

CAPABILITIES CATALOG

January 2015



Global Evaluation & Applied Research Solutions (GEARS) Inc.

4153-C Flat Shoals Pkwy, Ste. 314

Decatur, GA 30034

404-328-9850 (T) | 404-941-3914 (F)



www.getingears.com | info@getingears.com



Global Evaluation & Applied Research Solutions, Inc.

4153-C Flat Shoals Parkway, Suite 314; Decatur, GA 30034-4187
 404-328-9850 (office) ♦ 404-941-3914 (fax)

www.getingears.com

Contact: Bridget Hardaway, MPA
 Vice President, Business Development
 GEARS Inc.
 404-328-9850
bhardaway@getingears.com

GSA Schedules

- MOBIS: GS-10F-0536N
- IT 70: GS-35F-0377Y
- AIMS: GS-07F-420AA

Who We Are

Global Evaluation & Applied Research Solutions (GEARS), Inc. is a management consulting firm founded in 2002. We are a woman-owned business with **two locations: Decatur, GA; and Lanham, MD.** We have a staff of 25 full-time and 3 part-time employees, and more than 100 subject matter experts who provide technical expertise in various subjects to multiple federal agencies. GEARS is a graduate of the U.S. Small Business Administration's 8(a) business development program and currently qualifies as a self-certified small disadvantaged business. GEARS is also listed in the SBA repository of WOSB and EDWOSB-certified businesses. Additionally, GEARS has been awarded three GSA schedule contracts (listed above) and agency-specific contracting vehicles, one from the Centers for Disease Control and Prevention (CDC NCHM IDIQ) in 2007 and the other from the U.S. Department of Health and Human Services (HHS) Program Support Center (PSC IDIQ) in 2008. Our website address is www.getingears.com.

We are organized into an institute and four divisions, reflecting our primary core competencies: GEARS Research Institute, Division of Evaluation & Applied Research, Division of Technical Assistance & Organizational Management, Division of Logistics Management, and the Division of Information Technology Services. Listed below are services provided by each Division.

Table 1. GEARS Core Competencies			
Division of Evaluation & Applied Research (DEAR)	Division of Technical Assistance & Organizational Management (DTAOM)	Division of Logistics Management (DILM)	Division of Information Technology Services (DITS)
<ul style="list-style-type: none"> • Program evaluation • Training and technical assistance • Needs assessments • Applied research • Focus group research • Customer/client assessment • Culturally competent research designs • Cultural competence training 	<ul style="list-style-type: none"> • Staff augmentation and support • Professional development training • Management studies • Development of organizational policies and procedures • Technical assistance • Strategic planning • Program/organizational assessment, diagnosis, and development • Executive coaching 	<ul style="list-style-type: none"> • Conference and event management • Committee management and meetings • Expert panel and work group meetings • Registration websites/databases • FTR-compliant travel arrangements and honoraria • Theme and graphics design • Conference program booklet layouts • Assistive technologies to support meeting activities 	<ul style="list-style-type: none"> • Cyber Security • C&A, IV&V and 508/504 Compliance assessments • Website development • Web content development & management • Quality assurance software testing • Database and application design • Network design • ITSM • Security awareness training

Our Clients

GEARS has had the good fortune to support a diverse group of government agencies, either through prime contracting relationships or through subcontracting with other firms. We have also supported government agencies and their constituencies through our work with community-based organizations. The GEARS portfolio also includes work with foundations and academic institutions. Table 2 includes a detailed list of our clients.

Table 2. GEARS Clients		
Government Agencies	Foundations/Non-profit Organizations/Academia	Community Based Organizations
<p>Federal</p> <ul style="list-style-type: none"> • U.S. Department of Commerce • U.S. Department of Education • U.S. Department of Health and Human Services • Assistant Secretary for Health/Office of HIV/AIDS and Infectious Disease Policy • Assistant Secretary for Health/Office of the Surgeon General • Assistant Secretary for Health/Office on Women’s Health • Centers for Disease Control and Prevention • Centers for Medicare & Medicaid Services • Health Resources and Services Administration • Food and Drug Administration • U.S. Environmental Protection Agency • U.S. Department of Justice • U.S. Department of State • National Science Foundation <p>Local</p> <ul style="list-style-type: none"> • Boston Public Health Commission 	<ul style="list-style-type: none"> • Advocates for Youth • CDC Foundation • Ford Foundation • Healthcare Georgia Foundation • National Association of Chronic Disease Directors • National Estuarine Research Reserve Association • National Minority AIDS Council • Brigham and Women’s Hospital, Boston 	<ul style="list-style-type: none"> • Multicultural AIDS Coalition (Boston) <hr/> <p>Commercial</p> <ul style="list-style-type: none"> • Booz Allen • RTI International

Our Work

Presented below are brief statements of our experience which are organized by task area: Technical Assistance and Organizational Management, Program Evaluation, and Logistics and Event Management. The Division of Information Technology Services supports each of these task areas.

Technical Assistance and Organizational Management

- In the contract **Reasonable Accommodations for Pregnant and Breastfeeding Workers, U.S. Department of Labor, Women's Bureau**, GEARS is developing a user-friendly, easy-to-understand guide for employers and employees on the important health and safety implications of providing reasonable accommodations to pregnant and breastfeeding workers. The guide will be used to inform employers on the low- or no-cost accommodations and practices they can implement to help pregnant workers maintain a healthy pregnancy and stay employed. Employees will also benefit from the guide by learning what the law requires and how to work with employers to achieve reasonable accommodations during their pregnancy and the period of lactation. The guide will also be used to inform policy makers and concerned stakeholders about gaps in current laws concerning pregnant and breastfeeding workers, as well as state laws that can serve as models state and federal legislation.

The Women's Bureau develops policies and standards and conducts inquiries to safeguard the interests of working women to advocate for equality and economic security for themselves and their families—and to promote quality work environments. The Women's Bureau aims to empower all working women to achieve economic security.

Project Director: Deborah Brome; Project Manager: Scott Matthews

- GEARS has been awarded a contract to provide project management, peer review, electronic manuscript tracking and submission, and scientific and technical writing and editing for the **Public Health Reports**, the official journal of the U.S. Public Health Service and the **Office of the Surgeon General**. The journal has been published continuously since 1878. Its mission is to facilitate the movement of science into public health policy and practice in order to positively affect the health and wellness of the American public.

Public Health Reports (PHR) is published six times per year. In addition, each year three or more supplemental and/or special issues are published. It is published in partnership (through a grant) with the Association of Schools of Public Health (ASPH).

Corporate Monitor: Diane Roberts; Project Director: Lynne Wilcox

- GEARS provided technical assistance and consultative services for the **HRSA National Technical Assistance Contract for the Ryan White HIV/AIDS Program**. The National Technical Assistance Contract (TAC) provided technical assistance support and training to grantees, planning bodies and service providers funded under the Ryan White HIV/AIDS Program. The technical assistance (TA) support provided through this contract was intended to enhance overall program management and effectiveness of HIV/AIDS treatment and service delivery activities supported by HRSA's HIV/AIDS Bureau (HAB). Our team was responsible for arranging and coordinating a variety of technical assistance and logistical activities to assist Ryan White and HAB program staff address their priority programmatic needs. This was accomplished through the coordination of HAB advocated onsite TA visits, preparation of TA products and facilitation of TA evaluation activities. GEARS utilized its experience and infrastructure to ensure the appropriateness of TA provided, including grantee-to-consultant pairing, content, and timeliness—all to address the needs of the Ryan White grantees and HAB program staff.

Corporate Monitor: Deborah Brome; Project Director: Tracey Middleton Grant

- GEARS was engaged by the HRSA/HAB Office of Regional Operations (ORO) to develop manuals for the ORO and subsequently deliver training related to the manual content. This effort was conducted in support of HRSA's grant making program to ensure the responsible use of grant funds within the 340B program by its grantees. The manuals will serve as the basis for training

Program Integrity Analysts and other ORO staff members in their oversight responsibilities which are accomplished through onsite financial reviews and grantee audits. For each of the required documents, GEARS was also responsible for providing HRSA with a 508 compliant version of the final document. GEARS also developed and conducted a 3-hour webinar via HRSA's Adobe Connect System for approximately 20 staff from ORO.

Corporate Monitor: Deborah Brome; Project Director: Tracey Middleton Grant

- In October 2012 GEARS was awarded a contract from **the Health Resources and Services Administration (HRSA) HIV/AIDS Bureau (HAB) to manage the “HAB Manuals Project,”** a fast-paced effort to develop and implement three key manuals for the Bureau and its grantees. Two of the manuals are Ryan White HIV/AIDS Program-specific resources that existed at the start of the project but were out-of-date. These were the Ryan White Part A and Part B Manuals, which serve as essential reference guides for HAB staff and grantees, enabling the latter to stay compliant with legislative and programmatic requirements and expectations. The Part A Manual is a comprehensive description of the Ryan White Part A Program that is used as a reference guide for Part A grantees, Ryan White network providers, consumers, public health officials and HIV/AIDS Bureau staff. The Part B Manual is a comprehensive description of the Part B Program that serves 54 U.S. states and territories. It is used as a key reference guide for state health departments, Ryan White network providers, consumers, public health officials, and HIV/AIDS Bureau staff. For the third manual in this project, GEARS worked with HAB to develop its first Bureau-wide Operations Manual, which defines and helps standardize processes that HAB staff members perform routinely or on a cyclical basis. The HAB Operations Manual also defines an organizational structure HAB implemented in 2012, HAB policies and procedures, and the roles and responsibilities of HAB staff.

The GEARS team worked under tight deadlines throughout the project to update and develop each of the manuals in this project. GEARS updated the Part A and B Manuals and developed the Operations Manual, engaging content writers with significant experience at HAB to research and update existing content, write new content where required, and work collaboratively with HAB-appointed contacts and personnel to ensure the new manuals met the needs of HAB. GEARS coordinated and managed the efforts of its writers, which included a mixture of employees and consultants. The project entailed multiple phases of writing and editing for each manual by GEARS staff in order to ensure consistency across the materials—efforts that required much collaboration and careful planning with the HAB COR and numerous HAB staff members. In addition the GEARS Division of IT Services worked to make the final version of each manual compliant with Section 508 regulations for posting at the HAB website.

Corporate Monitor: Diane Roberts; Project Director: Scott Matthews

- As a long-time service provider in the area of health disparities, GEARS was awarded a task order contract by the **CDC Office of Minority Health and Health Equity (OMHHE)** to support its development of the *MMWR* supplement, *Strategies for Reducing Health Disparities—Selected CDC-Sponsored Interventions, United States, 2014*. This was a companion to CDC's two earlier health disparity reports (2011 and 2013). It highlights health interventions that are proven effective or show promise in reducing health disparities. GEARS provided project management and technical writing and editing services.

Corporate Monitor: Diane Roberts; Project Director: Bridget Hardaway

- **Dating Matters: Strategies to Promote Healthy Teen Relationships™** was developed as a comprehensive public health approach to the primary prevention of teen dating violence (TDV). It was developed based on the best available science and practice, and utilized a combination of evidence-informed and evidence-based strategies. Each component was selected for a specific purpose and reinforces messages by giving complementary skills to youth, their peers, parents, and educators, and supports these skills with policy. The specific focus of Dating Matters on 11–14-year-old youth in high-risk urban communities was developed to stop dating violence before it

begins. Dating Matters seeks to address gaps in research and practice with emphasis on developing and implementing TDV prevention strategies specific for these communities.

GEARS was been contracted to develop or revise training materials for the CDC-developed or adapted curricula. Additionally, GEARS worked with consultants (trainers) to support demonstration projects of CDC-developed and adapted curricula and became familiar with *Families for Safe Dates*. Demonstration projects prepared funded communities for implementation and provided training to individuals identified as student curricula master trainers in final versions of 6th and 7th grade student curricula. Lastly, GEARS trainers provided training to individuals identified as parent facilitators in the final versions of CDC-adapted of *Parents Matter!*, the CDC-developed 7th grade parent curriculum, and for *Families for Safe Dates*. Six-day pilot demonstrations occurred in the following states:

- Ft. Lauderdale, FL
- Baltimore, MD
- Chicago, IL
- Oakland, CA

GEARS provided technical assistance to funded communities during implementation in high-risk urban communities.

Corporate Monitor: Diane Roberts; Project Director: Sergut Wolde Yohannes

- GEARS provided information collection, analysis, and dissemination, as well as project and logistics management services to the U.S. Department of Education's (ED) Office of Elementary and Secondary Education (OESE) in support of the **Science, Technology, Engineering, and Mathematics (STEM) in 21st Century Community Learning Centers (CCLC) Initiative**. 21st CCLC projects provide students with academic enrichment opportunities during non-school hours for children, particularly students who attend high-poverty and low-performing schools. The program helps students meet state and local student standards in core academic subjects, such as reading and math; offers students a broad array of enrichment activities that can complement their regular academic programs; and offers literacy and other educational services to the families of participating children. The purpose of the STEM in 21st CCLC initiative is to increase the number of students pursuing STEM fields in their academic studies and careers, and improve preparation for the next generation of engineers, scientists, mathematicians, and technicians. The STEM in 21st CCLC initiative is designed to leverage the reach of the 21st CCLC program in order to better meet the educational needs of today's students and to better prepare today's students for the workforce needs of tomorrow. Graduating from high school prepared for postsecondary education and careers in the 21st Century means having a solid grounding in STEM fields.

In support of this initiative, GEARS developed the expert Technical Working Group (TWG), which advised ED on the technical assistance it provides to 21st CCLC grantees and sub-grantees. GEARS also provided logistical support for TWG meetings; collected, researched, compiled, and vetted information to assist in advancing the initiative; and coordinated a national STEM Showcase at the 2012 21st CCLC Summer Institute and coordinated a virtual 2014 STEM Showcase.

Corporate Monitor: Diane Roberts; Project Director: Sharon Ungrady

- In the task order, **CDC Community Transformation Grants (CTG) Planning and Management Support**, GEARS supported CDC by providing comprehensive management and support services for two objective reviews of extramural applications submitted in response to Community Transformation Grants and Non-governmental Organization Funding Opportunity Announcements. The Community Transformation Grants (CTG) program, funded through the Prevention and Public Health Fund, is authorized under Section 4002 of ACA to provide grants to state and local governmental agencies, tribes and territories, and national and community-based organizations for the implementation, evaluation, and dissemination of evidence-based community preventive health activities in order to reduce chronic disease rates, prevent the development of secondary

conditions, reduce health disparities, and develop a stronger evidence base for effective prevention programming. These objective reviews were conducted August 2011.

Another component of this task order was for GEARS to provide all administrative and logistical support in conducting the CTG Kick-Off Meeting. The target audience for this meeting included selected representatives of CTG large city/community, rest-of-state, and tribal organization cooperative agreement recipients. Approximately 250 participants attended this 4-day meeting in October 2011.

To meet the administrative and logistical requirements of this task order, GEARS identified, negotiated, secured meeting space and A/V services (including digital recording); prepared and delivered invitation letters; coordinated sponsored guests' travel to the meeting; coordinated ground transportation for all meeting participants; developed and hosted a registration and logistics website; provided stipends for participation and provided onsite support for the reviews and the meeting. Our team also developed and administered a meeting evaluation during the CTG Kick-Off Meeting and reported the results to CDC.

Corporate Monitor: Diane Roberts; Project Director: Cynthia Marshall

- GEARS provides logistical support for the **HRSA Title V Maternal and Child Health (MCH) Block Grant Program**. The Title V MCH block grant program is a federal-state partnership that provides federal funds to 59 states and jurisdictions to improve the health of the nation's mothers and children. Block grant reviews take place during July and August annually. GEARS arranges and coordinates travel and lodging for the non-federal reviewers in close proximity to the eleven HRSA field offices. Our team also is responsible for arranging and coordinating support to assist the MCH Directors and Children with Special Health Care Needs Directors in addressing their priority programmatic needs. This is accomplished through the promotion and facilitation of technical assistance (TA) and Best Practice Exchange activities. GEARS uses its experience and infrastructure to ensure the appropriate TA Consultant is selected to successfully address the needs of the grantee.

Corporate Monitor: Diane Roberts; Project Director: Cynthia Marshall

- Managed by the Department of Education's Office of Special Education and Rehabilitative Services (OSERS), National Institute on Disability and Rehabilitation Research (NIDRR), GEARS provided daily support to staff **the administrative, technical and logistical needs of the Interagency Committee on Disability Research (ICDR)**. This project required extensive project management services to ensure oversight of multiple tasks being developed simultaneously. Political sensitivity and knowledge and awareness of persons living with disabilities are also required to ensure delivery of accessible information, services, and products to the ICDR membership and stakeholders. GEARS provided solutions to complex and simultaneous tasks including: committee support for seven ICDR subcommittees, each of which met quarterly (included developing and distributing save-the date notices and meeting announcements, managing venue logistics, maintaining participants lists, developing meeting agendas, creating meeting folders and meeting materials [e.g., signage, wall posters used during meetings, etc.], providing audio visual services including CART for hearing impaired participants, and developing 508 compliant materials); conducting research for ad hoc requests and in the development and maintenance of an electronic database for disability and rehabilitation research; administration of ongoing ICDR activities including development of a government-wide strategic plan for long-term disability and rehabilitation research; evaluation of government-wide activities; and reports and publications. GEARS developed and managed the ICDR website for use as an internal interactive tool for committee members to share information and data on research and a publicly available site to provide stakeholders with information on the work being accomplished by the committee. GEARS developed a process and tools to ensure that the ICDR is a partnership broker for interagency disability research by developing memorandums of understanding and interagency agreements and a broker guide for use by partner agencies. GEARS managed strategic planning

activities for the ICDR subcommittees as well as the ICDR as a whole to identify goals and outline implementation plans. GEARS developed and implemented a branding and marketing strategy that was used to disseminate information about the ICDR, recruit new membership to the ICDR, and inform relevant communities about ICDR accomplishments. Additionally, GEARS developed an annual report to the President and Congress about the ICDR's progress in fulfilling its mandate for joint federal research and funding recommendations. Our team also developed, implemented, and reported proceedings and outcomes of an expert panel on the feasibility of achieving mandated ICDR goals, gaps in assistive technology research and recommendations for a strategy to formulate a program of assistive technology research.

Corporate Monitor: Diane Roberts; Project Director: Clarine Vaughn

- GEARS has been engaged to **provide support services** for several contracts with the **National Center for Health Statistics (NCHS)**. In the first contract, GEARS provides consultants to NCHS to conduct two annual surveys: (1) the National Ambulatory Medical Care Survey (NAMCS) of non-federal physicians in office-based practices and clinicians in community health centers and (2) the National Hospital Ambulatory Care Survey (NHAMCS) of non-federal hospitals with emergency departments or outpatient departments, including ambulatory surgery centers and of free-standing ambulatory surgery centers. GEARS is providing computer programming support to the Technical Services Branch, Division of Health Care Statistics (DHCS) in conducting these surveys, which were previously implemented using paper and pencil. In the second contract, GEARS is providing expert consultants in Health Information Technology (HIT) and Electronic Health Records (EHR) for the transformation of two surveys, the NHAMCS and the National Hospital Discharge Survey (NHDS) of discharges from the inpatient departments of non-federal hospitals, from paper and pencil to electronic submission.

Corporate Monitor: Diane Roberts; Project Director: Arsed Joseph

- In the contract, **CDC/Technical Assistance Contract for Projects and Tasks in Support of the Applied Sciences Branch (ASB), Division of Reproductive Health (DRH)**, GEARS supported DRH in achieving its mission of working collaboratively with external partners (e.g., state and national coalitions, national organizations, regional training centers, etc.) and internal partners (e.g., Youth at Risk Cluster in the Women's Health and Fertility Branch) to identify and respond to reproductive health needs. GEARS supported ASB by providing a ready source of management, coordination, and technical expertise in carrying out projects to identify, develop, and implement interventions that promote reproductive health and contribute to the prevention of unintended pregnancy, HIV, and STDs.

GEARS provided DRH/ASB with expert consultants in the areas of teen pregnancy data analysis, maternal and child health epidemiology, capacity building, health communications, and policy assessments. These consultants provided technical assistance to ASB constituents, national and community organizations, international ministries of health and partners, state and local health departments and universities.

GEARS developed reliable systems and tools to ensure objective, credible, timely, and high-quality work in the conduct of this task order contract. We were responsible for coordinating activities in support of project tasks including arranging consultant travel, executing subcontractor contracts, tracking delivery and completion of technical assistance and training, and prompt payment of all subcontractors. GEARS required all subcontractors to submit monthly progress reports with their invoices, which were shared with CDC project officers for review and approval prior to payment. GEARS maintained regular communications with CDC and project site staff to ensure quality service delivery.

Corporate Monitor: Diane Roberts; Project Director: Wanda Ware

- GEARS supported **CDC/Office of Surveillance, Epidemiology, and Laboratory Services (OSELs)** (a project formerly implemented for the Coordinating Center for Health Information

and Service or CCHIS) in its efforts to build upon financial and business improvement processes and automated solutions. Specifically, GEARS helped OSELS facilitate, track, and monitor the Management Business Services Organization (MBSO) project timeline, as well as help leadership stay within the MBSO project timelines. With GEARS' support, OSELS created a new portfolio of services, developed a portfolio plan, and improved the automated financial management system within OSELS/Office of Director (OD).

Corporate Monitor: Diane Roberts; Project Director: Wanda Ware

- GEARS was awarded a contract to provide writing and copy editing services to develop monthly news and interview articles for **CDC Connects, CDC's intranet-based employee communications vehicle**. *CDC Connects* is published daily and accessed by CDC employees worldwide, providing immediate information about accomplishments of the agency and individual employees. GEARS has developed important news articles on topical public health issues (such as hand washing, reproductive health, global health initiatives, etc.), offering the expertise required to conduct comprehensive research, develop high-quality articles, and interview a variety of health professionals to create informational and educational articles. We have conducted interviews with senior CDC leadership, employees, and partners to supplement important research findings. GEARS has also conducted interviews with CDC employees to create "employee of the month" profiles.

Corporate Monitor: Diane Roberts; Project Director: Bridget Hardaway

- Working with the National Center for HIV/AIDS, Viral Hepatitis, STD, and TB Prevention (NCHHSTP), GEARS planned, designed, and executed all activities associated with the **Coordination of Behavioral Assessments and Rapid HIV Testing (BART) Among African American Adolescents and Adults, Men Who Have Sex with Men, and Other Groups At-Risk for Infection**. BART was an initiative designed to foster cross-sector collaborations to facilitate strategic approaches to addressing the social determinants associated with the disproportionate impact of the HIV/AIDS epidemic among at-risk groups. Using the GEARS-developed Request for Proposal process, BART solicited health departments, CBOs, and other service providers to conduct rapid HIV testing activities at national community events. To accomplish project tasks, GEARS developed a comprehensive social marketing and partnership development plan to engage organizations and individuals at multiple levels. GEARS also partnered to conduct NAAT testing at two sites. A total of 3,164 individuals were tested at 15 events during this two-year project.

Strategic partnerships were essential to the successful development and implementation of BART. The GEARS team mobilized and fostered relationships with CBOs, state and local health departments, and other HIV testing groups to assist us in advertising and offering support for national BART events. The GEARS team secured a significant amount of rapid HIV testing kits at a discounted rate from OraSure Technologies, Inc., which relieved a considerable amount of financial strain for testing partners. GEARS carefully selected and negotiated appropriate networks within the private and public health sector to ensure that BART target audiences were effectively reached. The team also constructed a comprehensive and secure website as a marketing strategy to promote the initiative. The site included a social media profile and a newly designed BART logo and tagline to assist our target population in embracing the notion of HIV testing. Other features included a blogging space linked to the Facebook profile and an extranet website to capture requests for proposals submitted by interested organizations and inquiries from potential volunteers. While browsing the site, visitors had access to searchable full-text documents that reported HIV/AIDS research and statistics, alternate formats for documents (e.g., Adobe files), feature boxes, links, animation, and online applications. The BART website also linked consumers to HIV educational materials and testing facilities in all 50 states.

Project Director: Diane Roberts

- CDC engaged GEARS to provide project management, information dissemination, technical assistance, logistics, and web support to the intervention focus area (IFA) of the **Diabetes Primary Prevention Initiative (DPPI)**. The DPPI was conducted through three focus areas, including surveillance, systems dynamics modeling, and interventions. This project, which was based in the Division of Diabetes Translation (DDT), was a collaboratively co-created plan of action for federal, state, and local public health implementation of diabetes primary prevention. Pilot states conducted activities that focused on screening and identifying populations at-risk for developing type 2 diabetes, the development of workplace prediabetes awareness programs, and the implementation of interventions that impacted primary prevention and health policy. GEARS' support assisted CDC in the management of voluminous state-based information on intervention activities, best practices, and meeting activities. GEARS organized DPPI's five years of extensive research by creating a DPPI website that provided links to a database of tools and curriculum developed by the individual focus areas, as well as listed the DPPI's annotated bibliography. GEARS activities included documenting and reporting outcomes from bi-weekly meetings with CDC and the pilot states, and synthesizing state reports from all three focus areas (intervention, surveillance, and systems modeling) into one comprehensive report which was submitted to Congress.

GEARS provided direct support to the intervention focus area, which involved five pilot states: California, Massachusetts, Michigan, Minnesota, and Washington. In preparation for the DPPI comprehensive report, GEARS conducted a review of CDC diabetes initiatives that have contributed to the current literature on prediabetes. The comprehensive report required that GEARS work with each pilot state to determine how their interventions could best be incorporated into a document that would serve various diabetes stakeholder groups. This included reviewing information from multiple sources (i.e., IFA reports, meeting notes, interviews with state leaders, and their key partners to determine which materials were pertinent to CDC's purpose for the final report). We also provided on-going technical assistance in the identification of key stakeholders, and the development of conference and meeting materials and presentations. A key function of writing the comprehensive report was the analysis of outcomes data, and understanding their implications for further DDT studies. Upon completion of the comprehensive report, GEARS was able to provide DDT with recommendations that included indicators for future work and how similar applications may be expanded to include other states in providing significant information for developing interventions to identify and prevent type 2 diabetes. In order for GEARS to successfully complete this report, it was necessary that GEARS be judicious in editing the report and balancing the needs of the individual states with the overall goals of the DPPI. Finally, GEARS delivered a 508c compliant manuscript entitled: *The Diabetes Primary Prevention Initiative: 2005 – 2009 – Final Comprehensive Report, which is* scheduled to be posted on the Chronic Disease website.

Project Director: Diane Roberts

- GEARS provided the **CDC Coordinating Center for Health Promotion** with background research on four health promotion goals for which it had responsibility. These goals included: Infants and Toddlers, Adults, Older Adults and Healthy Schools. This contract required intense project management skills to ensure that multiple activities were efficiently implemented simultaneously. GEARS created a repository of information for policy and program development around all four goal areas utilizing several sources including scholarly public health journals, conference reports, surveillance reports, and key informant interviews. GEARS also created a data management system to allow CDC to archive and retrieve data efficiently. This was a two-year project. Another phase of this project was the compilation, analysis and reporting of an inventory of CDC-sponsored projects and activities related to obesity and overweight and college and university-based health promotion programs and activities. For the internal scan of obesity and overweight projects and activities, the final product also included a literature review and recommended strategies for program development for this issue. These compilations included over 100 programs and activities across multiple CDC centers and divisions.

Project Director: Diane Roberts

- GEARS was **engaged by CDC to assist in creating a federally approved survey** to gauge the opinions of the leadership of state and local public health agencies regarding **crisis management emergency communications**. Utilizing three different surveys, GEARS created an online survey instrument, hosted the website, and provided technical assistance to all respondents. GEARS also conducted a mass mailing to all potential respondents (1,100) and managed all the logistics for mailing to such a large group, including working with Federal Express and the U.S. Postal Service for the efficient delivery of survey materials. GEARS also provided the statistical analysis of all the resulting data from over 400 respondents. The survey was administered on a Section 508c compliant website that was created and maintained by GEARS.

GEARS also provided event support for the **2008 Crisis Emergency Risk Communication Training** held on August 26–28, 2008, in Houston, TX. The conference provided crisis communication training to stakeholders who would be involved with pregnant women during a pandemic influenza outbreak in the United States. At this event, GEARS provided logistical assistance, note taking, and event summary.

Project Director: Diane Roberts

- GEARS **facilitated a series of meetings with CDC CHAPS Branch** in order to provide its expertise in the development of a **health disparities strategic plan**. GEARS assisted the CHAPS/Expert Center/REACH US teams with developing a strategic plan that included a definition of health disparities, delineated the CHAPS Expert Center and REACH US goals, clarified the roles and required professional development of staff, and identified potential program and agency collaborations. These meetings were instrumental in assisting CHAPS to accomplish its mission to provide leadership in eliminating health disparities.

Project Director: Deborah Brome

- GEARS supported the development of the CDC Racial and Ethnic Health Disparities Action Institute, which was conducted to provide **capacity building to community based organizations engaged in the fight against health disparities**. This activity was sponsored by the CDC Division of Adult and Community Health (DACH) in the National Center for Chronic Disease Prevention and Health Promotion (NCCDPHP) to address health behaviors of diverse communities. GEARS was charged with leading the planning committee to identify a date and location for the institute, determining the number of and profile for appropriate participants, and developing learning objectives. These activities were accomplished through a series of meetings for which GEARS developed and distributed the agenda and summaries. To test the proposed methodology for determining the appropriate participants, GEARS also assisted with the development, implementation, and reporting of a focus group. This group was conducted with leaders from community based organizations located around the country, representing a diverse make up of cultural and health related experiences. Specifically, GEARS assisted CDC to develop criteria and recruitment documents for focus group participants. Additionally, GEARS co-facilitated and reported findings from the focus group. The results of this rich experience provided further enhancements which GEARS helped to ensure were incorporated into the final methodology.

Corporate Monitor: Diane Roberts; Project Director: Bridget Hardaway

- GEARS assisted CDC's **National Center for Chronic Disease Prevention and Health Promotion (NCCDPHP) in the development a national model for partnership development**. Specifically, GEARS created an historical perspective of the creation of the partnership between CDC and the YMCA of the USA from discussions at the time of inception to the present time. Our work on previous projects that included partnership activities (e.g., focus group research for the Healthcare Georgia Foundation), provided us with a strong understanding of the necessary components of and techniques and strategies for building effective strategic partnerships.

GEARS devised a qualitative approach to capturing these data, including telephone interviews with CDC and Y-USA staff, focus groups with CDC partnership committees, and individual in-person and telephone interviews with selected CDC Partnership Steering committee members. Initial discussions with stakeholders were mapped into a strategic work plan for ensuring that the most appropriate individuals were included in the data collection process. Based on initial discussions, review of existing documentation related to the partnership formation (including meeting minutes, emails, publications, and website materials) and detailed discussions with the CDC Partnership Steering Committee, GEARS developed and implemented all data collection instruments to gather information from CDC and Y-USA staff involved in the initial phase of the partnership. We were especially interested in identifying motives for entering into the partnership, pre-partnership perceptions, challenges, successes, and communication activities. Additionally, our team was interested in information about the community impact of the partnership. GEARS developed an interviewer's protocol including an introductory script to inform participants of the purpose of the interview, audio recording activities (including obtaining permission), how the data would be used, and of the voluntary nature of the data collection. All of the interviews were conducted by the same GEARS staff member to retain consistency in data capture and interpretation. The qualitative data were coded and organized into a database to capture response frequencies prior to analysis. A comprehensive report, including the creation of the "Eight Keys" to a successful partnership that GEARS developed, was shared with multiple levels of employees within CDC and with the Y-USA corporate staff. The report also identified significant accomplishments that were overcome to forge the partnership, lessons learned, conclusions, and recommendations. The report also included results of a comprehensive literature review of public-nonprofit partnerships resulting in the identification of best practices, effective model components, and strategies for overcoming challenges. CDC also engaged GEARS to conduct follow-on activities, including the incorporation of local perspectives from the Activate America Program into an updated partnership model, development of communication strategies and materials for disseminating national partnership information, and conducting a value assessment of the Activate America Program at the local level.

Project Director: Diane Roberts

- GEARS assisted the Centers for Disease Control and Prevention, Office of Diversity with developing a **Diversity Communications Plan**. The plan included communication strategies suggested by a cross-section of CDC employees, CDC management, and relevant internal affinity groups. GEARS also used the results of a review of best practices for developing effective diversity communications plans conducted among organizations who have developed and implemented successful plans. This plan was developed to assist CDC in educating and informing both CDC employees and the public about CDC's philosophy related to diversity, how diversity impacts the everyday work life of CDC employees, and how the diversity initiative benefits the agency. Communications products include posters, forums, presence on CDC's website, and web blogs.

Project Director: Diane Roberts

- The **Behavioral and Clinical Surveillance Branch (BCSB)/Division of HIV/AIDS Prevention (DHAP)/NCHHSTP/CDC** engaged our services to design an **organizational development program** to enhance the management of Branch team members and activities. GEARS conducted one-on-one coaching sessions with five managers, observed team meetings, and facilitated the administration and analyzed and reported the results of 360 reviews and DiSC profiles. The results of the personality profiles were used to develop individualized coaching plans for each manager. Coaching sessions were conducted monthly for 6 months. These powerful OD tools assisted GEARS in helping participants identify areas for development. Additionally, GEARS assisted one team within BCSB with a strategic planning process including developing a mission statement and conducting a SWOT analysis. This team used the mission statement to develop their identity within the Branch and Division and the SWOT analysis to plan and prioritize their activities. GEARS also provided BCSB with priority-setting consultation and internal and external assessments to ensure

that its structure and projects enhance the Branch's relevancy and viability. We also assisted another BCSB team leader to develop effective communications strategies for use among both scientific and non-scientific team members. GEARS also designed and implemented a strategic planning session with the Reporting Analysis and Evaluation Team. This project involved conducting focus groups with employees and designing the strategic planning session to help the group prioritize its activities.

Project Director: Diane Roberts

- GEARS was engaged by CDC to design, implement, and report a series of 22 discussion sessions of CDC employees conducted in eight locations throughout the United States. The results of these sessions were used to assist CDC management in developing the future direction of CDC, a process called the **CDC's Futures Initiative**. This project was very complex, involving the management and conduct of multiple and simultaneous activities and critical contact with the CDC Director of Strategy and Innovation. In addition to staff located in Atlanta, GEARS worked with CDC's human resources office, employee union stewards, and staff offices in West Virginia, Pennsylvania, Ohio, Colorado, Alaska, Puerto Rico, and Maryland. This project was half the budget of the listening tour project (see below) and was developed and completed within three months. Final results were developed and presented to the Director, Strategy and Innovation, CDC. Correspondence noting GEARS's exceptional performance for accomplishing such an exhaustive procedure in a limited time frame is on file with the CDC contract's office.

Project Director: Diane Roberts

- GEARS designed, implemented, and reported statewide **listening tours for the Healthcare Georgia Foundation (HGF)**. The results of these tours assisted the Foundation in developing grant making guidelines and enhanced the Foundation's knowledge of healthcare consumers in Georgia, ultimately affecting grant making priorities. The initial tour in 2002 involved convening leaders from among Georgia's healthcare provider community (including public health departments, community based organizations, community health centers, school nurse programs, law enforcement, homeless shelters, etc.) in nine regions of the state. The 2003–2004 tour involved convening sessions with Georgia healthcare consumers to learn their opinions of and experience with the healthcare system. The project involved a complex design of identifying appropriate public health and other health officials throughout the state, developing interview instruments, conducting over 40 focus groups with diverse audiences, working closely with community based organizations to recruit consumers, and managing, analyzing, and reporting quantitative and qualitative information. This activity required management of multiple and simultaneous activities in five regions of the state for two years. GEARS established a time table for the two years and met each scheduled deliverable on time and completed the project within budget. GEARS was the only HGF grantee to present at the Foundation's annual grantees conference held in November 2003. The listening tour project was also selected for presentation at the 2004 American Public Health Association annual meeting.

Project Director: Diane Roberts

- GEARS designed and maintained a website to provide **support for the 2004 Healthcare Georgia Foundation** consumer-based listening tours. The website was used during the 2004 tour to support recruitment efforts by providing potential sponsoring organizations information related to the tour, meeting information for participants, and session report summaries. Other design features used to engage the visitors to the site included pop-up windows, PDF file attachments, a scrolling information box and drop-down menus. The website played a critical role in recruitment and information dissemination.

Project Director: Diane Roberts

- GEARS completed a project with the DHHS/Office on Women's Health (DHHS/OWH) entitled, **Lupus Community Education and Awareness Outreach Program**. This project involved raising

awareness about lupus through community seminars and development of a community health leader program. GEARS developed partnerships with local and national lupus organizations to work collaboratively in designing ADA compliant seminars and a model for the community health leader program. GEARS conducted four lupus seminars focusing on women of African descent. These seminars addressed the physical, mental, social, and legal issues involved in lupus. Women were provided lupus-related resources such as brochures and pamphlets, as well as information about clinical trials. The community health leader program was implemented to train community women, who volunteer, to serve as lupus educators to raise awareness about lupus in their communities. The model that was developed is one that is sustainable in that women who serve as community health leaders will be connected with appropriate resources to allow continuation after the end of our contract. GEARS also conducted an evaluation of the seminars to assess how well the seminars met the needs of participants and raised awareness about lupus. The anticipated accomplishment of this project was that it would raise awareness about Black women's increased risk for lupus and the resources available to cope with lupus.

Project Director: Deborah Brome

- GEARS designed and facilitated a retreat to **clarify the vision of the core injury program for the Division of Injury Disabilities Outcomes and Programs (DIDOP)/National Center for Injury Prevention and Control (NCIPC)**. The process resulted in DIDOP refining the definition of the core injury program and requirements for its funding opportunity announcement. The retreat goals were to: (1) define the term "core," (2) develop a vision of the core injury program, and (3) develop elements of the 2004 core injury program announcement. This project required that GEARS learn about the core injury program to effectively advise senior management on how to revise the funding announcement to better meet the needs of respondents and the program. Processes similar to those required for developing performance metrics were required such as: (1) developing a comprehensive understanding of the program, (2) conducting an analysis of procedures and systems, (3) making recommendations for program and systems, (4) conducting fact-finding and satisfaction-focused interviews with important stakeholders to the injury program, and (5) deriving correlations between program announcement specifics and desired program outcomes.

Project Director: Diane Roberts

Program Evaluation

- GEARS is currently working the Metro Solutions, a Detroit-based nonprofit, and three nationally recognized infant health and community engagement experts to evaluate a pilot project to improve community support for breastfeeding. The **First Food Friendly Community Initiative** is a 2 1/2 year project funded by the **W. K. Kellogg Foundation** that aims to create "first food friendly" community environments to promote and enhance breastfeeding in three locations: Detroit, Michigan, Racine County, Wisconsin, and Philadelphia, Pennsylvania. The Metro Solutions team works with community based partners to develop multi-pronged coordinated strategies to increase breastfeeding and to identify and eradicate common barriers to breastfeeding in their local communities. GEARS is responsible for developing and designing the evaluation process, developing and implementing frameworks to monitor the quality of the pilot implementation, and building policies, systems, processes, and support mechanisms to ensure efficient and streamlined operations and pilot program delivery.

Principle Investigator: Deborah Brome; Project Director: Jessica Johnson

- For the contract, **Sports for All Initiative: A Literature Review to Examine the Quality and Quantity of Sports Participation Opportunities for Adolescents throughout the United States, U.S. Department of Health and Human Services (HHS), The President's Council on Fitness, Sports & Nutrition (PCFSN)**, GEARS is conducting a literature review to gather information and identify the causes of lower participation rates among adolescent females in sports versus males, and to evaluate data that consider how race, ethnicity, age, ability,

socioeconomic status, and geographic location might impact opportunities for girls to play sports. The literature review will also help PCFSN explore additional topics, including the prevalence and causes of adolescent sports injuries per sport, as well as reports of physical, emotional and/or sexual abuse by coaches, teammates, and domestic partners. The proposed literature review will examine evidence of quantity and quality of sports participation opportunities for male and female adolescents across America, including those with disabilities, and the impact of sports participation on behaviors and academic performance. In addition, the literature review will focus on current/recent studies and research on safety (e.g., violence, bullying) and injury issues that disproportionately impact female adolescents who participate in sports. The literature review will help produce a final report that summarizes and synthesizes key research findings as well as best practices. The final report will serve as a reference to inform and support the Council's Sports for All Initiative as well as help the Council define issues to be explored in greater depth with key partners and stakeholders.

PCFSN is the only federal advisory committee focused solely on the promotion of physical activity, fitness, sports, and nutrition. It is comprised of up to 25 voluntary experts and led by an executive director who advises the President through the HHS Secretary. The Council's mission is to engage, educate, and empower all Americans across the lifespan to adopt a healthy lifestyle that includes regular physical activity and good nutrition.

Project Manager: Sergut Yohannes

- The **Care and Prevention in the United States (CAPUS) Project** was funded by the Secretary's Minority AIDS Initiative Fund (SMAIF), which is administered by the U.S. Department of Health and Human Services' Office on HIV/AIDS and Infectious Disease Policy (OHAIDP). CAPUS is a demonstration project designed to reduce HIV related morbidity, mortality and health disparities among racial and ethnic minorities in states with high burden of HIV among African-American Latino communities. A federal interagency partnership oversees the development, implementation and evaluation of CAPUS Project activities. The interagency partners include Centers for Disease Control and Prevention (CDC), OHAIDP, Office of Minority Health (OMH), Office on Women's Health (OWH), Health Resources and Services Administration's (HRSA) HIV/AIDS Bureau and Bureau of Primary Health Care, and the Substance Abuse and Mental Health Services Administration (SAMHSA).

GEARS was contracted by OHAIDP to conduct a formative evaluation of the CAPUS Project. The evaluation was designed to answer two questions:

- What is the level of federal interagency partnership supporting the development and implementation of the CAPUS Demonstration Project?
- What is the capacity of funded grantees to develop, implement, and evaluate the CAPUS Demonstration Project?

The formative evaluation was implemented during the first 18 months of this project. In conducting this evaluation GEARS performed the following key tasks:

- ✓ Developed a comprehensive evaluation plan that described the evaluation frameworks used to conceptualize this qualitative study, discussed the evaluation questions, described and presented data collection instruments/protocols, presented in detail data collection procedures; and outlined the data analytic process.
- ✓ Developed data abstraction tool to **review and abstract data**.
- ✓ Conducted a web-based presentation, for CAPUS grantees, on the purpose of the formative evaluation and how the data would be used.
- ✓ Developed two interview protocols, both of which contained semi-structured open-ended questions. One protocol was developed for implementation with federal interagency partners (staff) and the second protocol was developed to assess grantee readiness for CAPUS implementation.
- ✓ Developed and submitted **IRB application** for approval.

- ✓ Conducted telephone interviews with interagency partners to document the formation of the partnership and to answer the evaluation questions. These 60 minute interviews were conducted by GEARS staff trained and experienced with interviewing and covered a number of domains including, but not limited to partners' perception and understanding of the interagency partnership, partner roles and responsibilities, partnership success and challenges, and key elements to a successful partnership.
- ✓ Developed a *Background Information Abstraction Form* to review and abstract information program and grantee related documents and reports.
- ✓ Conducted site visits with CAPUS grantees to conduct the interview/protocol and collect process data.
- ✓ Conducted qualitative data analysis to answer the evaluation questions.

GEARS presented a briefing on the evaluation findings and wrote an evaluation report that summarized the findings and presented conclusions and recommendations.

Corporate Monitor: Deborah Brome; Project Director: Sergut Wolde-Yohannes

- The Office on Women's Health (OWH) developed the Education and Training of Healthcare Providers as a Coordinated Public Health Response to Violence Against Women (Educating & Training) Initiative as part of its mission to advance the work of eliminating violence against women, specifically to address the health issues associated with violence against women. The Education & Training Initiative supports the 2014–2018 HHS goal of advancing the health, safety, and well-being of the American people. By educating healthcare providers on how to screen, assess, and refer women for intimate partner violence, OWH is supporting the HHS objective of promoting well-being for individuals, families, and communities. This effort also supports the President's Initiative on gender violence and sexual assault and the 2010 Affordable Care Act, which requires new health insurance plans to cover screening for domestic violence.

The GEARS Team Designed and developed a nine module, e-learning course, *Making the Connection: The Impact of Intimate Partner Violence on Health* to educate and train healthcare providers on how to respond to intimate partner violence (IPV). The primary goal of the course was to develop a comprehensive e-learning course that trains healthcare providers on how to screen, assess, treat, and refer female patients that may be victims of domestic violence and/or sexual assault. In developing this curriculum the GEARS Team

- ✓ Recruited members for and convened a Subject Matter Expert Panel of federal and non-federal partners and experts to provide content input.
- ✓ Conducted a literature review on health provider education on intimate partner violence.
- ✓ Developed resource lists for healthcare providers in each of the two pilot states.
- ✓ Coordinated and managed the review and editing process of the curriculum, which includes five phases of review by several levels of expert review.
- ✓ Developed the Beta version of the eLearning course and provided a platform for the course through Team partners.

In addition to course development, GEARS also completed the following tasks that will contribute to the piloting and then the national launch of the course:

- ✓ Designed the evaluation which includes the key evaluation questions, logic model, and all instruments.
- ✓ Designed the pilot study which includes the sampling, recruitment, and implementation plans.
- ✓ Solicited and received support participation from five health professional associations selected to help recruit participants for the pilot study.
- ✓ Developed, submitted, and received OMB approval for the data collection activities and instruments.

Project Director: Deborah Brome

- GEARs was engaged by the **U.S. Department of Health and Human Services (HHS), Office on Women's Health (OWH)** to evaluate four toolkits designed to cross-train professionals on strategies to address the intersection between HIV and intimate partner violence. Professionals that represent the intended population (ethnic/racial communities) for these interventions included counselors, service providers, advocates, and case managers. GEARs determined which toolkit or combination of aspects from the four involved in this project were most effective and used the findings to propose one final tool kit. Our team used a study logic model to plan, describe, manage, communicate, and assess the efficacy of the four toolkits. We analyzed and synthesized existing qualitative and quantitative data (secondary data) based on site visit training observations of more than 70 professional across sites to determine best practices. Given the limitations of utilizing secondary data analysis for a comprehensive evaluation, GEARs conducted four site visits to clarify any gaps and inconsistencies within the local evaluation data to generate the site visit report. During this process, GEARs developed tool kit abstraction and session assessment form to document deviations from standardized implementation of intervention. GEARs also reviewed Contractor's initial proposal and curricula information, including facilitator's guide and standard procedures for each implementation site as well as quarterly progress reports. Furthermore, after examining the outcome data collected by contractors, GEARs determined that the low the sample size from which analyses were performed reduced the ability to truly understand the effectiveness of the tool kits on priority research questions posed by OWH. As a result, the development of the final toolkit was based, in part, on training materials used by four OWH contractors as well as publicly available materials through consultations with subject matter experts and OWH staff. All related findings and recommendations were detailed in a report to OWH. GEARs was also contracted (through a subcontract with Seamon Corporation) to update this toolkit prior to its implementation in a pilot program.

Corporate Monitor: Deborah Brome; Project Director: Sergut Wolde-Yohannes

- GEARs is developing a **Communication Plan for the Centers for Medicare & Medicaid Services (CMS), Office of Minority Health (OMH)**. OMH is a new office at CMS and is working to establish a communication plan that facilitates the Office to become the go-to office where minority health in concerned at CMS. GEARs is working in collaboration with CMS/OMH to conduct focus groups with internal and external stakeholders to determine the general perception of the office and meet and communicate the following strategic goals:
 - ✓ Establish the CMS Office of Minority Health (OMH) and integrate disparity reduction into CMS
 - ✓ Effectively manage disparities data and evaluate impact
 - ✓ Support initiatives that increase access to quality healthcare for minorities and
 - ✓ Reduce racial inequities related to targeted health outcomes.

GEARs has developed and maintains a CMS/OMH website, <http://go.cms.gov/cms-omh>, that will allow the Office to gather and share knowledge of minority health initiatives pertinent to CMS within the public and private sectors; facilitate management and improvement of CMS minority health data; and report on progress in implementing strategies and meeting goals and objectives.

Corporate Monitor: Diane Roberts; Project Director: Sergut Wolde-Yohannes

- The **U.S. Department of Health and Human Services' Office on Women's Health (OWH), in collaboration with the Office on HIV/AIDS and Infectious Disease Policy (OHAIDP)**, utilized cooperative agreements with nine community based organizations across the United States to enhance HIV/STD prevention and support services for girls at risk of infection. The purpose of the **HIV Prevention for Female Adolescents/Youths at Greater Risk for Juvenile Delinquency Project (Girls at Greater Risk)** is to demonstrate a sustainable, gender-responsive intervention that addresses the intersection between sexually risky and juvenile delinquent behaviors. Through the use of gender-responsive strategies the Girls at Greater Risk program intends to increase HIV/STD knowledge, change attitudes, intentions, skills, and behaviors related to HIV risk and juvenile delinquency, and enhance individual protective factors for girls between the ages of 9 and

17. Nine grantees were funded by OWH to implement a Girls at Greater Risk demonstration project.

GEARS' is in the final stages of conducting a national, cross-site process and outcome evaluation of the Girls at Greater Risk Project. The five year evaluation project has been implemented over three phases. They are an implementation and planning phase (one year), evaluation implementation phase (four years) and data analytic, reporting and dissemination phase (one year-overlapping with evaluation phase). GEARS also provided technical assistance to grantees throughout all phases. The tasks performed during these phases are listed below.

During the Implementation and Planning Phase, GEARS finalized the research design, conducted a literature review, developed evaluation instruments for the process and outcome evaluation, consulted with grantees on their local evaluation designs, and developed and submitted materials necessary to successfully obtain OMB and IRB approval, and developed a data portal (web-based interface) to be used by grantees and the Project Officer. In performing the aforementioned tasks GEARS:

- ✓ Developed an evaluation logic model and an evaluation plan. The evaluation research design was a repeated measures design with data collected at four time points over 21 months.
- ✓ Reviewed grantee proposals and quarterly reports to ascertain whether grantee programs were providing interventions that addressed risk and protective factors identified by OWH.
- ✓ Collaborated with OWH and grantees in determining the core components of programs' curriculum and identifying core variables (performance metrics) to be evaluated in the national evaluation.
- ✓ Collaborated with the Project Officer in conducting an Evaluation Meeting with grantees to present the national evaluation model and discuss the evaluation instruments.
- ✓ Conducted a literature review of risk factors related to juvenile delinquency and HIV to develop a comprehensive evaluation instrument. Identified and worked with three Subject Matter Experts (SMEs) to provide consultation and guidance on the evaluation, particularly with respect to evaluation instruments and data collection strategies.
- ✓ Developed six outcome evaluation participant questionnaires to assess girls' risk for HIV and juvenile delinquency.
- ✓ Developed process interview questionnaires and protocols for program directors, staff and partners. Also developed focus group protocols to be implemented with participants, parents, and program partners.
- ✓ Developed and submitted OMB package. OMB was secured within the first year of the contract/project.
- ✓ Developed and submitted IRB application. IRB was secured within two weeks of OMB approval.

For the evaluation GEARS developed, collected data for the process evaluation and used secondary data collected by grantees for the outcome evaluation. The tasks that were performed for the implementation phase were as follows:

- ✓ Developed standard operating procedures for data collection and provided training.
- ✓ Created a web interface, allowing grantees to have access to evaluation related information, share information with other grantees and to input data directly into an online database.
- ✓ Trained grantees on portal usage and developed a user manual. During the course of the project continued to provide portal training, in addition to providing technical assistance.
- ✓ Conducted telephone and in-person interviews with program staff and partners to document program success and challenges, and changes in program implementation.
- ✓ Conducted site visits to observe program implementation and to provide technical assistance on programs' local evaluations.

- ✓ Implemented focus groups with participants, parents, and program partners.
- ✓ Reviewed quarterly reports.
- ✓ Collected and cleaned data submitted on the web-interface (portal).
- ✓ Oversaw data management.
- ✓ Conducted an evaluation briefing on preliminary data.
- ✓ Present preliminary evaluation findings at two national conferences.

As mentioned above, GEARS has conducted technical assistance as part of this project. In addition to providing technical assistance on grantee's local evaluations, publications required for submission, and portal usage, the following technical assistance presentations and workshops have been developed and conducted:

- ✓ Retention Workshop. Three retention workshops were held over the grant period. GEARS developed a retention template and workshop to assist grantees with their retention activities.
- ✓ How to write an article.
- ✓ How to select an evaluator.

GEARS is currently conducting statistical analysis of the data and will submit a final evaluation report and a policy paper to OWH by June 30, 2015. OWH will use the evaluation findings in making programmatic and funding decisions for their *Girls at Greater Risk* program. Evaluation findings will also be used to identify best practices and lessons learned that could be transferred to other organizations and communities attempting to replicate services for at risk girls and female adolescents. Furthermore, because this program was developed as part of the national effort to eliminate health disparities, evaluation findings will help OWH understand how the program is contributing to closing the health disparities gap and to improving care for underserved populations of women and girls across the country.

Project Director: Deborah Brome

- GEARS implemented a Summative evaluation of the Centers of Research Excellence in Science and Technology (CREST) program for the National Science Foundation (NSF). CREST promotes the development of new knowledge, enhances institutional capacity and faculty and institutional research productivity, and expands the involvement of students in science, technology, engineering, and mathematics (STEM) disciplines. Since 1987, NSF has awarded funds to Minority Serving Institutions (MSIs) to cultivate a world class, diverse workforce (inclusive of underrepresented minority groups) in STEM research and practice. Eighteen CREST programs are being evaluated to determine their success in broadening minority students' participation in the STEM fields. Through analysis of over 12,000 pages of qualitative data, GEARS assisted NSF in identifying evaluability factors central to understanding issues critical to an evaluation of the CREST program. Our research identified key performance indicators related to organizational capacity, productivity, leadership and student outcomes in the STEM fields at CREST programs, the foundation upon which NSF can design future evaluations of the CREST program. GEARS received input on evaluation activities from an external Expert Advisory Panel. The panel membership included experts in the STEM and evaluation fields.

Project Director: Deborah Brome

- Working with the U.S. Department of Education, Office of Secondary and Elementary Education, GEARS, with subcontractor Westat, conducted the project, **Analytical Support for the Improving Literacy Through School Libraries Program (LSL)** by providing analytic and data collection services to the program. The purpose of the LSL program is to improve student reading skills and academic achievement by providing students with increased access to up-to-date school library materials; well-equipped, technologically advanced school library media centers; and well-trained, professionally certified school library specialists. GEARS was responsible for collecting performance measurement data on school grantees for the following performance indicators:

- ✓ The percentage of students in schools served by the program who are proficient in reading;
- ✓ The number of books and media resources purchased per student, pre- and post-grant, compared to the national average; and
- ✓ The difference in the number of purchases of school library materials between schools participating in the program and the national average.

GEARS collected this performance indicator data from final grantee reports, state and district websites, and the Common Core of Data (CCD) website. GEARS then analyzed the data and wrote an Annual Report to Congress on the program performance measures. Three reports to Congress were written and each report provided Congress a three-year analysis of grantee performance data by comparing the funded year, the year prior to funding and the year after funding. At times these analyses involved more than 400 schools. In conducting this data collection, GEARS developed a database, data collection procedures manual, a quality assurance procedure, and a log of all data anomalies/issues and solutions. When data anomalies/issues were encountered, GEARS presented them with multiple solutions and outcomes to the project officer before resolution was attempted.

Project Director: Deborah Brome

- GEARS recently completed the **Evaluation of the HIV Prevention Program for Young Women Attending Minority Institutions** funded by OWH. The evaluation measured HIV prevention knowledge, self-reported risk behaviors and attitudes among college women attending minority institutions, including six Historically Black Colleges and Universities, two Tribal Colleges and Universities, and four Hispanic Serving Institutions located across the country. Utilizing its expertise in cultural competence and gender-specific interventions, GEARS assessed the extent to which the interventions employed impacted knowledge, attitudes, and beliefs about high-risk behaviors among the young women served. In addition to conducting a thorough review of the literature on HIV prevention and risk among minority college women, GEARS used a participatory approach in developing the evaluation instrument that was used to assess outcome variables (HIV-related knowledge, attitudes, and behaviors) from an ethnically diverse group of college women. This instrument was administered by project staff to participants at baseline, post-test and three months after post-test. GEARS trained project staff in survey implementation and data entry and wrote standard operating procedures for these procedures. GEARS also developed process evaluation questionnaires and collected this data from project staff on a yearly basis. Archival data was also collected and analyzed.

GEARS was responsible for developing the project's OMB package and responding to any questions asked regarding the data collection. GEARS also developed an IRB application and provided annual reports to its IRB Board with respect to data collection activities. Although site visits were originally proposed for this evaluation, the Project Officer and GEARS saw the benefits of reverse site visits. Consequently, reverse site visits were held with small groups of grantees. During these site visits GEARS provided technical assistance and guidance with respect to the evaluation and clarified programmatic issues identified by GEARS.

GEARS submitted a final evaluation report that consisted of both a process and outcome evaluation findings. The report was helpful in clarifying issues regarding data collection procedures and methods with ethnic minority college women (e.g., in-person versus online administration); identifying similarities in outcomes regarding multi-session versus single session interventions; and providing information regarding the impact of the interventions on HIV knowledge and sexual risk behaviors.

Project Director: Deborah Brome

- GEARS worked with the Division of Heart Disease and Stroke Prevention (HDSP) in collaboration with CDC's Racial and Ethnic Approaches to Community Health (REACH) Program to identify, develop, implement, and evaluate a system level intervention to address heart disease and stroke

among racial and ethnic populations for use by state HDSP programs. The product of this project was the development of a web-based (eLearning) curriculum titled Promoting Policy and Systems Change to Expand Employment of Community Health Workers (CHWs). This curriculum covers the roles, functions, setting and models of care for using CHWs; arenas of public policy affecting employment of CHWs; workforce development issues for CHWs; occupational regulation; sources of sustainable funding for CHW positions; and prospects for support of CHWs under federal health care reform (http://www.cdc.gov/dhdsp/pubs/chw_elearning.htm). In addition to developing the curriculum GEARS also conducted a process evaluation of the eLearning process.

This project was conducted in three phases. In Phase I GEARS collaborated with CDC to develop a protocol and criteria to assess public health practices, conducted **evaluability assessments** and developed a systems-focused intervention. In Phase I, GEARS completed the following tasks:

- ✓ Developed a “*Best Practice Assessment Protocol*” and set of criteria with which to assess **public health practices** to determine “preferred” or “best practices”. In developing this protocol and criteria, GEARS conducted a **review of the literature** of the REACH and other public health literature to identify best practices and processes, especially as they pertained to systems level interventions.
- ✓ Conducted a systematic document review of the 12 REACH projects identified by CDC using the Best Practice Assessment Protocol (BPA). The BPA assessed project interventions along the following domains: organization-focused; provider-focused, patient-focused, community-based, and cultural competence.
- ✓ Developed an evaluability site visit protocol that was presented to and approved by CDC.
- ✓ Conducted evaluability assessment **site visits** with three REACH projects. GEARS provided CDC with 12 BPA assessments REACH projects and made five recommendations as to which sites to visit from which CDC selected. The results of the evaluability assessments provided CDC with important information regarding the types of interventions and their respective evaluations by REACH projects.
- ✓ Wrote **site visit reports** and a two-pager “Success from the Field” summary for each project visited.
- ✓ Collaborated with CDC in determining the intervention to be developed for the project. The intervention decided upon by CDC and presented to CDC stakeholders for input, was a web-based curriculum focusing on Community Health Workers (CHW).
- ✓ Developed a web-based course (intervention) designed to provide state programs and other stakeholders with basic knowledge about CHWs and how states can become engaged in policy and systems change efforts to establish sustainability for the work of CHWs, including examples of states that have proven success in this arena.
- ✓ Worked with Technical Monitor in ensuring that the web-based curriculum met CDC and OMB web clearance.

In Phase II GEARS conducted a **process evaluation** of the curriculum and in Phase III developed an evaluation report and guidance document. For Phase II, GEARS completed the following tasks:

- ✓ Developed process evaluation instruments and consisted on web-based and telephone interview surveys.
- ✓ Developed an evaluation plan for the web-based intervention. A process evaluation plan was developed to assess the training delivery, utility and intended adoption among participants. GEARS also tracked short-term benchmarks of users’ participation in the training. Data and information were analyzed to develop conclusions and recommendations on preferred practices and/or best processes for replication of the intervention with states’ programs.

For Phase III GEARS wrote process evaluation report summarizing findings from the pilot of the eLearning curriculum and a guidance document that provided action steps for intervention implementation.

Project Director: Deborah Brome

- GEARS conducted a three-year evaluation contract with the DHHS/Office on Women's Health (DHHS/OWH) on the project entitled, **Evaluation of HIV Prevention Programs for Women**. This project measured the effectiveness of HIV prevention programs funded by OWH in three categories: women living in the rural south, incarcerated/newly released women and model mentorship programs. The results of this evaluation enhanced the understanding of how to conceptualize and assess gender-specific prevention strategies. This evaluation assisted OWH in refining future grantee requirements regarding gender specific activities and provided GEARS with a more in-depth understanding of how different communities of women respond to gender-specific questions in general and questions about sexual behavior in particular. Additionally, the results of this evaluation provided OWH with information that will inform the programmatic development of future HIV Initiatives for women.

For each of the funded categories, GEARS used a participatory evaluation framework in the design and implementation of this evaluation. Given that most grantees were community based organizations or small business, GEARS provided intensive technical assistance around evaluation methods and enhance significantly the operation of grantee programs. GEARS knows this because of feedback from grantees about the influence of our work eight years after the evaluation. For this project, GEARS developed ten different data collection instruments that were used for a range of purposes including collecting program process and outcome data, assessing organizational capacity, and measuring client satisfaction. GEARS also developed the OMB clearance package for this evaluation and secured OMB and IRB approval.

Project Director: Deborah Brome

- In two separate projects related to the CDC REACH 2010 program, GEARS conducted focus group research to assess how culture influences the process of building and maintaining a coalition and how coalitions ensure that their training is culturally competent. For one study, GEARS was contracted by the National Association of Chronic Disease Directors (NACDD) and for the other, GEARS was contracted directly by NCCDPHP/DACH/Community Health and Program Services Branch (CHAPS). Collectively, GEARS conducted **focus group research among a subset of CDC REACH 2010 community coalitions** from diverse racial and ethnic groups including African American, Asian Americans, Latinos/Hispanic Americans, and Native Americans who were selected to participate in this study. The focus groups also reflected a diverse set of health priority areas. These areas include breast and cervical cancer, cardiovascular disease, diabetes, HIV infections and AIDS and infant mortality. GEARS designed and implemented the protocol to conduct this assessment. Further, this study investigation of CDC's REACH 2010 grantees aimed to answer the following questions: (1) Were REACH coalitions culturally competent? (2) What was the relationship between cultural competency and the coalitions' outcomes for the racial/ethnic populations they serve? and (3) Based on the performance and experiences of these coalitions, what recommendations could be offered toward future efforts?

The objective of this project was to determine the extent to which these coalitions have adopted and utilize effective cultural competence strategies within their communities. Both qualitative and quantitative methodologies were employed to obtain desired measures. GEARS was responsible for partnership development, recruiting, and reporting focus group results. GEARS developed recruitment materials (including reminder emails and post cards), focus group materials, and post focus group materials (including thank you letters and follow up evaluations). Additionally, GEARS collected, analyzed the data, and reported the results. Results were analyzed using NVivo, statistical software for qualitative data analysis. NVivo is a program for qualitative data analysis that allows one to import and code textual data, edit the text; retrieve, review and recode coded data;

search for combinations of words in the text or patterns in your coding; and import or export data from and to quantitative analysis. GEARS analysts were trained in the collection, coding, and input of focus group and other qualitative data for NVivo. The results of this project provided CDC an understanding of how cultural competence is understood, operationalized, and implemented among REACH grantees.

Project Director: Deborah Brome

- GEARS conducted an **evaluation of the Coastal Management Fellowship Program for the Department of Commerce**, National Oceanic and Atmospheric Administration's (NOAA), Coastal Services Center (CSC). The results of this evaluation helped NOAA meet the high priority coastal zone needs of states and improve its prevention of coastal emergencies. This project assessed the effectiveness of the fellowship program, impact of the fellowship on state coastal zone programs, and the professional goals of fellows. Both quantitative (e.g., survey) and qualitative (e.g., interview) methods were used in the evaluation. Participants included current and past fellows, a control group similar to fellows, state coastal zone program mentors, and CSC partners. Since this was a government authorized data collection, GEARS developed the required OMB Clearance package for the evaluation and secured OMB approval.

Project Director: Deborah Brome

- **Lupus Qualitative Research Focus Groups and Analysis:** GEARS has been very involved in lupus research and has conducted two qualitative studies pertaining to lupus that utilized focus group methodology. Both studies were performed under contract with Brigham and Women's Hospital, Department of Rheumatology. Dr. Patricia Fraser was the principal investigator for the first federally funded study which examined connective tissue disease in high-risk groups. For this study, GEARS designed recruitment and focus group methodology to investigate the views of women of African descent on participating in medical research, especially studies investigating genetics and requiring a blood sample. The results of these focus groups were summarized by GEARS and the information used to design study methodology to investigate connective tissue disease among women of African descent. Following the implementation of this study, GEARS conducted follow-up focus groups to determine those factors that influenced the decision of women of African descent to participate in the research study.

Dr. Matthew Liang was the principal investigator for the second federally funded study. Dr. Liang contracted with GEARS to conduct focus groups to investigate those factors that influence lupus patients' participation in prevention research. Dr. Liang encountered difficulty in recruiting sufficient lupus patients to participate in a prevention study that he was conducting that required patients to participate in clinical trials. GEARS was hired to conduct focus groups with patients who had refused to participate in his study, who had participated in his study and a comparison group (diabetes patients). The results of this project are used to better understand those factors that influence patient participation and to make recommendations for future research designs. An article was published on the study findings in which GEARS is a co-author.

Project Director: Deborah Brome

- GEARS also designed and implemented **the evaluation of two grants awarded to the Multicultural AIDS Coalition (MAC)**, Boston, Massachusetts, from 2000 to 2008. These projects, funded by the DHHS/Office of Minority Health (OMH), evaluated the effectiveness of the MAC's organizational technical assistance and organizational capacity building services to minority community based organizations (CBOs) working in the HIV/AIDS area. The goal was to help these CBOs improve and increase their ability to deliver HIV/AIDS services. In collaboration with MAC, GEARS had responsibility for: (1) designing the organizational capacity and technical assistance assessment tools, workshop/seminar evaluation surveys, and interview protocols and assessment tools for faith-based organizations participating in the project; (2) conducting meetings with MAC staff to review evaluation procedures and progress; (3) conducting interviews with participating organizations; (4) developing databases to manage the disparate data sources; and (5) analyzing

the data from these sources. GEARS also provided bi-annual and annual reports throughout the project period. The results of the evaluation assisted MAC in designing a more efficient and focused technical assistance and capacity building program. This redesigned program was funded by OMH for three additional years.

Project Director: Deborah Brome

- GEARS conducted a **cultural needs assessment for the National Child Traumatic Stress Network (NCTSN)** (a network of nationwide providers and researchers interested in child traumatic stress). The purpose of this cultural needs assessment was to determine the ways in which culture has been conceptualized and integrated into the work of the network and to what extent these cultural values influence organizational products and outcomes. NCTSN has used the results of this assessment to design a program to increase cultural competence in the network and among its partners.

Project Director: Deborah Brome

- GEARS conducted a **qualitative evaluation and meta-analysis of 92 Final Reports for Cohort I of the Family Strengthening Program Grant** funded by SAMHSA. GEARS conducted this project as a subcontractor to McFarland & Associates (2002–2003). The purpose of the meta-analysis was to identify those program attributes that correlate with improved youth substance use and individual outcomes as a result of participating in an evidence-based (or empirically supported) family strengthening intervention. In conducting this meta-analysis, GEARS identified key research questions, developed coding methodology, established reliability of coding methods, trained coders, and analyzed data using a statistical software package.

Project Director: Deborah Brome

Logistics & Event Management

- For the project, **Meeting Summary Support for CDC's Division of Select Agents and Toxins (DSAT)**, GEARS provides conference support for DSAT on a routine and as-needed basis, writing detailed meeting summaries for five DSAT committees. DSAT is located within the CDC Office of Public Health Preparedness and Response (OPHPR) and plays a significant role in the oversight of biosafety and biosecurity in the U.S. DSAT is responsible for the promulgation and execution of the HHS Select Agent Regulations (42 CFR Part 73) and for the execution of the CDC Import Permit Program for etiologic Agents. DSAT works in close collaboration with the USDA Animal and Plant health Inspection Service (APHIS) to meet its responsibilities. One of the objectives of this project is to provide the conference support needed to facilitate the revision, discussions, decisions and to prepare the required documents for timely posting to the Federal Register of any changes, additions, revision, and/or deletions to a list of recognized select agents and toxins.

GEARS developed a work plan and is providing meeting summaries for as many as 50 DSAT meetings from October 2013–September 2015. Writers attend the meetings remotely or in person, develop the summaries, and submit them to DSAT personnel for review. All meeting summaries include an executive summary, minutes/notes, decisions, summary of action items, and a list of meeting participants. GEARS also audio records all meetings and stores the audio files and all summaries on a SharePoint site created by our Division of IT Services. In addition, GEARS will develop monthly progress reports, quarterly progress reports, and a final report. This work will help DSAT accurately document important discussions and decisions as it fulfills its mission to monitor and track select agents and toxins while helping to improve CDC's ability to prevent the introduction, transmission, or spread of communicable diseases into the United States.

Corporate Monitor: Diane Roberts; Project Director: Scott Matthews

- The Behavioral Risk Factor Surveillance System (BRFSS) is a state-based system of health surveys that generate information about health risk behaviors, clinical preventive practices, and health care

access and use primarily related to chronic diseases and injury. Each year states conduct monthly telephone surveillance using a standardized questionnaire to determine the distribution of risk behaviors and health practices among noninstitutionalized adults. The states forward the responses to the CDC, where the monthly data are aggregated for each state. The data are returned to the states, and then published on the BRFSS Web site. This process is administered in the Division of Adult and Community Health, National Center for Chronic Disease Prevention and Health Promotion (DACH/NCCDPPHP).

The BRFSS initiative requires project management, planning, and logistical support for the 30th Annual Conference and 9th Planning Meeting/Training Workshop. Planning includes holding weekly or bi-weekly meetings with the CDC project and planning team, creating meeting agenda, capturing meeting minutes, and managing action items. It includes developing and printing meeting materials, creating and maintaining a project website for registration and housing meeting document repository as well as creating a meeting plan that encompasses all facets of the planning for use onsite. Logistical support includes identifying meeting space, negotiating with facility, coordinating audio visual services, working with presenters/trainers to secure presentation and coordinate room requirements. Logistical support also includes coordinating travel and lodging accommodations and processing reimbursements for sponsored participants.

GEARS successfully coordinated the 30th Annual Behavioral Risk Factor Surveillance System Conference March 23–27 in Atlanta, GA. There were more 250 attendees at the 2-day training and over 400 attendees at the 3 day conference. GEARS managed pre-registration online including coordination of training classes. For the training, we coordinated with trainers to secure presentations for duplication and dissemination and obtained permissions to post on the conference website. Our team developed all meeting materials to include name badges, table tents for speakers, directional signage, conference program book and meeting packets.

GEARS provided onsite logistical and administrative support for all 5 days including 6 training sessions running concurrently over two days and between 4–6 breakout sessions during the plenary for the three meeting days. Our team also coordinated a poster session for 70 authors and coordinated registration and space for 12 exhibitors.

For non-sponsored travelers we secured a room block at the host hotel and managed reservations for the participants. For sponsored travelers, we coordinated and provided air and ground transportation, hotel accommodations, paid speaker honorarium and reimbursed per diem expenses as allowed by the contract.

At the close of the conference, we secured all presentations from the training and conference, ensured Section 508 compliance was met and uploaded to the document repository.

GEARS provided support for the 9th Planning Meeting/Training Workshop which was held September 2013 at the CDC Global Communication Center in Atlanta, GA. This mission-critical training workshop hosted up to two representatives for 57 BRFSS grants from health departments or territories. GEARS developed and maintained the registration website, managed the development of meeting materials and provided onsite support. Additionally, GEARS traveled 21 participants for the 2013 BRFSS Expert Panel that met in September 2013.

- GEARS was awarded the task order to support at least **six meetings of the Board of Scientific Counselors (BSC)**, Office of Public Health Preparedness and Response (OPHPR), Office of Science and Public Health Practice (OSPHP), Centers for Disease Control and Prevention (CDC) in October 2012. Our team provided meeting support services to assist the BSC, a Federal Advisory Committee, in the conduct of peer reviews and the provision of strategic and programmatic recommendations to the U.S. Department of Health and Human Services (HHS) and the CDC. Specifically, GEARS provided meeting and logistical support for multiday BSC ad hoc working

group meetings, full BSC meetings, and, when requested single-day BSC meeting held via Web conference.

GEARS staff supported and coordinated a range of technical and logistical activities for agency committees, subcommittees, technical workgroups in providing the full range of meeting and conference support services, often within brief timeframes. We managed hotel and travel arrangements for the scientific counselors and guest speakers that were federally supported to participate in the meetings. Our team developed and disseminated meeting materials and documented meeting outcomes, including detailed meeting summaries created by experienced writers and editors. GEARS Division of Information Technology provides support for Webinars and Web conferences, conference-specific IT support, and conference Websites.

Corporate Monitor: Diane Roberts; Project Director: Clarine Vaughn

- GEARS was awarded a contract by Advocates for Youth, a CDC grantee, to provide logistics coordination services to plan and implement the **Teenage Pregnancy Prevention 2012 Grantee Meeting** in June 2012. The meeting objective was to increase grantees' capacity to effectively implement their Community-wide Plan to reduce teen pregnancy by sharing strategies, resources and lessons learned. Meeting participants were expected to leave the meeting with a greater understanding of other grantees' Community-wide Plans and approaches which could be applied to their own plans. They were also expected to have increased knowledge of effective strategies to implement and evaluate each key component and a clear understanding of how the key components are being integrated within the multi-component Community-wide Plans. Lastly, participants should have a clear understanding of CDC expectations for the implementation, outcomes, and evaluation of each key component.

GEARS facilitated all logistics planning aspects, including scouting and securing a location for the meeting, developing and maintaining a registration and informational website, ensuring desired meeting amenities, developing material development, and managing AV and other vendors. The GEARS team also provided onsite support during the three-day meeting.

Corporate Monitor: Diane Roberts; Co-Project Directors: Bridget Hardaway and LaTwana Broughton

- GEARS was awarded the contract to provide logistics and meeting management services for the **Third ASEAN Regional Forum Inter-Sessional Meeting**, sponsored by the Department of State in May 2012. The meeting addressed maritime security among the 27 member nations of the ASEAN Region. GEARS managed the 100-participant meeting and secured space in San Francisco, CA, and the meeting was conducted on June 14 and 15, 2012. Additionally, GEARS developed and oversaw a registration Web site, catering for sponsored meals, and ground transportation for a site visit conducted during the 2-day meeting. Our team also developed meeting materials as well as vetted and secured a local copier rental company to produce over 200 pages of presentation materials on site. GEARS staff also provided on-site event management, including coordinating the meeting room setup, managing the registration table, assisting in operation of the control room, and managing additional meeting vendors.

Corporate Monitor: Diane Roberts; Project Director: Clarine Vaughn

- GEARS provided logistics management support to CDC's National Center for HIV/AIDS, Viral Hepatitis, STD and TB Prevention, Divisions of HIV/AIDS Prevention and STD Prevention during their recent grantee meeting for the **National Network of Prevention Training Centers (NNPTC)**. The NNPTC is a CDC-funded group of regional centers that work with local health departments and universities to increase the knowledge and skills of health professionals in the areas of sexual and reproductive health. The NNPTC provides educational opportunities including experiential learning with an emphasis on prevention. Eight Centers provide STD Clinical Training; four provide Behavioral Intervention Training; and three provide Partner Service and Program Support Training. To support an effective grantee meeting, GEARS identified appropriate lodging and meeting space

for three three-day meeting, which included plenary and breakout sessions. GEARS also secured Audio/Visual services to facilitate the important discussions and presentations. Our team coordinated collection and dissemination of presentation materials as well as prepared participant folders. GEARS will provide CDC a summary of meeting activities and evaluation of sessions conducted.

Corporate Monitor: Diane Roberts; Project Director: Bridget Hardaway

- GEARS provided logistics coordination and report writing services to CDC's NCHHSTP for the **Medical Monitoring Project Community Advisory Board (CAB)/Provider Advisory Board (PAB) National Meeting** held in October 25–27, 2011. The purpose of the meeting was to involve community members and experts in HIV care concerned about the well-being of HIV-positive persons in the implementation and continuation of the Medical Monitoring Project (MMP). MMP is a public health surveillance project conducted by selected local health departments, in collaboration with the Centers for Disease Control and Prevention (CDC) designed to help communities with resource planning for HIV care, treatment, and prevention services. The PAB is a national board consisting of an HIV care provider from each project area and represents large, medium, and small HIV care facilities in both rural and urban locales. The CAB is a national board comprised of a local representative from each of the 23 project areas and serves as a link between MMP staff and patients who participate in the project. GEARS identified the meeting and lodging facility for the 125 participants and travelled 40 CDC-sponsored community based participants to Atlanta, Georgia, for the meeting. GEARS provided onsite meeting staff, facilitators, note takers and A/V technicians for the plenary and breakout sessions for the 3-day meeting. GEARS secured and managed the A/V vendor to ensure the required equipment for the meeting was in place, tested and functional. GEARS developed the meeting signage, name badges and sign in sheets. Our staff managed the registration and information desk, including disbursing cash payments of honorarium to CAB members. GEARS developed a meeting summary report with detailed participant comments, questions and answers from the MMP National meeting.

Corporate Monitor: Diane Roberts; Project Director: Clarine Vaughn

- GEARS planned and implemented the 2011 State of the **Science in Disability Research Conference, Interagency Committee on Disability Research (ICDR)** held July 12-13 in Arlington, VA. The main focus of the conference was to identify research and knowledge gaps, and promote collaborative research and a coordinated disability and rehabilitation research agenda to scientifically and practically address the promotion of Health, Wellness, Quality of Life, and Knowledge Translation. GEARS facilitated planning sessions with the ICDR Executive Director, ICDR subcommittee co-chairs and a 12-member Steering Committee in order to plan the conference. The conference included two general sessions with keynote speakers and an expert panel and two 90-minute blocks of six concurrent breakout sessions with more than 40 speakers and a total of 110 participants. GEARS created and managed a registration web site for the event, which was designed to solicit information about participants, including special accommodations as well as dietary needs. GEARS provided registration reporting to the ICDR to help with managing the number of participants for which to plan and special accommodation requests, which enabled GEARS to secure appropriate vendors to provide services. GEARS planned and managed all of the logistical aspects of the conference including conducting venue site visits, coordinating AV requirements and checking set up, confirmed all special accommodations and securing appropriate vendors, managing food and beverage requirements and providing onsite staffing for registration, facilitator support and note taking during breakout sessions. GEARS worked directly with each speaker to obtain their bios, presentations, and secure their travel and hotel accommodations. GEARS created a speakers' package that included a Speaker Information Form, Travel Profile and Confirmation Form, Permission to Post (presentations), and Photo Permission slip. GEARS developed and disseminated conference materials for each participant which included an overview of the conference, speaker bios, session materials and a participants list. GEARS managed a registration table where all registered participants checked in and received name badges and conference materials. On-site registration was available as well to individuals who had not

previously registered. At the close of the conference, GEARS updated the ICDR website with all of the speaker presentations and finalized conference proceedings to also post on the website and disseminate as a deliverable.

Corporate Monitor: Diane Roberts; Project Director: Clarine Vaughn

- GEARS was awarded a task order to provide logistical support services to plan and implement the **Teenage Pregnancy Prevention Grantee Orientation Meeting** held January 2011. This meeting was the first of its kind with the objective of convening newly funded grantees to provide them with an understanding of the Funding Opportunity Announcement, CDC expectations and an opportunity to meet with Project Officers. GEARS developed the meeting branding as well as the registration and logistics website. We also facilitated logistics planning aspects, including meetings, with the CDC/DRH project leads. Additionally, our team coordinated sponsored guests' travel to the meeting and ground transportation for all meeting participants. The GEARS team also provided onsite support during the three-day meeting. Finally, our team developed and administered a meeting evaluation during the conference and reported the results to CDC.

Corporate Monitor: Diane Roberts; Project Director: Clarine Vaughn

- GEARS provided logistics and meeting management services for the **Third ASEAN Regional Forum Inter-Sessional Meeting**, sponsored by the Department of State. The purpose of the meeting was to continue a discussion about disarmament and nonproliferation among the 27 member nations of the ASEAN Region. GEARS managed the meeting of 100 participants and secured meeting space in Las Vegas, Nevada, which was conducted February 23–25, 2011. Additionally, GEARS developed and oversaw a registration website, catering for sponsored meals and ground transportation for a site visit conducted during the two-day meeting. Our team also developed, packaged and shipped meeting binders as well as vetted and secured a local copier rental company to produce over 200 pages of presentation materials onsite. GEARS staff coordinated with the hotel staff and the Department of State to develop banquets planned for participants during the meeting. GEARS staff also provided onsite event management including, coordinating the meeting room setup, managing the registration table, assisting in operation of the control room and managing additional meeting vendors.

Corporate Monitor: Diane Roberts; Project Director: Clarine Vaughn

- As the lead federal agency for comprehensive tobacco prevention and control, the CDC Office on Smoking and Health (OSH) develops, conducts, and supports strategic efforts to protect the public's health from the harmful effects of tobacco use. OSH's goals are to prevent initiation of tobacco use among youth and young adults; promote tobacco use cessation among adults and youth; eliminate exposure to secondhand smoke; and identify and eliminate tobacco-related disparities. Many tobacco related programs need to increase their evaluation capacity. One strategy for addressing this need is to develop a Tobacco Evaluators Network, which will help ensure that states will receive adequate evaluation support beyond that of OSH's 8 member evaluation team. CDC engaged GEARS to **provide project management, information dissemination, technical assistance, and logistics support services for the Tobacco Evaluators Network (TEN)**. GEARS was responsible for scheduling, hosting, and reporting meetings with various committees and entities related to the TEN to gain input on the development of the Tobacco Control Network (TCN) and applicable lessons learned that will inform the development of the TEN. Also included in the outreach conducted by GEARS was a series of one-hour discussion groups (N=5) held with National Tobacco Control Program (NTCP) evaluation staff from programs around the country. The discussion groups and a subsequent online survey were conducted as part of a needs assessment to identify the structure, strategies, and resources that evaluation staff believed would be most useful to support peer-to-peer exchanges of technical assistance support. Additional activities included providing a written report containing an outline for the development of the TCN, major challenges and barriers, major milestones and enabling factors, lessons learned, and lessons applicable to the development of the TEN. GEARS implemented meetings in-person and through conference call capabilities. Our team maintained attendance records of all invited participants and provided all logistical and technical support for meetings and conference calls, including distributing

save-the-date announcements and reminders and providing digital recording of the meetings. Our staff also facilitated each call and developed summaries which were used to develop the final summary.

Corporate Monitor: Diane Roberts; Project Director: Bridget Hardaway

- GEARs supported RTI in its **CDC project, *Adapting Evidence-Based Interventions and Assessing Readiness and Capacity to Prevent Teen Dating Violence in High Risk Inner-City Settings***. CDC's proposed Teen Dating Violence Prevention Initiative (TDVP) is based on the emergence of promising approaches to help communities implement a comprehensive model of prevention. The GEARs team provided meeting logistics and expert work group implementation for this project which included two meetings of experts to assist CDC in the adaptation process, two sessions to conduct pilot testing of the family based intervention and two sessions to conduct pilot testing of the school-based intervention. GEARs also provided logistics management support for meetings between CDC and RTI for planning and analysis activities. As needed, GEARs identified and secured appropriate meeting space and audio/visual services, provided invitations for participants, traveled sponsored experts and pilot session participants, conducted on-site note taking, developed meeting transcripts, and provided honoraria and stipends for participation.

Corporate Monitor: Diane Roberts; Project Director: Clarine Vaughn

- CDC convened its **2010 Asthma Partners Meeting** in Chicago, IL. This meeting served as the platform for CDC to continue its ongoing exchange of information with state programs funded by the CDC National Asthma Control Program to continue or establish and maintain effective state asthma programs. The meeting provided quality sessions, training, and networking opportunities for CDC-funded and non-funded states, national asthma focused stakeholders (e.g., non-governmental organizations), and CDC's federal partners and staff with a total of 225 participants attending this meeting. CDC engaged GEARs to provide project management, information dissemination, technical assistance, logistics, and web support services. GEARs worked together with a sub-contractor on the content and had overall project responsibility. Our team also worked with the CDC planning committee to refine meeting and break-out session topic areas, confirm identified speakers, and develop the meeting agenda. GEARs functioned as a liaison between CDC and the hotel to ensure that meeting rooms, A/V equipment, and food and beverage accommodations met stated requirements. GEARs also organized the logistics for the group outing that was attended by meeting participants. Finally, the GEARs team managed the dissemination and summary of the meeting evaluation and assisted CDC in organizing and facilitating work groups that resulted from grantee reaction to this meeting.

Corporate Monitor: Diane Roberts; Project Director: Clarine Vaughn

- **Logistics Services for Expert Panels, Workgroups and Advisory Committees**

GEARs has provided expert logistical support to federal agencies in the conduct of expert panels, workgroups, and advisory committee meetings. The meetings for these groups range from one to two days and vary in participant numbers from 10 participants to 40. GEARs convenes experts from throughout the country to provide clients with guidance and recommendations related to a variety of subject matters. GEARs is responsible for securing facilities and A/V services (including digital recording of the meeting); developing review materials and agendas; conducting pre-meeting conference calls with panel members and steering committees; coordinating travel, lodging, transportation, on-site meals and honoraria; providing facilitation services; and developing meeting summary/reports. Our model also includes the development of a meeting website where pertinent background materials and travel and logistics information are posted in an environmentally sustainable manner. All services described above were provided for each meeting presented below.

Summary of Expert Panel, Workgroup and Advisory Committee Meetings	
Meeting Title	No. of Participants
CDC Mental Health/Mental Illness Expert Panel/Working	13

Summary of Expert Panel, Workgroup and Advisory Committee Meetings	
Meeting Title	No. of Participants
Group Meeting (2008)	
National Science Foundation (NSF) CREST Advisory Panel (2 meetings in 2009)	6
CDC Mental Health/Mental Illness Expert Panel Meeting (2009)	12
CDC Mental Health/Mental Illness Expert Working Group Meeting (2010)	4
CDC Expert Work Group on the Role of Public Health in Screening Programs in an Era of Health Reform (2010)	34
CDC 2010 Expert Working Group to Develop a Public Health Plan to Address Chronic Obstructive Pulmonary Disease (COPD)	9
CDC Expert Working Group Review of the Applications of ACE Findings to Medical Care and Public Health (2010)	15
CDC Expert Work Group on Adolescent Sleep and School Start Times Policy (2010)	9
CDC Work—Group on Measuring Alcohol Outlet Density at the Local Community Level (2011)	10
Department of State/CDC: One Health Governance and Global Network (2011)	25
CDC Expert Working Group Meeting on Muscular Dystrophy Surveillance Activities (2011)	30
U.S. Department of Education Technical Working Group for the STEM in the 21st Century Community Learning Centers Initiative	40

For the 2009 CDC Mental Health/Mental Illness Expert Panel/Working Group Meeting, GEARS also provided support for the development of manuscripts for the January 2010 edition of CDC's online journal, *Preventing Chronic Disease: Public Health Research, Practice, and Policy*. This edition, focused on mental health promotion and mental illness prevention, provides key implications for the future direction of related CDC and public health programming.

Corporate Monitor: Diane Roberts; Project Directors: Elizabeth Cochran, Bridget Hardaway, and Clarine Vaughn

- GEARS was engaged to **support the US Department of Education in its 2008 review of grant applications** using the E-Reader electronic review and rating system. This project included providing travel and lodging arrangements for out of town reviewers, on-site support to the full panel of 18 reviewers (including developing final scoring packages and appropriate notification letters to applicants) analyzing and summarizing grant reviews, preparing applications in the Departments GAP program, and processing and paying per diem and travel for all 18 reviewers. The US Department of Education provides grant awards to operate regional equity assistance centers that provide technical assistance and training, at the request of school boards and other responsible governmental agencies, on the preparation, adoption, and implementation of plans for the desegregation of public schools. The result of our efforts under extremely tight deadlines ensured continuation of the program.

Corporate Monitor: Diane Roberts; Project Director: Clarine Vaughn

- GEARS provided **logistics and planning support to US Environmental Protection Agency (EPA), Region 4, 2008 Collegiate Environmental Sustainability Conference**. Support services included: securing appropriate "green" lodging space for out of town participants and speakers, identifying and managing appropriate audio/visual equipment with Spelman College, and providing ground transportation for conference participants to/from lodging and event facility. GEARS also provided on-site registration and support services during this two-day conference. GEARS collected speaker presentations for web posting as well as developed and collected evaluation tools which

were disseminated during the conference, and summarized results to provide recommendations and lessons learned for future meetings of this type. EPA partnered with Spelman College to promote green building strategies among colleges and universities which can maximize both economic and environmental performance. To that end, EPA Region 4 and Spelman College were co-sponsors of the 2008 Collegiate Environmental Sustainability Conference on October 23–24, 2008. The conference goal was to serve as a catalyst for promoting, sharing, and initiating “green” campus initiatives throughout the nation. GEARS supported their effort to bring together leaders from Historically Black Colleges and Universities (HBCUs), Minority Academic Institutions (MAIs), and other institutions of higher learning from Region 4 states and the Southeast. Green requirements included recycling activities, linen/towel re-use options, accessibility to public transportation and water conservancy programs. In addition to developing the logistics page for the conference webpage, we also assisted EPA and Spelman to promote this conference by disseminating marketing materials and serving as the primary point of contact for conference inquiries.

Corporate Monitor: Diane Roberts; Project Director: Bridget Hardaway

- GEARS supported **EPA Region 4 for the development and implementation of the two-day 2009 Southeastern Lifecycle Construction Conference** held in February 2009 by providing logistics, developing and disseminating marketing materials for the conference, and developing and hosting a conference website. The conference website included functionality for posting general information, collecting registration information and fees, and hosting post-conference information such as speaker bios and presentations and participant list. The website also included information about Atlanta, the host city, and hotel accommodations. GEARS was also responsible for identifying appropriate partners and sponsors for this conference. The purpose of this conference was to initiate a dialogue between the construction industry, federal and state regulators, and local government officials to introduce a comprehensive approach to building design, construction, and demolition; materials re-use; construction site emissions; hazardous waste; storm water and sediment loading; and revitalization. This dialogue will help ensure that all parties involved in these issues have a context for each others’ activities and that building and demolition outcomes have improved environmental implications. GEARS staff provided on-site registration and support during this two-day event.

Corporate Monitor: Diane Roberts; Project Director: Bridget Hardaway

- In December 2006 and January 2007, GEARS was engaged by the **CDC Coordinating Center for Infectious Diseases to record and report expert panel proceedings to discuss the placement of the Chronic Fatigue Syndrome Research Program**. Participants were charged with developing placement recommendations for the program. GEARS documented and summarized two-day meetings for both the Internal Planning Group held in December (22 participants) and the External Blue Ribbon Panel held in January (16 participants). GEARS consultants also audio recorded the proceedings and provided our client with CDs and meeting notes from the discussions.

Corporate Monitor: Diane Roberts; Project Director: Bridget Hardaway