



Allegheny County Department of Human Services

RFP Response Form

RFP for a Homelessness Continuum of Care (CoC) Strategic Planning Consultant

PROPOSER INFORMATION

Proposer Name: Focus Strategies

Authorized Representative Name & Title: Megan Kurteff-Shatz, President

Address: [REDACTED]

Telephone: [REDACTED]

Email: info@focusstrategies.net

Website: <https://focusstrategies.net/>

Legal Status: For-Profit Nonprofit Sole Proprietor/Individual Partnership

Women Owned: Yes No

Minority Owned: Yes No

If yes, select the ethnicity:

- | | |
|--|---|
| <input type="checkbox"/> American Indian or Alaska Native | <input type="checkbox"/> Black or of African decent |
| <input type="checkbox"/> Hispanic or Latino/a | <input type="checkbox"/> Native Hawaiian/Pacific Islander |
| <input type="checkbox"/> Western Asian/Middle Eastern | <input type="checkbox"/> East Asian/Far Eastern |
| <input type="checkbox"/> South Asian/Indian (Subcontinent) | <input type="checkbox"/> Southeast Asian |
| <input type="checkbox"/> Other Asian | <input type="checkbox"/> Multi-racial |

Self-Describe: [Click here to enter text.](#)

Faith Based: Yes No

Partners included in this Proposal: Matthew Doherty Consulting and Diana T. Myers & Associates, Inc.,

How did you hear about this RFP? *Please be specific.* We learned of the RFP through OpenGov/GovWin

PROPOSAL INFORMATION

Total dollar amount requested: \$292,230

Focus Strategies RFP for a Homelessness Continuum of Care (CoC) Strategic Planning Consultant

Proposal summary (*please use only one sentence*):

Focus Strategies proposes to work in partnership with Matthew Doherty Consulting, Diana T. Meyers and Associates (DMA), and local individuals with lived experience of homelessness to develop a camera-ready equity-focused strategic plan for the Allegheny County CoC that builds upon the wisdom of a wide array of stakeholders, people’s experiences of the current homelessness response system, national best and promising practices, local data, and the efforts already launched under the previous strategic plan to make homelessness rare, brief, and nonrecurring.

REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	Megan Kurteff-Schatz	██████████ ██████	info@focusstrategies.net
Contract Processing Contact	Nina Prudhomme	██████████ ██████	████████████████████
Chief Information Officer	N/A	Enter number.	Click here to enter text.
Chief Financial Officer	N/A	Enter number.	Click here to enter text.
MPER Contact*	Nina Prudhome	██████████ ██████	████████████████████

* [MPER](#) is DHS’s provider and contract management system. Please list an administrative contact to update and manage this system for your agency.

BOARD INFORMATION

* For the Board Chairperson, you must list an address, phone and email address different than the organization. Focus Strategies, a Subchapter S-Corporation, is 100% owned by Megan Kurteff-Schatz, President and does not have a Board. We are happy to provide any additional information needed.

Board Chairperson Name & Title: N/A

Board Chairperson Address: N/A

Board Chairperson Telephone: N/A

Board Chairperson Email: N/A

Partners included in this Proposal: Matthew Doherty Consulting, Diana T. Myers & Associates

President: N/A

How did you hear about this RFP? *Please be specific.* Focus Strategies uses OpenGove/GovWin to identify promising opportunities nationally that align with our firm experience and priorities.

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REFERENCES

Provide the name, affiliation and contact information [include email address and telephone number] for three references who are able to address relevant experience with your organization. *Please do not use employees of the Allegheny County Department of Human Services as references.*

California Interagency Council on Homelessness: Amber Ostrander, Grants Operations Section Chief, [REDACTED] Cody Zeger, Director of Statewide Policy, [REDACTED]

San Francisco Department of Homelessness and Supportive Housing: Jocelyn Everroad, Deputy Lead – Rehousing, [REDACTED]

San Mateo County Human Services Agency: Jessica Silverberg, Human Services Manager, Center on Homelessness, [REDACTED]

Changing Homelessness (CoC Lead Agency for Northeast Florida): Monique Elton, Chief Community Engagement Officer, [REDACTED]

CERTIFICATION

Please check the following before submitting your Proposal, as applicable:

- I have read the standard County terms and conditions for County contracts and the requirements for DHS Cyber Security, EEOC/Non-Discrimination, HIPAA and Pennsylvania's Right-to-Know Law.
- By submitting this Proposal, I certify and represent to the County that all submitted materials are true and accurate, and that I have not offered, conferred or agreed to confer any pecuniary benefit or other thing of value for the receipt of special treatment, advantaged information, recipient's decision, opinion, recommendation, vote or any other exercise of discretion concerning this RFP.

Choose one:

- My Proposal contains information that is either a trade secret or confidential proprietary information and I have included a written statement signed by an authorized representative identifying those portions or parts of my Proposal and providing contact information.

OR

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My Proposal does not contain information that is either a trade secret or confidential proprietary information.

ATTACHMENTS

Please submit the following attachments with your Response Form. These can be found at www.alleghenycounty.us/dhs/solicitations.

- Partner commitment letters, if applicable
- MWDBE and VOSB documents (*see Sections 6.1 and 6.2 of the RFP for more details*)
- W-9

REQUIREMENTS

Please respond to the following. The maximum score a Proposal can receive is 100 points. Your response to this section should not exceed 12 pages. (Pages 1-3 are not included in the page count).

Experience (50 points)

1. Describe your organization's capacity, staffing and qualifications necessary to carry out the project. Please attach resumes for all key personnel. (10 points)

This project will be co-led by Focus Strategies and Matthew Doherty Consulting, with local community engagement support from Diana T. Myers and Associates (DMA) (together, "the Consulting Team"). Since its founding in 2006, Focus Strategies has assisted more than 75 state and local governments across the country in their efforts to design and implement effective, efficient, and equitable homelessness response strategies and housing interventions. This work has included needs assessments, system reviews and evaluations, system redesign projects, technical assistance on the administration and management of housing programs, and equity-centered strategic planning.

Led by its founder, Megan Kurteff-Schatz, Focus Strategies employs highly skilled professionals with direct experience working in local government, local housing authorities, and non-profit service providers. Our team members have advanced training in quantitative and qualitative data collection and analysis, and deep expertise in community engagement, best and promising practices in all aspects of homelessness response systems, and the development and implementation of inclusive community planning processes. The breadth of experience across our staff enables Focus Strategies to form project teams suited to the unique needs of each client community and project scope.

The table below provides a description of relevant experience held by the anticipated team members for this project. Team members were selected based on their content expertise and

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ability to deliver on the objectives outlined in the Request for Proposals. Additional team members may be engaged when their specific expertise is needed to complete the project. Complete resumes of all Focus Strategies staff are included in [Appendix A](#) of this project proposal.

Name	Title	Experience
Marc Jolin	Lead Senior Systems Consultant	Over 30 years in homeless services, including 13 years of senior non-profit and public sector leadership. Experienced in governance, policy development, strategic planning, and project management.
Matt Lemon	Senior Analytics Consultant	Over 12 years of experience conducting measurement, research, and evaluation activities in the public and nonprofit sectors, with a focus on homelessness and K12 education.
Rebecca Camargo	Systems Consultant	A trained bi-lingual social worker with particular expertise in HUD funding, strategic planning, permanent supportive housing models, trauma-informed care, and DEI-centered programming
Claire Burns	Analytics Consultant	An experienced researcher and evaluator, with past experience leading the research and evaluation department of a CoC, proficient in helping jurisdictions use data to drive continuous homelessness response system improvement

Matthew Doherty Consulting was founded in 2020 by Matthew Doherty and has partnered with Focus Strategies on significant projects with the State of California and the City and County of San Francisco. Matthew has more than 30 years of leadership experience in both the private and public sectors, focused on ending homelessness and the creation and integration of housing, services programs, and economic opportunities.

Prior to launching his consulting practice, Doherty served from 2015 to 2019 as the Executive Director for the United States Interagency Council on Homelessness (USICH), the federal agency charged with coordinating the federal response to homelessness and with creating national public-private partnerships to end homelessness across the nation. Under Doherty's leadership, USICH developed and implemented *Home, Together*, the federal strategic plan to prevent and end homelessness, strengthened more than \$6 billion in annual federal investments into homelessness and housing programs, and aligned strategic efforts with state and local officials and leaders across the country.

Through his consulting practice Doherty now provides expert guidance to national, state, and local organizations seeking effective solutions to housing needs and homelessness. Current and recent consulting clients include: the State of California; Focus Strategies and the San Francisco Department of Homelessness and Supportive Housing; the Center on Budget and Policy

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Priorities; the City of Detroit, Michigan; the City of Baltimore, Maryland; Tipping Point Community (San Francisco); the City of Austin, Texas; the National Alliance to End Homelessness; and the Family Housing Fund and the State of Minnesota. Doherty’s resume is included in Appendix A.

In addition to Focus Strategies and Matthew Doherty Consulting, this project will benefit from the committed partnership of Diana T. Meyers and Associates (DMA), a well-established Pennsylvania-based consulting firm that actively supports the Pennsylvania Balance of State Continuums of Care and has existing ties to the Allegheny County CoC. DMA has staff in Allegheny County with particular expertise in engaging people with lived experience of homelessness (PLE) in CoC governance and planning activities. DMA will ensure that the Consulting Team is able to provide the necessary level of in-person engagement and PLE support for the project. DMA is LGBT led and holds a Small Diverse Business Certification.

2. Describe your organization’s experience designing and leading successful strategic planning projects similar in scope to the one proposed. Please provide your process for and approach to planning, examples of projects undertaken, how you generated buy-in and built consensus among stakeholders, and the results achieved. (20 points)

The Consulting Team has extensive experience leading successful strategic planning processes in urban, suburban, and rural communities across the United States. While our work across communities consistently aligns with the common elements outlined below, each process and the resulting plan reflects the community’s unique strengths, challenges, objectives, and opportunities for innovation.

The Consulting Team implements strategic planning processes in three phases:

Phase 1	Phase 2	Phase 3
Kick-off, Discovery, and Planning Process Design	Quantitative Analysis and Capacity Need Modeling, Engagement with Partners and Stakeholders, Best Practices Review, and Other Planning Activities	Development and Dissemination of Strategic Plan

The project plan set out in Section 5 is divided into these three phases and goes into detail on the specific activities in each phase. Although outside of the scope of this RFP, our projects often include a fourth phase focused on implementation planning and execution.

The Consulting Team’s collaborative phased approach to homelessness response system planning develops housing-focused and systems-oriented strategy through data-informed planning, an equity lens, and community and key stakeholder engagement that ensures that the plan reflects the input of, and has strong support from, a broad range of system stakeholders.

Data-driven planning and implementation. Our planning processes are grounded in the analysis of community-level need, capacity, and system performance data – detailing what results the

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current homelessness response system is achieving and pinpointing what can be done to produce improvements. Focus Strategies' Analytics Team uses local data to model system capacity and performance, set measurable system expansion and performance targets, and helps communities develop and implement policies and practices for continuous analysis and process improvement.

Equity lens. Applying an equity lens to all aspects of a strategic planning process is necessary to ensure that a strategic plan is rooted in an accurate understanding of the drivers of homelessness and that it sets goals and advances strategies that specifically address the disparities in who is experiencing homelessness in the community. Using an equity lens includes always considering who has decision-making power and which stakeholders are meaningfully included, and identifying, prioritizing, and committing to strategies to resolve the unique barriers experienced by each group that is overrepresented in homelessness. We work to ensure that individuals from the most vulnerable groups within the system are intentionally engaged and included in planning processes, which can include people of color, speakers of other languages, persons with disabilities, seniors, people from the LGBTQIA+ communities, and others.

Community and key stakeholder engagement. Engagement by diverse, invested stakeholders in the strategic planning process is critical to meeting the community's homelessness reduction goals. In addition to engaging funders, policymakers, and stakeholders with decision-making authority, it is imperative that a strategic plan reflects the experience and expertise of people who are most impacted by homelessness and the systems and programs intended to serve them. To make this possible, our strategic planning processes offer a wide range of culturally responsive opportunities for input, compensate people with lived experience for the time they invest in the process, and ensure that participants are provided with the information and support they need to fully engage in the process. We use listening sessions, focus groups, and planning work groups, along with individual interviews and surveys to ensure that participants are and feel heard, that input can be given in ways that are comfortable, and we work with the goal of collaborative decision making and commitment to continuous process improvement. Inclusive and effective community engagement is essential to developing a plan that offers the right community-specific goals and strategies and has the broad community buy-in needed to move from planning to effective plan implementation and achieving plan goals.

Examples of strategic planning efforts led by Focus Strategies and/or Matthew Doherty Consulting include:

San Gabriel Valley Council of Governments – Homeless Plans for Five Cities: Under a contract with the San Gabriel Valley Council of Governments, Focus Strategies assisted five cities in the Southern California to develop City Homeless Plans to maximize the leverage of local resources and the opportunity to reduce homelessness within their jurisdictions. The planning processes included internal and external stakeholder engagement and led to the creation of plans that identified and set goals, supporting actions, associated policy changes, and metrics for tracking progress toward the goals. Each plan was tailored to include implementation steps

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that identified ownership of each step by varying city and partner entities, plans for leveraging resources, and timelines for tasks to be achieved.

San Mateo County Human Services Agency–System Redesign and Ongoing Technical Assistance: The San Mateo County Human Services Agency (HSA) and Behavioral Health and Recovery Services (BHRS) engaged Focus Strategies to provide analytic services and technical assistance to develop a communitywide strategy to end homelessness and to provide ongoing technical assistance to HSA with implementation of the plan and system performance monitoring. In developing the plan, Focus Strategies facilitated a community input process, including a series of stakeholder interviews with members of the Board of Supervisors, County Department heads and other executive level staff, City managers, funders, and representatives from key housing and service providers. Focus Strategies also co-facilitated a series of five Learning Collaborative meetings designed to provide information and solicit input from stakeholders about specific strategies for system redesign. In addition to this qualitative work, Focus Strategies used a set of proprietary system modeling tools to assess the performance of existing programs and projects, and to identify the impact of different investments in expanded system capacity on rates of homelessness in the community.

San Francisco Department of Homelessness and Supportive Housing (HSH): Focus Strategies and Matthew Doherty Consulting have collaborated on extensive community planning work for HSH. Doherty convened HSH, other City departments, community partners, and consultants to implement progressive and collaborative planning processes. Doherty and Focus Strategies collaborated on system modeling activities in support of goal-setting and system expansion planning. Doherty led the development and writing of [Home by the Bay: An Equity-Driven Plan to Prevent and End Homelessness in San Francisco](#), a comprehensive, equity-focused strategic plan adopted in 2023. Since adoption, Doherty and Focus Strategies have supported various implementation activities and are leading the development of an equity-focused Performance Measurement Plan for Home by the Bay and for San Francisco’s homelessness response system as a whole.

California Interagency Council on Homelessness (Cal ICH): Doherty led the engagement and planning with member agencies and departments of Cal ICH, and significant stakeholder engagement processes, for the [Action Plan for Preventing and Ending Homelessness in California](#), adopted in March 2021, and for updates to the Plan in 2022 and 2023. Doherty is currently supporting the Council and Cal ICH staff in the development of a new action plan to be adopted by the end of 2024.

City of Detroit: In partnership with a team of consultants convened by Barbara Poppe & Associates, Doherty implemented planning processes on behalf of the City of Detroit, the Homeless Action Network of Detroit, and the Detroit Continuum of Care, including: extensive community engagement, listening sessions, and community planning sessions; consultation with people with lived expertise; analysis of recent and current initiatives; facilitation of work group planning processes; and preparation of an [Interim Findings Report](#) and a five-year Strategic

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System Improvement Plan for Detroit's homelessness response system which is currently undergoing final preparations for public release.

3. Describe your organization's expertise in homeless systems, including in-depth knowledge of the landscape of regulations and policies that govern them; their funding streams and programs; and their key stakeholders, decision-makers and partners. (10 points)

The Consulting Team offers decades of experience designing and implementing homelessness response systems in local communities that are tailored to comply with, and take full advantage of, the opportunities created by federal, state, and local programs and funding streams.

For 18 years, Focus Strategies has been exclusively dedicated to helping communities design and implement systems to reduce homelessness as equitably and rapidly as possible. The team of system improvement consultants has deep expertise and experience working with federal homeless program regulatory and policy requirements, federal and state fund sources, and tailoring systems maximize the opportunities to use those programs and fund sources to achieve a community's particular objectives, given its unique capacities and system improvement needs. Focus Strategies brings expert knowledge of HUD CoC requirements, the allowable uses and limitations of the various Federal housing development and rental subsidy sources, as well as familiarity with federal supportive services funding opportunities, including the use of Medicaid to support critical housing stabilization and clinical services for people in transitional and permanent supportive housing.

Examples of current Focus Strategies projects that leverage its expertise in these areas include: (1) redesigning Multnomah County, Oregon's coordinated entry system to remain in compliance with HUD requirements while better meeting the community's objectives to address racial disparities in PSH access and better leverage partnerships with the health care and public safety systems; (2) training permanent supportive housing providers in California's Homekey program on strategies to leverage federal and state funding and deliver effective, culturally responsive, supportive services that meet recognized best practices standards; and (3) helping Santa Cruz County to leverage CalAIM (California's Medicaid waiver program) in support of its ending homelessness strategies, including working with its HMIS provider to set up an efficient system for capturing reimbursable expenses.

In each case, this work has included identifying and incorporating the key stakeholders and decision-makers connected to the various programs and funding sources that needed to buy in and be aligned and prepared to collaborate to deliver on the outcomes of the project or plan.

Matthew Doherty is a leading national expert in homelessness response systems and best practices. Doherty's depth of knowledge of the landscape of regulations and policies, as well as the funding streams available to support homeless services and housing, comes from his decades of work with homelessness response systems as a local government administrator, non-profit leader, and consultant. Doherty also served as the Executive Director of the U.S. Interagency

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Council on Homelessness, a role in which he helped shape and strengthen the implementation of more than \$6 billion in annual federal investments into homelessness and housing programs. As USICH Director, he partnered with HUD on the implementation of federal strategic priorities and led the development and implementation of Federal criteria and benchmarks for evaluating whether communities had effectively ended Veteran homelessness, chronic homelessness, and homelessness among families with children and youth.

Doherty has recently completed an update to the State of California's [Putting the Funding Pieces Together: A Guide to Strategic Uses of State and Federal Funds to Prevent and End Homelessness](#). He is currently project managing the implementation of the national [Framework for an Equitable Homelessness Response](#) project, on behalf of an unprecedented partnership of national organizations and experts. Doherty is also leading the Framework project's Reimagining Interim Housing initiative in partnership with consultants with lived expertise, striving to support communities to transform their approaches to sheltering people experiencing homelessness.

4. Describe your organization's current knowledge of evidence-based practices and emerging innovations for preventing and addressing homelessness in metropolitan areas comparable to Allegheny County. (10 points)

Focus Strategies and Matthew Doherty Consulting have worked with many metropolitan areas similar to Allegheny County to develop and implement plans that draw upon evidence-based best practices and emerging innovations in addressing homelessness nationally.

Focus Strategies recently developed a Homelessness Prevention Framework for Alameda County, California that builds upon the latest research, national best practices, and local practitioner and lived expertise to design an effective, efficient, and equitable system of targeted homelessness prevention. In Columbus, Ohio, Focus Strategies is assisting the Community Shelter Board and community leaders to conduct a comprehensive community assessment and to make recommendations based in national best-practices, local data, and extensive community input for how to achieve better and more equitable outcomes from their homelessness response system, particularly in the face of a changing economic and housing landscape. In the Portland, Oregon metropolitan area, Focus Strategies is working with one CoC's lead agency to design and implement a new coordinated entry system that incorporates dynamic prioritization and racial equity best practices, while supporting the adjoining CoC with the development of best practices standards for their shelter, transitional housing, rapid rehousing, and permanent supportive housing programs.

Focus Strategies and Matthew Doherty have partnered extensively on work with the San Francisco Department of Homelessness and Supportive Housing, especially for the development and implementation of the Home by the Bay strategic plan, for which Doherty led planning and drafting activities and Focus Strategies led system modeling and financial modeling activities essential for the plan's goals, system expansion targets, and cost projections.

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In addition, Doherty recently used his knowledge of effective homelessness response strategies to co-lead the development of a [strategic investment plan to strengthen homelessness response for the City of Baltimore](#) and to provide recommendations to the City of San Diego for how to strengthen that community's efforts to respond to homelessness and stand-up the City's new Homelessness Strategies and Solutions Department.

Project Plan (40 points)

5. Provide your organization's comprehensive project plan that describes how you will carry out each of the service components described in Section 2.A of the RFP. (20 points)

Phase I: Designing the Planning Process

Phase I would begin with a kick-off meeting organized in cooperation with ACDHS and the CoC's Homelessness Advisory Board (HAB).

The Consulting Team would come into this project understanding that the Allegheny County CoC has already established a vision that will guide this update to its strategic plan, and that there is a solid foundation of work already underway that the updated plan will build upon. Nonetheless, as in many communities around the country, the problem of homelessness has grown and there is an urgent need to identify strategies that can build on current strengths, maximize available resources, and learn from what is working well in other communities. Recognizing this, we would begin this phase with a targeted set of interviews and a thorough document review in order to familiarize ourselves with the existing plans, reports, and analyses that address homelessness in whole or in part, the capacity and work of the current homelessness response system, and available information on the types and scale of unmet need in the community. We will use an equity lens to review current system performance and any existing qualitative information regarding people's experiences with that system as part of this phase.

While developing this background understanding, the Consulting Team would begin working with the ACDHS and the HAB to design a strategic planning process that ensures the resulting plan update has broad community buy-in and sets the community up to succeed in making homelessness rare, brief, and one-time. This includes identifying:

- Key stakeholders to include in the project design process, ensuring inclusion of a diversity of people with lived experience;
- The formal bodies and individual stakeholders that should have input in the strategic planning process design and the mechanisms for obtaining their input;
- Participants and a meeting structure for a planning committee that will work with the consulting team to incorporate stakeholder feedback into a draft workplan that includes the objectives, key process elements, interim deliverables, and timelines for development of the graphically designed and camera-ready strategic plan; and

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- Any bodies or individual stakeholders who need to approve the project work plan before it is finalized.

The Consulting Team will finalize the workplan and use it to guide the implementation of the next phases of the project.

Phase II: Implementing the Planning Process:

Although Phase I will determine the precise elements of the planning process, for purposes of this proposal, we anticipate the following key elements of the process:

Project Oversight and Direction: In order to effectively implement the project, we recommend establishing a Project Leadership Team that meets at least monthly to review progress on the plan, revisit and adjust the planning process as necessary, and ensure transparency for the larger stakeholder community. This group should include a small number of key stakeholder representatives from the CoC, local government, people with lived experience, and others who can help guide and help ensure buy-in to the plan. In addition, we will convene a smaller group of ACDHS staff to meet twice a month to work on project logistics, scheduling, communications and other operational details.

Comparison of National Best Practices to Current Community Practice: The Consulting Team will lead a review of national best and promising practices and an assessment of the current homelessness response system in Allegheny County in light of those practices. This will yield specific opportunities for system and program improvement to include in the strategic plan.

Quantitative Data Analysis: The Focus Strategies Data Analytics Team will use available quantitative data from HMIS or other administrative systems to help define the current dimensions and scale of unmet need, as well as current system performance and capacity. This analysis will include an in-depth disparities analysis both with respect to unmet need and to the current performance of each component of the homelessness response system. The Data Analytics Team will then conduct detailed modeling using a propriety set of modeling tools to establish numerical goals for system capacity expansion and performance improvement. These will provide the specific, measurable goals and metrics for the strategic plan. These modeling tools will be provided to the community to allow ongoing updating of system capacity and performance goals.

Community Engagement: Community engagement will be at the core of the planning process. The Consulting Team will work with the ACDHS and the HAB to design and tailor the stakeholder engagement process for the Allegheny County community, with the goal of obtaining broad input into the plan and building a solid foundation of support that can be used to advance the objectives of the plan once complete. Engagement will include key stakeholders from different parts of the community and from different 'levels' of the systems and programs that work with unhoused people (e.g. agency and administrative leaders, program managers,

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front-line staff). We will conduct targeted interviews, focus groups, community planning sessions, and/or surveys, among other community engagement strategies. When developing strategies and activities to gather input from people with lived experience or communities disproportionately impacted by homelessness, we propose working with people with lived experience (as noted in the section below) to ensure that these strategies are culturally responsive, respectful, and will yield impactful information.

Incorporating People with Lived Experience: We anticipate extensive engagement of people with lived experience. In order to facilitate this, we propose to work with ACDHS and the HAB to identify at least two individuals with lived experience who will be hired to help design and implement this phase of the engagement and to inform all elements of the planning project. Our proposal also contemplates four (4) focus groups with PLE, two each during the information gathering and recommendations phases, as well as participation in a community survey, listening sessions, and the planning Work Groups (see below).

In order to make PLE engagement effective, we will compensate each participant for their time, cover travel expenses, provide food and drink, choose locations that are accessible by transit and are trusted spaces, and use trauma-informed facilitation techniques. We will also ensure that participants' language access needs are met. Importantly, we have budgeted considerable time for DMA to support PLE who have an ongoing role in the project (e.g. as planning consultants and Work Group participants) to help ensure that their input is effectively shaping the process and content of the strategic plan.

Working Groups: Our proposed approach envisions up to six topical Working Groups that will meet over five months to assess need, current system capacity and performance, and develop recommendations in their respective planning areas. The final number and configuration of Working Groups would be determined in Phase I in consultation with ACDHS and the HAB, but they could focus on elements of the system (e.g. governance, outreach, shelter, housing placement and retention, prevention), specific sub-populations (e.g. veterans, families with minor children), and/or the role of partner systems (e.g. behavioral health, public safety, education). The Working Groups could mirror the structure used to develop recommendations for the current Allegheny County strategic plan and could leverage existing committees and planning forums. Each Working Group would include representatives of organizations and institutions engaged in the area of work addressed by the group and people who have used or needed those services.

The Consulting Team recognizes the importance of being able to conduct in-person work for local strategic planning projects, especially for key aspects of the community engagement process. Our proposed approach and budget projects that either Focus Strategies or Matthew Doherty Consulting will spend time in the community at least quarterly. In addition, DMA will provide a regular physical presence in the community. With staff in Allegheny County and current CoC work in the region, DMA offers familiarity and connections to the area, extensive knowledge Pennsylvania CoCs, and particular expertise in effectively involving PLE in CoC planning and governance processes. DMA will assist with community engagement process

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design and take an active role in focus groups, listening sessions, stakeholder identification, in-person interviews, and will the full participation of PLE in all aspects of the project.

Phase III: Producing an Updated Strategic Plan

Following community engagement, in Phase III the Consulting Team will synthesize and analyze the quantitative and qualitative data developed through the research and engagement phases of the project. This synthesis will be used to develop a preliminary outline of the strategic plan that includes a set of goals and strategic recommendations to achieve those goals. The Consulting Team will work with the Project Leadership Team to identify community reviewers for the initial draft outline and recommendations.

Upon approval of the preliminary outline, goals, and recommendations, the Consulting Team will create a first full draft of the updated strategic plan. This draft will reiterate the vision, provide background on need, describe current system capacity and performance for different sub-populations, and lay out specific, measurable goals and actionable system expansion and improvement strategies to achieve those goals. The plan will include a detailed matrix of recommendations, their priority levels, timelines, anticipated costs, and the responsible implementing parties, and progress metrics.

After a round of internal review and revisions, the draft would be made widely available for comment, including to the Work Groups, the HAB, and other key stakeholders identified in Phase I. The draft could also be made available online for a wider community of readers. After analyzing and incorporating additional changes based on this round of community feedback, the Consulting Team will finalize the updated strategic plan for graphic design and printing.

The project plan anticipates presenting the final camera-ready plan to the HAB and up to two other public forums as the final steps in the process.

6. Describe the anticipated deliverables and how they contribute to the outlined goals. (10 points)

1) **Workplan:** This deliverable, provided at the culmination of Phase One, the planning process development phase, will support keeping the project on track and on budget and will be a living document that is continuously updated as the project progresses.

2) **Summary of Key Qualitative and Quantitative Findings:** This memorandum, delivered at the end of Phase II, will be shared with the Project Leadership Team and other identified stakeholders, and will summarize the learnings from the review of national best practices, the local qualitative and quantitative information gathering work, and the initial recommendations from the Work Groups. This deliverable will form the foundation for the creation of the draft plan outline, goals, and recommendations.

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3) **Draft Strategic Plan Outline, Goals, and Recommendations:** This document will allow the Project Leadership Team, and stakeholders that are critical to the ultimate success of the strategic plan, to provide early feedback on the topics to be covered in the strategic plan, the anticipated numeric and improvement goals, and recommended strategies to achieve those goals.

4) **Full Draft of Strategic Plan for Public Review/Comment:** A complete first draft of the updated strategic plan will be shared with stakeholders that contributed to the planning process and be made available for public comment. The objective is to ensure that the plan reflects the breadth of input received and that key stakeholders recognize their contributions to the project and will be invested in advancing the plan once it is finalized.

5) **Final Camera-Ready Strategic Plan & Presentation:** A finalized camera-ready strategic plan will provide the CoC and partner institutions and organizations with a roadmap of prioritized system and program investments, improvements, and innovations tailored to the diverse populations experiencing homelessness. Through adoption or other formal recognition by local government and leadership bodies, the strategic plan also serves as a vehicle to obtain the commitment of key decision-makers and funders to advance the plan's implementation and achieve the community's goal to make homelessness rare, brief, and non-recurring.

7. Provide a timeline of key project milestones and deliverables. (10 points)

Activity/Deliverable	Months
Phase I: Designing the Planning Process	1 - 3
(a) Kick-Off Meeting and Project Planning Meetings	1 - 2
(b) Document & System Capacity and Performance Review	1 - 3
(c) Stakeholder Interviews	1 - 2
(d) Develop Workplan	2 - 3
Deliverable: Final Workplan	2 - 3
Phase II: Planning Process Implementation	3 - 9
(a) Convene and Facilitate Monthly Project Leadership Team	2 - 12
(b) Quantitative Data Analysis & System Capacity Need Modeling	3 - 9
(c) Focus Groups/Listening Sessions/Survey	4 - 9
(d) Work Group Convening and Meetings	4 - 8
Deliverable: Summary Qualitative and Quantitative Findings	8 - 9
Phase III: Preparing the Updated Strategic Plan	9 - 12
(a) Draft Strategic Plan Outline, Goals, Recommendations	9 - 10
(b) Draft Full First Draft of Strategic Plan	10 - 11
(c) Collect Feedback: Focus Groups/Feedback Forums	11
(d) Incorporate Community and Internal Feedback	11 - 12
Deliverable: Final Updated Strategic Plan & Presentation of Plan	12

Appendix A

Resumes

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Megan H. Kurteff-Schatz

Recent Experience

Focus Strategies Owner and President, 2011-Present

Founded, owns, and leads Focus Strategies, a nationally recognized consulting firm dedicating to helping communities and States reduce homelessness. Focus Strategies is an industry thought leader in using local data and information to understand how homeless systems are performing and how to prioritize strategies to reduce homelessness. The Focus Strategies team develops tools and provides technical assistance and consulting services. All project work includes facilitating and supporting data-informed planning and evaluation of homeless programs and systems. Focus Strategies' work creates locally actionable solutions; all products, data analyses, and tools are developed with the goal of helping communities turn data into useful information. Focus Strategies uses equity-informed approaches, including assisting communities to identify who is represented in decision-making, helping build systems that reflect the communities served, and prioritizing equity analyses that reveal opportunities for inclusion and addressing disparities. Services include:

- Analyzing how homeless system resources are currently performing and invested and recommending how they can be repurposed to create more effective homeless crisis response systems
- Conducting equity analyses, typically with a mixed methods approach incorporating people with lived expertise and data analytics
- Assisting communities to implement homeless system improvements, including governance, system design, performance, and innovation
- Synthesizing data from multiple systems of care to identify population overlap and service utilization patterns
- Helping communities set performance targets, implement outcome measures, and assess impact

Current California clients include City of San Francisco, Santa Cruz County, Sacramento County, Sonoma County, Monterey and San Benito Counties, City of Antioch, City of Fresno, among others.

MKS Consulting Owner & Principal, 2006–2013

Owned and led a small consulting firm that assists non-profit and governmental organizations to plan for, develop, and operate homeless systems of care. Services include planning, policy analysis, and technical assistance to determine system vision, comply with funder requirements, develop evidence-based programs, and measure results. We successfully partnered with our clients to develop, launch, analyze, and operate prevention, rapid re-housing, and permanent supportive housing programs and systems.

Professional services were designed to assist organizations and communities through creating and supporting systems of housing and services. Areas of expertise include systems evaluation; HMIS technical assistance and homeless counts; and supportive housing and services project development and implementation. Special expertise in financing, partnering, renting-up and overseeing Mental Health Services Act-financed housing. Clients included Sacramento County Division of Behavioral Health Services, State of California Housing and Community Development Department, and California Institute for Mental Health.

Housing California Homeless Policy Director, Sacramento, California, 2005 -2006

Responsible for developing a homeless policy advocacy program. Key achievements included:

- Created and lead a statewide coalition to end homelessness in California. Successes included crafting a consensus advocacy platform with more than 130 agencies from every corner of California.
- Secured active participation from stakeholders with traditionally divisive positions in a process to secure funding for supportive housing and service programs. Successfully convened different professional systems, including housing developers, homeless service systems, and mental health providers to engage in Mental Health Services Act (MHSA) housing opportunities.

Alameda Countywide Homeless Continuum of Care Coordinator, Alameda County, California, 2002 -2005

Responsible for coordinating Alameda County, California's homeless service delivery system. Highlights included coordinated and authored the federal funding application resulting in more than \$20 million each year for homeless housing and services programs, raising \$250,000 for the first-ever homeless count and survey, and lead community planning, implementation, and fundraising for HMIS.

Education

May 2017 *Executive Leadership Program*, University of California at Davis, Davis, CA
December 2001 *Master of Public Policy*, University of Michigan at Ann Arbor, Gerald R. Ford School of Public Policy, Neil Staebler Award
December 2001 *Master of Social Work*, University of Michigan at Ann Arbor, School of Social Work
May 1998 *Bachelor of Arts in Urban & Black Studies*, College of Wooster, Wooster, Ohio Cum Laude, Departmental Honors

Skills

- Developing, growing, and leading a consulting organization for public benefit.
- Expert in systems change, planning for systems change, and measuring impact.
- Excellent public speaking, facilitation, and community planning skills.

Additional Experience

Experience at multiple levels within non-profit and public agencies, including: board member, senior staff, team member, and working under fiscal agency.

Tracy Bennett, PhD



Education

Ph.D. Social Psychology, University of California, Los Angeles, 1991.

M.A. Applied Social Psychology, University of Guelph, Ontario, Canada, 1987.

B.A. Psychology, University of Waterloo, Ontario, Canada, 1984.

Countywide Services Agency Leadership Development Program, Sacramento – October 2007

Sacramento County Leadership Academy – Fall 2008

Professional Experience

Director of Special Projects - April 2023 to present

Director of Analytics and Evaluation

April 2014 to April 2023

Focus Strategies

- Facilitate and support data-informed planning and evaluation of homeless programs and systems using an equity lens
- Assess the quality and utility of local data from Homeless Management Information Systems (HMIS)
- Assist communities implement outcome measures
- Analyze how homeless system resources are currently structured and recommend program and budget changes to increase efficacy and decrease disparities
- Lead, manage and monitor analyst staff

County Consultant, Child Welfare Services – New System Project

California Department of Social Services

May 2013 to April 2014

- Responsible for representing county interests and business needs in the planning, development and implementation of the CWS-NS project. Involved in developing, presenting, and responding to county feedback for Business Practice Packages (includes workflows, descriptive activities and high-level requirements)
- Assumed lead role in writing, collecting and integrating sections of the Special Project Report submitted by OSI and CDSS to the California Department of Technology, Fall 2013.
- Lead work effort involving county and state representatives to develop and conduct the Cost Benefit Analysis for the Implementation Advance Planning Document for the CWS-NS.

Deputy Director, Finance and Administration

Sacramento County, Department of Health & Human Services

December 2009 to June 2012, and December 2012 to May 2013

- Responsible for the day to day administrative operations of a Department comprised of 5 Divisions and over 1800 employees. Duties included managing and monitoring:
 - Department budget
 - All IT operations and support for DHHS

- Over 800 revenue and expenditure contracts with community-based organizations, individuals, and other governmental agencies
- All fiscal, billing and claiming operations for DHHS
- All DHHS county owned and leased facilities
- Executive Sponsor of the Behavioral Health IT initiative to implement Electronic Health Records and Electronic Information Exchange
- Lead the effort to redefine the fiscal business model and contract language for Mental Health contract providers
- Lead the Department's Technical Assistance Team (worked with Divisions in grant writing, data analysis, building databases to capture needed data, and integrating data across Divisions)
- Member of the Statewide Child Welfare Services/ Case Management System (CWS/CMS) Oversight Committee
- Member of the Countywide Geographic Information Systems Steering Committee

Acting Director

Sacramento County, Department of Health & Human Services

June 2012 to December 2012

- Lead a Department comprised of 1898.8 FTE and 5 Divisions (Child Protective Services, Behavioral Health Services, Primary Health Services, Public Health, Senior and Adult Services)
- Responsible for a FY12/13 expenditure budget of \$507,498,213
- Lead and supervise 15 executive staff: 3 Deputy Directors, Acting Deputy Director, Public Health Officer, Division Manager, Senior Administrative Analyst, Senior Accounting Manager, Communications and Media Officer, 4 Human Services Program Planners, Executive Secretary and Secretary
- Lead and collaborate with the Human Resources Manager III assigned to DHHS to address various complex personnel issues
- Lead the DHHS Healthcare Steering Committee, comprised of executive staff from Primary Health, Behavioral Health, Public Health and Department of Human Assistance
- Represent DHHS at Human Services Coordinating Council, Criminal Justice Cabinet, Community Corrections Partnership, County Health Executives Association of California, Medi-Cal Managed Care Committee, Executive Technology Steering Committee, and Geographic Information Systems Steering Committee
- Lead labor meetings: UPE Board of Directors, SEIU 1021 Labor Management Meeting, AFSCME Quarterly Labor Meeting, and Caucus Chairs and Directors Quarterly Meeting (co-lead with DHA Director)

Health Program Manager

Sacramento County, Division of Mental Health

March 2001 to December 2009

- Division Lead for the Information System Replacement Project beginning 2003
- Responsible for the evaluation of a \$4.7 million grant from the California State Board of Corrections titled "Project Re-Direction: Keeping the Mentally Ill Out of Jail"
- Lead, managed and monitored a staff of 12 responsible for all Research, Evaluation and Performance Outcomes in the Division. Included fulfilling State and local mandates as well as program improvement projects.

- Lead collaboration with CPS and Probation on the implementation and evaluation of the Community Intervention Program, for 9-12-year old's with MH needs involved in the CPS and Probation systems.
- Lead collaboration with CPS on the implementation and evaluation of Early MH Assessment Team for children and families involved with CPS and having MH needs.
- Member of the State Department of Mental Health's Mental Health Services Act (MHSA) Performance Measurement Advisory Committee, the MHSA Information Technology Workgroup, and the Prevention and Early Intervention Evaluation Design Workgroup
- Member of the California Mental Health Director's Association Information Technology Committee

Personal Services Contractor

Sacramento County, Division of Mental Health

February 1997 to March 2001

- Lead, managed and monitored a staff of up to 12 responsible for all Research, Evaluation and Performance Outcomes in the Division. Included fulfilling State and local mandates
- Member of California Performance Outcome Advisory Group, State Children's Technical Workgroup, State Adult Performance Outcome Pilot Workgroup
- Trainer, Division of Mental Health, Sacramento County, Regularly trained clinical staff on the implementation, use, and interpretation of performance outcome instruments
- Presented program evaluation findings at State and National forums: 2002 National GAINS Conference, San Francisco, 1999 2nd Annual California System of Care Model Evaluator Conference, San Francisco, 1999 Adult System of Care Conference, Riverside, 1998 Annual Performance Outcomes Forums, Los Angeles and Sacramento, and 1997 12th Annual Partners in Protection Conference, Sacramento.

References

Available on Request

MATTHEW MITCHELL

ANALYTICS AND EVALUATION LEADER

Analytics and strategic planning leader committed to ending homelessness and addressing the lasting effects of poverty and discrimination. Centers anti-racism and a commitment to equity by making space for all voices and rigorously measuring outputs and outcomes. Develops strong organizational culture by promoting trust, transparency, shared decision-making, and self-organizing teams.

AREAS OF EXPERTISE

- Analytics strategy
- Research and evaluation
- Equity measurement
- Strategic planning
- Project management
- Service design
- Process improvement
- Systems thinking
- Agile leadership

PROFESSIONAL EXPERIENCE

FOCUS STRATEGIES | Covina, CA 2021 – present

Manager of Analytics and Evaluation (2023)

Senior Analytics Consultant (2022)

Analytics Consultant (2021 – 2022)

- **Oversees data analysis** efforts for communities working to reduce homelessness, using an equity lens and a systems-thinking approach
- **Leads research and evaluation using complex datasets** from multiple disciplines, including homelessness, affordable housing, and healthcare
- Develops and implements initiatives to **analyze the capacity needs of homelessness response systems** within the context of reducing homelessness and addressing racial and other inequities
- Supports **community planning and design processes** to develop systems to reduce homelessness
- Leverages both **quantitative and qualitative data** to inform system improvement and policy change

CENTRAL CITY CONCERN | Portland, OR

2015 – 2021

Data Analytics Manager (2018 – 2021)

Data Strategist (2017 – 2018)

Senior Quality Analyst (2016 – 2017)

Data and Quality Specialist (2015 – 2016)

- **Built data analytics team** and matured data organization's data-informed decision-making capacity
- **Led development of enterprise data warehouse**, creating single source of truth for analytics
- **Implemented equity measurement method** across all client outcomes in support of anti-racism work
- **Forecasted \$67 million budget** and developed key measures to enable monitoring and management
- Supported negotiation and management of **\$18 million in contracts** for health care and housing services

BOSTON HEALTH CARE FOR THE HOMELESS PROGRAM | Boston, MA

2011 – 2015

Director of Case Management, Interim (2015)

Emergency Room High User Program Coordinator (2012 – 2015)

Respite Case Manager, HIV Team (2011 – 2012)

- **Served chronically homeless patients** with outreach and case management across a range of care settings, from primary care to recuperative care to hospital.
- **Managed multiple grants** with responsibilities that included implementing trainings for 90 staff, facilitating trauma-informed care working group, and completing data collection and financial reporting.
- **Analyzed Medicaid data** to understand utilization trends and develop targeted interventions

MATTHEW MITCHELL – PAGE TWO

matt@focusstrategies.net | linkedin.com/in/matt5mitchell/

HOMESTART | Boston, MA

2010 – 2011

Housing First Case Manager

- Provided housing search, housing placement, and in-home stabilization services for high-risk homeless individuals in need of intensive support.

SKID ROW HOUSING TRUST | Los Angeles, CA

2007 – 2008

Resident Services Coordinator, Project 50

- Member of Project 50, an interdisciplinary housing first pilot program serving the most vulnerable, chronically homeless individuals on Skid Row.
-

PROFESSIONAL DEVELOPMENT AND RESEARCH

EDUCATION

HARVARD UNIVERSITY | Cambridge, MA

Masters of Theological Studies in Religion, Ethics, and Politics

PEPPERDINE UNIVERSITY | Malibu, CA

Bachelor of Arts in Religion

PROFESSIONAL AFFILIATIONS

Member | National Advisory Board, Homelessness Research and Action Collaborative (2019 – present)

Co-Chair | Data Analytics Strategy & Leadership Community, Technology Association of Oregon (2020 – 2021)

Member | HIT & Data Governance Committee, HealthShare of Oregon (2020 – 2021)

Member | Social Determinants of Health Metric Work Group, Oregon Health Authority (2020 – 2021)

Member | Data Outcomes and Evaluation Committee, A Home for Everyone (2017 – 2019)

SELECTED RESEARCH AND EVALUATION

Chan, B., **Mitchell, M.**, Edwards, S. T., Saha, S., & Korthuis, P. T. (2018). Implementation and evaluation of SUMMIT, an ambulatory intensive care (A-ICU) model of primary care for high-utilizers at a healthcare for the homeless site. *Journal of general internal medicine*, 33, S786.

Chan, B., **Mitchell, M.S.**, & Dorr, D. (2018). Predicting risk of hospitalization in a health care for the homeless population using population segments and artificial neural network models. Research poster presentation at the Society of General Internal Medicine Annual Meeting, Denver, CO.

Mitchell, M., León, C. L., Byrne, T. H., Lin, W. C., & Bharel, M. (2017). Cost of health care utilization among homeless frequent emergency department users. *Psychological services*, 14(2), 193.

Mitchell, M., Caress, D., & Chan B. (2016). Bridging the gap: Balancing rigorous evaluation with clinical needs for an ambulatory intensive caring unit intervention. Poster presentation at the National Health Care for the Homeless Conference & Policy Symposium, Portland, OR.

Mitchell, M. & Leon, C. (2015). Who is high cost? Rethinking frequent emergency department use with implications for health care reform. Research presentation at the National Health Care for the Homeless Conference & Policy Symposium, Washington, D.C.

Vanessa M. Fenley

Phone: [REDACTED] | Email: [REDACTED]

Work Experience

7/23 – present **Manager of System Design & Development**
5/22 – 6/23 **Senior Consultant, Focus Strategies**

- Assist communities in analyzing and assessing current homelessness response systems; developing strategic plans to address community needs; engaging with the public (including people with the lived experience of homelessness) to gain input, insight, and buy-in for identified strategies; and identifying policy and programmatic opportunities to improve system functioning
- Identify opportunities for future contracts and develop corresponding applications and proposals

9/18 – 5/22 **Assistant Professor, School of Public Policy and Leadership, University of Nevada, Las Vegas**

- Taught undergraduate and graduate courses in public administration and public policy including the following: Community Development; Program Evaluation and Policy Analysis; Governance and the Urban Community; Framing Policy Issues; and, Necessary Conditions for Policy Implementation
- Conducted research and published peer-reviewed articles and book chapters
 - Selected recent publications include the following titles: *Layers of Inequity: The Challenge of Homelessness*; *Digging Deeper: Considering the Marginalizing Experience of Homelessness in Developing Program Performance Objectives*; *Everyday Citizenship and COVID-19: “Staying at Home” While Homeless*

10/16 – 5/22 **Independent Contractor/Consultant**

- Northern Colorado Continuum of Care
 - Led the development of the coordinated entry system in Northern Colorado; developed an evaluation plan and corresponding evaluation tools for the system
 - Developed a governance structure for the Northern Colorado region of the Colorado Balance of State CoC, to prepare to become an independent CoC
 - Led the development and submission of the Northern Colorado CoC’s first application for Continuum of Care funding from HUD
- City of Loveland (Colorado), Community Partnerships Office
 - Developed and wrote the City of Loveland’s fair housing plan, in accordance with the Affirmatively Furthering Fair Housing Rule established by HUD
 - Developed and wrote the City of Loveland’s Consolidated Plan, in accordance with requirements from HUD
- Burnes Center on Poverty and Homelessness, University of Denver
 - As part of a team, developed a strategic plan to address homelessness for the City of Loveland; responsibilities included reviewing data analyses conducted by graduate students, interpreting data analyses, and writing findings and conclusions from analyses for public consumption
- Social Work Research Lab, Colorado State University
 - In conjunction with permanent staff, completed a comprehensive evaluation of the Temporary Assistance for Needy Families program in Douglas County
 - Assisted with research efforts to qualitatively evaluate child welfare practices in Colorado

2/13 – 9/16 **Director, Homeward 2020 (The 10-Year Plan to Make Homelessness Rare, Short-Lived, and Non-Recurring), Fort Collins, CO**

- Built partnerships with government, non-profit, and private partners at the local and state levels to identify opportunities to make homelessness rare, short-lived, and non-recurring in Fort Collins

- Successfully advocated for the inclusion of a \$4 million affordable housing package to be included in a citizen-approved tax initiative
- Presented data and information on evidence-based solutions to address homelessness, and local responses to homelessness to City Council members, City of Fort Collins staff, the media, and community groups
- Oversaw processes for collecting, analyzing, and disseminating data on homelessness, including the annual Point-in-Time and Housing Inventory Counts

7/10 – 2/13 Director, Denver Office of Drug Strategy and the Denver Drug Strategy Commission, Denver, CO

- Oversaw the development, implementation, and evaluation of the Denver Drug Strategy Plan, a data-driven strategic plan developed by the 28-member Denver Drug Strategy Commission to reduce substance use disorders through effective, evidence-based policies, strategies, and programs
- Responded to requests from the media, community partners, and other organizations for interviews, information, or other resources on substance use issues in Denver
- Directed the development and preparation of special and technical reports, policy briefs, promotional and public information materials, press releases, and comprehensive annual reports
- Maintained the Office’s fiscal health by tracking, monitoring, and reporting on budgets, approving expenditures, and making budgetary and resource decisions for Drug Strategy grants and programs; sought out new funding opportunities and identified partners for collaboration and cost-sharing

9/08 – 7/10 Prevention Coordinator, Denver Office of Drug Strategy, Denver, CO

- Managed the implementation of a federal underage drinking prevention grant in Southwest Denver, including managing a coalition of school staff, nonprofit organizations, and community partners
- Coordinated with school staff, community facilitators, and other community partners to implement family-based prevention programming, specifically for Latinx families
- Oversaw evaluation of all prevention strategies and reported outcomes to funders and community partners

Education

Doctorate of Philosophy, Public Affairs

University of Colorado – Denver, 2017

Master of Arts, Sociology

University of Kansas, 2006

Bachelor of Science, Organizational Communication and Sociology

Missouri State University, 2004

Memberships and Associations

- **Nevada Homeless Alliance, Policy Council Member** (September 2021 to May 2022)
- **Neighbor to Neighbor (NeighborWorks America affiliate) Board Member** (November 2016 to August 2018)
- **Outreach Fort Collins, Founding Board Member** (May 2015 to August 2018)
- **Colorado Balance of State Continuum of Care, Advisory Board Member** (May 2013 to August 2016)
 - Co-Chair (June 2014 to August 2016)
- **Liver Health Connection (formerly Hep C Connection), Board Member** (2010 to 2013)
 - Chair, Special Events Committee (2010 to 2013)
 - Secretary (2012 to 2013)
- **Denver Crime Prevention and Control Commission, Commissioner** (2010 to 2013)
 - Member, Mental Health Committee (2010 to 2013)
- **National Direct—Citizen Action AmeriCorps, Member** (2007 to 2008)

Marc E. Jolin – he|him|his

EMPLOYMENT

Focus Strategies, Covina, CA – Senior Consultant/Lead Senior Consultant

January 2023 – Current

Supporting state and local governments in their efforts to rapidly and equitably reduce homelessness by providing technical assistance and project management in the areas of inclusive planning, design, assessment, and the evaluation of all aspects of the homeless response system. Promoted to Lead Senior Consultant in April of 2024.

Joint Office of Homeless Services for Multnomah County/City of Portland, Multnomah County, OR — Director

July 2016 - August 2022 (March - August 2022 Director of Special Projects)

Founding director of a new department responsible for homeless services planning and contracting for the City and County. Led community planning and system transformation efforts related to outreach, emergency shelter, and supportive housing. The Joint Office also served as the Lead Agency for federal programming and funding directed to ending homelessness in Multnomah County.

A Home for Everyone, Multnomah County, OR — Initiative Director

February 2015 – July 2016

Appointed to lead the A Home for Everyone initiative to address and end homelessness in Multnomah County. The initiative was created by multiple jurisdictions with an appointed board of community stakeholders and a core commitment to racial justice. Continued to serve as Initiative Director while holding Joint Office of Homeless Services Director role.

JOIN: Connecting the Street to a Home, Multnomah County, OR — Executive Director

September 2006 - February 2015

Led one of the community's most respected homeless services

SKILLS

Policy development and implementation

Government and nonprofit management

Program design and implementation

Stakeholder facilitation and negotiation

Equitable and trauma-informed process

Public speaking, media, and communication

Writing policy, legislation, and reports

Navigating politically sensitive issues

Applying law and regulation to policy

Budgeting

Supervision

SUBJECT MATTER KNOWLEDGE/EXPERTISE

Homeless outreach and shelter best practices

Permanent supportive housing best practices

Federal homeless and housing programs

non-profits, using street outreach to engage people experiencing long-term homelessness and assisting hundreds each year back into housing. During tenure, the organization more than doubled its budget and staffing, secured new public contracts, acquired and redeveloped a new organizational headquarters and day center, launched numerous new programs, equity initiatives, and expanded permanent supportive housing partnerships.

Perkins Coie, LLC, Multnomah County, OR — Attorney, Real Estate and Land Use Associate

March 2005 - August 2006

Provided legal representations on land use and real estate transactions for residential and commercial projects, including land use applications, reports, pleadings, contracts, and leases.

Oregon Law Center, Multnomah County, OR — Staff Attorney, Homeless Law Project

September 2001 - February 2005

Led civil litigation and policy advocacy project dedicated to representing people experiencing homelessness in cases related to protection of constitutional and statutory rights, including rights to be free from cruel and unusual punishment, to travel, and to receive due process.

EDUCATION

University of Chicago Law School, Chicago, IL — JD

September 1997 - June 2000

Graduated with High Honors, Order of Coif. Member of Law Review and Employment Law Clinic.

University of Chicago, Graduate School, Sociology, Chicago, IL — MA

September 1994 - September 1997

Focus on urban sociology, social movements, poverty, and policy.

Swarthmore College, Swarthmore, PA — BA

September 1988 - June 1992

Graduated with Honors. Major in Political Science, minor in Philosophy.

Behavioral health programs and access

Racial equity in human services

Employment and workforce programs

Civil rights and anti-discrimination law

Landlord tenant law

Affordable housing finance

Criminal legal system and reentry programs

Emergency management

AWARDS & FELLOWSHIPS

Multnomah County Hilltop Award, public service (2015)

Lowenstein Trust Award for dedication to addressing poverty (2008)

Award of Merit, Multnomah Bar Association for service to young lawyers (2005)

National Housing Justice Award for work on Low Income Housing Tax Credit (2004)

Skadden Fellow- Oregon for dedication to public interest law (2000)

J.H. Beale Prize for legal research & writing, Univ. of Chicago (2000)

Harry S. Truman Fellow, Oregon for commitment to public service (1991)

CHELA SULLIVAN SCHUSTER

HOMELESSNESS AND HOUSING LEADER

Senior homelessness and housing leader committed to designing high-quality, high-impact systems and programs with a lens on continuous improvement. Engages others through a participatory leadership style that empowers teams and builds a spirit of cooperation.

- Master of Nonprofit Studies with 20+ years of dedicated service and leadership to help those experiencing homelessness.
 - Acknowledged for repeated success in designing and developing new programs and initiatives from the ground up.
 - Expert consultant with experience providing technical assistance, training, and recommendations on solutions to prevent and end homelessness.
 - Proven ability to expand programs and funding based on strong outcomes. Additional expertise in diversion and other housing-based programming.
-

PROFESSIONAL EXPERIENCE

Focus Strategies, Remote Position Headquarters Covina, CA

Nov. 2022 – Present

Providing communities with strategic, data-informed solutions to reducing homelessness.

SENIOR CONSULTANT

Support client communities to analyze homeless response systems, develop community-informed strategic plans to respond to homelessness, and implement localized solutions to improve community outcomes.

- ◆ Develop work plans and manage project flow to ensure projects are completed on time and on budget.
- ◆ Craft localized recommendations to enhance homeless system response, informed by data and stakeholder input.
- ◆ Analyze source materials and assess communities' homeless response systems.
- ◆ Create deliverables, including reports, plans, memos, and presentations.

Community Solutions- Built for Zero, Remote Position Headquarters NY, NY

Aug. 2019 – Nov. 2022

Committed to preventing and ending homelessness.

IMPROVEMENT ADVISOR-ENDING ALL HOMELESSNESS

Worked on Built for Zero Team at Community Solutions to support communities that had ended Veteran and/or Chronic Homelessness to end homelessness for all populations.

- ◆ Coached communities on Continuous Quality Improvement.
- ◆ Provided support, tools, and facilitation support to communities focused on ending homelessness for all populations.
- ◆ Designed tools and resources for communities to understand the depth and breadth of homelessness, including developing a quality data scorecard for all populations experiencing homelessness.
- ◆ Co-designed definitions for ending youth, family, and all homelessness for use across national Built for Zero communities.
- ◆ Provided support and guidance to communities for developing a racially equitable homelessness response system.

UMOM New Day Centers, Phoenix, AZ

Nov. 2009 – Aug. 2019

Committed to preventing and ending homelessness.

SENIOR DIRECTOR OF HOUSING, Apr. 2017 – Aug. 2019

DIRECTOR OF STRATEGIC HOUSING RESOURCES, Nov. 2008 – Apr. 2017

EMERGENCY BILINGUAL CASE MANAGER, Aug. 2002 – July 2003

Earned promotion, expanding program-leadership responsibilities, and conducted strategic planning and design. Implemented

and directed permanent housing programs, support services, and community coordinated-entry process to serve county individuals/families experiencing homelessness and housing instability in high-poverty state. Led five direct reports (managers)/45 indirect. Oversaw total budget of \$7M, including private/public funding and grant compliance.

- ◆ **Assisted hundreds of homeless families/thousands of individuals over tenure to help rebuild lives** through Rapid Rehousing (RRH), Continuum of Care (COC) funding, Homeless Prevention and Rapid Rehousing (HPRP), Temporary Assistance for Needy Families (rental assistance, Supplemental Nutrition Assistance Program Career Advancement Network, etc.), Emergency Solutions Grants, permanent supportive/affordable housing, CoC-funded and direct youth programming for teens/youth in shelter.
- ◆ **Complied with the Department of Housing and Urban Development (HUD) mandate** to establish family-coordinated, single-point-of-entry in the county to assist those experiencing homelessness and refer across 11 local non-profits/26 programs. Prioritized assistance to help the most vulnerable and achieved a 37% diversion rate. Led development phase with non-profits, marketed and evaluated programs, and tracked outcomes.
- ◆ **Navigated complexities of implementing new Federal programs** (families with high barriers) with minimal guidelines. Single-handedly designed/implemented a focused, robust Supportive Services for Veteran Families (SSVF) program (1 of 22 communities originally funded).
 - **Achieved strong success, with 93% of families** enrolled in UMOM's RRH program over five years never returning to the homeless system based on internal data analysis, proving intervention to be highly successful.
 - **Assisted 1,900+ individuals statewide in 2014-2015** through rapid rehousing services and homeless prevention.
 - **Acquired 10 RRH grants over tenure**, growing funding from \$600K to \$4+M based on well-thought-out, high-impact program design, plus a commitment to quality and strategic leadership.
 - **Expanded program to include Support Services for Veteran Families (SSVF) grant** serving women and families; program comprised of RRH and homeless prevention. Served as mentor agency and provided technical assistance.
 - **Navigated complex partnership agreements**, dual reporting structures, and overlapping geographic boundaries.
- ◆ **Frequently supported and provided extensive technical assistance (in person/webinars)** to hundreds of professionals from nonprofits nationwide on RRH, coordinated entry, diversion, best practices, and case management. Oversaw and improved internal programmatic training for direct staff and within the community.
- ◆ **Devised plan to proactively counter tight housing market** through extensive landlord outreach.

Helping Hands Housing Services, Phoenix, AZ, Aug. 2005 – Nov. 2008

PROGRAMS MANAGER

Led staff of 6 to manage and grow programs helping 600 residents maintain their housing in 4 low-income properties owned by this non-profit organization. Services extended to resources/referrals, GED, job readiness, life skills, and afterschool programs/field trips. Drove program development and implementation.

- ◆ **Identified program needs and built strong support-service program** from inception. Built relationships, enlisting other service providers to maximize offerings and better serve residents' needs.
- ◆ **Assisted with special events and grant writing.**

EDUCATION

- ◆ Master of Non-profit Studies, Arizona State University, Tempe, AZ
- ◆ Bachelor of Arts in Spanish/ Political Science, Arizona State University, Tempe, AZ
- ◆ Spanish Language and Culture courses, Universidad de Granada, Granada Spain

PROFESSIONAL DEVELOPMENT

- ◆ Facilitation Fundamentals Training- Paul Cello Associates, Virtual- June 2022
- ◆ Race Equity for Homelessness response systems- C4 Innovations- Orlando FL, Sept. 2019, Virtual- Sept 2021
- ◆ Continuous quality improvement training – Institute for Healthcare Improvement, Virtual - 2020
- ◆ Race Equity Facilitation Training- Paul Cello Associates, Los Angeles, CA 2020
- ◆ 50 Women Who Can Change the World-Take the Lead Women's Leadership Program, Phoenix, AZ 2016
- ◆ Generation-Next Leadership Academy- ASU Lodestar Center for Philanthropy and Nonprofit Innovation
 - Member, Inaugural cohort with other young nonprofit professionals 2008 – 2009

Diego De La Peza

EDUCATION

University of California, Los Angeles June 2017
Masters of Public Policy | Certification: Global Public Affairs Certificate in Health and Social Science

University of California, Los Angeles June 2015
Bachelor of Arts, Geography | Minors: Public Affairs and Global Studies

EXPERIENCE

Focus Strategies | Covina, CA Jan. 2023 – Present
Senior Analytics Consultant

- Manages analytics projects that provide communities with data-driven recommendations on system improvements
- Conducts complex research and data analysis to inform communities strategies for reducing homelessness
- Leads the collection of stakeholder feedback through surveys, focus groups, and interviews

Analytics Consultant May. 2022 – Dec. 2022

- Leads program evaluation projects and assists in the analysis and interpretation of data
- Develops data-driven recommendations for reducing homelessness

Didi Hirsch Mental Health Services | Los Angeles, CA Oct. 2021 – May 2022
Assistant Program Director, Research and Evaluation

- Supervise a team of 7 Research Assistants and Specialists in data and client outcome collection within the agency's outpatient mental health programs which are widely used to evaluate evidence-based programs
- Lead clinical program evaluation projects from data collection, analytics in R, and report writing
- Create quality assurance and clinical dashboards using SQL/Redshift which provide live data at the client, clinician, program, and agency level

Research and Evaluation Manager Nov. 2019 - Oct.2021

- Supervise a team of 7 Research Assistants and Specialists in clinical outcomes collection
- Lead data driven program evaluations to recommend workflow changes at the agency level
- Analyze survey results, client outcomes, and other patient data and distilling results through various methods including one-page infographics, reports, presentations

Data and Evaluation Associate Nov. 2018 - Nov. 2019

- Complete and oversee all components of a volunteer climate research project including data collection, qualitative data coding, data analysis, and report writing
- Lead the transition to a new electronic health record and consulted in the development of data collection workflows
- Created an automated system for graphing client data in R which reduced graphing time by about 20 hours a week

Research Analyst July 2017 – Nov. 2018

- Analyzed and synthesized data for internal reports and program evaluations for multiple projects including client housing programs, crisis residential homes, adult outpatient mental health services, and integrated health care services.

PUBLICATIONS

Pasquarella, F. J., Lizano, E. L., Lee, S., & De La Peza, D. (2021). An examination of work engagement's antecedents and consequences in a sample of U.S. community mental health providers. *Health & social care in the community*

Lee, S., Pasquarella, F. J., De La Peza, D., Lizano, E. L., & Santoro, K. (2022). Planning and implementing an organization health assessment in a community mental health setting. *Community mental health journal*

ADDITIONAL INFORMATION

Languages: Bilingual / Native Spanish Fluency

Skills: Quantitative and Qualitative Research Methods, Data Analysis, Community Outreach, Public Speaking

Technology: Microsoft Word, Excel, PowerPoint, SPSS, Tableau, R, REDCap, Access, SQL, Redshift, Periscope, PowerBI

Matthew Lemon

Summary of Qualifications

- Professional with deep experience in applied research, evaluation, and policy analysis across multiple topics areas including individuals, families, and youth experiencing homelessness, the homelessness crisis response system, education, and public health
- Experience leading, managing, and conducting multiple, complex research projects including developing program evaluation plans; executing and managing data sharing agreements and Institutional Review Board applications; identifying and collecting data from multiple sources; applying appropriate quantitative and qualitative analytical techniques; and writing, producing, and communicating results in reports, presentations, data dashboards, and other formats delivered on time to stakeholders with varying backgrounds and areas of expertise
- Demonstrated ability to lead research and evaluation teams and to cultivate and maintain collaborative working relationships with colleagues, analysts, and partners including philanthropic funders, Legislators and staff, local government staff, executive branch agency personnel, service providers, school district officials, and other stakeholders

Experience

Focus Strategies, Covina, CA, February 2023–Present

Senior Analytics Consultant, April 2024–Present

Analytics Consultant, February 2023–March 2024

- Leads the development of projects including creating the project plan, managing workplans, and preparing deliverables
- Leads data analysis and program evaluation projects for communities working to reduce homelessness, using an equity lens and system approach
- Conducts research and analyzes data from single systems (e.g., homelessness) and multiple disciplines, including health, mental health, homelessness, and affordable housing
- Supports a range of community planning and design activities to develop systems to end or reduce homelessness, including community input processes, data collection and analysis, documentation of existing and proposed system processes and structures
- Synthesizes data analysis and research findings with contextual and best practice information to offer recommendations for practice

Building Changes, Seattle, WA, July 2017–February 2023

Director of Research and Evaluation, December 2020–February 2023

Interim Director of Research and Evaluation, July 2020–December 2020

Senior Research Associate, July 2017–July 2020

- Served as a member of agency leadership including developing and deploying strategic plans; developing and monitoring departmental budgets; and facilitating and supporting research and evaluation practices and activities to continuously improve program implementation and outcomes for youth, students, and families experiencing homelessness
- Hired, developed, and supervised research and evaluation staff and develop and manage contracts and relationships with external research consultants and evaluators
- Conceived, led, managed, and implemented research and evaluations activities that apply appropriate quantitative and qualitative techniques for all projects across the organization including the Family Homelessness Initiative, the Washington Youth and Family Fund, Education, and other areas
- Worked collaboratively across departments including Practice Innovation, Policy, and Communications

to develop and disseminate evaluation reports, research study findings, Tableau dashboards, and related products to meet internal and external reporting needs

- Supported and managed external continuous improvement efforts including the Data Driven Culture Initiative to expand capacity to analyze and use data to drive system improvements in King, Pierce, and Snohomish Counties
- Developed, provided, and managed internal technical assistance and capacity building efforts to ensure staff across all departments can access and apply research and evaluation findings and supports

Washington State Institute for Public Policy, Olympia, WA, March 2012–July 2017

Senior Research Associate, March 2017–July 2017

Research Associate, April 2013–March 2017

Research Assistant, March 2012–April 2013

- Conducted nonpartisan policy research at the request of the Washington State Legislature or the Board of Directors and served as lead research associate in K-12 policy
- Led and conducted evaluations incorporating quantitative and qualitative analysis using STATA, Microsoft Office, and other software applications of multiple programs in Washington State including the GRADS program for pregnant and parenting teens, the Learning Assistance Program, Innovative Schools, Washington State Need Grant, and Passport to College Promise program for foster youth
- Led and conducted meta-analyses and benefit-cost analyses to produce inventories of evidence-based, research-based, and promising practices across multiple topics areas including K-12 education and youth substance use prevention
- Wrote reports for and presented results to stakeholders from a variety of backgrounds including legislative, state agency, and academic audiences
- Built relationships with stakeholders and advanced the Institute’s work through membership in several workgroups including the Data Governance Group, Educator Workforce Development Workgroup, and Panels of Experts in English Language Arts, Math, and Behavior convened by the Office of the Superintendent of Public Instruction (OSPI)

Senate Committee Services - Washington State Senate Early Learning and K-12 Education Committee,

Olympia, WA, January 2015–April 2015

Session Analyst, January 2015–April 2015

- Provided objective and nonpartisan policy research and analysis in a high-visibility environment to members of the Committee and other Senators during the 2015 regular legislative session
- Drafted, analyzed, and tracked bills and amendments throughout the legislative process
- Conducted briefings and presentations during Committee meetings

Education

Master in Public Administration, Public Policy Concentration, The Evergreen State College, Olympia, WA, 2013

Bachelor of Arts in Political Science, Magna Cum Laude, Western Washington University, Bellingham, WA, 2011

Professional Memberships and Certifications

Project Education Impact Post-Secondary Subgroup, 2022 - 2023

Protecting Human Research Participants (PHRP) certification, 2020

Association for Public Policy Analysis and Management (APPAM), 2019 – 2023

American Evaluation Association (AEA), 2017-2023

Educator Workforce Development Workgroup (OSPI), 2016-2017

American Educational Research Association (AERA), 2014–2023

K-12 Education Data Governance Group (OSPI), 2014–2017

Panels of Experts for English Language Arts, Mathematics, and Behavior (OSPI), 2014-2017

Selected Reports

Lemon, M. (2021). *Students experiencing homelessness in Washington's K-12 public schools: 2015-2019 trends, characteristics, and academic outcomes*. Seattle, WA: Building Changes.

Lemon, M. (2020). *Beating the odds: How can schools and districts support students experiencing homelessness?* Seattle, WA: Building Changes.

Cramer, J., **Lemon, M.**, Wanner, P., & Hicks, C. (2017). *Paraeducators: Statewide variation and association with academic outcomes*. (Document Number 17-12-2202). Olympia: Washington State Institute for Public Policy.

Cramer, J., **Lemon, M.**, Wanner, P., & Hicks, C. (2017). *Funding for safety and security in schools: A fifty-state review*. (Document Number 17-12-2201). Olympia: Washington State Institute for Public Policy.

Darnell, A.J., Goodvin, R., **Lemon, M.**, & Miller, M. (2016). *Updated inventory of programs for the prevention and treatment of youth cannabis use*. (Document Number 16-12-3201). Olympia: Washington State Institute for Public Policy.

Lemon, M., Fumia, D., & He, L. (2016). *Graduation, Reality, and Dual-role Skills (GRADS) program for pregnant and parenting teens: Outcome evaluation and benefit-cost analysis* (Document No. 16-07-2202). Olympia: Washington State Institute for Public Policy.

Lemon, M. (2016). *Updated inventory of evidence- and research-based practices: Washington's K– 12 Learning Assistance Program*. (Doc. No. 16-07-2201). Olympia: Washington State Institute for Public Policy.

Bauer, J., Aos, S., Burley, M., Kay, N., Lee, S., **Lemon, M.**, & Morris, M. (2015). *Interventions to promote health and increase health care efficiency: Benefit-cost findings* (Document No. 15-05-3401). Olympia: Washington State Institute for Public Policy.

Bauer, J., Kay, N., **Lemon, M.**, & Morris, M. (2014). *Interventions to promote health and increase health care efficiency: A review of the evidence* (Document No. 14-12-3402). Olympia: Washington State Institute for Public Policy.

Lemon, M., Pennucci, A., Hanley, S., & Aos, S. (2014). *Preventing and treating youth marijuana use: An updated review of the evidence* (Document No. 14-10-3201). Olympia: Washington State Institute for Public Policy.

Pennucci, A., & **Lemon, M.** (2014). *Initial inventory of evidence- and research-based practices: Washington's K-12 Learning Assistance Program* (Document No. 14-07-2201). Olympia: Washington State Institute for Public Policy.

Lemon, M., & Hanley, S. (2014). *Medical marijuana: Access and regulations in Washington State* (Document No. 14-02-4101). Olympia: Washington State Institute for Public Policy.

Lieb, R., **Lemon, M.**, Bauer, J., & Pennucci, A. (2013). *Innovative schools in Washington: What lessons can be learned?* (Document No. 13-07-2201). Olympia: Washington State Institute for Public Policy.

Burley, M., & **Lemon, M.** (2012). *Passport to College Promise: College assistance and support for former foster*

youth (Document No. 12-12-3901). Olympia: Washington State Institute for Public Policy.

Burley, M., & **Lemon, M.** (2012). *State Need Grant: Student Profiles and Outcomes* (Document No. 12-12-2301). Olympia: Washington State Institute for Public Policy.

Pennucci, A., **Lemon, M.**, & Anderson, L. (2012). *How Does Washington State's Learning Assistance Program Impact Student Outcomes? Final Report*. (Document No. 12-08-2201). Olympia: Washington State Institute for Public Policy.

Habiba Soltan Rotter, MS, PMP®



EXPERIENCE

Focus Strategies, Covina, CA –

Systems Team Project Manager

DECEMBER 2023 - PRESENT

Provided project management support to communities across the United States with the goal of optimizing housing systems

- Managed resource availability, capabilities, priorities, and costs, including coordinating prospective work
- Created and managed project workflows, including defining project plans
- Led internal project communication with the goal of streamlined collaboration
- Supported clients with operational aspects of projects such as schedules, budgets, project scopes
- Managed project risk assessment and planning activities
- Created and managed systems for sharing knowledge and learning among staff with a focus on continuous improvement

Encompass Community Services, Santa Cruz, CA —

Senior Project Manager

SEPTEMBER 2021 - NOVEMBER 2023

Performed as lead project manager for agency priority projects with a focus on housing, education, and health equity

- Managed a variety of public health projects with a focus on goal setting, timeline planning, risk assessment, and stakeholder engagement
- Led business development efforts, securing over \$10 million of agency revenue
- Led quality improvement projects with the goal of improved results
- Developed and managed project budgets worth over \$14 million
- Managed the implementation of new programs with a focus on sustainability and rapid value generation
- Created workflows for data collection and analysis in the service of continuous improvement
- Managed agency capital project (new constructions)
- Managed relationships with external stakeholders such as the Department of California Healthcare Services as well as local coalitions

SKILLS

Project management (agile, traditional, & hybrid)

Data Analysis

Public Speaking

Quality Improvement Method

Program Design

LANGUAGES

Spanish, English, Arabic, Portuguese

Trainings & Certifications

Project Management Professional (PMP)

IHI Quality Improvement Training

Facilitation for Racial Equity

Leadership for Community Transformation

Data Analysis

Media Features

[Abilene becomes 4th community in the country to reach 'functional zero' for chronic homelessness](#)

Community Solutions, New York, NY —

Interventions Manager, Design & Delivery, Built for Zero Improvement Collaborative

MAY 2021 - SEPTEMBER 2021

Designed systems for ending homelessness through combining policy interventions, data analytics, and organizational psychology

- Coached over 40 US communities on policy work, data analytics, and coordinated entry system improvement
- Led improvement cohorts of up to 28 US communities with the goal of engineering and implementing system changes to end homelessness
- Managed projects for catalytic investments
- Advised communities on interpreting housing policies and improving implementation of evidence-based practices such as housing first
- Created data tools and infrastructure to analyze system needs and target improvements
- Facilitated and designed content for public engagements including the Built For Zero learning session
- Managed relationships with sector stakeholders including USICH partners, funders, and local governments

Improvement Advisor, Built for Zero Improvement Collaborative

OCTOBER 2018 - MAY 2021

- Coached US communities on ending homelessness using data-driven approach
- Ran improvement projects on internal processes using quality improvement methods
- Designed and managed community grant programs for scale and results
- Managed relationships with partners including community leads, funders, and partner agencies
- Created program content and tools based on tested national best practices
- Trained community teams on building data infrastructure for improvement
- Wins include leading 3 communities to functional zero and 6 communities to major reduction on chronic and veteran homelessness

Homeless Services Center, Santa Cruz, CA — *Coordinated Entry Specialist*

JANUARY 2018 - OCTOBER 2018

Designed and managed Santa Cruz County's coordinated entry system with a focus on sustainability and partner engagement

- Performed as data lead and analyst for communitywide data including by-name lists, housing inventory
- Managed local and national partnerships with funders, supporters, and over 22 CoC agencies
- Supported grant expansion efforts, implementing the YHDP grant for Santa Cruz County
- Consistently ran data-informed improvement projects in

service of streamlining processes and centering the user

**Interim Inc., Monterey, CA —
Case Manager**

JANUARY 2017 - JANUARY 2018

Supported individuals experiencing homelessness in obtaining and maintaining permanent housing

- Performed housing case management work from outreach to move-in for persons experiencing homelessness
- Engaged dually-diagnosed transitional housing clients in meeting clinical and life skill goals
- Developed learning system of evidence-based interventions including cognitive, trauma-informed, and behavioral approaches
- Coordinated wrap-around services for positive sustainable outcomes

CONSULTING WORK

Impact Launch, Santa Cruz, CA — Strategic planning

JANUARY 2021 - SEPTEMBER 2021

Consulted on strategic planning efforts for major San Francisco Bay Area organizations, including United Way Bay Area

County of Santa Cruz, Santa Cruz, CA — Coordinated Entry

OCTOBER 2019 - NOVEMBER 2020

Consulting on building and adapting local coordinated entry system

EDUCATION

California Southern University, Costa Mesa, CA — Master of Science in Psychology

JANUARY 2017 - MARCH 2020

Concentration on organizational psychology and change management

Cairo University, Cairo, Egypt — Bachelor of Arts in Law

SEPTEMBER 2009 - JUNE 2013

Work Experience

Consultant - Focus Strategies – Remote

February 2022 – present

- Conduct research and analyses related to homelessness response systems and programs and propose data- and equity-informed solutions
- Provide subject-matter expertise and technical assistance to client communities throughout the United States
- Craft Focus Strategies technical documents, publications, and reports

Continuum of Care Director - New Mexico Coalition to End Homelessness - Albuquerque, NM

June 2019 to February 2022

- Supervise the Continuum of Care (CoC) Planning Department staff, three staff who support both of New Mexico’s HUD CoCs.
- Lead and engage in community-wide conversations around planning and implementation of the homeless services system throughout the state, including community members, City and County governments, beneficiaries, service providers, local Housing Authorities, and housing providers.
- Manage the CoC governance structure and process, including developing and implementing, with community buy-in, the Written Standards for Administering CoC programs and the CoC Governance Charter, conducting monthly CoC Membership meetings and necessary subcommittees/workgroups, and conducting regular CoC Board meetings.
- Coordinate the annual evaluation, selection and ranking process for new and renewal housing projects to compete locally and nationally for CoC funding, culminating in submitting the Consolidated Application for over \$5 million of funding for housing to the federal government annually.
- Oversee the completion of the annual Point in Time count, Housing Inventory chart, Annual Progress Reports and completion of individual project applications for CoC grants to HUD.
- Develop and coordinate several training opportunities for the community, based on best practices for housing and service delivery.
- Oversee and support annual audits of CoC and ESG recipients for compliance with federal regulations, the local CoC Governance Charter, and Written Standards for Administering the CoC programs.
- Coordinate with the local Coordinated Entry Systems and Homeless Management Information System (HMIS) to evaluate the data collected from the population experiencing homelessness in the state.
- Support policy and advocacy efforts in individual communities and at the state level to support equity and inclusion in the local homeless services system.
- Support the coordination of the Youth Homelessness Demonstration Program (YHDP) in NM.
- Coordinate statewide efforts to improve access to Social Security Disability benefits through coordination of the SOAR (SSI/SSDI Outreach Access and Recovery) initiative from SAMHSA.

Continuum of Care Program Manager - New Mexico Coalition to End Homelessness - Albuquerque, NM

March 2018 to May 2019

- Coordinate the annual Point in Time count and Housing Inventory chart for submission to HUD.
- Complete and submit Continuum of Care (CoC) project applications for funding to the federal government.
- Support the completion and submission of the CoC Consolidated application for funding to the federal government annually.
- Complete Annual Performance Reports for submission to HUD.
- Assist in the evaluation and ranking process of new and renewal CoC projects.

- Support policy and advocacy efforts of NMCEH, including supporting the annual Lobby Day.
- Provide technical assistance to CoC recipients and Emergency Solutions Grants (ESG) subrecipients to improve outcomes and comply with HUD regulations.
- Conduct audits of CoC and ESG recipients for compliance with the program requirements.
- Coordinate statewide efforts to improve access to Social Security Disability benefits through coordination of the SOAR (SSI/SSDI Outreach Access and Recovery) initiative from SAMHSA.

Continuum of Care & VISTA Project Coordinator - New Mexico Coalition to End Homelessness - Albuquerque, NM

August 2016 to March 2018

- Coordinated a statewide AmeriCorps VISTA project, which required managing 15+ VISTA members through their service at various host sites, including a VISTA Leader who served directly at NMCEH.
- Facilitated membership growth and development through relationships with VISTA host sites.
- Completed grant writing for the AmeriCorps VISTA project to the federal government.
- Ensured and maintained compliance with grant management and outcome reporting.
- Supported submission of Continuum of Care (CoC) annual application for funding to the federal government including the City of Albuquerque CoC project applications.
- Supported monitoring of CoC recipients for compliance with the grant regulations.
- Coordinated the annual Albuquerque Homeless Persons' Memorial Vigil.
- Managed the NMCEH social media and supported other NMCEH tasks as needed.
- Developed and coordinated statewide trainings for upwards of 70 participants at least twice annually.
- Supported coordination of statewide efforts to improve access to Social Security Disability benefits through support of the SOAR (SSI/SSDI Outreach Access and Recovery) State Team Lead activities.

Resident Advocate at S.A.F.E. House

January 2014 to July 2016

- Answered crisis intervention calls to complete eligibility assessment and determination, as well as referring ineligible callers to services that would better benefit them.
- Coordinated a diverse population of clientele to reestablish independence while supporting community living standards.
- Processed intakes for domestic violence survivors entering shelter.
- Upheld confidentiality policies while simultaneously exercising numerous record management practices to fulfill a multitude of clerical duties.

Additional Skills and Experience

-
- Experienced with problem solving and facilitating groups and individuals to overcome current and potential obstacles, and achieve goals.
 - Census Complete Count 2020 Committee - Statewide coordination of Census count.
 - Provide training and technical assistance to service providers and community stakeholders to support improved systems of care for people experiencing homelessness.
 - Successfully working in a remote environment since March 2020, while supporting staff and other organizations across the state.

Education

University of New Mexico - Bachelors of the Arts: Psychology, Minor in Criminology - May 2015

**References available upon request*

REBECCA CAMARGO, LICSW

OBJECTIVE

I am a social justice leader with 9+ years of experience in homeless services and affordable housing programs. I believe that access to safe and affordable housing is a fundamental human right. I specialize in managing and strategically developing supportive services programming that serves unhoused individuals, Older Adults, the Latinx community, and individuals living with mental health needs. I support the success of government programs through the utilization of strategic planning, evidence-based practice, and data collection and analysis.

EDUCATION

Boston College *Boston, MA* *May 2015*
Masters of Social Work
Older Adults Concentrator, Latino Leadership Initiative certificate holder

College of the Holy Cross *Worcester, MA* *May 2012*
Bachelor of Arts, Psychology and Anthropology
Honors/ Awards: Cum Laude, Psi Chi National Honor Society of Psychology, Lamda Alpha National Honor Society of Anthropology

WORK EXPERIENCE

Consultant *Focus Strategies* *Walnut, CA* *October 2022-present*

- Serve as the project manager for consulting and technical assistance contracts relating to homelessness response system development and planning.
- Conduct research and analyses related to homelessness response systems and programs.
- Analyze data from single systems (e.g. homelessness) and multiple disciplines, including health, mental health, homelessness, and affordable housing.
- Draft Focus Strategies technical documents, publications, and reports.
- Deliver a range of planning and design activities to help communities develop systems and policies to end or reduce homelessness.
- Utilize an equity- and data- informed lens to collect community input, interpret data, and review best practices research.
- Develop training and technical assistance materials for a range of audiences (e.g. providers, policy makers, funders, professional meetings).
- Engage diverse communities of clients, partner organizations, and people experiencing homelessness.
- Facilitate meetings using mindful and anti- racist strategies to promote participation and inclusion.
- Make presentations to community stakeholders.

Consultant *Mantis Consulting* *Lynn, MA* *July 2021—Feb 2022*
Short-Term Project: Alternative Lynn Emergency Response Team (ALERT)

- Contracted by the City of Lynn to create an implementation plan for the development of an *Alternative to Police* crisis response program in Lynn.
- Managed complex relationships with local stakeholders such as grassroots anti-racist advocacy groups, local police and fire departments and the Mayor's Office staff throughout the project.
- Collected and analyzed data from stakeholders, mental health clinicians in Massachusetts, and national programs focusing on alternative to police programs.
- Created a detailed plan with final recommendations for the ALERT program to complete its implementation design process.
- Provided the City of Lynn with an assessment of the stakeholder landscape in Lynn, national models and who they impact the design process of the ALERT program in Lynn, and an evaluation of policies and practices of clinical crisis programs already operating in MA.

Owner and Facilitator *Thornton Street Affordable Housing and Consultation* *Boston, MA.* *2020- Present*

- Developed trainings on the affordable housing field in Massachusetts for providers in social services positions in the Greater Boston Area.
- Created and facilitated workshops for individuals interested in accessing affordable housing in the Greater Boston Area.
- Acted as an approved CEU (Continuing Education Unit) trainer for Boston College School of Social Work.

Director of Resident Services *Newton Housing Authority* *Newton, MA* *2016--present*

- Managed all operations of the Resident Social Services Department at the Newton Housing Authority (NHA).
- Conducted annual strategic planning for the Resident Services Department.
- Collected annual program evaluation data from internal (staff) and external (residents) sources in order to develop strategic department objectives and monitor department performance.
- Completed regular needs assessments of the housing authority's largest tenant portfolios to identify critical unmet needs of the tenant population.
- Utilized diversity, equity, and inclusion practices to develop cross-cultural programming that meets the needs of new immigrant populations and individuals who are speakers of other languages.

- Developed and oversaw the clinical services program within the Resident Services Department including the creation of data tracking systems, case files, and internal reports.
- Supervised all Resident Services Department staff, volunteers, and Masters in Social Work interns.
- Grew the recreation programming across Newton Housing Authority, addressing the unique needs of low-income persons with disabilities, older adults, and families.
- Oversaw volunteer recruitment and engagement strategy for the Resident Services Department in order to expand resources to NHA residents.
- Prepared all grant applications to support the Resident Services Program and submit associated compliance invoices and program reports.
- Developed a private fundraising strategy to increase the fiscal resources to the Resident Services Department.
- Prepared and managed the program budget for the Resident Services Department.
- Built infrastructure that advanced the case management and supportive services programs of the Resident Services Department.
- Facilitated inter-department collaboration to support the needs of residents.
- Completed annual reporting of the Resident Services Department and present the data to NHA Board of Directors, Executive Director, Staff, and external partners.
- Facilitated and maintained meaningful relationships with city partners, local non-profit agencies, and for-profit companies to support the success of the Resident Services Department.
- Acted at the Newton Housing Authority representative at Tenant Association Meetings and events.

Crisis Intervention On-Call Clinician *Eliot Community Human Services* *Lynn, MA* *Oct. 2015-July 2016*

- Conducted mobile bio psychosocial evaluations on individuals and children experiencing acute psychiatric emergencies.
- Provided short term, solution focused clinical intervention and treatment for clients and families.
- Developed safety plans or crisis management plans for individuals and children in crisis situations.
- Made referrals to appropriate levels of care based on the client's preferences and needs.

School Street Shelter Program Manager *Heading Home, Inc.* *Boston, MA* *2014- 2016*

- Managed the general operations of a shelter, transitional program, and women's lunch program which comprised of 30-50 clients per day.
- Completed grant compliance reporting and other data management requirements such as HMIS.
- Participated in Continuum of Care meetings in Cambridge, MA.
- Supervised 9-12 staff members and multiple volunteers across a variety of skill sets.
- Provided clinical support and supervision to case management team related to issues of housing, mental health, substance use. Complex trauma, anxiety, and depression.
- Facilitated clinical team meetings, resident house meetings, and all staff meetings.
- Provided support to all staff in situations that required crisis intervention, de-escalation, and conflict mediation.
- Assisted with fundraising efforts for the shelter and agency.
- Managed shelter donors and in-kind donations.
- Interfaced with social service providers in the community such as housing authorities, emergency shelters, and mental health providers.
- Facilitated bi-annual, agency-wide Cross Cultural Competency trainings and regular program meetings with staff and residents.
- Maintained administrative files of shelter program and women's lunch program including, but not limited to; inspection reports, certifications/ licensure, archived files, staff files, client files, all staff meetings, house meetings etc.
- Utilized motivational interview to provide clinical services and case management services for shelter residents.

Non-profit Capacity Building Fellow *Third Sector New England* *Boston, MA* *June-Aug 2014*

- Completed surveys and interviews in order to evaluate TSNE's practices around Executive Leadership Longevity.
- Conducted an organizational assessment of one of TSNE's fiscally sponsored projects as a lead consultant.
- Facilitated a 3-hour strategic planning meeting with one of TSNE's fiscally sponsored projects.
- Attended Facilitation, Fiscal Sponsorship, and Diversity training sessions.
- Gained extensive knowledge on internal capacity building within agencies and programs focused on social justice work.

Facilitator: Boston Public Health Commission- Anti-Racism Advisory Committee (ARAC) *Boston, MA* *2013-2014*

- Facilitated agency-wide trainings and discussions around the intersection between race and health equity in Boston.
- Drafted meeting agendas, provided content management, and offered general support for all ARAC meetings.
- Managed and developed a small-scale strategic planning reset with the Anti-Racism Advisory Committee.

TRAININGS AND LICENSURES

<i>Licensed Independent Clinical Social Worker</i>	<i>State of Massachusetts</i>	<i>2020</i>
<i>Licensed Certified Social Worker</i>	<i>State of Massachusetts</i>	<i>2016</i>
<i>Principals of Motivational Interviewing</i>	<i>Harvard Medical School</i>	<i>2017</i>
<i>Using the Unit Inspection Process to more Effectively Address Hoarding</i>	<i>MassHousing</i>	<i>2017</i>
<i>Reasonable Accommodations Level 2: Hot Topics</i>	<i>MassHousing</i>	<i>2016</i>
<i>Reasonable Accommodations Level 1: What you need to know</i>	<i>MassHousing</i>	<i>2016</i>
<i>Motivational Interviewing: Advancing the Practice:</i>	<i>Health Education Training Institute</i>	<i>2018</i>
<i>The Power of Groups: Motivational Interviewing in Group Therapy</i>	<i>Health Education Training Institute</i>	<i>2020</i>
<i>Motivational Interviewing Advanced Skills</i>	<i>Pathways to Empowerment: MINT</i>	<i>2020</i>

ACTIVITIES

Casa Mariposa Board of Directors

Board Member

Lynn, MA

2021-present

- Casa Mariposa provides affordable housing for new immigrant communities in Massachusetts who cannot access other state or federal resources due to their immigration status.

SKILLS

- Highly proficient in Spanish.
- Trained in SPSS, Psyscope, Salesforce, HMIS, and Microsoft Office.
- Experienced in quantitative and qualitative data collection and data analysis.
- Highly trained in Motivational Interviewing
- Highly trained in Crisis Intervention
- Highly experienced in grant writing, reporting, and compliance requirements

Jon Alexander Watford (he/him/his)

PROFESSIONAL EXPERIENCE

Analytics Consultant

August 2023-Current

Focus Strategies

- Supports and leads equity-focused research and program evaluation projects to reduce homelessness
- Designs tools that enhance the client's internal research and evaluation capacity
- Partners with clients to identify key challenges and anticipate barriers to project implementation

Graduate Research Assistant

September 2015 – August 2023

Select Projects Include:

Applied Psychology Department, New York University

- Authored or coauthored 6 peer-reviewed publications with over 150 citations
- Analyzed over 200 qualitative interviews
- Co-wrote grant (awarded \$50k) to develop online practitioner toolkit for assessing and improving school racial climate
- Identified key supports and barriers to job persistence among after-school instructors employed at a leading multi-service organization in NYC (serves >30k people annually)

Dr. Hiro Yoshikawa and the Biden-Sanders Unity Task Force on Education

- Drove key changes in DNC platform by synthesizing promising U.S. education policies and associated empirical evidence
- Distilled summaries of academic research findings into one-page policy recommendations

NYU Quality Undergraduate Education and Scholarly Training (QUEST) Program

- Evaluated the effectiveness of a mentored-research summer program designed to combat the underrepresentation of ethnic-minority students in Psychology PhD programs
- Delivered insights that led to implementation of annual training course for QUEST program mentors

Independent Research and Data Analysis Consultant

September 2017 – August 2023

Select Clients Include:

Center for Racial Justice in Education

January 2021 – January 2022

- Led the data analysis process for an organizational racial equity audit of a K-12 charter school network of 5 schools
- Cleaned, analyzed, and synthesized findings from surveys, focus groups, and interviews conducted with school stakeholders

American Museum of Natural History

September 2018 – July 2019

- Identified concerns about the Museum's existing approach to collecting sensitive demographic data by conducting in-depth interviews with Museum staff as well as youth program participants
- Identified best practices for demographic data collection, using academic literature and materials from similar organizations
- Presented findings, introduced new demographic data collection tool, and recommendations to senior evaluation team

Ramapo for Children

September 2017 – June 2018

- Designed and analyzed a comprehensive, customized racial equity survey of over 100 staff using R and SPSS; presented findings (as well as key recommendations) to the senior leadership team
- Collaborated with senior leadership to design, organize, and lead 10 racial equity workshops for staff to improve intra-organizational race relations and identify levers for enhancing equity and inclusion

LEADERSHIP EXPERIENCE

Research Lead, School Tracking & Academic Racial Socialization Lab at New York University

June 2016 – June 2018

- Managed a multi-method research lab to investigate youths' exposure to racial inequality in NYC middle schools
- Trained 10 undergraduate & master's level research assistants in research techniques; 5 admitted to top graduate programs

KEY SKILLS

Analytic Expertise: Survey Design, Administration, and Analysis; Multivariate Regression; Data Visualization; Causal Inference; Exploratory and Confirmatory Factor Analysis; Structural Equation Modeling

Software Proficiencies: R; SPSS; Stata; MPlus; Excel, NVIVO; Dedoose

EDUCATION

New York University | New York, NY

PhD in Applied Psychology with Concentration in Quantitative Methods

(Expected) January 2024

MPhil in Applied Psychology

September 2023

Morehouse College | Atlanta, GA

B. A. in Psychology, Magna Cum Laude

May 2015

ALLISON MABBS

CONTACT



[REDACTED]



[REDACTED]



Austin, TX

TECHNICAL SKILLS & AREAS OF EXPERTISE

- Coordinated Entry
- Rapid Rehousing & Permanent Supportive Housing Best Practices
- HUD Funded Programs (CoC, YHDP, ESG, ESG-CV, ARPA, EHV, HCV, HOPWA, SSVF, VASH)
- HMIS
- Team Management
- Meeting Facilitation & Training
- Bilingual: Spanish & English
- Microsoft Office Suite

EDUCATION

|| Bachelors in Sociology & Hispanic Studies

Macalester College
St. Paul, MN
Sept 2010 – May 2014

|| Project Management Certificate Program

University of Texas
Center for Professional Education
Austin, TX
Dec 2022- Mar 2023

WORK EXPERIENCE

FOCUS STRATEGIES, Covina, CA - Remote

Consultant | Nov 2023 - Present

- Provide subject matter expertise and technical assistance to client communities on homelessness response systems and program design, best practices, strategic planning, and evaluation.
- Conduct research and analyses related to reducing and ending homelessness, using data to make equity driven recommendations for response systems and programs.
- Engage with and incorporate feedback from clients, partner agencies, and people with lived expertise for projects and system recommendations.
- Draft technical documents, publications, reports, and presentations.

ENDING COMMUNITY HOMELESSNESS COALITION (ECHO), Austin, TX

Director of Permanent Housing | Sept 2023 – Nov 2023

Associate Director of the Rehousing System | Aug 2021 – Aug 2023

An amalgamation of previous roles and over 7 years of work at ECHO, the lead agency of Austin/Travis County's Homelessness Response System:

- Directly supervised the Coordinated Entry department's Rehousing System Team comprised of 3 coordinator & project manager-level staff responsible for:
 - Managing Austin Travis County's by-name list of people experiencing homelessness.
 - Directing all Coordinated Entry participating permanent housing program referrals (~1500 PSH beds across 29 programs & ~1500 RRH beds across 51 programs)
 - Providing technical assistance on system navigation for Permanent Supportive Housing, Rapid Rehousing, and outreach/navigation providers.
- Facilitated ongoing local work groups dedicated to Veteran Homelessness, Youth Homelessness, Permanent Supportive Housing, & Rapid Rehousing, convening all pertinent community service providers.
- Lead the on-going updating of our Continuum of Care's permanent housing interventions' Written Standards within the community's Governance Structure.
- In partnership with our CoC's largest Youth provider, lead system support for the community's Ending Youth Homelessness efforts, developing tracking mechanisms of in-flow & out-flow, building out the Youth By-Name List, and modeling resource gaps in working towards reaching Functional Zero.
- Operationalized implementing Dynamic Prioritization practices into Coordinated Entry referral processes through system modeling of available housing program inventory & matching clients to available resources.
- Built out program planning resources for permanent housing providers to plan for contract outcomes, increase program utilization, and better overall system flow.

ALLISON MABBS

SOFT SKILLS

- Written & Verbal Communication
- Leadership
- Teamwork
- Problem Solving & Critical Thinking
- Attention to Detail
- Time Management
- Resourcefulness
- Innovation & Creativity
- Adaptability

WORK EXPERIENCE CONTINUED

Coordinated Entry System Manager | Apr 2018 – July 2021

- Served on the community's COVID Response Taskforce and was responsible for developing system options for applications of emergency federal funding (creation of the ESG-CV Rapid Rehousing Program Design and roll out of Emergency Housing Voucher PSH creation & Move On opportunities).
- Developed community housing planning trainings and operationalized creating client plans as part of our community's assessment process.
- Presented at the 2018 Rapid Rehousing Institute in Miami, Florida on ECHO's strategies to centralize and expand community housing vacancies.

Coordinated Entry Implementation Specialist | Jan 2016 - Mar 2017

- Operated as Travis County's only full-time bilingual housing assessment staff, performing specific outreach/response to Spanish-speaking individuals experiencing homelessness and translating client resources & flyers for community distribution.
- Supervised community partners in Coordinated Assessment training, determining readiness for being able to individually assess, certifying ~25 community assessors.

CARITAS OF AUSTIN, Austin, TX

Coordinated Assessment Specialist | Apr 2015 – Dec 2015

- Completed needs assessments with individuals and families experiencing homelessness to determine prioritization for housing interventions and refer them to the community programs & supports.
- Connected individual's ineligible for assessment with outside community resources and informed them under what circumstances they may become eligible.

FOUNDATION COMMUNITIES, Austin, TX

Insure Central Texas Bilingual Enrollment Specialist | Oct 2014 – Mar 2015

- Educated individuals of diverse socio-economic and cultural backgrounds on the health insurance options available to them through the Affordable Care Act, explaining changes in private insurance standards and the process by which individuals and families may receive federal tax credits to lower insurance costs.
- Assisted clients with their federal Marketplace applications, explained their eligibility and plan options, and provided them with the information necessary for them to make a knowledgeable decision when choosing a health plan/insurer.

Claire Burrus

Education

LBJ School of Public Affairs, University of Texas, Masters of Public Affairs

August 2020

Trinity University, B.A. in Political Science and Environmental Studies

May 2018

Experience

Analytics Consultant

April 2024 - Present

Focus Strategies

- Lead data analysis efforts for communities working to reduce homelessness, using an equity lens and a systems approach
- Support a range of community planning and design activities to develop systems to end or reduce homelessness, including community input processes, data collection and analysis, documentation of existing and proposed system processes and structures
- Conduct research and analyze data across multiple systems and disciplines, including health, mental health, homelessness and affordable housing
- Synthesize research findings into recommendations for practice

Director of Research & Evaluation

August 2023 - April 2024

Ending Community Homelessness Coalition (ECHO)

- Supervised Analytics Manager, Performance Monitoring Manager and Research & Evaluation Analyst
- Oversaw and managed the responsibilities of the Research & Evaluation Department
- Wrote and submitted applications for research grants
- Developed, launched and project managed the Goal Oriented Learning and Development (GOLD) Initiative, a system improvement multi-stakeholder meeting grounded in continuous quality improvement
- Maintained compliance with data sharing agreements and memorandums of understanding with external entities for research and/or evaluation projects or other analytical purposes

Research & Evaluation Manager

February 2022 - August 2023

Ending Community Homelessness Coalition (ECHO)

- Supervised Research & Evaluation Analyst and Research Intern roles
- Led, oversaw, and project managed qualitative and mixed-methods research projects used to inform the Austin/Travis County Homelessness Response System
- Designed and implemented pilot of a new client feedback loop for program evaluation uses
- Presented results of research and evaluation projects and facilitated discussions with stakeholders
- Provided data analysis and interpretation on an ongoing basis to meet the needs of racial and gender identity equity initiatives for the Homelessness Response System
- Served on the Homelessness Response System Equity Committee, and chaired the committee's workgroup dedicated to the development of the local coordinated assessment tool

Research & Evaluation Analyst

January 2020 - February 2022

Ending Community Homelessness Coalition (ECHO)

- Led the data analysis behind the pilot, implementation, and continuous improvement of the Austin Prioritization Index, a Coordinated Assessment tool built by and for the Austin/Travis County community in 2021
- Evaluated and measured program performance in the Quarterly Performance Scorecard, which monitors program performance quarterly and annually provides data for the Continuum of Care Notice of Funding Opportunity funding competition
- Developed reports, visualizations, and communications tools on key insights from Homelessness Management Information System (HMIS) data and literature relating to homelessness
- Collaborated with and collected feedback from diverse stakeholders in the Homelessness Response System, and used this information to design and inform data projects such as the system Dashboard

Claire Burrus

Business Process Specialist, Office of Performance Management
City of Austin Public Works Department

May 2019 - December 2019

- Developed analytical toolkits for the Office of Performance Management Division, other divisions in the Department, and Department-wide initiatives
- Visualized and communicated processes, policies & procedures to a diverse array of stakeholders
- Identified problem areas in system processes using qualitative data analysis, and facilitated problem solving in work groups with research-backed process improvement and project management techniques

Graduate Consultant, Policy Research Project

LBJ School of Public Affairs

August 2018 - May 2019

- Conducted economic and social return on investment analyses to measure the impact of workforce development programs invested in by the City of Austin to the community at large in order to inform City investment strategies to make the most significant impact on poverty alleviation initiatives championed by the City
- Navigated complex multi-stakeholder program evaluation processes

Publications & Media

Reports

Input on the Violation of the Human Rights of People Experiencing

ECHO website,
Data & Reports page

Homelessness in the Enforcement of Laws Against Public Camping in Austin, Texas

The Art of the Heart is to Hear with the Ear

Austin/Travis County 2022 Racial Disparities Report

Austin/Travis County 2021 Racial Disparities Report

2021 HMIS Snapshot

2020 PIT Count Results

A Localized Sourcing Model for the Supplemental Nutrition Assistance Program (SNAP)

Trinity University Digital Commons

Access is Not Enough: Family Planning in Dar Es Salaam

Independent Study Project (ISP)
Collection

Web Pages

The Art of the Heart is to Hear with the Ear

(www.austinecho.org/artoftheheart)

Austin/Travis County Homelessness Response System Dashboard

(echoatx.github.io/hrs-dashboard-site)

Blog Post: Prop B One Year Later

(www.austinecho.org/blog/2022/04/29/11992/)

Media Appearances

KXAN, January 2024

(www.kxan.com/news/local/austin/austin-needs-more-homeless-shelter-beds-for-the-general-population-it-would-cost-millions/)

KXAN, December 2024

(www.google.com/url?rct=j&sa=t&url=https://www.kxan.com/news/local/austin/when-do-austins-cold-weather-shelters-activate/&ct=ga&cd=CAEYACoUMTgxMzEzNDgzMDEyNDUxMzQ0MDkyGmY1MzRlMDg0YTExMWM5ZjA6Y29tOmVuOIVT&usg=AOvVaw23VAflGE6RSrFrRCJstj0c)

Austin Monitor, June 2023

(www.austinmonitor.com/stories/2023/06/echo-says-permanent-supportive-housing-is-the-only-way-out-of-austins-homelessness-crisis/)

Claire Burrus

Media Appearances (cont'd)

KVUE, May 2023

(www.kvue.com/article/news/local/homeless/new-report-shows-over-2300-people-experiencing-homelessness-in-austin/269-0beb3197-a92c-4416-af61-17587eae93d9)

Fox 7 Austin, May 2023

(www.fox7austin.com/news/homeless-austin-texas-echo-point-in-time-count-2023)

KUT, June 2022

(<https://www.kut.org/austin/2022-07-07/black-austinities-are-six-times-more-likely-to-experience-homelessness-than-white-austinities-report-finds>)

Conference Presentations

"Don't be a Vampire: Step into the Light and Center Client Voices in Performance Monitoring"

Claire Burrus and Meagan Biscamp

National Human Services Data Consortium, Philadelphia PA, October 2023

"Foster Care or Foster Scare? An Exploration of the Absence of Services for Youth Aging Out of the System"

Claire Burrus and Sara Fuetter

National Human Services Data Consortium, Philadelphia PA, October 2023

"Weaving a Tapestry of Data"

Claire Burrus, Akram Al-Turk and Lyric Wardlow

Healthcare for the Homeless Conference, Baltimore MD, May 2023

"The Effects of a New Coordinated Assessment Tool"

Akram Al-Turk and Claire Burrus

National Human Services Data Consortium, Phoenix AZ, April 2023

"Building Racial Equity into Coordinated Entry"

Quiana Fisher and Claire Burrus

Texas Conference on Ending Homelessness, Austin TX, September 2022

"Reconfiguring Coordinated Entry to Advance Racial Equity: Communities are doing the Work!"

Regina Cannon, Quiana Fisher, Claire Burrus, Delmar Algee and Carolyn Weisz

National Alliance to End Homelessness, Washington D.C., July 2022

"Reconfiguring Coordinated Entry to Advance Racial Equity"

Regina Cannon, Quiana Fisher, Claire Burrus and Richard Rowe

National Alliance to End Homelessness, Virtual, September 2021

"Using Data to Move Racial Equity Conversations Forward"

Dusty Olson, Alissa Parrish, Akram Al-Turk and Claire Burrus

National Human Services Data Consortium, Virtual, April 2021

Tools & Skills

Tools: HMIS, R, Atlas.ti, Tableau, STATA, Microsoft Office suite, Zoom, ClickUp, Asana, Google applications, Infogram, Canva, Photoshop, iMovie, GIMP, Procreate, WordPress

Skills: Evaluation design, quantitative and qualitative data collection and analysis, data visualization, survey development, focus group facilitation, public speaking, supervision, project management, writing, content and copy editing

LeShaeveon "Shae" Rowe

EDUCATION

University of California Los Angeles, Los Angeles, California, B.A. June 2017
Political Science – Concentration in International Relations and Comparative Politics

Antelope Valley College, Lancaster, California, AA Degree June 2015
Political Science and Liberal Arts | Social and Behavioral Studies

EXPERIENCE

Focus Strategies – Administrative Analyst March 2022 – Present

- Responsible for assisting with scheduling and providing high-level administrative support to the organization and project specific support to the Focus Strategies housing team
- Assists in preparation of documents for final publication for current and prospective clients
- Responsible for documentation of meetings with clients and internal staff

2nd St USA - Manager November 2019 – March 2022
Sherman Oaks, California

- Responsible for overseeing the work activities of entire store and monitors performance of the store to ensure store goals are achieved
- Manages and maintains all merchandise purchased to ensure the qualities are met in accordance with the company standards
- Utilizes knowledge of current trends and retail value research to evaluate pricing when buying clothes from customers.
- Resolves customers complaints or concerns regarding sales, products, services, or other matters in a prompt professional manner.
- Assists in the planning and preparing work schedules and assigning employees to specific duties; managing floor sales employee's work hours as well as attendance/absences and executes those tasks by themselves if necessary.
- Contacts suppliers when needed and manages all activities related to receiving and ordering merchandise
- Communicates with customers, management and peers in a friendly and attentive manner puts the customer first.
- Ensures that all organization activities and operations are carried out in compliance with local, state, and federal regulations and laws governing business operations
- Continuously provides training to all floor sales associates, both current and new, to ensure that the quality of the store operations is kept in line with the company's standard.
- Ensures that the proper security procedures are in place to protect employees, customers, and company assets.
- Assists in preparation of the activity reports of the entire store and providing them to the management.

RadNet Inc - Human Resources Compliance Specialist

Los Angeles, California June 2018 – November 2019

- Ensures all HR data is up-to-date and in compliance with legal requirements while maintaining a paperless system and HR records
- Maintains internal HR database files and develops custom reports to meet management needs, specifically related to AB 1825 Harassment Training
- Ensures compliance with state and federal accreditation requirements through effective communication, proper planning, and organization
- Tracks and schedules training for supervisors and enrolls new supervisors in necessary training to prepare them for their respective responsibilities.

- Tracks and verifies required licensing and certifications for clinical technicians while documenting licensing in HRIs system of record for all California offices
- Schedules BLS and ACLS training and renewal training for new and current staff in all California offices.
- Audits compliance during the evaluation process and reports to the appropriate individuals if any fallouts occur
- Audits new hire information entered in ADP Vantage to ensure consistency and accuracy
- Builds and maintains relationships with several vendors, state accreditation entities, and outside medical facilities
- Generates reports using ADP Vantage to effectively track employee data, while also communicating reports results to necessary parties effectively and concisely

Manatt, Phelps & Phillips LLP- Application Training and Professional Development Assistant

Los Angeles California June 2017 – June 2018

- Tracks Continued Learning Education credit for 300+ attorneys in both California and New York offices, while providing all deadline and course information to ensure their success and compliance with the California Bar and the New York State Bars weekly
- Effectively organizes and maintains hundreds of online and hard copy files of past and present Continued Learning Education courses within the firm
- Maintains positive relationships with contacts at various State Bars, program vendors, judges, in-house and outside attorneys, as well as Continued Learning Education guest speakers and outside providers.
- Efficiently coordinates Continued Learning Education courses for lawyers and staff members in several offices on both the East and West Coast daily, while ensuring hundreds of credits and certificates are quickly generated and distributed to in-house attorneys and guest attorneys on a weekly basis
- Manages data entry for the firms vICLE system to effectively track the success of 300+ in-house attorneys required to comply with one or more State Bars as well as the success of education courses hosted by the firm
- Coordinates application training for several incoming attorneys and staff members on a daily basis, to ensure they are capable and comfortable working with various programs necessary for their respective positions
- Creates 2-3 useful and easily accessible posts on how to use applications on the firm wide website weekly to encourage efficiency and productivity throughout the firm

ASUCLA Restaurants - Senior Student Supervisor

Los Angeles, California

February 2016 – June 2017

- Conducted on site training for proper safety procedures, equipment training, and customer service techniques for incoming employees and current staff on a weekly basis, while also updating and improving training procedures monthly
- Supervised 15+ students and UCLA staff during daily, nightly, and weekend shifts to ensure safety regulations and customer service procedures are followed correctly and efficiently throughout each shift
- Created productive team building exercises quarterly promote and increase team morale and productivity among employees

Los Angeles City Controller's Office - Government Intern

Los Angeles, California

September 2015 – December 2015

- Participated in intergovernmental communication and meetings to contribute ideas and marketing strategies for new government online databases and cellular applications
- Aided office personnel in designing, developing, and maintaining the Los Angeles City Controller's official website through nation builder online software
- Managed data entry for the Los Angeles City Controller's audits of various government departments

Antelope Valley College Health and Science Computer Laboratory - Lead Student Assistant Computer Technician

Lancaster California

February 2013 – September 2015

- Imaged, programmed, and installed computer hardware onto staff and student computers throughout Antelope Valley College
- Supervised students and student employees working with computers, printers, and various other lab resources

VOLUNTEER EXPERIENCE

Student Giving Committee – Chair

UCLA - Los Angeles, California

September 2015 – Spring 2015

- Articulated the importance of student giving in combating steady decrease of state funding to UCLA to students
- Taught effective techniques and strategies for inspiring students to give back to UCLA as undergrads and alumni
- Led and organized weekly meetings and large-scale events for current UCLA students, UCLA alumni, and prospective UCLA students throughout the academic calendar year

Reading for Kids – Volunteer

Los Angeles, California

September 2015 – Spring 2017

- Read grade level literature to elementary school children at various schools throughout Los Angeles
- Led and create appropriate arts and craft activities based on themes and/or characters weekly readings

Mortar Board National Senior Honors Society Agathai Chapter – Orientation Chair

UCLA – Los Angeles, California

April 2016 – Spring 2017

- Created and planned various introductory events for prospective members, while handling all parts of the event planning process including venue booking and transportation coordination

SKILLS/QUALIFICATIONS

- Comfortable with Microsoft Programs: Word, Excel, Power Point, Outlook, Access, Publisher, SharePoint
- Exemplary planning and organization skills due to results driven attitude and high level of detail orientation
- Exceptional ability to communicate effectively, delegate task, and create a positive environment encouraging initiative
- High skilled leader with exceptional research skills and ability to navigate research databases

MATTHEW DOHERTY

Matthew Doherty Consulting; Washington, DC

Former [REDACTED]
[REDACTED]

SUMMARY OF QUALIFICATIONS

Nearly thirty years of experience in public and nonprofit sectors, creating housing and economic opportunities for disadvantaged communities and implementing solutions to homelessness. Currently serve as an independent consultant on homelessness and housing issues at national, state, and local levels. Served as Executive Director for the United States Interagency Council on Homelessness (USICH) from January 2015 to November 2019, leading all aspects of the agency's operations and the implementation of the federal strategic plans to end homelessness, *Opening Doors* (launched in 2010) and *Home, Together* (launched in 2018.)

Demonstrated skills and expertise in providing comprehensive array of homelessness- and housing-focused consulting services to public and private sector clients. Current and recent consulting clients include: the State of California; the San Francisco Department of Homelessness and Supportive Housing; the City of Detroit, Michigan; the City of Baltimore, Maryland; the Center on Budget and Policy Priorities; Tipping Point Community; the City of San Diego, California; the City of Austin, Texas; the Family Housing Fund and the State of Minnesota; and the National Alliance to End Homelessness.

Master of Public Administration degree from the University of Washington and Bachelor of Arts degree from Oberlin College.

CAREER HISTORY AND EXPERIENCE

UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS

Agency Responsible for Coordinating Federal Response to Homelessness

Executive Director (January 2015 – November 2019)

Director of National Initiatives / Regional Coordinator Team Leader (Feb. 2013 – Jan. 2015)

Regional Coordinator, Federal Region IX (May 2012 – February 2013)

- ◆ Lead all elements of USICH's activities, focused on: driving an efficient, effective federal response to homelessness; building a national partnership at every level of government and with private sector; and providing guidance, tools, and training to support best practices in preventing and ending homelessness.
- ◆ Manage team of 17 professional staff who: coordinate Council comprised of senior leaders from 19 federal agencies and lead interagency working groups, aligning federal strategies, policies, and funding; provide guidance and support to state and local officials and leaders within public and private agencies; and implement communications activities to build the capacity of housing and services programs.
- ◆ Successfully led agency through transition of Presidential Administrations, secured multi-year extension to agency's authorization through Congress, and led collaborative processes for development and launch of new federal strategic plan to prevent and end homelessness, *Home, Together*.
- ◆ Implement strategies coordinated with national private sector organizations, including National Alliance to End Homelessness, Funders Together to End Homelessness, A Way Home America, US Conference of Mayors, National League of Cities, and many others.
- ◆ In previous roles, led USICH's team of Regional Coordinators and partnerships with federal and private agencies for implementation of national initiatives, and directly implemented activities within federal region IX, including Arizona, California, Hawaii, and Nevada.

MATTHEW DOHERTY

LESAR DEVELOPMENT CONSULTANTS

Affordable Housing, Homelessness, and Community Development Consulting Group

Principal, Housing Policy and Planning (August 2010 – May 2012)

- ◆ Provided policy, planning, and program management consulting services primarily to government agencies and programs responsible for affordable and supportive housing, community development, and ending homelessness.
- ◆ Prepared *Five-Year Work Plan Toward Goal of Ending Homelessness in Downtown San Diego*, adopted by San Diego City Council and managed the Ending Homelessness in Downtown San Diego Campaign Leadership Team and committees comprised of federal, state, and local partners.
- ◆ Planned and implemented Downtown San Diego Registry Week as part of national 100,000 Homes Campaign and guided the provision of housing and services interventions for the most vulnerable people experiencing homelessness identified.
- ◆ Provided expert guidance to County of San Bernardino's Mental Health Services Act Housing Program, including evaluating and underwriting housing development proposals for funding.
- ◆ Prepared strategic plan for creation of enhanced emergency shelter and homelessness services center and designed and delivered training curricula for housing and homelessness services program staff.

CORPORATION FOR SUPPORTIVE HOUSING

National Nonprofit Intermediary and Community Development Financial Institution

Director, CSH Consulting Group (February 2009 – July 2010)

Director, National Resource Center (January 2006 – February 2009)

Senior Program Manager / Program Officer, Project Development & Finance (Sept. 2004 – Jan. 2006)

Program Officer, San Diego County (October 2002 – September 2004)

- ◆ As Director of CSH Consulting Group, launched new department and managed provision of customized consulting, technical assistance, and training services to public agencies, nonprofit organizations, and collaborations, focused on enhancing systems for the financing, development, and operation of expanded supportive housing opportunities and implementing plans for ending homelessness.
- ◆ As Director of National Resource Center, led internal and external knowledge exchange and capacity-building activities, including the creation and implementation of publications, web-based toolkits, training curricula, manuals, and other resources designed to enhance the capacity of the supportive housing industry and to advance change and policy reforms within public systems.
- ◆ Implemented national initiatives, including the development of standardized curriculum and training materials for *Supportive Housing Training Institutes*, to create capacity and foster partnerships for the development, financing, and operation of permanent supportive housing programs.
- ◆ Managed wide variety of programmatic initiatives, including the expansion of quality assurance and improvement activities for housing organizations and financing agencies, including the development of CSH's *Seven Dimensions of Quality in Supportive Housing* publications and training curriculum.
- ◆ Implemented initiatives expanding employment services and opportunities for tenants of supportive housing, including management of the *Chronic Homelessness Employment Technical Assistance (CHETA) Center*, and creation of web-based *Toolkit for Connecting Supportive Housing Tenants to Employment*.
- ◆ Coordinated agency-wide activities for the underwriting of permanent supportive housing development proposals and presentations to Board Committee for granting and lending investments, and managed several re-granting initiatives, including the design and implementation of the *Assuring Quality* and the *Allies for Employment* granting and technical assistance initiatives.

MATTHEW DOHERTY

SAN DIEGO HOUSING COMMISSION

Public Housing Authority and Housing Finance Commission for City of San Diego

Assistant Manager for Resident Services (April 2001 – October 2002)

- ◆ Managed Resident Services Department, supervising team of twenty-one staff and leading the Department's activities, including: seven Community Technology Centers; financial self-sufficiency programming; economic development and employment services; youth academic enrichment programming; health care services; and Shelter Plus Care and other housing programs.
- ◆ Developed, implemented, and managed collaborations with diverse partners, including the San Diego Community College District, Family Health Centers of San Diego, University of California at San Diego, and a wide variety of nonprofit service providers.
- ◆ Oversaw outcomes-focused Requests for Proposals, contracting activities, services tracking, evaluation, reporting, and financial management systems to ensure accountability and impact.

KING COUNTY HOUSING AUTHORITY

Public Housing Authority for King County, Washington

Assistant Director of Resident Services (June 1999 – April 2001)

Manager, Senior and Disability Services (July 1997 – June 1999)

Support Services Manager (November 1995 – July 1997)

- ◆ Managed up to twelve staff positions and implemented and supervised various programs, including: economic development and employment services; community-building programming; youth education, mentoring, and enrichment activities; services and housing programs for senior citizens and adults with disabilities; and initiatives serving refugee and immigrant populations.
- ◆ Developed collaborative initiatives, including partnerships with social service and behavioral health care providers, leveraging Housing Authority rental subsidies to create new site-based and tenant-based supportive housing opportunities for adults with disabilities and other vulnerable populations.
- ◆ Management of outcomes-focused contract development, contract monitoring, and reporting procedures, and preparation of successful funding applications to local, state, and federal agencies.

NEIGHBORHOOD HOUSE

Organization Serving Residents of Public Housing Communities in Seattle and King County

Center Director, Yesler Terrace Neighborhood House (May 1993 – October 1995)

Family Support Outreach Worker (April 1992 – May 1993)

- ◆ Managed up to fourteen staff positions and implemented and supervised programs for families and individuals living within the Yesler Terrace public housing neighborhood and for other households receiving tenant-based rental assistance and other low-income households.
- ◆ Services and programs included: afterschool educational and enrichment programming for children and youth; youth employment opportunities; specialized services for immigrant and refugee populations; substance use services; case management and eviction prevention activities; services for senior citizens and adults with disabilities; and many other services.
- ◆ Provided guidance and support to Yesler Terrace Community Council, comprised of Yesler Terrace residents, to inform and shape policies and programming of Neighborhood House, Seattle Housing Authority, Seattle Police Department, and other organizations active within community.



Allegany County Department of Human Services

RFP Response Form

RFP for a Homelessness Continuum of Care (CoC) Strategic Planning Consultant

Budget and Budget Narrative

Budget (10 points, not included in page count)

8. Provide a detailed line-item budget that reflects a realistic estimate of project costs. (5 points)
This is proposed budget; final budget will be negotiated with DHS.

Activity	Cost
Phase I: Process Design	
Kick Off & Process Design Meetings (6)	\$3,710
Document & System Capacity and Performance Review	\$5,880
Stakeholder Interviews (10)	\$6,750
Draft and Finalize Workplan	\$6,325
Total Phase I	\$22,665
Phase II: Process Implementation	
Convene & Facilitate Project Leadership Team (11 months)*	\$4,140
Quantitative Analysis and System Capacity Needs Modeling	\$25,695
Community Engagement: PLE Focus Groups (2)/ Stakeholder Interviews (15)/Survey (1)/Listening Sessions (2)	\$18,200
Work Group Convening & Facilitation (6 groups x 5 mtgs)*	\$22,500
Total Phase II	\$70,535
Phase III: Plan Update Development	
Summary of Key Quantitative & Qualitative Findings	\$9,270
Draft Strategic Plan Outline, Goals, Recommendations	\$8,050
First Full Draft of Strategic Plan	\$8,200
Community Feedback: PLE Focus Groups (2)/Feedback Forums (3)	\$4,600
Final Strategic Plan Update**	\$13,580
Create and Deliver Presentation of Plan (3 presentations)	\$3,400
Total Phase III	\$47,100
Project Management (12 months)	\$39,900
Subcontractors	
Matthew Doherty Consulting	\$46,410
Diana T. Meyers and Associates (DMA)	\$24,130

Focus Strategies RFP for a Homelessness Continuum of Care (CoC) Strategic Planning Consultant

Total Subcontractors	\$70,540
Other Reimbursable Project Costs (Not to Exceed)	
PLE Compensation: Consulting (\$50/hr.) & Work Group, Focus Group, Survey Participation (\$22 - \$50/hr.)	\$12,590
Travel (quarterly 2-day visits, 3 from Washington DC and 1 from Portland; mileage for consultants local to Allegheny)	\$8,900
Translation Services for PLE if needed	\$5,000
Graphic Design Services for Camera Ready Strategic Plan	\$15,000
Total Other Project Costs	\$41,490
Total Cost for Plan Update and Development	\$292,230

*Includes time outside of meetings for DMA to onboard and support PLE committee members

** Includes incorporation of community feedback and two rounds of internal review

9. Provide a budget narrative that clearly describes assumptions and explains how costs were calculated. (5 points)

The proposed budget represents the entire anticipated cost of carrying out all the work outlined in the project plan, including extensive community engagement and community-based planning, in-depth quantitative analysis and system capacity and needs modeling, and the development of a final report that reflects significant community review and comment prior to being finalized. We anticipate participation by Matthew Doherty and DMA in all stages of the project, with each having involvement in accordance with their levels of relative expertise.

The budget was developed based on Focus Strategies’ past experience with projects of similar scope and scale, and by applying the hourly billing rate of each consultant to the hours anticipated to be needed for each component of the project. The budget can readily be adjusted to reflect a reduced or expanded scope in any of these areas, as determined in consultation with ACDHS and the HAB. Budget assumptions include:

- Significant work can be done remotely or hybrid and that in person work will be carried out primarily by our local project partner, DMA.
- The Consulting Team will provide all the project management and staffing of the project activities. If ACDHS has staff capacity to dedicate to the project, the budget would be reduced accordingly.
- ACDHS and the CoC will actively support the project by providing the Consulting Team access to data, reports, stakeholder contacts, and other resources needed to advance the project efficiently.
- All costs labeled Other Reimbursable Project Costs are estimated and actual costs would be billed as incurred

April 30, 2024

Allegheny County Department of Human Services
One Smithfield Street
Pittsburgh, PA 15222

RE: Partnership Commitment Letter for Focus Strategies' Homelessness Continuum of Care (CoC)
Strategic Planning Consultant Proposal

Dear Selection Committee:

I hereby express my firm's commitment to serve as a compensated partner with Focus Strategies in delivering the Contract Services outlined below, should Focus Strategies be selected as the primary consultant to lead the development of a strategic plan for the Allegheny County Continuum of Care.

I bring more than 30 years of experience in both the private and public sectors focused on ending homelessness and the creation of and integration of housing, services programs, and economic opportunities. Prior to launching Mathew Doherty Consulting in 2020, I served for nearly 5 years as the Executive Director of the United States Interagency Council on Homelessness and led the development and implementation of *Home Together*, the Federal Strategic Plan to End Homelessness. My consulting practice focuses on offering expert guidance to national, state, and local organizations seeking effective solutions to housing needs and homelessness.

In addition, I bring a wealth of experience designing and leading inclusive and effective community engagement as part of strategic planning processes, including most recently for the State of California, the City of Detroit, MI, and the City and County of San Francisco, CA. I have agreed with Focus Strategies that as a partner on this project, I will:

- Co-lead designing the strategic plan development process with Focus Strategies and in collaboration with the Allegheny County Department of Human Services (ACDHS) and the CoC;
- Co-lead with Focus Strategies ongoing facilitation of a project leadership team that includes representatives from ACDHS, the CoC, and other key stakeholders to be identified;
- Lead the consulting work on the design and implementation of the stakeholder engagement strategy, including working with Diana T. Meyers and Associates to fully integrate people with lived experience of homelessness into all phases of the project planning, qualitative information gathering, and work groups.
- Co-lead with Focus Strategies the consulting work on the development and prioritization of the strategic plan's SMART goals and actionable recommendations to achieve those goals; and
- Support the drafting, finalization, and presentation of the strategic plan to local leadership.

Focus Strategies and I have extensive experience working together and in the creation of highly effective local plans to make homelessness rare, brief, and non-recurring. I look forward to the opportunity to continue my partnership with the Focus Strategies team in support of the Allegheny County Continuum of Care's strategic planning process.

Sincerely,



Matthew Doherty
Consultant



April 29, 2024

Allegheny County Department of Human Services
One Smithfield Street
Pittsburgh, PA 15222

RE: Partnership Commitment Letter for Focus Strategies' Allegheny County Continuum of Care (CoC) Strategic Planning Consultant Proposal

Dear Selection Committee:

I am writing to convey DMA's commitment to serve as a compensated partner with Focus Strategies in delivering the Contract Services outlined below, should Focus Strategies be selected as the primary consultant to lead the development of a strategic plan for the Allegheny County Continuum of Care (CoC).

DMA is a PA-based housing and homelessness consulting firm. We have worked with the PA Department of Community and Economic Development since 1997 to provide consulting and staffing services to the Eastern PA CoC and Western PA CoC, the latter of which includes twenty counties surrounding Allegheny County. As an extension of our work within the region, we have partnered with Allegheny County providers and leaders on projects related to housing for individuals exiting criminal justice institutions, regional service coordination, and, most recently, as part of the PA Legislative Advocacy Committee for Ending Youth & Young Adult Homelessness, supported by National Network 4 Youth.

Beyond our work in the region, DMA works to support nine additional CoCs across eight states, as well as providing HUD-funded technical assistance to support YHDP implementation and VAWA training for HUD program offices. Our staff includes multiple individuals with lived experiences of homelessness, as well as staff with expertise in system planning, service design and service delivery for youth and individuals who have experienced gender-based violence.

Since 2018, DMA has been providing support to CoCs to initiate and support the development of meaningful opportunities to engage people with lived experiences/expertise of homelessness around system design, service design and evaluation. This includes development of Youth Action Boards (YABs), Homeless Action Boards (HABs), and Survivor's Collectives (made up of survivors of gender-based violence). As an extension of this work, DMA hired, trained and employees a Person With Lived Experience Coordinator on behalf of the Western PA CoC who works with the CoC's HAB and YAB members to support their participation, including on the CoC's Governing Board and all CoC Committees.

As part of the Focus Strategies team, DMA will support:

- Support the consulting team in developing and implementing the community engagement strategy, including identifying and establishing connections to key stakeholders



- Support the consulting team in identifying and engaging with people with lived experience/expertise who can serve in a consulting capacity, attend focus groups, and participate on work groups
- Provide people with lived experience/expertise who are participating in the strategic plan development with onboarding, training, and opportunities to recommend improvements in order to support their full and effective participation.
- Support the design and lead implementation of those aspects of the strategic planning process that are carried out in-person, including, for example, focus groups and listening sessions.

We look forward to this opportunity to partner with Focus Strategies and Allegheny County in the development of this strategic plan.

Sincerely,



Leigh Howard, President

DMA – Diana T. Myers & Associates, Inc.

