysis of individual records revolving around privacy (social security numbers, medical information, etc.) may be involved. Moreover, stakeholders were clear that governments needed to have experts on hand with the capacity to carry out the data analysis and complex financial modeling needed to conduct feasibility studies, to identify future savings, and to evaluate service delivery (GAO 2015: 41). Most PFS programs have enlisted the assistance of experts from affiliated universities and intermediary programs to assist in these issues.

Investors and stakeholders have also highlighted the need to have sufficient evidence for an intervention's success (GAO 2015: 41). In typical analyses, past performances are often indicators of potential future success. However, given the scant record of PFS programs, the amount of evidence needed to demonstrate potential success is unclear. Moreover, while evidence of success in one population can support a basis for intervention in another population, making inferences to other populations can be risky. Investors also look for stakeholders (particularly intermediaries and nonprofit organizations) that have a track record of success; however, these criteria for investment can be difficult given that few organizations have experience with PFS programs.

Stakeholders and investors further highlighted the need for leadership in PFS projects, particularly on the part of the government. Leadership to move the project from feasibility to launch is critical to build support across stakeholders, to work across government agencies, and to improve outcomes by setting the direction, pace, and tone of the PFS project that could bring about significant policy changes. A dedicated government official to manage the development and implementation of the PFS program has been critical to a number of the PFS launches cited above (GAO 2015: 43).

Stakeholders and investors also drew attention to two basic problems with PFS programs right now. The first is that the arrangements amongst stakeholders is complex and the agreements are often legalistic, lengthy, and resource intensive. Significant legal and technical capacity must be used in launching a PFS program, and often the structure of one program cannot carry over to another program, ruling out replication as a savings in the startup phase. Massachusetts' contractual arrangement for its juvenile justice program was over 200 pages long. Finally, in the current investment climate, the savings and outcome payments cannot

compete with alternative investments that investors could undertake for much larger returns. Thus, attracting investors committed to PFS programs means that investors will assume an opportunity cost that they must be willing to absorb that relies upon a charitable sentiment more than a sound financial reasoning to forgo higher investment returns elsewhere.

Pay-For-Success and VOCA Programs

For PFS to be feasible with Victims of Crime Act (VOCA) funds, the targeted social program must meet two overarching requirements: it must proactively address a problem and its impact must be measurable. *These requirements lead to problems with using PFS to fund VOCA programs. There is no feasible way to help victims of crime proactively. Until a crime is perpetrated, the victim doesn't exist and there is no way to predict who might become a victim of crime.* While it might be argued that reducing crime rates would proactively help victims of crime, such a program would not actually have aid to victims as its focus, but would rather focus on crime prevention. Additionally, even if programs aimed at crime prevention were implemented, it is extremely unlikely (one might even say impossible) that crime, and therefore victims of crime, could be eliminated altogether. Thus, victims of crime will always exist, but there is no way to help them until they do.

Program "success" is difficult to define for victims of crime, even over extended time periods. While outcomes can be tracked in cases such as childhood obesity interventions, this is not a possibility for victims of crime. Programs that aid victims of crime must offer either immediate interventions that solve a problem (such as direct payments for medical expenses) or interventions such as psychiatric services or abuse shelters. In the former case, no tracking is necessary and success depends solely on whether or not payment is made. In the latter case, "success" may not be measurable over any period of time. *Additionally, some services for victims*

of crime, specifically those services that aid victims of domestic violence, may depend on anonymity for success, making tracking of outcomes impossible in favor of an individual's safety.

Statutorily, the current federal VOCA law requires victims to report a crime within 5 days if they are directly seeking VOCA aid (NRS §217.210).[5] It is unclear if private investors would be required to maintain the same standards. This issue leads to the problem arising from PFS reimbursement arrangements. Pay-for-success requires reimbursement to investors if a program meets its established goals and to receive a return on their investment. It is unclear if the federal VOCA statute would allow for this type of investment/return-on-investment relationship because it is designed to help victims of crime directly or to fund organizations that provide direct services to victims. *The current federal statute may not allow repayment to investors to pay for services upfront but do not actually provide services*.

Additionally, utilizing PFS to fund services for victims of crime may create negative or perverse incentives. Stakeholders may be pressured to find additional victims or programs that may not fully meet the qualifications for support required by the federal VOCA statute. They may even have an incentive to invent otherwise nonexistent victims. In this way, stakeholders could artificially increase the number of people served, ensuring goals are met and funders receive their return on investment. In the examples explored above, programs utilizing Pay-for-Success investments have measurable outcomes that are dependent on a specific program and that either do or do not occur but cannot be forced or artificially created. The negative incentives associated with the potential to artificially create "success" for victims of crime, specifically because they cannot be proactively aided or even identified, indicates that victims of crime programs are poor choices to utilize PFS.

[5] This is the case unless the victim is under 18 at the time of the crime, in which case they have until they are 21 both to report and to request aid.

Finally, Pay for Success is intended for otherwise-underfunded areas, to show government that investment in the area is worthwhile. It is difficult to argue that VOCA programs are underfunded. In fact, one could easily argue that given the origins of VOCA funds and their purpose, the saving of VOCA funds should not be a priority. Nevada received approximately $17 million from the federal VOCA fund, raised approximately $8 million internally, and had approximately $6.5 million remaining in the budget from the previous fiscal year. If this is correct, in 2015 Nevada had $31.5 million available with which to assist victims of crime. This figure would indicate that this area doesn't actually need investment, and, in fact, may be underserving victims of crime within the state. Thus, financially, there seems little need to engage in a high startup cost program that would have as a purpose cost savings when, in fact, the VOCA funds are currently being underspent.

In all, the most significant problem in analyzing appropriate actions for VOCA funding is the lack of data concerning past and current VOCA expenditures and performance indicators for how those monies were spent. *While the state of Nevada may be running a surplus, it is not an indicator that VOCA money is not needed; instead, it may be a greater indicator that there are systemic problems (as discussed above) that are hindering the distribution of the money.*

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The **Green Zone** Initiative

CONNECTING A VETERAN COMMUNITY. *State of Nevada*

GREENZONENETWORK.ORG

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Office of the Governor

November 2012

Dear Nevadans:

Thank you for taking a moment to engage with us on the issues facing Nevada's service members, veterans, and their families. Since taking office, I have been impressed by the level of commitment Nevada shows to those who served our state and our nation, and I believe we need to commit to continuing that dedication in the years ahead. It is my hope that you will find this website to be a good place to start the conversation and allow us to work towards our many goals.

I have always supported those who serve, but being elected to serve as the governor of Nevada has given me a new appreciation for our service members, veterans, and their families. As the Commander-in-Chief of the Nevada National Guard, one of my responsibilities is to see off Nevada's service members and welcome them home to a state that appreciates their service and supports them. This is a responsibility that I take very solemnly and that I am deeply proud to hold. But it is also a responsibility that has given me new insights into the personal sacrifices endured by our serve members and their families on behalf of Nevadans and Americans.

Our country has been at war for over a decade, and during that time, there has been tremendous support offered from all levels of government and from our communities. While there are many services, benefits, and opportunities for service members, veterans and their families already in existence, there are also gaps in those services and opportunities for continued support. It is our job to ensure that we improve the delivery of those services to those who served our country, and to ensure that we fill the gaps where and when we can.

Filling the gaps is precisely the focus of the Green Zone Initiative. Through the initiative we have developed a strategy to improve services by mobilizing existing and potential providers of veteran services, providing recommendations to policymakers, non-profits, and other members of the statewide veteran community, and delivering information to veterans in the most efficient way possible. Our focus has been on the areas of veteran education, employment, and wellness benefits, and we have developed an interagency approach to accomplish our goals.

Thank you again for your interest in this important initiative. There is much time and effort directed towards these issues in our state already, and it is my hope that the Green Zone Initiative will build on this foundation to help us achieve even more success in the area of veteran services.

Sincere regards,

BRIAN SANDOVAL
Governor

Executive Summary

Deployed Abroad, Thriving at Home

Veterans returning home offer a unique opportunity for our state to build our communities, advance our economic development goals, and strengthen families. These men and women are proven, trained, committed, patriotic, community oriented Americans. Their individual strengths and capabilities must not be allowed to wither in a dead end job; they should not fail to take the next step in their education because of lack of opportunity; and they should not suffer the traumas of war without assistance.

Estimates vary, however, the number of veterans who call the state of Nevada home ranges anywhere from 243,900 to 339,000.[i] Nearly 9% of Nevada veterans are females, 2% are minorities and 26% are veterans of the Gulf Wars.[ii] Current war era veterans pose a new challenge to our traditional means of outreach and engagement, in that they have a different worldview, they communicate differently, and they are often very busy getting reestablished.

The existing veteran community is having significant challenges in outreach to members of this demographic, finding that traditional methods of communicating with these veterans are not working, and that the benefits and services that are available to these veterans are not being communicated effectively either. We cannot hope to help this current generation of transitioning veterans if we are not coordinating with existing veteran groups and helping to ensure the optimal delivery of benefits to our existing veteran population.

Although the challenges veterans face when returning home are well known, and common to many veterans, they are not insurmountable. Our veterans struggle with finding employment, gaining access to higher education, and maintaining health and wellness when they return home to us.

There is an incredible amount of goodwill, political will and community desire to help these men and women and their families. Countless programs, services, opportunities, and organizations are available to Nevada's veterans, service members, and their family members to help assist with the challenges of transitioning back to civilian life. So why are we still seeing so many veterans struggle to make the transition and lacking access to the supports they need to thrive? What can Nevada do to impact this issue?

In response, Nevada created the Interagency Council on Veterans Affairs in October 2012. The Interagency Council is made up of leadership from across state departments and divisions and is governed by executive order. Nevada is one of the first states in the country to implement an interagency coordinating body for the benefit of veterans, and the first to create a Governor's Office of Veterans Policy. The Interagency Council will connect fragmented systems in order to ensure an integrated response to the needs of veterans, creating a strong, adaptive and connected system to serve veterans.

Our model for change is based on a proven Nevada model that began in 2007 when the Southern Nevada Regional Planning Coalition published the Help Hope Home 10 Year Plan to End Homelessness. The plan, and the systems architecture behind it, including an interagency and inter-municipality council, a funding mechanism, and outreach components, achieved a 30% reduction in homelessness on the streets even during a down economy when homelessness itself was up.

We will build on the strengths of this model, which at its core is about marrying what we know works both nationally and locally with local assets, and aligning our systems of government and community to advance the goal of solving a problem, not just managing it.

We have so many assets to deploy in this fight to improve outcomes for veterans and their families, including the incredible political, social, and community will to ensure that veterans are thriving. We have hundreds of volunteers ready to help, elected officials who are committed to making Nevada home to our veterans, and community members who want to help but don't know how. The Green Zone Initiative will help to translate that Sea of Goodwill, as the Pentagon calls it, into impact. We know that if we can marry national best practices with local assets and position these partnerships for investment, we will build the system we need, and we will be successful.

We are a fiercely independent state, and an entrepreneurial one as well. We value the individual in Nevada, as well as the collective, and as we prioritize this issue, we will focus on the individual returning home, as well as veterans as a whole. Veterans thriving, by definition, means every single veteran thriving. Success cannot be defined as anything less.

"Nevada has a real opportunity to lead the nation with respect to marshalling all of the available resources for veterans and family members. It's an exciting opportunity, and one that can have a positive impact for generations."

— Caleb S. Cage, Executive Director, Nevada Office of Veterans Services

The Green Zone Initiative at Work in Nevada

The mission of the Green Zone Initiative is to ensure that every veteran at home in our state, or returning to our state, and to our communities, is thriving. Now that they are home, now that they are once again part of the communities they came from, or moved to, it is our collective job to create the conditions for employment, education, and wellness that our veterans deserve to come home to.

Within Nevada's state government, the Green Zone Initiative will provide an interagency approach to veteran education, employment, and wellness benefits. Beyond the state government, it is intended to marshal and align all available resources in order to reduce gaps in service, reduce duplication of services, and otherwise better serve the Nevada service members, veterans, their families and survivors.

OUR VISION

We believe that Nevada can be a beacon state in terms of how we invite, engage, support and maximize the incredible strengths and talents our veterans are bringing home. Our governor, Brian Sandoval, has put a stake in the ground around this issue, and has issued a strong call to action for Nevada to address the challenges our returning veterans are facing, to not only manage the problems, but to solve them.

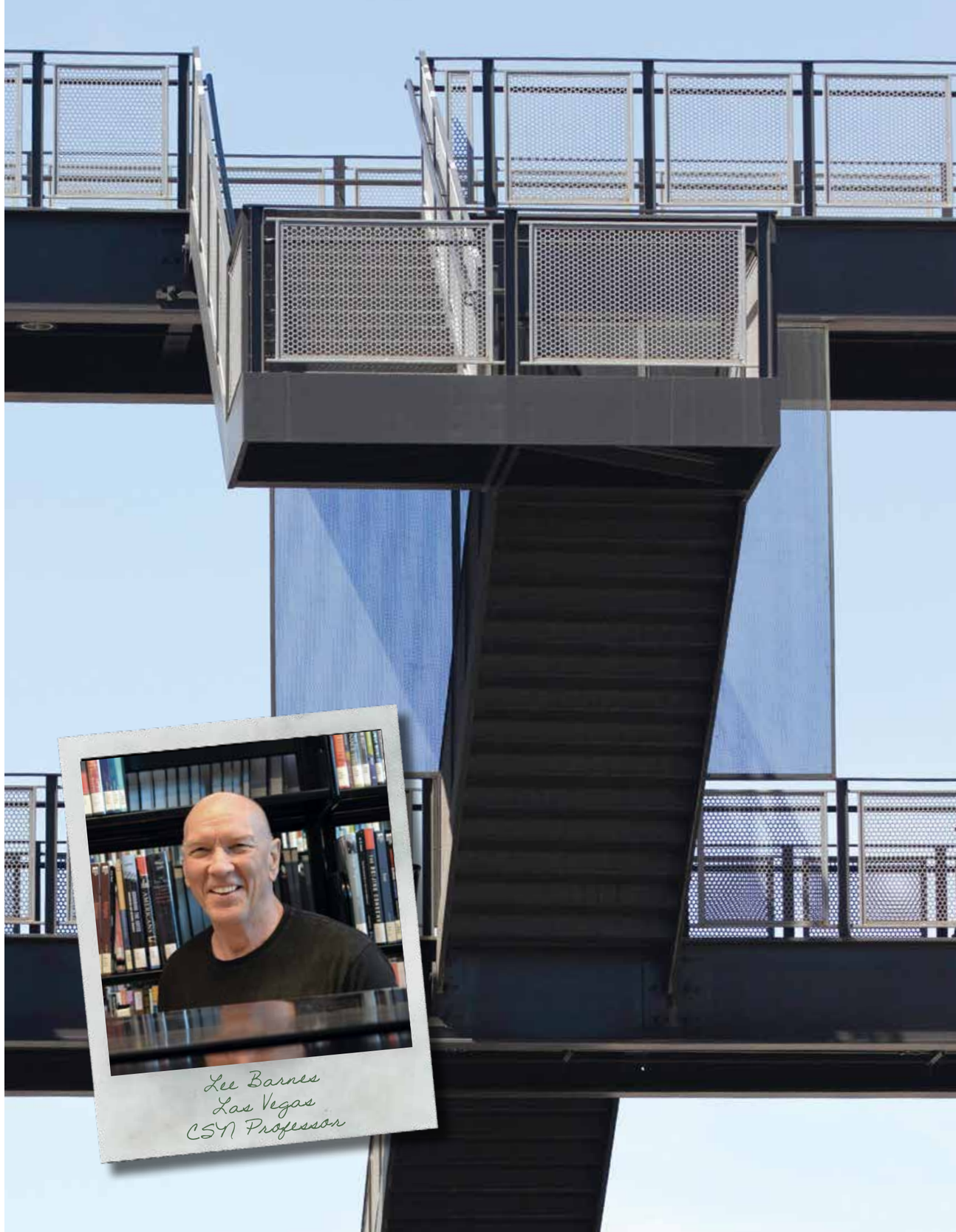
In order to address complex social issues, like this one, we must build systems that can respond, adapt, evolve, and inform that are built by local leaders and stakeholders. We believe that the most powerful way to solve these problems is by connecting and networking the existing programs and organizations across the state that are already serving this population, thereby building something greater than simply the sum of our parts.

The Green Zone Initiative provides the blueprint for a systems based architecture at the state, county, and local levels that will help to integrate existing policies, programs and practices, as well as network the many strong programs and veteran serving organizations across the state.

The Green Zone is not about creating new government programs, but rather about aligning activities around our shared vision, ensuring through research and development that we are working on, and funding the right things. We are prioritizing activities that are proven to drive real, measurable change, and by connecting and leveraging existing assets and partners. Our model will align the financial, political, social and intellectual resources of our state to best solve these problems, and it will provide a framework for action and investment that will advance change.

"Many veterans have chosen to call Nevada their home and the destination to start their businesses. Like the military, Nevada has a diverse population and a vibrant sense of community that bodes well for aspiring entrepreneurs."

— Terry Johnson, former Director, Nevada Department of Business and Industry



DEFINING SUCCESS

While the Nevada Office of Veterans Services' purpose is to provide veterans and their families with claims assistance, burial options through the State Memorial Cemeteries, and long-term care at the Nevada State Veterans Home, veterans often find themselves in need of services that span multiple systems outside the Office of Veterans Services. Already we have identified employment, health and wellness, and education as primary services returning veterans are struggling with. As is the case with many populations and many issues, Nevada lacks a clear mechanism to connect these fragmented systems in order to ensure a seamless, integrated response to the needs of veterans. The Interagency Council intends to become that mechanism, ensuring a better coordinated, connected, and informed system of services.

We know by building the Green Zone, and making coordinated investments in the right areas, the following objectives can be attained. Only when veterans have access to quality education, secure and fulfilling employment, and the ability to access healthcare, wellness programs, and community services can our nation's service members, their families, and the families of the fallen truly reintegrate back into the communities they grew up in, and are now living in again.

Green Zone success is defined as:

1. Service members, veterans, and families of the fallen have access to high quality higher education programs, and have the financial means to attend college or university. Service members, veterans and their families will also be competitive for admission to universities, colleges, trade schools, and other degree-producing institutions of higher learning.

2. Service members, veterans, and families of the fallen are competitive for high quality jobs and stable employment after their transition out of service.

3. Service members, veterans, their families, and the families of the fallen have access to healthcare, mental health services, prevention services, benefit information, wellness programs, and community supports.

The Green Zone Initiative is aligned with the Pentagon's Sea of Good will Initiative, which is working across the country to mobilize the goodwill of citizens all over the United States to help service members, veterans and the families of the fallen to reintegrate back into the communities they came from.

"The Green Zone Initiative is about investing, strategically, to create permanent and meaningful change. Foundations like ours are drawn to opportunities to engage the community around upstream problem solving models that reduce the need for traditional downstream giving."

— Maureen Schafer, Chairperson, Nevada Community Foundation

NEVADA VETERANS INTERAGENCY COUNCIL LEADING THE CHARGE

Nevada's Interagency Council on Veterans Affairs was created through an executive order signed by Governor Sandoval in October of 2012. The Interagency Council is made up of leadership from across the state's departments and divisions. Members of the Council are appointed by the Governor and meet on a regular basis to coordinate services, develop a common set of outcomes, and collaboratively decide on and implement plans benefiting Nevada veterans. Additionally, the Interagency Council will work to coordinate and collaborate around funding proposals and projects that will make Nevada more competitive for funding while reducing duplication of efforts.

The Council includes representatives of the following State agencies:

- Department of Business and Industry
- Department of Corrections
- Department of Employment, Training, and Rehabilitation
- Department of Health and Human Services
- Department of Public Safety
- Federal Veteran Representation
- Governor's Office of Economic Development
- Local Agency Representation
- Nevada Indian Commission
- Nevada System of Higher Education
- Office of Military and National Guard
- Office of Veterans Services
- Veterans Stakeholder Representation

States across the country are using cross-agency coordinating bodies such as this to systemically change the fragmented and ineffective ways states often do business. Nevada is one of the first states in the country to implement an interagency coordinating body for the benefit of veterans, and the first to create a Governor's Office of Veterans Policy.

While Nevada has experimented with the format of collaborative bodies in the past to some degree of success, the fact that Nevada's Interagency Council on Veterans Affairs is established in statute, supported by the state Governor, and represented by agency decision makers sets this initiative apart from any other in Nevada history.

"Veterans organizations including the Nevada Office of Veterans Services, work together as a team to ensure our veterans receive the benefits and services they have earned. We have one objective: to serve our veterans."

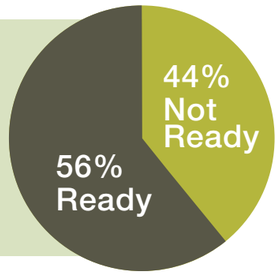
— Bill Baumann, Chairman, Veterans Services Commission and former National Executive Committee Member for the Disabled American Veterans

Why Now? A National Focus After a Decade of War

More than 2.5 million U.S. troops have been deployed as part of Operation Enduring Freedom (OEF), Operation Iraqi Freedom (OIF) and Operation New Dawn (OND) since October 2001.[iii] As the wars in Iraq and Afghanistan conclude, and the number of baby boomer veterans enter retirement and encounter aging related issues, the demand for veterans services both nationally and statewide is set to increase substantially.

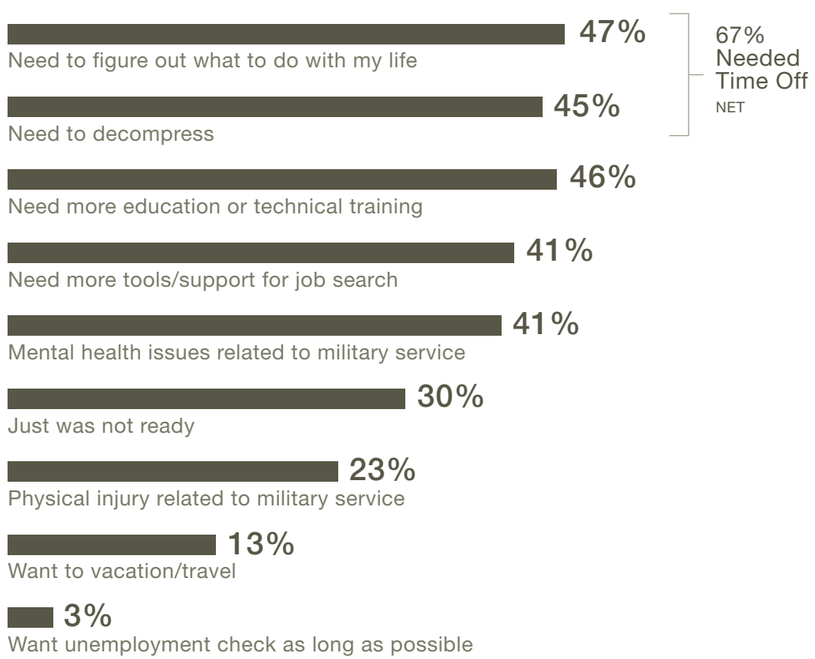
Military service is difficult, demanding and dangerous. But returning to civilian life also poses challenges for the men and women who have served in the armed forces, according to a recent Pew Research Center survey. While more than seven out of ten veterans (72%) report they had an easy time readjusting to civilian life, 27% say re-entry was difficult for them—a proportion that swells to 44% among veterans who served in the ten years since the Sept. 11, 2001, terrorist attacks.[iv]

Veterans who felt ready to transition to the civilian workforce



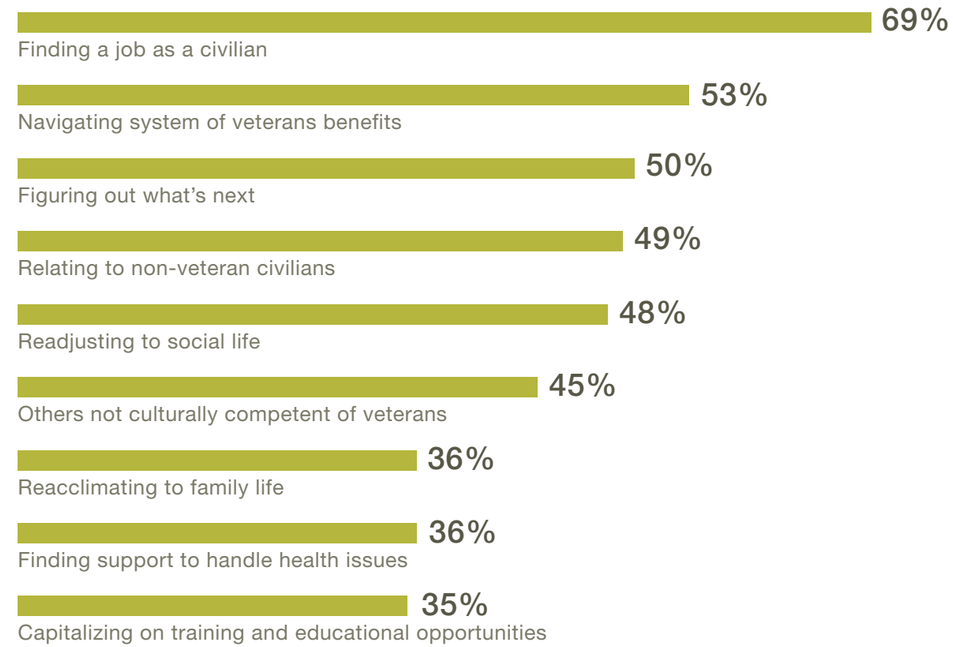
Why veterans don't feel ready for transition[vi]

Among veterans "not ready" to transition



Difficulties are largely attributed to unemployment and health challenges, but also to the need for time to "figure out what's next" or decompress after their service. The next greatest challenge for veterans is navigating the benefit and support system for veterans (53%), followed closely by the basic transitional steps of "figuring out what's next" (50%), and readjusting to their social lives outside of the military (48%).

Greatest Challenges in TRANSITIONING to Civilian Life[vii]



Not all veterans received support or training for transitioning to the civilian workforce. Two-thirds said they received transition support. The primary source was the Transition Assistance Program, which less than half found effective.[viii] Veterans deployed six or more times were somewhat less ready than their peers who had fewer deployments (52% vs. 43%). Role in service also has some impact—with the least ready coming from combat arms, protective services, and transportation, and the most ready from electronics, engineering, and administrative backgrounds.[ix]

"Through the Green Zone Initiative, we have started focusing on existing data in order to develop priorities, make decisions, and drive change with respect to veterans services. The strategies and structures developed through this study will complement existing efforts provided by the Nevada Office of Veterans Services and other agencies and organizations by examining the landscape of Nevada's services to veterans, and providing a roadmap for coordination and collaboration into the future."

— Kat Miller, Deputy Executive Director, Nevada Office of Veterans Services

Project/Problem Scope

The unprecedented length of the wars in Iraq and Afghanistan have impacted the United States in significant ways — from the loss of life of armed forces, contractors, and humanitarian aid personnel to the physical and emotional injuries countless others have sustained. While the challenges of re-entry into American society faced by returning veterans are not new, veterans returning from deployments now face intensified hurdles due to the difficult economic climate and the lack of sufficient resources that span recovery, counseling, re-integration, training, and job placement.

Ironically, although they have been the beneficiaries of extensive and sometimes highly specialized training, a large percentage of returning veterans find themselves out of work and feeling isolated, aimless, and hopeless. The difficulties faced by military personnel and their families as they transition to civilian life are well documented. Returning veterans need access to employment, education and training, physical and mental health services, housing, and family and general support.

Unfortunately, stories of the fallout from veterans unable to re-adjust to family life, college, or a new career are increasingly common. Far too many veterans and their families struggle to find work, appropriate medical care, and other needed services; sadly, some veterans end up permanently unemployed, homeless or incarcerated, and even end their lives due to lack of available care.

Spectrum of Veterans Challenges[x]

These examples show the wide range of needs that veterans officials address on a regular basis.

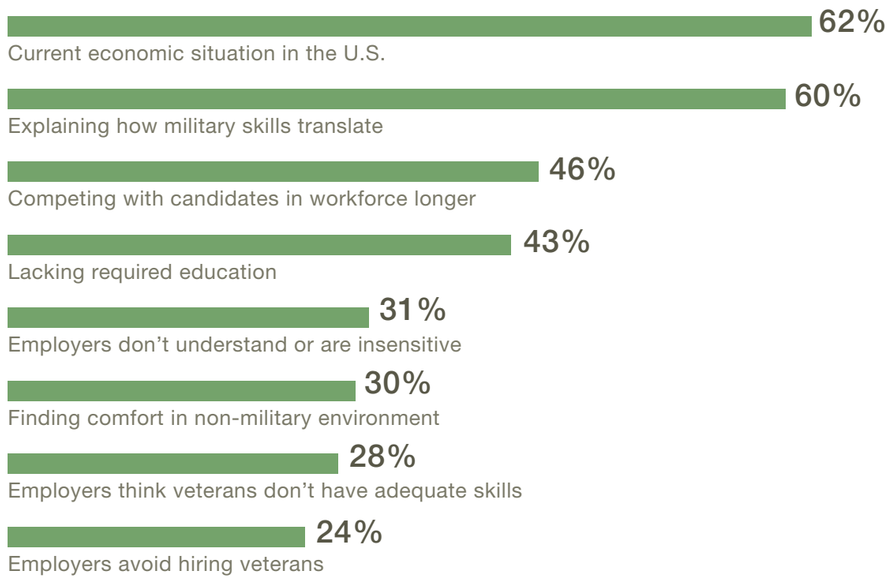
Health	Employment	Education	Finances	Housing	Benefits
Need for general medical care	Identify career opportunities	Integration into education systems	Emergency funds	Transitional housing	Understanding benefits entitlements
Need for specialists, e.g., TBI, PTSD	Obtain skills training	Access GI funds, grants and other benefits	Obtain loans	Affordable housing	Lack of claims processor training
Long-term care for older vets	Obtain good employment	Housing, etc., while in school	Financial counseling	Homelessness services	Delayed processing of claims

This failure to provide a full-spectrum of reintegration services to veterans and their families is not because the broader civilian society does not care. Quite the contrary, today's generation of veterans are eligible to an unprecedented level of opportunities, services, and benefits, and today's civilian society has been almost uniformly interested in seeking ways to assist those who have served their nation in uniform. The issues are far more complicated than the social discord and general lack of funding experienced during some previous post-war generations and are largely influenced by the full implementation of the all-volunteer military force and the lack of opportunities for civilians to contribute significantly to the war effort. We believe that the Green Zone Initiative is a great way to capitalize on the wonderful assets our veterans bring with them by providing the leadership and opportunity to serve that so many have looked for and not found.

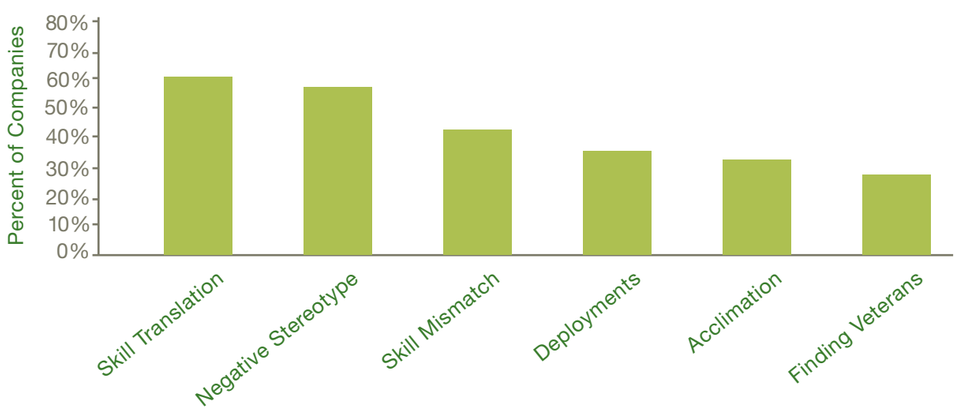
EMPLOYMENT CHALLENGES

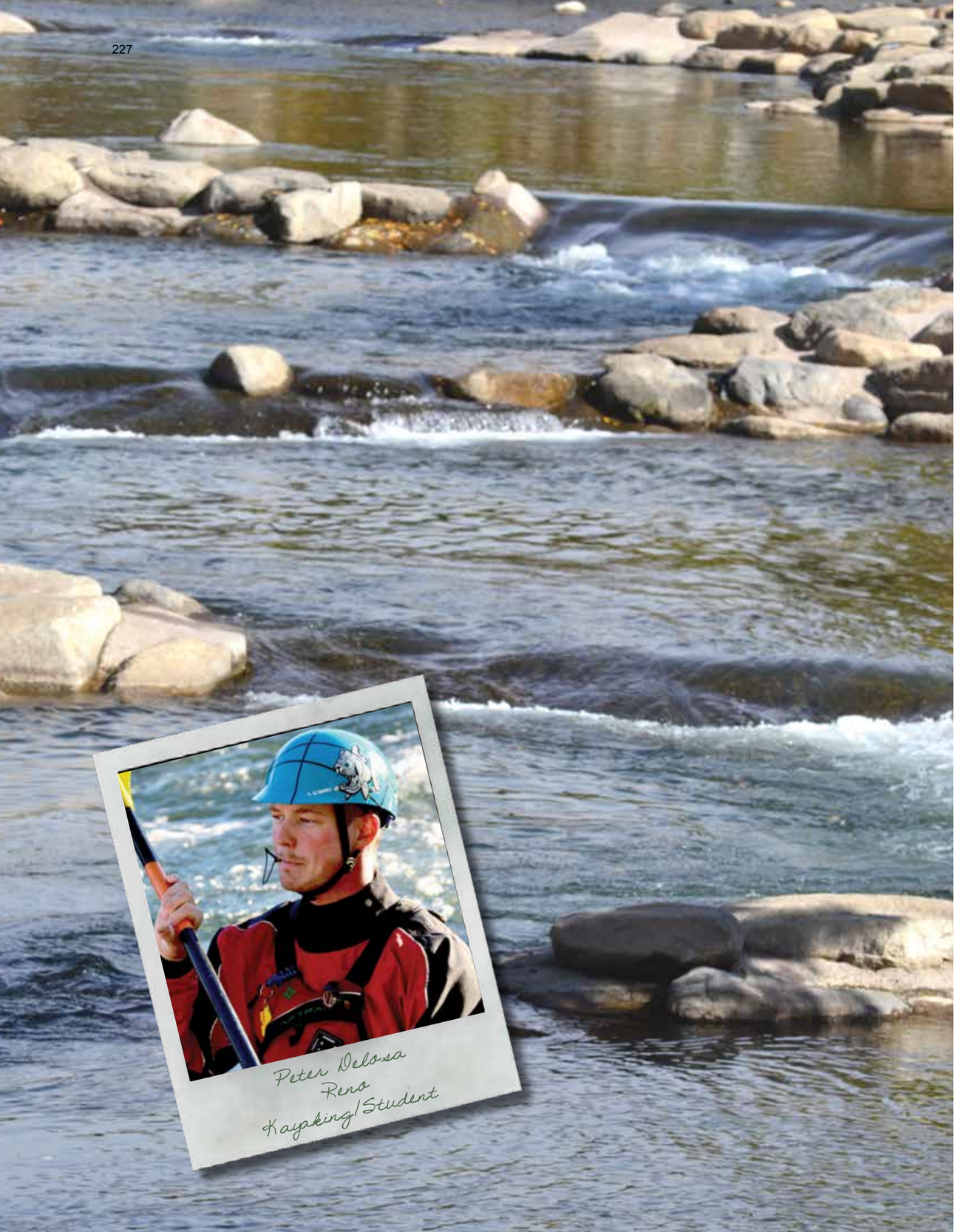
Returning veterans name "finding a job" as the greatest challenge in transitioning. When asked about their greatest challenge in finding a job, veterans point to the current economic situation in the U.S. as the number one obstacle—recognizing that this macroeconomic issue magnifies the unique challenges that they are already facing. Aside from the difficulties of the current job market, one of the greatest challenges veterans report in finding a job is explaining how their military skills translate to the civilian workforce. This concern is also reported by employers, with civilians noting that they often have difficulty understanding what veterans did in the military and how those skills and experiences can benefit a company.

Greatest Challenges in FINDING a job[xi]



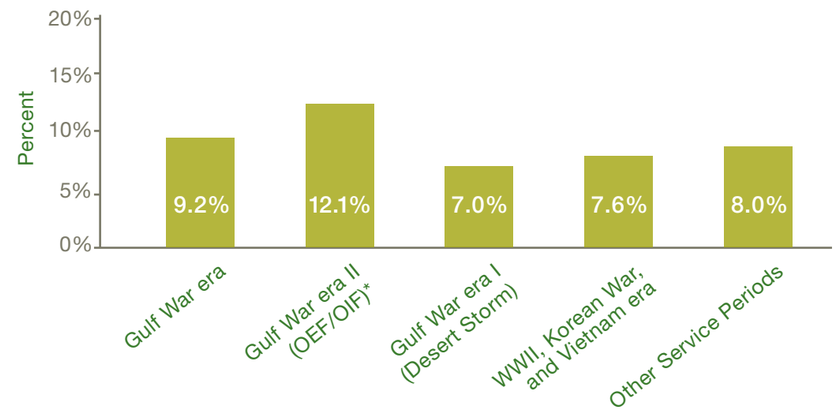
Why Companies Might Not Hire Veterans[xii]



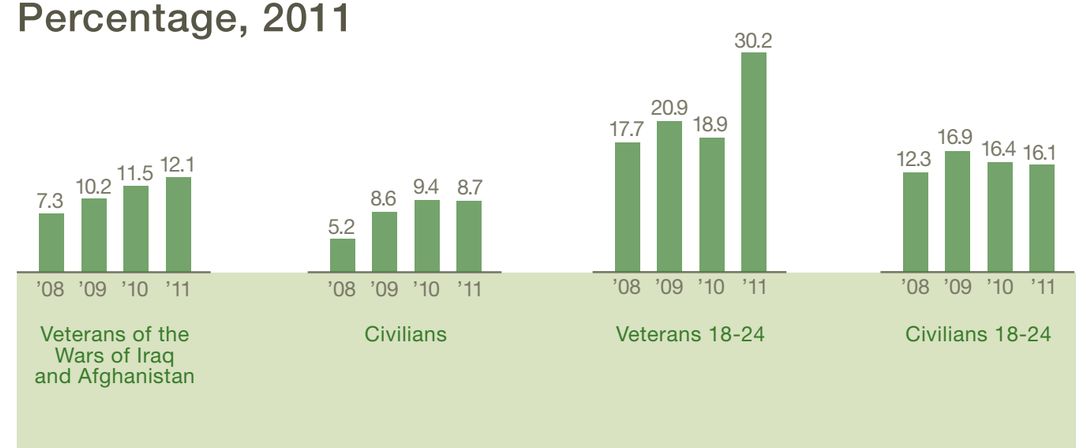


Although the vast majority of veterans are employed, veterans who served after September 11, 2001 are currently unemployed at a higher rate than veterans from prior wars or their civilian peers. The unemployment rate for post-9/11 veterans is typically at least one full percentage point higher than that for non-veterans. When rates are sorted by age, the difference is starker. The unemployment rates for 22- to 24-year-old veterans are, on average, 3% higher than those for non-veterans of the same age, and unemployment for veterans in that age group reached a high of almost 22% in 2009.

Unemployment Rates of Military Veterans by Selected Characteristics, 2011 Annual Averages[xiii]



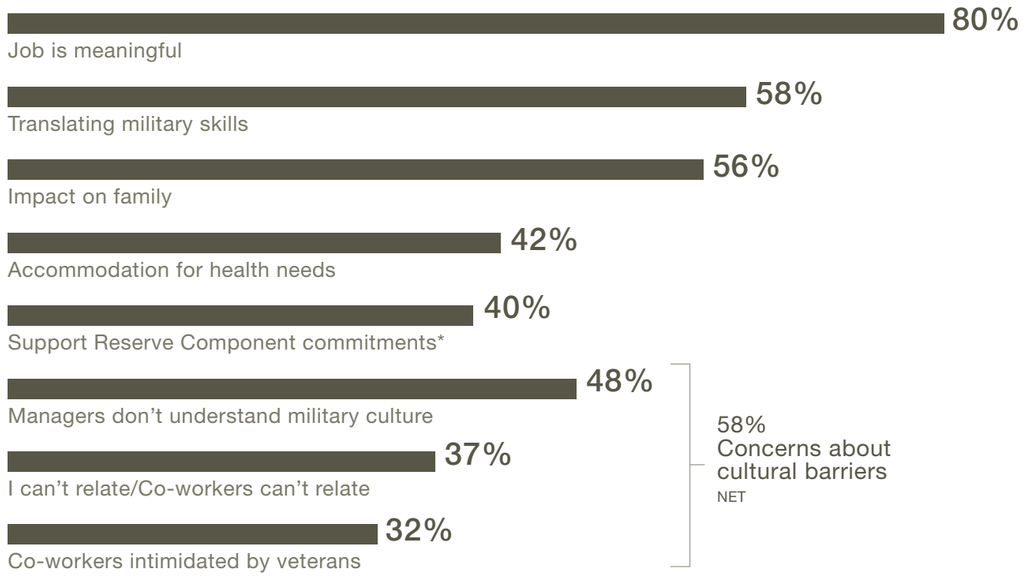
Unemployment Rate, Total Annual Average[xiv] Percentage, 2011



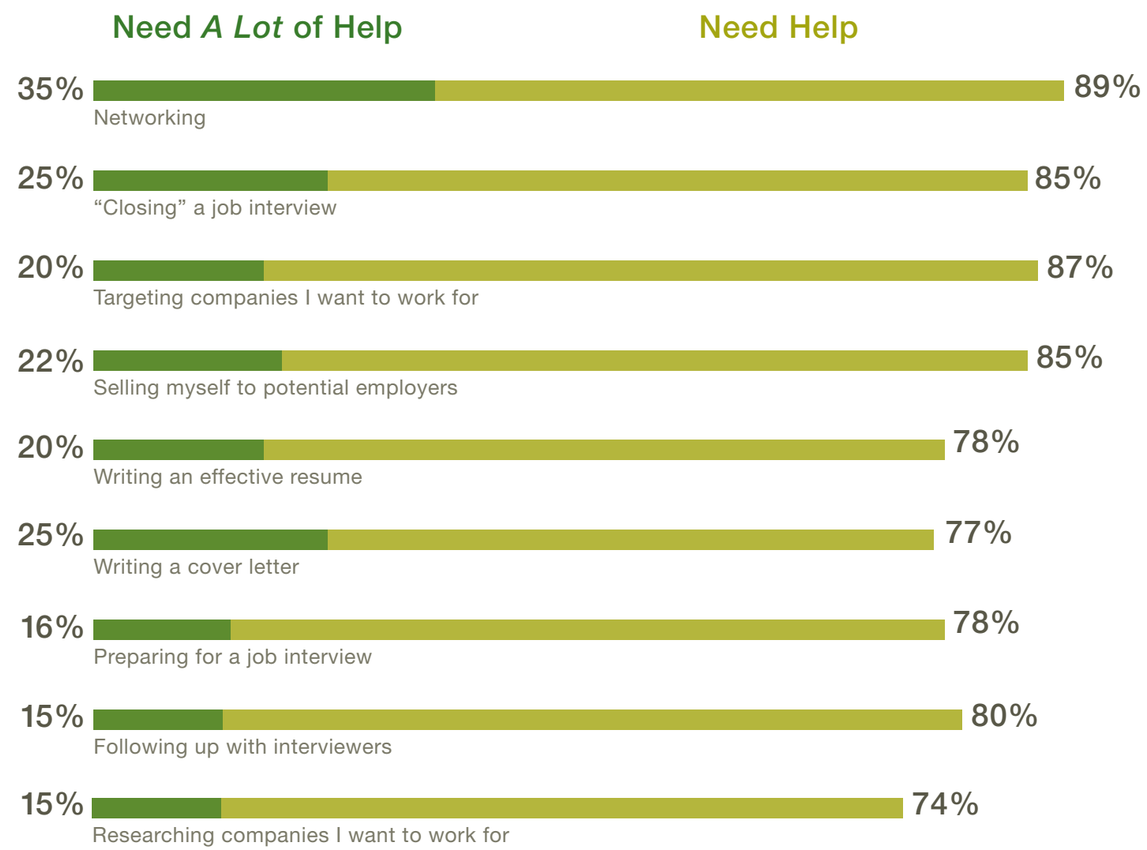
*Operation Enduring Freedom / Operation Iraqi Freedom

Most job seekers say they are prepared to search for a job, but nearly just as many say they need more help with multiple job search skills. Veterans report that they need the most help with networking. Job seekers report using multiple resources for trying to find employment, but show great interest in additional tools. Interest is high in new transition programs or services customized for veterans, which close to three-quarters view as being important to their success.

Concerns when looking for employment[xv]



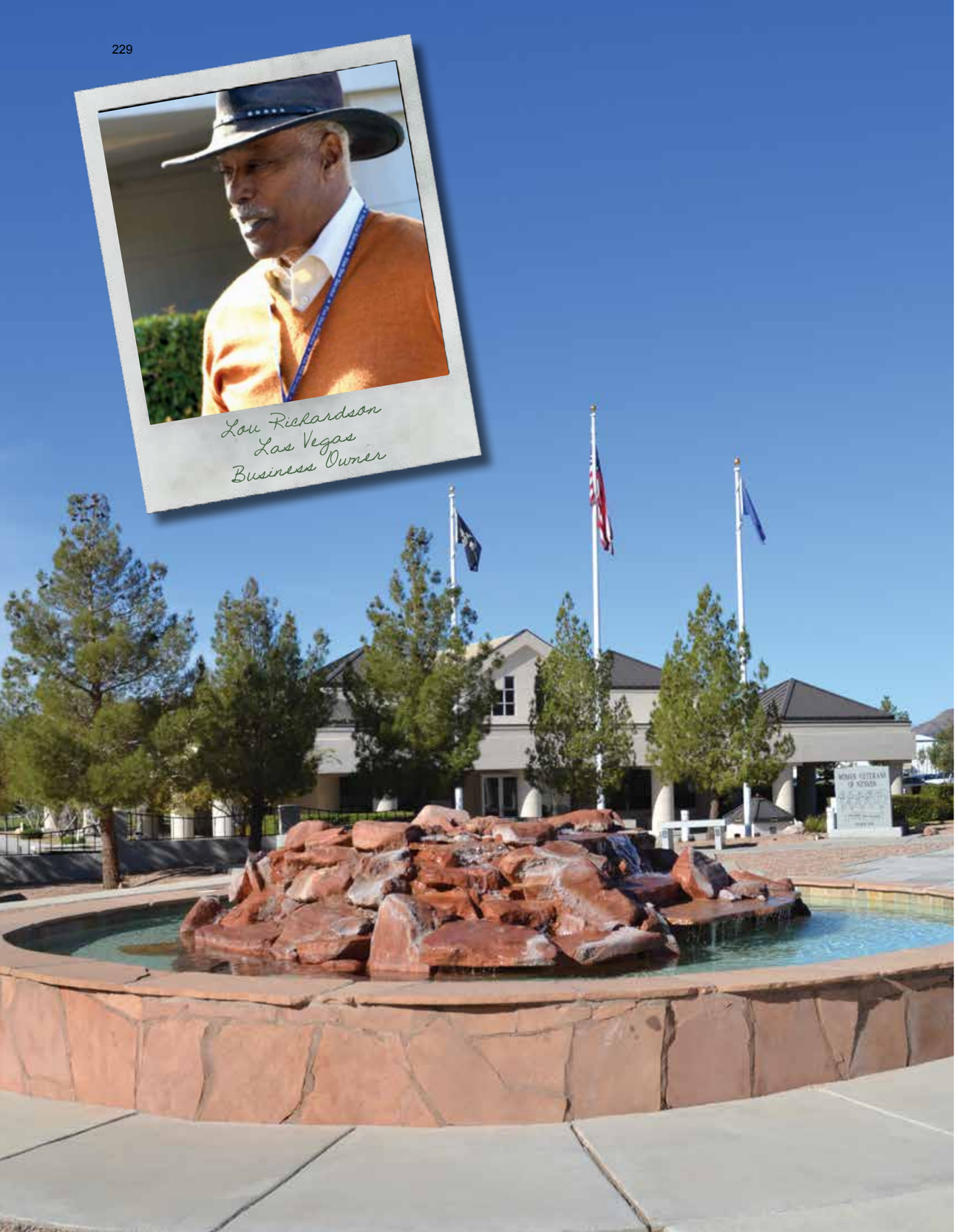
Specific Needs of Job Seekers[xvi]



Overall, the data reveal that the majority of veterans would want and appreciate any additional employment service help they can get.

"We are dedicated to helping the men and women who have risked their lives for their country access the resources they need to successfully transition back into their communities. From training to job placement to help veterans utilize their skills in a variety of industries through out the state, we want to reassure our veterans that we will be with them every step of the way as they pursue their career goals as civilians."

— Frank Woodbeck, Director, Nevada Department of Employment, Training, and Rehabilitation



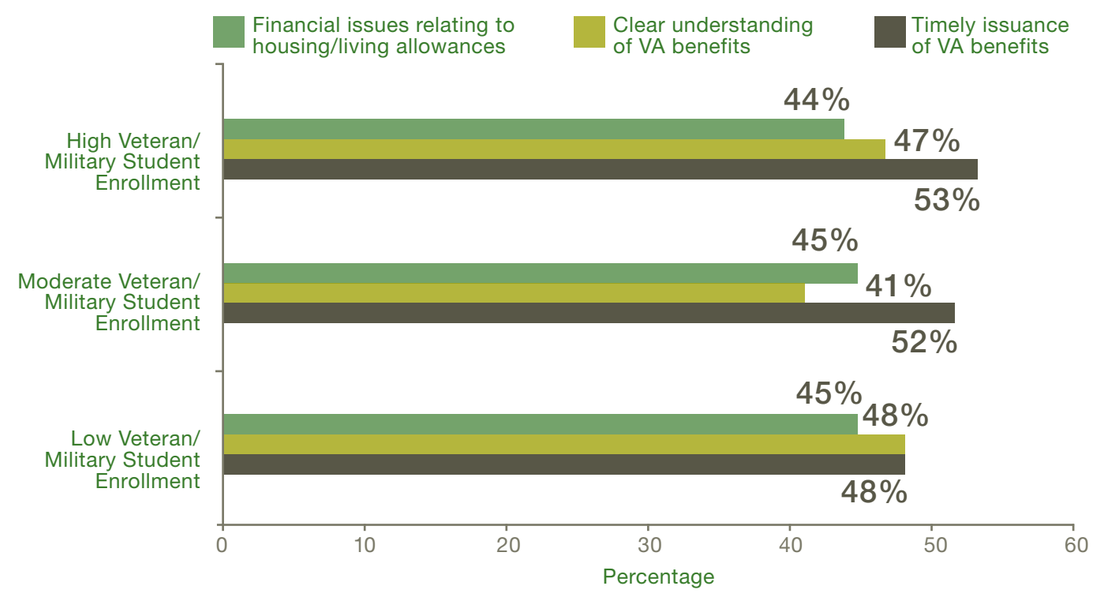
EDUCATION CHALLENGES

The Post-9/11 GI Bill offers the more than 2 million service members who have served in the Iraq and Afghanistan conflicts generous support for educational expenses, and has prompted a significant upturn in the number of veterans and military personnel enrolling in higher education. Colleges and post-secondary institutions have not faced such a significant influx of veteran students on campus since World War II. Military personnel and veterans are and have been a tremendous asset to higher education, but they have needs that are distinct from other students.

The most common challenges facing veteran students are financial issues, understanding of VA benefits, retention/degree completion, and social acculturation to campus.

Financial help for military members and veterans is available at many schools. In a study conducted by the American Council on Education, approximately 67% of institutions surveyed reported offering financial aid and tuition assistance counseling to veterans and military students. However, part of the funding challenge lies with the Department of Veterans Affairs (VA) and the complexity of the Post 9/11 GI Bill, the study notes. While 87% of schools report offering VA education benefits counseling, some issues, including receiving timely payments from the VA, are out of a school's control.[xviii] At colleges without a specific office for veterans, timely VA payments posed as big of a challenge as understanding the intricacies of education benefits, the schools reported.[xix]

Top Three Stressors Institutions Perceive to be Affecting Military/Veterans by Enrollment[xx]



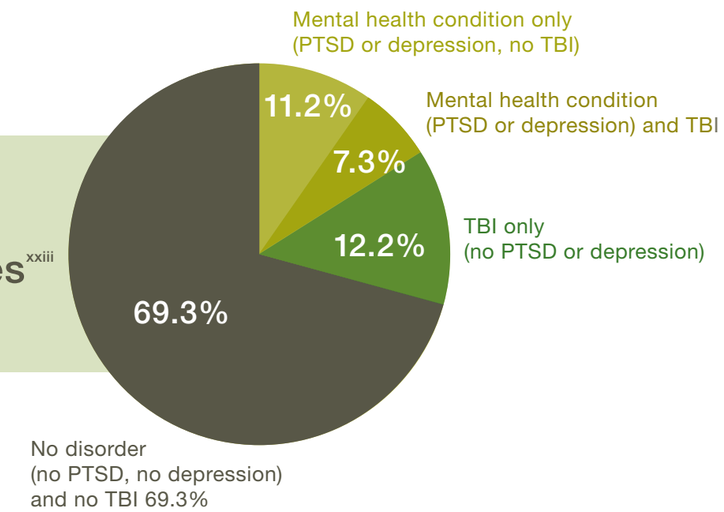
"Over the next five years more than one million service members are expected to transition out of the military. Thanks to the Post-9/11 GI Bill, many veterans will look to post-secondary education to enrich their lives. Nevada's colleges and universities are well poised to embrace this talented and diverse group of young leaders."

— Michael Dakduk, Executive Director, Student Veterans of America and UNLV Alumnus

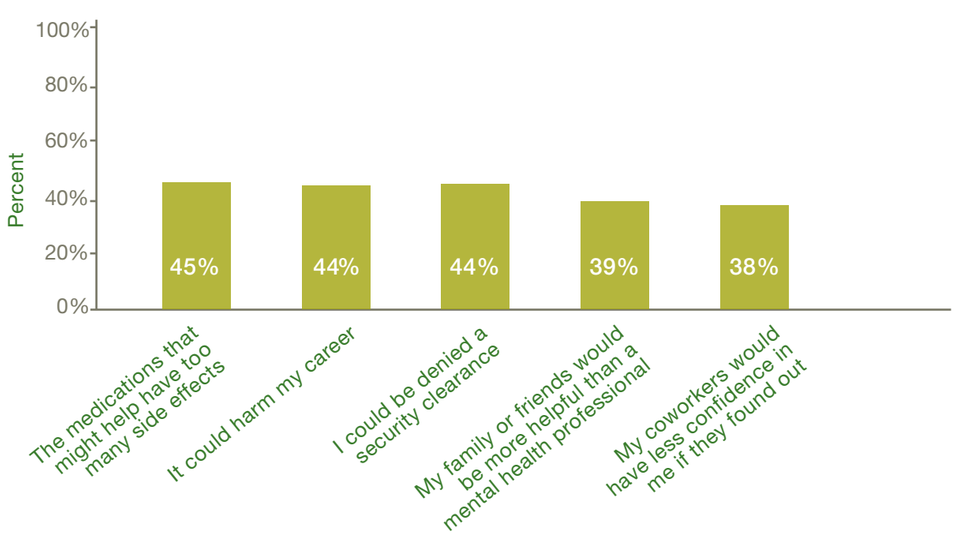
HEALTH AND WELLNESS CHALLENGES

About one-third of returning service members report symptoms of a mental health or cognitive condition. Only 53% of returning troops who met criteria for PTSD or major depression sought help from a provider for these conditions.[xxi] Of those who had PTSD or depression and also sought treatment, only slightly over half received a minimally adequate treatment (defined according to the duration and type of treatment received).[xxii] The number who received high-quality care (treatment supported by scientific evidence) would be even smaller.

Rates of Psychological Injuries[xxiii]



Top-Five Barriers to Seeking Mental Health Care[xxiv]



Unless treated, PTSD, depression, and TBI can have far reaching and damaging consequences. Individuals afflicted with these conditions face higher risks for other psychological problems and for attempting suicide. Nevada's military veterans, particularly younger veterans, are dying from suicide at alarming rates. The suicide rate for female Nevada veterans is more than three times higher than the Nevada female rate and six times higher than the national rate.[xxv] The suicide rate for Nevada male veterans is also elevated compared to the rates for all males in Nevada and nationally, although the differences are not as dramatic as those for females.[xxvi]

Veterans struggling with PTSD, depression, and TBI also have higher rates of other unhealthy behaviors—such as smoking, overeating, and unsafe sex—and higher rates of physical health problems and mortality. Individuals with these conditions tend to miss more work or report being less productive. These conditions can impair relationships, disrupt marriages, aggravate the difficulties of parenting, and cause problems in children that may extend the consequences of combat trauma across generations. There is also a possible link between these conditions and homelessness.[xxvii] The damaging consequences from lack of treatment or under-treatment suggest that those afflicted, as well as society at large, stand to gain substantially if more veterans have access to effective care.

"The mental health challenges that many of our veterans and service members are facing are misunderstood and exaggerated. This has an impact on all aspects of reintegration, but particularly when it comes to finding jobs. What we need to do is educate the employers about what the realities are and help them to understand the tremendous advantage these veterans provide for our workforce."

— Brigadier General William Burks, Adjutant General, Nevada National Guard

CHALLENGES FOR THE WOUNDED

America's newest veterans are filing for disability benefits at a historic rate, on track to be the most medically and mentally troubled generation of former troops the nation has ever seen. A staggering 45% of the veterans from the wars in Iraq and Afghanistan are seeking compensation for injuries they say are service-related.[xxviii]

What's more, these new veterans are claiming eight to nine ailments on average, and the most recent ones over the last year are claiming 11 to 14. By comparison, Vietnam veterans are currently receiving compensation for fewer than four, on average, and those from World War II and Korea, just two.[xxix]

It is unclear how much worse off these new veterans are than their predecessors. Many factors are driving the dramatic increase in claims — the weak economy, more troops surviving wounds, and more awareness of problems such as concussions and post-traumatic stress. Recent Veterans Administration policy changes have also reduced the evidentiary burden on post-traumatic stress disorder claimants, providing broader access to the diagnosis and related resources than enjoyed by previous generations.

"Veterans share similar health risks and challenges that affect other Americans. However, our unique veteran status puts us at risk for health and wellness issues that are unique to our military service, which are often ill-defined, vague, misunderstood, or misinterpreted by the professional medical community. These dynamics make it imperative that we encourage veterans to take advantage of and to seek out the unique skills, knowledge, and expertise of veteran's healthcare professionals who understand our military experiences and who can facilitate our return to society as productive, healthy and whole veteran-civilians."

— Carole Turner, former Deputy Executive Director, Nevada Office of Veterans Services

KEY COMPONENTS OF THE GREEN ZONE INITIATIVE

The Green Zone Initiative is solutions driven. We are not building a venue to discuss problems over and over again, but rather to define the problems using data and community input, and then build a system to solve them, and inform that system with research and best practice information. In order to inform the conversation across the state, and build a knowledge platform for us to begin our work, we are presenting the following tools to guide our investments:

Environmental Scan – identify the local service provider landscape for veteran services, including resources, gaps, challenges, and recommendations for change.

Business Case for Support – develop a written business case that makes the case for increased investment in veterans and their families based on the return on investment for the community and for individual donors.

Community Impact Plan – research and present impactful service delivery changes and models to connect and build upon the existing system of services available to military veterans; identify best practices for implementing system change around veterans services; vet model programs amongst stakeholders at the system, policy and advocacy levels; obtain buy-in and develop strategic alliances with stakeholders at all levels.

Funding Analysis – identify public and private funding streams that support veteran issues here and in two other high performing communities, illustrating the compelling need to identify and connect existing resources, address gaps in the continuum of care, and sustain a strong veterans service system for the future.

Social Networking Site – create a social networking community where information can be shared between the various silos of veteran service providers, organizations, and the veterans themselves. A community where new services can develop, and where veterans, service members, family members, and surviving spouses can go to see what services, opportunities, or benefits they might be eligible for. The Green Zone Social Networking site will become a support system and lifeline, helping service members, veterans and families address employment, education, housing, and health issues

In order to meet the needs of today's veterans, we must build several bridges. As discussed above, we need to provide a better opportunity for the broader civilian society to participate in the veteran reintegration experience. Veterans serving veterans and peer-to-peer activities and support are widely viewed as the most effective tools in spreading information, developing opportunities, and coordinating services. This tool will allow Nevada to bridge the civil-military divide as well as build bridges between the various generations of veterans.

Governor's Support for the Green Zone – The Nevada Office of Veterans Services has received tremendous support from the Governor to start the Green Zone and to build the governmental architecture around the initiative to make it a success. Governor Sandoval has stood steadfastly with Nevada's service members and veterans and insisted that his cabinet and executive agencies do all they can to support veterans, service members, and their families. In addition, through executive orders, he has enacted policies such as Executive Order 2012-11, which provides reciprocity for military spouses seeking licensure in Nevada, and Executive Order 2012-15, which creates the Governor's Interagency Council on Veterans Affairs (ICVA).

A Nevada Response to the Problem

A key part of the Green Zone Initiative that has been facilitated by these executive orders, especially the establishment of the Interagency Council on Veterans Affairs, is the convening process. Community and stakeholder convenings allowed the Nevada Office of Veterans Services to not only get a boots-on-the-ground perspective within the three focus areas of employment, education and Wellness, but also to gain buy-in from the stakeholder community. These discussions were broadly organized as brainstorming sessions on the topics of gaps/duplication in services, priorities, and recommendations.

Five convenings were held across the state in various urban and rural communities engaging stakeholders on topics including workforce development and employment, wellness, and higher education. Discussions and recommendations gathered from these convenings were turned over to the Green Zone research team, tested against national best practices, and vetted through high level subject matter experts before public presentation.

These convenings verified what we already know - that Nevadans firmly believe we have the resources and commitment to solve our problems, and that the solutions to our challenges must be sourced from our own communities. Nevada leadership must be engaged at every level for us to solve these problems, and with our Governor leading the way, we know this will happen. We also know that many of the innovations and solutions that will drive change are already known by the leaders, stakeholders and community members who are on the front lines serving the veterans who enter into our social service, family service, homeless, mental health, healthcare and education systems.

As a complement to home grown recommendations for change, the Green Zone Initiative's professional research team researched programs, practices and policy changes across the country, as well as activities already occurring in Nevada to determine what our priorities should be moving forward. The Green Zone is integrating the following recommendations into the existing fabric of our communities and into the existing infrastructure of our government and social service delivery systems.

GREEN ZONE GENERAL RECOMMENDATIONS

1. *Veterans Task Force Coordinator*: Following the Utah model to combat homelessness, Nevada should create the position of a statewide coordinator for veterans services. This person should be a member of the Governor's primary staff, and it should be a stand-alone assignment and not a collateral duty for the NOVS head. The coordination would be responsible for implementing the GZI, holding regularly scheduled meetings throughout the state, and overseeing local committees.

2. *Continuation of the Governor's Interagency Council on Veterans Affairs*: The Veterans Task Force Coordinator should be the chairman of the ICVA, which should be the statewide coordinating body moving forward. The current ICVA was created on July 3, 2012, to support the GZI, but it will sunset on December 31, 2013.

3. *Maximizing Federal Grant Opportunities*: Through coordination activities like the GZI, Nevada should aim to maximize federal grant opportunities.

4. *Data Warehouse of Veterans Services and Veterans*: Nevada should seek a grant through the federal VA to develop a data warehouse for veterans and available services.

5. *Develop a Social Networking Site*: To build the resource bridge to the current war era veteran generation, NOVS should develop a social networking site that allows for broad community involvement and access to existing resources.

WORKFORCE RECOMMENDATIONS

1. *Develop "Re-Boot" Model*: Develop a program, perhaps an elite program, sponsored by a private or non-profit organization, that would lead qualifying veterans through a challenging leadership, transition, and personal development course that will help them reintegrate into civilian society.

2. *Veterans Chamber*: A regularly scheduled meeting of veterans and community members that is non-transactional in nature: no fee, no pressure for business leads, and no advertising. This should occur in Reno and Las Vegas at a minimum, and should involve speakers and networking periods. Private sector firms would be encouraged to come and recruit or discuss their opportunities.

3. *Work with Private Sector to Demystify Military Service*: Develop a program that translates military performance for the civilian sector, to include testing for skills that employers are looking for.

4. *Reciprocal Licensure*: Military truck drivers, for instance, should be able to use their military training in the civilian world more easily. When possible, state agencies should accept military training as a condition of civilian licensure, along with licensing tests and other requirements.

5. *Work with Active Component 6-months Out*: Nevada should develop an online capability that will allow service members to learn more as they begin to separate from the active component.

6. *Active Military Internship in Private Sector*: Nevada's Active Component bases in Las Vegas and Fallon should be encouraged to reach out to local private sector corporations for training opportunities.

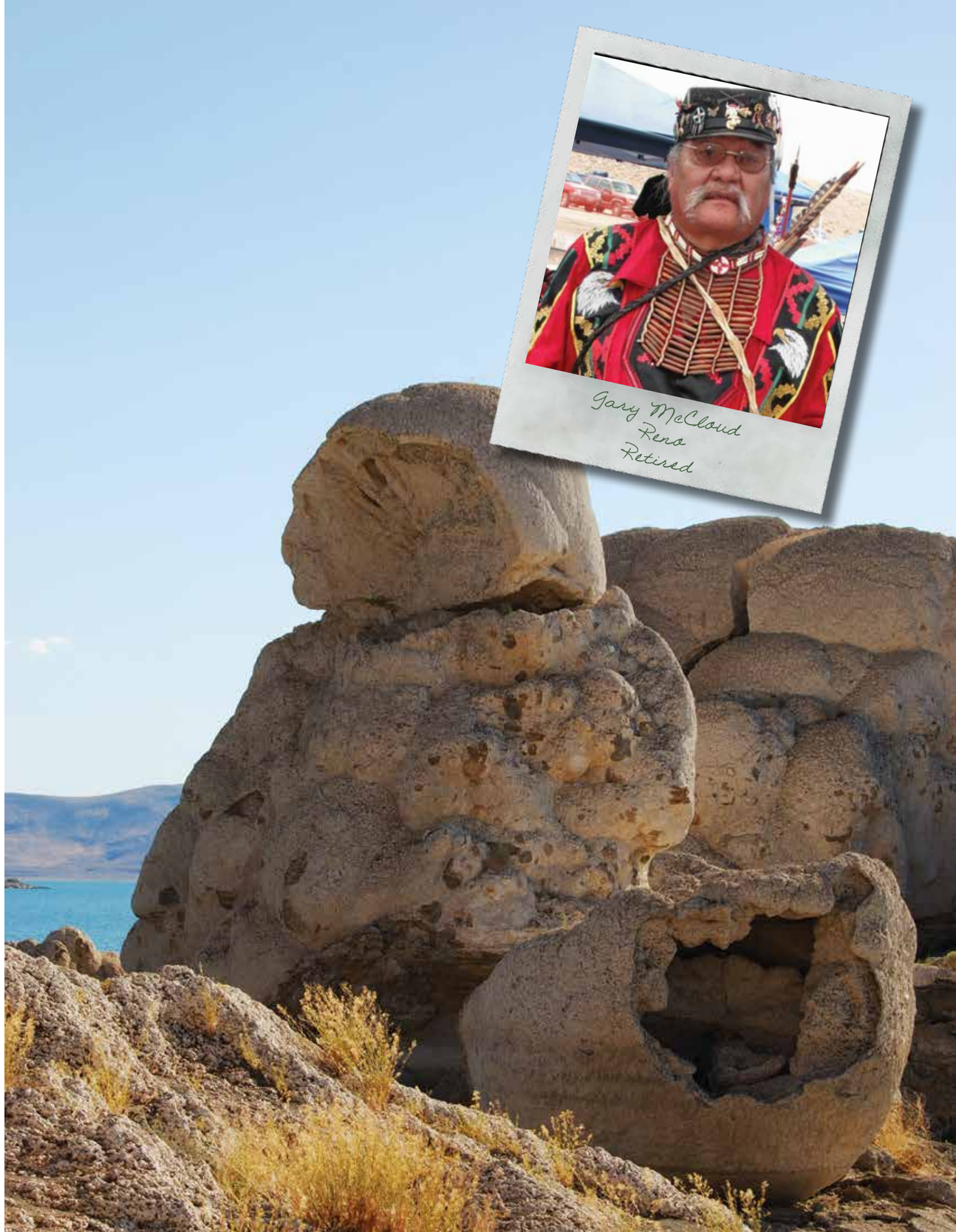
7. *Develop a List of Hiring Practices for Employers Wishing to Hire Veterans*: Determine what employers need to commit to if they are truly interested in hiring veterans.

8. *A Centralized Web Location for Available Job Opportunities*: Although there are currently many sites and resources throughout the state, this item recommends that the state create a central clearinghouse for employment opportunities for veterans.

9. *Hiring Fairs*: Hold or host annual or quarterly hiring fairs.

10. *Venture Capital Opportunities for Veteran Owned Businesses*: If possible, create a venture capital firm that is interested in funding veteran-owned businesses.

11. *Entrepreneurial Resources:* Provide mentoring and support for veterans who would like to start their own businesses.



HIGHER EDUCATION RECOMMENDATIONS

1. *Orientation for Veterans*: This recommendation suggests that veterans in higher institutions receive a special orientation program that is separate and apart from their peers.

2. *Single Point of Contact for Information*: There are many organizations that serve veterans needs and this recommendation gets at a desire to have a single, friendly, and informed conduit for information.

3. *Staffing Structure*: Because every university must have a Veteran Certifying Official to process GI Bill claims, this person becomes the de facto veteran staff for the school. It is impossible to process the claims necessary in addition to counseling and developing programs. A proposed staffing structure will help leadership better use resources.

4. *Improved Information Sharing*: We need a way for the various veteran service providers and veterans to communicate and stay up to date on information.

5. *Career/Job Mentorship in Public/Private Sectors*: There are several different possible formats for this, but this would be a key to helping veterans find jobs in the civilian workforce after they graduate with their higher education degree.

WELLNESS RECOMMENDATIONS

1. *Veterans Suicide Task Force*: Nevada should address the need for better coordination between agencies through the creation of a veterans suicide task force, sponsored by the Department of Health and Human Services and the Nevada Office of Veterans Services, and made up of members of the statewide veteran and mental health communities.

2. Veterans Benefits should be collected through a statewide survey of state and local officials through the Governor's Interagency Council on Veterans Affairs. We should coordinate with VA undersecretaries for a complete listing of federal benefits.

3. Veterans should be identified through an online self-identification mechanism, the Veterans Driver's License, a VA "Request of Names and Addresses," and through self-identification on all state forms.

4. *Advertise in Various Channels*: To build the bridge to other generations, NOVS should use direct mail, eNewsletters, newspaper, and develop a quarterly magazine.

5. *Develop a Hard Copy Benefits Guide*: When all of the benefits are identified, NOVS should publish a print edition of the benefits guide (while a soft copy would be available online), so that all state locations can disseminate them to veterans who might be using their services.

Economic Viability/Financial Sustainability Plan

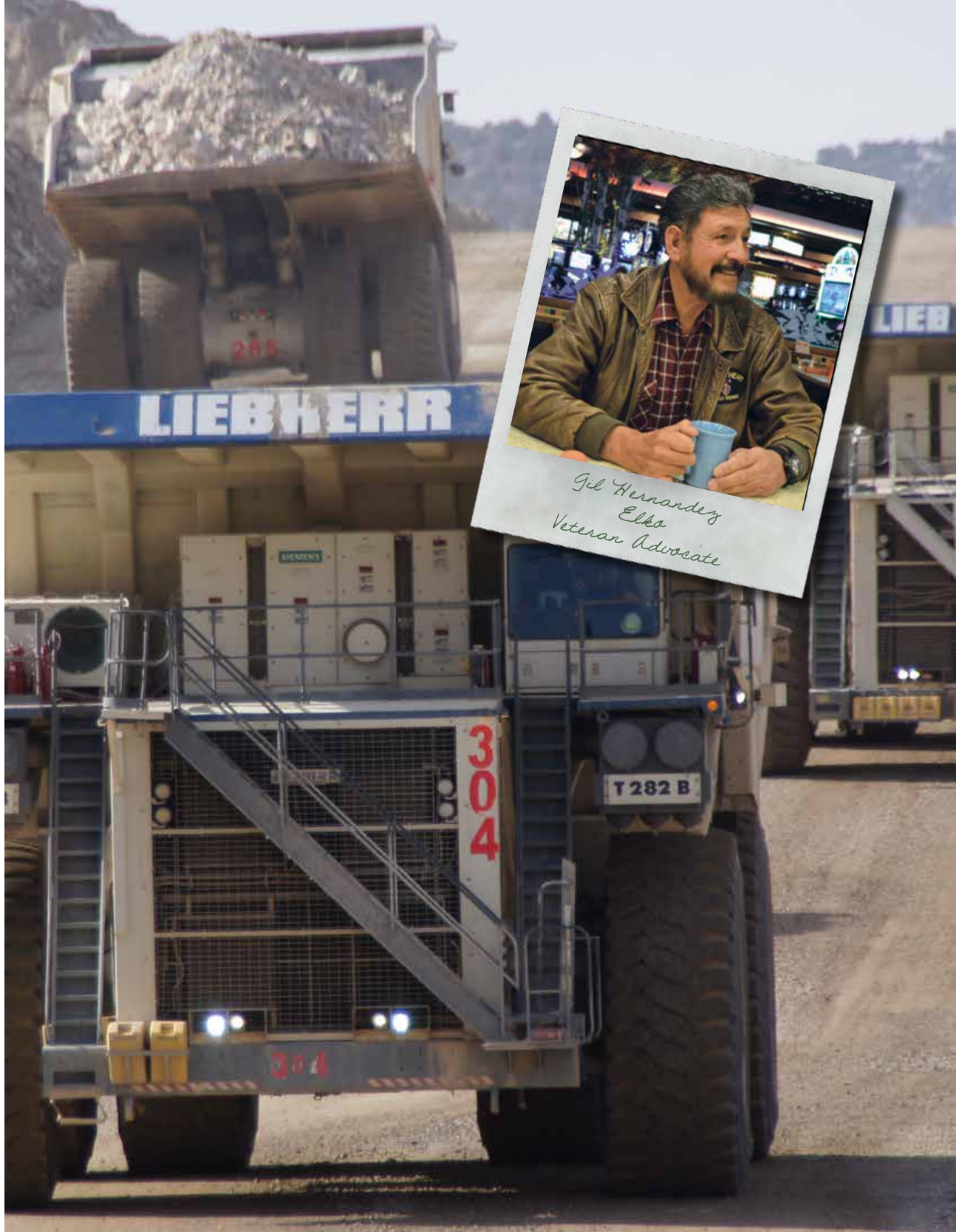
The Interagency Council on Veterans Affairs is one of the first of its kind nationwide, and has started its journey with every opportunity for success. Governor Sandoval has paved the way for the creation of the interagency infrastructure, and the initiative is marching forward with full steam. Much work has been done - the concerns facing Nevada's veterans have been identified, community stakeholders have been assembled and contributed to identifying and removing barriers to success, recommendations for change have been submitted, and agency leaders are being assembled who have the power to implement change.

While this first step is both monumental and critical, more is needed. All too often, Nevada has a history of starting something, and then walking away, only to see early efforts crumble. The Interagency Council is currently operating on an all-volunteer force made up of the executives of the state's leading governmental agencies. This level of commitment and cooperation cannot be sustained on a strictly volunteer basis for long. States vary widely on the sources and level of funding provided for similar interagency coordinating bodies. Funding ranges from unfunded structures to those with a steady stream of resources. All entities, regardless of their funding levels, rely on some form of operational resources to fund the complicated and essential work that takes place after each interagency council meeting.

Potential structures vary, and could range from departmental agencies providing staff time as in-kind contributions, to the council collecting and administering funds to other entities. Each extreme is accompanied by pros and cons, however, a minimal amount of funding is recommended to ensure the council maintains the ability to complete its mission while not detracting from the significant responsibilities borne by each council member in their primary role. Nevada has come too far and invested too much in this initiative to bear seed and walk away while it wilts.

One way to ensure that this effort continues and that its momentum is maximized is through the creation of an Office of Veterans Policy. The primary responsibility of the director of this office, once created, should be to implement the elements of this study and seek opportunities to develop future phases of the initiative. The director should chair the Governor's Interagency Council on Veterans Affairs and should report annually to the Governor on policies, initiatives, and strategies that would develop better services for Nevada's veterans. In order to do so, the director should be responsible for convening local coalitions to gather information as well as build greater partnerships, seek out national best practices and test them against state and local level recommendations, and be responsible for communicating the efforts to develop veteran friendly features at the state and local level throughout the state and abroad. This will ensure that the plan is fully developed, coordinated, and continued moving forward, and will ensure that Nevada has the best possible offering of veterans services and opportunities in the country.

Additionally, a minimal investment of funding dedicated to the Office of Veterans Policy would position Nevada to develop strong collaboratives, build evidence based projects that leverage governmental, private sector and community resources to make Nevada competitive for federal and national funding. This project will provide a strong return on investment for the state, and for our service members, veterans and families of the fallen.



Nevada State Veterans Home
100 Veterans Memorial Drive
Boulder City, Nevada 89005
(702) 332-6784 • Fax (702) 332-6762

BRIAN SANDOVAL
Governor

Office of Veterans Services
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Northern Nevada
Veterans Memorial Cemetery
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Fernley, Nevada 89408
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NEVADA OFFICE OF VETERANS SERVICES
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Reno, Nevada 89511
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Southern Nevada
Veterans Memorial Cemetery
1900 Veterans Memorial Drive
Boulder City, Nevada 89005
(702) 486-5920 • Fax (702) 486-5923

December 1, 2012
Dear Community Partner,

In order to maximize the services and support to our veterans, we must develop a public dialog, build bridges between the many communities and providers, and break down misconceptions for both veterans and the public. The return on our investment is high, but we all have to work together to realize the opportunities we seek.

Veterans are individuals. Like everyone, they make decisions based on their experiences, needs, and knowledge of what is available. As a community that wishes to serve them, it is incumbent upon us to ensure that Nevada's service members, veterans, and their family members have all of the information and tools they need to make the best choices they can about the services that are available.

Communities stand to gain the most from our returning service members and our veteran population. As such, they need to mobilize their good intentions and do everything they can to help reintegrate the veterans that return to them. By seeking to understand the veteran experience and what that may offer them, communities will be a powerful and integral part of ensuring that direct relationships are built.

As a part of communities, non-governmental organizations and businesses deliver services, information, and contribute to the development of programs for veterans. The established Veteran Service Organizations are particularly well-suited to assist veterans through understanding, camaraderie, and information distribution. The business and corporate sector supports the integration and reintegration of veterans to Nevada communities by hiring them into the workforce and supporting programs and initiatives to directly assist veterans.

Local and state governments deliver a range of services to veterans and play a pivotal role in engaging veterans and their families in those services. They are responsive to their communities and to the veteran advocates within them. They can help by ensuring that local barriers to services are minimized or removed completely. All of these organizations and systems have a role to play in ensuring all of Nevada's veterans and their families can fully reintegrate from their service to becoming contributing members of our broader society. It is possible, but it will take all of us.

Caleb S. Cage
Executive Director
Nevada Office of Veterans Services

Green Zone Initiative Partners

Adopt a Vet Dental Program
Always Lost project at Western Nevada College
American Legion
American Red Cross, Service Coordinator
Army OneSource
Chamber of Commerce
City of Reno, Parks and Recreation Disability Services
Disabled American Veterans
Elite Service Connected Disabled Veteran Owned Business of Nevada
Employer Support for the Guard and Reserve
Governor's Interagency Council on Veterans Affairs
- a. Department of Business and Industry
- b. Department of Corrections
- c. Department of Employment, Training and Rehabilitation
- d. Department of Health and Human Services
- e. Department of Public Safety
- f. Elko County Commission
- g. Federal Veteran Representation
- h. Governor's Office of Economic Development
- i. Local Agency Representation
- j. Nevada Indian Commission
- k. Nevada System of Higher Education
- l. Office of Military and National Guard
- m. Office of Veterans Services
- n. Veterans Stakeholder Representation

Nevada Community Foundation
Nevada Human Resources Division
Nevada Military Support Alliance Representative
Nevada National Guard Employment Enhancement Program
Nevada National Guard Representative Family Programs
Nevada Office of Suicide Prevention
Nevada Procurement Outreach Program
Nevada System of Higher Education
Nevada State Higher Education Certifying Officers: Nevada State College, University of Nevada, University of Nevada Las Vegas, Great Basin College, Sierra Nevada College, Truckee Meadows Community College, Western Nevada College, College of Southern Nevada, and other colleges and universities across the state
Office of the Chairman of the Joint Chiefs of Staff, Warrior and Family Support
Reno VetCenter
Small Business Administration
University of Nevada Las Vegas Student Veterans Organizations
University of Nevada Student Veterans Organization
University of Nevada Veterans Coalition
United States Department of Labor
Veteran Medical Centers
Veteran Fraternity at University of Nevada (Omega Delta Sigma and Nu Phi)
Veterans of Foreign Wars
Veterans Services Commission
Veterans Upward Bound, Truckee Meadows Community College

Credits and Sources

About the Author: Strategic Progress, LLC is a Nevada based company founded and managed by Cyndy Ortiz Gustafson, a Nevada strategist with a proven track record in mobilizing people and resources around systems change work, regional planning initiatives, large scale community development and public policy initiatives. Ms. Ortiz Gustafson directed the research and writing of this project, with Lead Strategist, Jennifer Ouellette.

Strategic Progress works with state and local government leaders, community organizations, and private investors to design systems and projects that have measureable impact, based on proven approaches to social change. We provide consulting, project management and training to individual partners as well as collaboratives to help leaders plan and implement change strategies, and to finance and sustain those strategies long term.

By designing and open sourcing our research and development and producing publicly accessible reports, toolkits, and impact plans we are advancing Nevada's ability to compete in the marketplace of federal and private funding, ultimately improving the quality, breadth and depth of social impact programs that benefit all Nevadans.

This business case is dedicated to Shannon West-Redwine (1967-2012), tireless advocate for change, daughter of a Major General, and extraordinary Nevadan.

Special thanks to the Board of Directors of the Nevada Community Foundation, and its President Gian Brosco, for their leadership and support of the Green Zone Initiative.

Contributing Photographers: Julie Duewel, Ken Eurick, Charles Pullen, Staff Photographer from College of Southern Nevada, and Vic Trujillo.

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Duncan McCoy
Boulder City
City Councilman
Brian Colonna
Reno
Internal Auditor
Robert Fair
Las Vegas
Retired
Patricia Arnold
Reno
PFC-NV Nat Guard
Bob Garlow
Las Vegas
Veteran Volunteer
Melisa Cutler
South Lake Tahoe
Spouse Caregiver
Robert Torres
Las Vegas
Nurse
Alan Callanan
Carson City
Earl Shanahan
North Las Vegas
Retired / DAV Volunteer
Mike Musgrove
Elko
Pat Matthews
Henderson
Veteran Spouse/Volunteer
Daniel Waters
Spanish Springs
Nevada National Guard
Ken Santos
Reno
Veteran Volunteer
Jack Logan
Charlie
Boulder
Jon Yuspa
Reno
HONOR FLIGHT