

NEVADA

Subcommittee on Communication Services for Persons Who Are
Deaf, Deaf-Blind, or Hard of Hearing and Persons with Speech
Disabilities (SOCS)

Strategic Planning Proposal



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I. INTRODUCTION AND BACKGROUND

The Subcommittee on Communication Services (SOCS) for Persons Who Are Deaf, Deaf-Blind, or Hard of Hearing and Persons with Speech Disabilities (also known as the Communication Access Council) acts as a liaison between telecommunication service providers, service programs and the community. It is a subcommittee of, and reports to, the Nevada Commission on Services for Persons with Disabilities (CSPD). The mission of SOCS is to recommend policy and support development and implementation of telecommunications services, equipment distribution and advocacy for Nevadans with communication disabilities. Throughout this proposal, the Subcommittee on Communication Services is referred to simply as the “Subcommittee”.

NRS 427A.797 authorizes the provision of telecommunications access for people who are deaf or have severely impaired speech or hearing.

According to its bylaws, the work of the Subcommittee includes:

- Making recommendations to CSPD concerning the establishment and operation of programs for persons with communications disabilities which affect their ability to communicate;
- Recommending to the CSPD any proposed legislation concerning persons with communications disabilities which affect their ability to communicate;
- Providing input into Aging and Disability Services Division (ADSD) program budgets and goals;
- Coordinating and establishing working relationships between ADSD and the Deaf centers within Nevada;
- Performing other functions, consistent with the purpose under the authority of NRS 426 that the Council determines to be appropriate and that are consistent with its other functions.

In addition, it is the responsibility of the Subcommittee to seek and solicit input from varying entities and persons with communications disabilities in creating a five year revolving plan. The plan should consist of long and short-range goals as determined through the planning process, for Communication Access (service related) programs and Telecommunications providers (Relay).

As such, the Subcommittee, through the support of the Aging and Disability Services Division (ADSD), has requested the assistance of Social Entrepreneurs, Inc. (SEI) in facilitating the completion of a five-year strategic plan (2017-2021). To that end, we are providing the proposal contained herein.

II. OBJECTIVE OF THE PROJECT

SEI’s understanding of the objectives of this project is to support the development of a five-year strategic plan to address the needs of individuals who are Deaf, Deaf-Blind, or Hard of Hearing and Persons with Speech Disabilities. To that end, SEI believes this project will meet the following outcomes:

- Explore and confirm the most pressing needs of individuals who are Deaf, Deaf-Blind, or Hard of Hearing and Persons with Speech Disabilities through a positive, inclusive and productive process.
- Establish a five-year strategic plan that will be used to guide the Subcommittee in responding to those needs.
- Develop a framework to measure progress in meeting strategic goals and objectives.

III. DELIVERABLES

The primary deliverables or tangible outputs from the project will be:

- The Nevada Subcommittee on Communication Services (SOCS) for Persons Who Are Deaf or Hard of Hearing and Persons with Speech Disabilities Five-year Strategic Plan 2017-2021.
- An executive summary suitable for a high level presentation to stakeholders.
- A knowledgebase of all tools and resources used during the project.

IV. SCOPE AND APPROACH

The scope of this project is based on SEI's understanding of it as outlined throughout this proposal. The approach can be revised to incorporate other factors of which SEI may not be aware.

The major phases of the project include:

- I. Phase I: Project Organization and Kick-off
- II. Phase II: Strategic Plan Development
- III. Phase III: Stakeholder Review and Plan Adoption
- IV. Phase IV: Project Communication and Coordination

Step 1. Project Organization & Kick-off – (May - June 2016)

This is a short step to obtain guidance from the Subcommittee on important matters that will affect the approach of this as well as subsequent phases. The primary activities are:

- A. **Research Approach.** SEI will identify existing data that will be used to inform the situational analysis component of the strategic plan. Additionally, an outreach plan will be established that outlines how key stakeholders will be engaged in the strategic planning process.
- B. **Project kickoff meeting.** An initial planning meeting (Meeting #1) will take place on May 11th with the Subcommittee to kick-off the project. During this meeting, SEI will:
 1. Review the planning process and confirm the role and responsibilities of SEI and the Subcommittee. Within the Strategic Planning PowerPoint (found on the ADSD website – were SOCS meeting information is provided), there is reference to a Strategic Planning Steering Committee. At the kick-off meeting, SEI will explore and confirm if it is still the intent of the Subcommittee to use a Steering Committee to guide strategic plan development, and if so identify who will serve on that Steering Committee.
 2. Establish with the Subcommittee a decision making protocol for the planning process.
 3. Ensure that there is a shared understanding of, and support for, the content and format of the strategic plan.
 4. Review and refine the research and data collection approach, including identification of other data sources to pursue. Review and refine outreach plan, identifying:
 - i. Key Stakeholders to Interview
 - ii. Town Hall Locations/Dates/Time and Outreach Strategy
 - iii. Survey Distribution Strategy
 5. Identify the best method to promote ongoing project communication with the Subcommittee and ADSD as needed.

Phase II: Data Collection & Situational Analysis (May – June 2016)

This step will produce a comprehensive profile of the needs of individuals who are Deaf, Deaf-Blind, or Hard of Hearing and Persons with Speech Disabilities across the lifespan. The activities in this step include:

- A. **Data Collection:** SEI will leverage previous planning efforts and seek out information about Nevada services and/or service populations that may help in developing a framework for the situational analysis. SEI will also conduct research regarding other state's approaches to solving issues that emerge as areas of focus for Nevada.
- B. **Stakeholder Outreach:** SEI will facilitate the collection of stakeholder input by conducting up to seven targeted key informant interviews, conducting three town hall meetings, and distribution of a statewide survey.
 1. **Key Informant Interviews:** Using an initial contact list as provided by the Subcommittee, SEI will schedule and conduct key informant interviews with stakeholders to gather insight regarding the needs of individuals who are Deaf, Deaf-Blind, or Hard of Hearing and Persons with Speech Disabilities. When possible, SEI will conduct interviews in-person by scheduling interviews in conjunction with dates of town hall meetings (so that we can bundle travel time/costs). When scheduling or travel does not permit in-person interviews, video relay services will be used to conduct interviews or written responses to interview questions will be negotiated. SEI will work with each interviewee to determine their preference. There is an allowance for a total of seven key informant interviews.
 2. **Town Hall Meetings:** Town hall meetings will be facilitated in the north, south and rural part of Nevada to gather input from consumers, providers, caregivers, and advocates regarding their experience with the system, their needs, and their suggestions for improvement. SEI will work through ADSD to provide needed services at meetings (e.g., Interpreters and CART services).
 3. **Statewide Survey:** A statewide survey will be issued to consumers, family members, care providers, and advocates to solicit input regarding the strengths and weaknesses of the current system as well as their suggested solutions for any identified deficiencies.

The purpose of reaching out to these stakeholders is to gain insights from people with experiences about information that might not readily be available through written reports, data, or studies. Written outreach materials will be produced to be accessible and usable for individuals that are sight impaired in addition to being deaf or severely hearing impaired. SEI will finalize all tools and will schedule, conduct and analyze the results of this data collection. Analysis will identify the most pressing needs facing individuals who are Deaf, Deaf-Blind, or Hard of Hearing and Persons with Speech Disabilities across the lifespan (children, youth, young adults, and seniors). SEI will use this information in developing meeting materials and working with the Subcommittee (or Steering Committee, as determined at Kick-off meeting) to prioritize for future action.

Phase III: Strategic Plan Development (July – September 2016)

Phase II will take the results of the previous phase and work through the Subcommittee (or Steering Committee, as determined at Kick-off meeting) to develop the strategic plan. Utilizing lessons learned from previous strategic planning projects, SEI will conduct focused meetings so that the Subcommittee (or Steering Committee, as determined at Kick-off meeting) will only meet three times during this phase. Each meeting will be a full day (five to six hours of actual work session) so that there is sufficient time to present and discuss information, and to make critical decisions. As in Phase II, SEI will work through ADSD to obtain needed services at meetings (e.g., Interpreters and CART services). SEI will pilot test supplemental documentation through video recording the planning sessions to provide a record of the meetings. The recordings will be transcribed through an external service and captions added. Once completed, they will be provided to ADSD staff to upload on the State website.

Strategic Plan Table of Contents

- I. Introduction & Purpose of Plan
- II. Strategic Orientation (Vision, Mission, and Values)
- III. Methods & Approach
- IV. Situational Analysis
- V. Goals & Objectives
- VI. Strategies & Benchmarks for Success
- VII. Evaluating & Updating the Plan

The specific strategic planning session activities (Meetings 2 through 4) include:

- A. Meeting #2: Confirm the vision, mission and values of SOCS. Review the results of the situational analysis and, identify and prioritize critical issues facing Nevada related to the needs of individuals who are Deaf, Deaf-Blind, or Hard of Hearing and Persons with Speech Disabilities. This work sets the foundation for the rest of the planning and keeps everyone heading in the same direction.
- B. Meeting #3: Establish the strategic framework utilizing the goals of CSPD and the findings of the previous phase. The Subcommittee (or Steering Committee, as determined at Kick-off meeting) will develop clear, measurable, and specific goals and objectives for the plan and identify potential strategies for achieving results. Research has shown effective planning involves being strategic and making sometimes difficult choices about what will make the biggest differences in achieving the vision. SEI will encourage limiting the total number of goals and objectives to ensure that the plan is actionable and achievable.
- C. Meeting #4: Develop timelines and benchmarks for the objectives of the plan, as well as a process for evaluating progress toward achievement. This step offers the Subcommittee (or Steering Committee, as determined at Kick-off meeting) an opportunity to review, sequence and balance activities, focusing first on the issues that are most critical.

Phase IV: Stakeholder Review and Plan Adoption (October 2016)

The strategic plan document will be drafted incrementally throughout the project. The results of the situational analysis, and subsequent planning sessions will be placed directly in the plan template. This will allow the Subcommittee (or Steering Committee, as determined at Kick-off meeting) an opportunity to review, modify, and finalize sections of the document as the project proceeds. The final draft plan, incorporating information from the final planning session will be presented to the Subcommittee in October (Meeting #5). The October meeting will need to occur early in the month to allow time for final modifications and approval (Meeting #6) before the delivery of the plan to ADSD in that same month.

Phase IV: Project Communication and Coordination (April – October 2016)

An allowance of two hours per month for communication and coordination within SEI and between SEI and the project stakeholders is included in the project budget.

The successful completion of this project is dependent upon excellent working relationships between SEI, ADSD and the Subcommittee. It is therefore important to clarify the roles and responsibilities of each entity.

SEI's responsibilities for the project include:

- Develop all tools and procedures necessary to conduct all data collection and analysis called for within the proposal.
- Conduct all research, facilitation, and key informant interviews as described in this proposal.
- Document meetings visually (either through video with captions or audio transcriptions if video technology does not work).
- Prepare drafts of the Strategic Plan for Subcommittee review and modification.
- Prepare all documents and materials described in the Deliverables section of this proposal and present these documents / materials to the Subcommittee for review and approval.
- Plan and manage the project, including regular status communications with ADSD.

ADSD responsibilities for the project include:

- Provide information needed to conduct the project, such as contact information for Subcommittee members and access to data and reports that are relevant to planning activities.
- Ensure subcommittee representatives are available for meetings.
- Arrange meeting and work space for activities occurring during the project, and help coordinate communications to complete work.
- Manage adherence to open meeting requirements to include posting agendas, ensuring quorum, and documenting minutes.
- Review each major project deliverable and either accept or reject with specific comments on issues to address.
- Make time available to discuss how the project is proceeding and work with SEI to find solutions to unforeseen obstacles/challenges.
- Provide an on-going commitment to support the project or, if such commitment cannot be sustained, to promptly notify SEI.
- Provide CART and interpreting support for all meetings.

Subcommittee/Steering Committee responsibilities for the project include:

- Attendance at scheduled meetings, and if unable to do so, commitment to promptly notify ADSD and SEI of their intended absence.
- Purposeful, solution oriented contributions during meetings and ability to uphold commitments made to act on behalf of the Subcommittee.
- Review of all documents sent in advance of meetings and of the final strategic plan document, offering specific feedback if modification are needed.

V. SOCIAL ENTREPRENEURS, INC. QUALIFICATIONS AND STAFF

Organizational Information

Social Entrepreneurs, Inc. (SEI) was incorporated in 1996 and is a privately held corporation registered in Nevada, California and Washington. The mission of SEI is to improve the lives of people by helping organizations realize their potential. We fulfill our mission by providing services that merge the best management practices from the not-for-profit, public, and for-profit sectors. These services include assessments of community assets and needs, strategic planning, organizational development, management information systems selection and implementation, human resource management, financial planning and management, funding allocation and diversification methods, program and systems level evaluations, and program development.

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

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

SEI has worked on over 604 projects, and assisted over 215 nonprofit service providers, state and local governmental agencies, foundations, and state and local associations throughout the United States.

SEI is well positioned to support this project, having conducted the planning process that resulted in the Nevada Strategic Plan on Integrated Employment. Other recent projects completed for the state with related interests include: ADSD Integration Planning, Autism Spectrum Disorder Commission Strategic Planning, and the No Wrong Door Strategic Planning.

Qualifications of Staff



Sarah Boxx, Principal at SEI will act as project manager. Sarah's role in the project will be to coordinate the completion of all project activities and deliverables; conduct key informant interviews; facilitate the strategic planning sessions, assist with coordination and collaboration among stakeholders; identify potential efficiencies, and work with ADSD and the Subcommittee to develop recommended goals, objectives and strategies to address critical needs. She will be available to co-facilitate focus groups with Lisa Watson. Sarah has over 29 years of professional experience working in the corporate and nonprofit sectors, where she has served as a board member, executive director, and client services volunteer. Sarah offers outstanding expertise in strategic planning for all types of situations, from community-based organizations to county or statewide service delivery systems, business planning, assessment of community assets and needs, group facilitation and mediation, organizational assessment, board development, organizational development, program evaluation, program management, and information systems selection and implementation. She has a master's degree in pastoral counseling from St. John's University in Springfield, LA



Lisa Watson, Client Services Manager at SEI, will be responsible for co-facilitating focus groups with Sarah Boxx and overseeing the development of the strategic plan document. Lisa will participate in selected planning sessions. Lisa has over 17 years of experience working in the public/nonprofit service sector. She has 10 years at an executive level managing, directing and supporting evaluation efforts for effective social service delivery systems serving children and families. She joined SEI in 2013. Her areas of expertise include strategic planning, program development, and quality improvement systems. Lisa holds a master's of arts degree in leadership and organizational development from Fresno Pacific and an undergraduate degree in sociology from California State University, Sacramento. Lisa is an off-site employee, located in Washington State.



Sarah Yeats Patrick, Client Services Associate at SEI, will be responsible for conducting research and data collection, establishing survey tools, co-facilitating and providing technical support for subcommittee meetings and drafting components of the strategic plan document. Sarah brings experience in research and analysis to the SEI team. She has assisted with multiple research projects for clients in both California and Nevada. Sarah conducts a broad range of primary and secondary research including data analysis, survey analysis, assessment, and literature reviews. Sarah has a master's degree in Physical Anthropology and a bachelor's degree in Anthropology, both from University of Nevada, Reno.



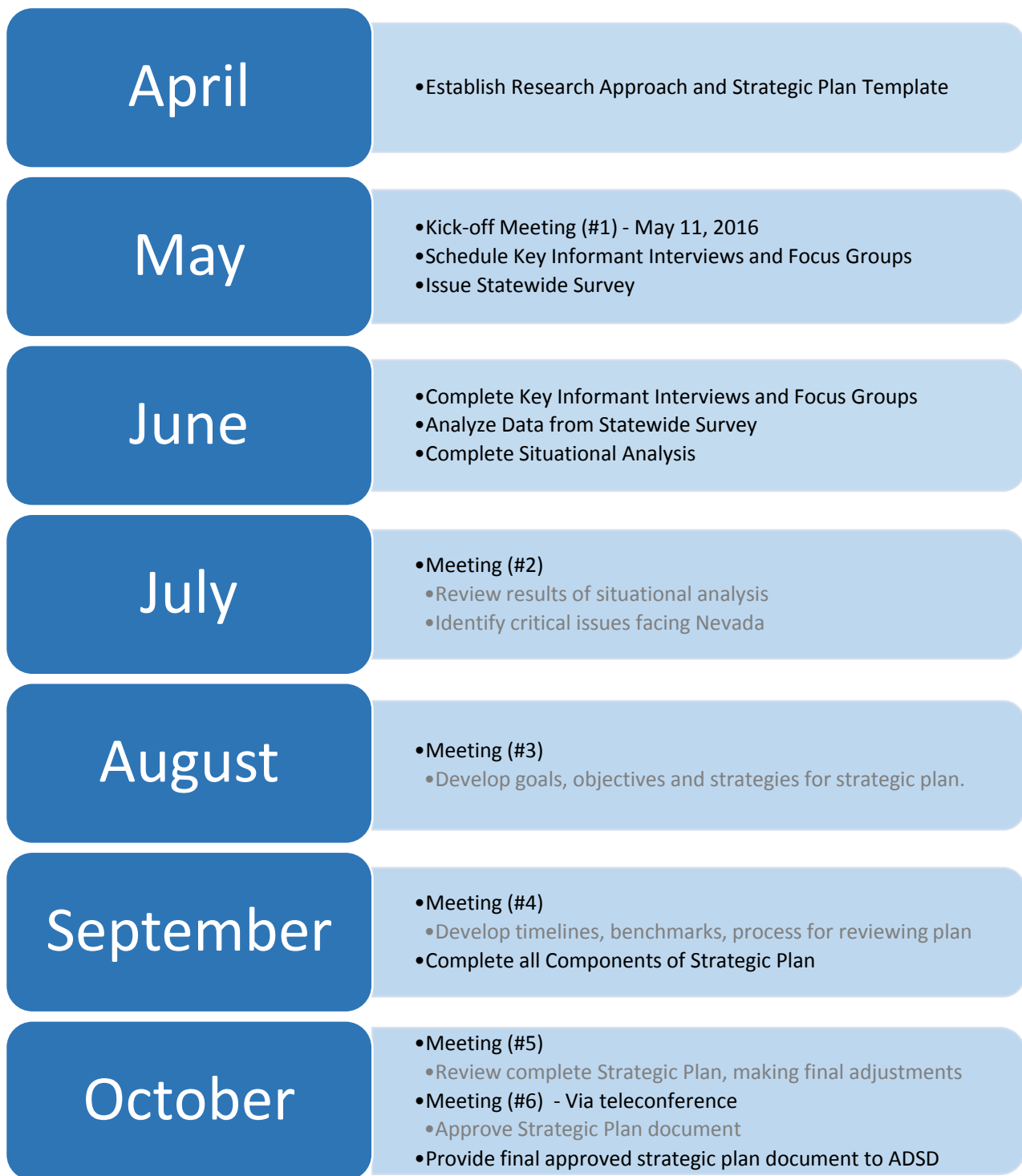
Claudia Montoya, Research Associate at SEI, will serve as Research and overall coordination support to the project. Claudia will be responsible for coordinating meetings, scheduling key informant interviews, and documenting data collection efforts. She will work with Andrew Park to obtain audio/video captioning and provide links to files for ADSD to upload to their website. She will attend Subcommittee planning sessions. She has worked on numerous projects serving both California and Nevada-based organizations. Claudia is a foreign licensed attorney with more than ten years of legal experience in the public and private sector.



Andrew Park, Data Analyst Research Associate at SEI, will serve as the data analyst for the project and will lead in the statewide survey design, distribution, and analysis. Andrew brings experience in analysis and data management to the SEI team. Andrew has provided support on client projects with data analysis and collection, survey analysis, statewide and county-level research and info graphics on projects that include the State of Nevada Kindergarten Entry Assessment and Food Security project.

VI. TIMELINE AND BENCHMARKS

The estimated timeline of activities is included in the chart below.



VII. BUDGET

The total cost for completion of all activities to accomplish the desired scope of work for the strategic planning process and document development as described in this proposal is **\$68,930** consisting of **\$61,430** in professional fees and **\$7,500** in expenses. The professional fees are based on the estimated hours to accomplish all tasks associated with this proposal at hourly rates of:

- \$175 for Principal (Sarah Boxx)
- \$145 for Client Service Manager (Lisa Watson)
- \$115 for Client Services Associate (Sarah Yeats Patrick)
- \$75 for Research Associates (Claudia Montoya and Andrew Park)

Budget Summary

The fees are based on the scope of the project and on the division of responsibilities as outlined in the proposal. Changes to the project scope, such as the addition of other deliverables to be produced, may result in additional fees. SEI will notify ADSD if we believe that the scope has changed; additional fees cannot be charged unless agreed to by the ADSD.

| | <u>SEI Hours</u> | <u>Professional Fees</u> | <u>Expenses</u> | <u>Total Cost</u> |
|--|----------------------|------------------------------|-----------------|-----------------------|
| Phase I: Project Organization and Kick-off | 96 | \$9,495 | \$1,073 | \$10,568 |
| Phase II: Data Collection and Situational Analysis | 220.5 | \$22,363 | \$2,640 | \$25,003 |
| Phase III: Strategic Plan Development | 181.5 | \$20,153 | \$1,871 | \$22,024 |
| Phase IV: Stakeholder review and Plan Adoption | 106 | \$9,755 | \$838 | \$10,593 |
| Totals | 604 | \$61,765 | \$6,422 | \$68,187 |

Expense Summary

Direct expenses reflect the projected SEI out-of-pocket costs for travel and lodging directly related to the project. A breakdown of the estimated expenses is shown below.

| <u>Expense Type</u> | <u>Expense Calculation</u> | <u>Total Cost</u> |
|---------------------|--|-------------------|
| Airfare | Estimated 6 total plane flights at an average cost of \$300.00 per trip | \$1,800 |
| Mileage | Estimated 12 trips at an average cost of \$49.50 per trip, based on 90 miles roundtrip at the current IRS mileage rate of \$0.56 per mile. | \$594 |
| Lodging | Estimated 6 room nights at an average cost of \$100.00 per night, including room taxes and surcharges | \$600 |

| Expense Type | Expense Calculation | Total Cost |
|--------------------------|---|------------|
| Meals | Up to 8 travel days at \$46.00 per day | \$368 |
| Car rental and gas | Estimated 6 days of car rental at an average cost of \$80.00 per day for rental charges and gas | \$480 |
| Airport parking | Estimated 5 days of airport parking for trips involving plane flights, at an average cost of \$28.00 per day | \$140 |
| Meeting refreshments | Provide simple refreshments for attendees at up to 8 meetings, at an average cost of \$20.00 per meeting | \$160 |
| Copies and printing | Allowance for printing costs throughout the project, such as copies of agendas and handouts for meetings and other printing needed to complete tasks in the detailed work plan. | \$180 |
| Other | Video Transcription Services | \$2,100 |
| Total Estimated Expenses | | \$6,422 |

VIII. DETAILED WORKPLAN

| Task # | Description | Timeframe | Hours | | | | Notes |
|---|--|-----------|-----------|---------|-----------|----------|---|
| | | | Principal | Manager | Associate | Research | |
| Phase I: Project Organization and Kick-off | | | | | | | |
| 1 | Identify and document research approach. | Apr-16 | 1 | 2 | 4 | | |
| 2 | Develop draft outreach plan. | Apr-16 | 1 | 3 | | | |
| 3 | Establish Strategic Plan template for review at kick-off meeting. | Apr-16 | 1 | 2 | 2 | | Principal to provide review/technical edit |
| 4 | Coordinate with workgroup to set kickoff meeting date, draft and issue agenda to workgroup members. | Apr-16 | 1 | | 2 | 2 | |
| 5 | Establish documents necessary for kick-off meeting: Agenda, PowerPoint, Workplan, copies of Research Approach and Outreach Plan. | Apr-16 | | 1 | 2 | 2 | |
| 6 | Conduct internal team meeting for final run-through, logistics check for kickoff meeting. | Apr-16 | 1.5 | 1.5 | 1.5 | 3 | |
| 7 | Kickoff Meeting (#1 of 6) with Subcommittee to review project workplan, identify existing data sources and stakeholder individuals/groups, review approach to data collection. | 5/11/2016 | 6 | 6 | 6 | 12 | First meeting all lead SEI resources in person. We will use this meeting to pilot test audio/video pick ups in advance of the formal planning sessions. |
| 8 | Obtain transcription and captions of video file. | May-16 | | | | 1 | CM to upload to transcription service |
| 9 | SEI facilitators correct any missing information | May-16 | 0.5 | 0.5 | 0.5 | | |
| 10 | Match captions to video; edit/clean as needed. | May-16 | | | | 5 | AP to match to correct file format |
| 11 | Internal review | May-16 | | | | 5 | AP to conduct final review |
| 12 | Send link to ADSD to post on the Subcommittee's site. | May-16 | | | | 0.5 | |
| | Travel time during the phase | | 1 | 7 | 1 | 1 | |
| | Subtotal for phase - hours | | 13 | 23 | 19 | 31.5 | 87.5 |
| | Subtotal for phase - professional fees | \$9,495 | \$2,188 | \$2,828 | \$2,128 | \$2,325 | |

| Task # | Description | Timeframe | Hours | | | | Notes |
|---|--|------------------|-----------|---------|-----------|----------|--|
| | | | Principal | Manager | Associate | Research | |
| Phase II: Data Collection and Situational Analysis | | | | | | | |
| 13 | Collect, review and inventory information collected according to research plan. | May - June 20106 | | | 4 | 8 | Will begin to establish the framework for Situational Analysis. |
| 14 | Map issues of particular importance for consumers in different stages of life. | May - June 20106 | | 2 | 4 | 12 | |
| 15 | Draft Statewide Survey Tool | May-16 | 1 | 1 | 4 | 2 | |
| 16 | Review tool with Subcommittee via email to obtain any suggested revisions | May-16 | | 2 | | | |
| 17 | Incorporate modifications and upload into Survey Monkey | May-16 | | | | 3 | |
| 18 | Work with Subcommittee to issue statewide survey. | May-16 | | | 4 | | Follow agreed upon process in the Outreach Plan. |
| 19 | Track survey activity and work with Subcommittee to increase response rates as needed. | May - June 20106 | | 2 | | 3 | Manager to provide guidance; Research to track and report |
| 20 | Analyze statewide survey data and establish summary report. | Jun-16 | 2 | | 6 | 16 | |
| 21 | Compile key informant and stakeholder contact information into distribution list and conduct follow up with key informants to schedule interviews. | May-16 | | | | 2 | |
| 22 | Schedule key informant interviews. | May-16 | | | | 4 | Use external tool such as Schedule Once to streamline the process for participants |
| 23 | Establish Key Informant Interview Questions. | April - May 2016 | | 4 | | | |
| 24 | Conduct Key Informant Interviews and document results. | Jun-16 | 15 | | | | Allowance for 10 key informant interviews. |
| 25 | Develop flyers for town hall meetings and distribute to Subcommittee for distribution. | May-16 | | 2 | | | |

| Task # | Description | Timeframe | Hours | | | | Notes |
|--------|---|------------------|-----------|---------|-----------|----------|--|
| | | | Principal | Manager | Associate | Research | |
| 26 | Facilitate town hall meetings in the north, south and rural. | May - June 2016 | 9 | 9 | | | Allowance for 3 town hall meetings. Las Vegas, Reno, and Elko. |
| 27 | Document town hall meeting discussions | Jun-16 | | | 4.5 | | |
| 28 | SEI facilitators correct any missing information | Jun-16 | 1.5 | 1.5 | | | |
| 29 | Complete situational analysis report using research and outreach conducted. | Jun-16 | 2 | 4 | 16 | 8 | |
| 30 | Conduct technical edit/review; make adjustments | June - July 2016 | 2 | | | 3 | KM to conduct review |
| | Travel time during the phase | | 12 | 30 | | | |
| | Subtotal for phase - hours | | 44.5 | 57.5 | 42.5 | 61 | |
| | Subtotal for phase - professional fees | \$22,363 | \$6,738 | \$6,163 | \$4,888 | \$4,575 | |

| Phase III: Strategic Plan Development | | | | | | | |
|---------------------------------------|---|--------|-----|---|-----|---|------------------------------------|
| 31 | Draft Introduction, Strategic Orientation and Methods and Approach Section of Plan. | Jul-16 | 2 | 2 | 6 | | |
| 32 | Establish a handout that identifies the draft critical issues based on situational analysis. | Jun-16 | | | 4 | | |
| 33 | Research alternative state plans to identify innovative approaches, benchmark indicators, etc. | Jun-16 | | | | 8 | |
| 34 | Prepare agenda and meeting materials for meeting #2 with Subcommittee. | Jun-16 | 1 | 1 | 4 | 2 | |
| 35 | Meeting 2 with Subcommittee (#2 of 6). Approve the strategic plan template with initial draft completed components. Review the situational analysis and finalize critical issues. Review, affirm/revise mission, vision and values | Jul-16 | 6 | 6 | 6 | 6 | Assumes meeting is in Carson City. |
| 36 | Document agreements made at meeting. | Jul-16 | | | 2 | | |
| 37 | Obtain transcription and captions of video file. | Jul-16 | | | | 1 | CM to upload and retrieve |
| 38 | SEI facilitators correct any missing information | Jul-16 | 0.5 | | 0.5 | | |

| Task # | Description | Timeframe | Hours | | | | Notes |
|--------|--|-------------------------|-----------|---------|-----------|----------|------------------------------------|
| | | | Principal | Manager | Associate | Research | |
| 39 | Match captions to video; edit/clean as needed. | Jul-16 | | | | 5 | AP to match to correct file format |
| 40 | Internal review | Jul-16 | | | | 5 | AP to conduct final review |
| 41 | Send link to ADSD to post on the Subcommittee's site. | Jul-16 | | | | 0.5 | |
| 42 | Draft Situational Analysis section of plan including identification of critical issues. | July - August 2016 | | | 12 | | |
| 43 | Prepare agenda and meeting materials for meeting 3 with Subcommittee. | July - August 2016 | 1 | 1 | 2 | 1 | |
| 44 | Meeting 3 with Subcommittee (#3 of 6). Approve the strategic plan template updated sections from previous meeting. Identify goals and objectives of strategic plan indicated short and long-term goals. Begin identifying strategies for accomplishing goals. | Aug-16 | 6 | 6 | 6 | 6 | Assumes meeting is in Carson City. |
| 45 | Document agreements made at meeting. | Aug-16 | | | 2 | | |
| 46 | Draft Goals and Objectives and Strategies Section of Plan. | Jul-16 | 1 | 1 | 4 | | |
| 47 | Obtain transcription and captions of video file. | Aug-16 | | | | 1 | CM to upload and retrieve |
| 48 | SEI facilitators correct any missing information | Aug-16 | 0.5 | 0.5 | 0.5 | 0.5 | |
| 49 | Match captions to video; edit/clean as needed. | Aug-16 | | | | 5 | AP to match to correct file format |
| 50 | Internal review | Aug-16 | | | | 5 | AP to conduct final review |
| 51 | Send link to ADSD to post on the Subcommittee's site. | Aug-16 | | | | 0.5 | |
| 52 | Prepare agenda and meeting materials for meeting #4 with Subcommittee. | August - September 2016 | 1 | 1 | 2 | 2 | |
| 53 | Meeting 4 with Subcommittee (#4 of 6). During this meeting the strategies will be finalized and benchmarks and timelines will be developed, as well as a plan for evaluating and updating the plan. | Sep-16 | 6 | | 6 | 6 | Assumes meeting is in Carson City. |

| Task # | Description | Timeframe | Hours | | | | Notes |
|--------|---|-----------|-----------|---------|-----------|----------|------------------------------------|
| | | | Principal | Manager | Associate | Research | |
| 54 | Document agreements made at meeting. | Sep-16 | | | 2 | | |
| 55 | Draft the timeline, outcomes and benchmarks for success and evaluating and updating the plan components of the strategic plan update. | Sep-16 | 1 | 1 | 4 | | |
| 56 | Obtain transcription and captions of video file. | Sep-16 | | | | 1 | CM to upload and retrieve |
| 57 | SEI facilitators correct any missing information | Sep-16 | 0.5 | | 0.5 | | |
| 58 | Match captions to video; edit/clean as needed. | Sep-16 | | | | 5 | AP to match to correct file format |
| 59 | Internal review | Sep-16 | | | | 5 | AP to conduct final review |
| 60 | Send link to ADSD to post on the Subcommittee's site. | Oct-16 | | | | 0.5 | |
| | Travel time during the phase | | 3 | | 3 | | |
| | Subtotal for phase - hours | | 29.5 | 19.5 | 66.5 | 66 | |
| | Subtotal for phase - professional fees | \$20,153 | \$4,900 | \$2,828 | \$7,475 | \$4,950 | |

| Phase IV: Stakeholder review and Plan Adoption | | | | | | | |
|--|--|--------------------------|-----|-----|-----|---|------------------------------------|
| 61 | Draft Executive Summary section of plan and establish presentation materials of report. | September 2016 | 2 | 2 | 6 | 2 | |
| 62 | Complete all components of strategic plan document, including appendices, TOC, etc. | September 2016 | 2 | | 4 | 2 | |
| 63 | Prepare agenda and meeting materials for meeting #5 with Subcommittee. | September - October 2016 | 1 | 1 | 2 | 2 | |
| 64 | Meeting 5 with Subcommittee (#5 of 6). Review DRAFT plan. During this meeting any additional conversation or decisions needed to finalize the plan will be addressed. | Oct-16 | 6 | | 6 | 6 | Assumes meeting is in Carson City. |
| 65 | Document all changes requested at meeting. | Oct-16 | | | 2 | | |
| 66 | Make changes to the strategic plan document based on the meeting decisions. | Oct-16 | 1 | 2 | 4 | 2 | |
| 67 | Obtain transcription and captions of video file. | Oct-16 | | | | 1 | CM to upload and retrieve |
| 68 | SEI facilitators correct any missing information | Oct-16 | 0.5 | 0.5 | 0.5 | | |

| Task # | Description | Timeframe | Hours | | | | Notes |
|--------|---|-----------|-----------|---------|-----------|----------|------------------------------------|
| | | | Principal | Manager | Associate | Research | |
| 69 | Match captions to video; edit/clean as needed. | Oct-16 | | | | 4 | AP to match to correct file format |
| 70 | Internal review | Oct-16 | | | | 4 | AP to conduct final review |
| 71 | Send link to ADSD to post on the Subcommittee's site. | Oct-16 | | | | 0.5 | |
| 72 | Prepare agenda and meeting materials for meeting #6 with Subcommittee. | Oct-16 | 1 | 1 | 2 | 2 | |
| 73 | Meeting 6 with Subcommittee (#6 of 6). Review FINAL plan and make arrangements for presentation to the Human Services Commission and Community Review Panel. | Oct-16 | 6 | | 6 | 6 | meeting will occur via webinar. |
| 74 | Obtain transcription and captions of video file. | Oct-16 | | | | 1 | CM to upload and retrieve |
| 75 | SEI facilitators correct any missing information | Oct-16 | 0.5 | 0.5 | 0.5 | | |
| 76 | Match captions to video; edit/clean as needed. | Oct-16 | | | | 4 | AP to match to correct file format |
| 77 | Internal review | Oct-16 | | | | 4 | AP to conduct final review |
| 78 | Send link to ADSD to post on the Subcommittee's site. | Oct-16 | | | | 0.5 | |
| 79 | Issue Final Strategic Plan document to ADSD. | | | | | 1 | |
| | Travel time during the phase | | 1 | | | 1 | |
| | Subtotal for phase - hours | | 21 | 7 | 36 | 41 | |
| | Subtotal for phase - professional fees | \$9,755 | \$3,075 | \$875 | \$3,550 | \$2,255 | |