

PROPOSAL TO DEVELOP A 5-YEAR STRATEGIC PLAN TO REDUCE AND END HOMELESSNESS IN FAYETTE COUNTY



Prepared for:
Lexington-Fayette Urban
County Government
Room 338, Government Center
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COVER LETTER

Applicant Name	Analytic Insight
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Title	Proposal to Develop Five-Year Strategic Plan to Reduce and End Homelessness in Fayette County

SUMMARY OF PROPOSED PROJECT

1. **Kick-off Meeting:** AI will meet with LFUCG to establish the deliverables and timeline.
2. **Existing Data Gathering and Analysis:** AI will collect local and national data.
3. **50 Key Informant Interviews:** AI will develop an interview guide in consultation with LFUCG, schedule and conduct approximately 50 interviews.
4. **Social Network Analysis:** AI will conduct a social network analysis of the interrelationships between organizations in Fayette County working on issues related to homelessness.
5. **Strategic Planning Sessions:** AI will develop all materials, including fact sheets based on existing data and interview results, and facilitate six strategic planning sessions with a wide range of stakeholders and LFUCG project staff.
6. **Data Analysis and Literature Review:** AI will analyze all data, develop graphs and tables using SPSS and excel, and conduct a grey literature review of best practices and case studies for the Five-Year Consolidated Plan and presentation materials.
7. **Final Report:** AI will provide the project team with a draft report for review, make any revisions and provide the final report to the LFUCG project team.
8. **Presentation:** AI will present findings and a summary of the issues and recommendations to LFUCG Council.

On behalf of all of us at Analytic Insight, thank you for the opportunity to present our proposal. We look forward to hearing from you soon.

Sincerely,



Amy Flowers, PhD, President
Analytic Insight

1. METHODS AND APPROACH

We have developed an approach that involves the early and consistent participation of the LFUCG and other relevant stakeholders. We begin by holding a kick-off meeting with the project team, via conference call or video call, to discuss the project goals, methodology, protocols and timeline. Provided below is the methodology we intend to use for this project.

KEY INFORMANT INTERVIEWS

We begin our data collection with key informant interviews in order to assess the current housing needs, the current local homelessness services and resources provided, identify gaps or duplications in the local continuum of care, the processes for communication between service providers, strategies currently employed to decrease the local homeless population and provide more affordable housing, and ways LFUCG can improve coordination with service providers.

For this assessment, we anticipate conducting approximately 50 structured interviews with representatives from organizations that work directly with people experiencing homelessness and housing needs including CoC member organizations, as well as other key stakeholders, including local government housing organizations, direct service providers, school administrative staff, law enforcement, faith-based organizations and related non-profit organizations. AI may include interviews of up to ten individuals experiencing homelessness at the discretion of the LFUCG project team. We will work with the project team to obtain a comprehensive listing of stakeholders to contact for initial interviews.

Our goal will be to conduct an interview with a representative from each identified stakeholder. These interviews will provide the opportunity to consult with public and private agencies, including those that provide affordable/subsidized housing; health and public/human/social services, state and local health and child welfare agencies, adjacent units of

local government, including planning agencies, as well as the Lexington-Fayette Urban County Housing Authority.

Our interview guide will be developed to structure the interviews and assess existing conditions, evaluate system structure, composition and rules of operation, understand service needs and the root causes that contribute to homelessness and housing needs in Fayette County. We will ask participants to identify needs, service gaps and duplications, as well as evaluate the effectiveness of the current services being provided in the community. We will analyze the characteristics of communication between service providers, LFUCG and stakeholders using social network analysis and explore ways to improve coordination among service providers.

We will develop specialized questions in the key informant interview guide for a social network analysis. Typically, these questions focus on how frequently organizations communicate, how recently they worked together related to homelessness or whether they share resources. We often ask a hypothetical question, such as “if you received grant funding related to homelessness and needed to build a comprehensive team, what organization would you contact first?”

SOCIAL NETWORK ANALYSIS

We anticipate examining a number of social network descriptive characteristics to further understand the overall network of providers and stakeholders who contribute to addressing the issue of homelessness in Fayette County. During our key informant interviews, we will ask stakeholders to name, for example, the three organizations or individuals they have worked with most closely on homelessness and housing issues. This allows us to develop an understanding of the network of interrelated organizations working together to address homelessness in Fayette County.

The social network analysis will give LFUCG descriptions of the network, including measures of cohesiveness (how closely all organizations work together), what types of organizations (e.g. schools, law enforcement) are isolated from key service providers, and whether the network is characterized by "reciprocated" ties. We offer measures of the degree of cohesion, trust and social capital that is present among those working to address homelessness and housing in Fayette County.

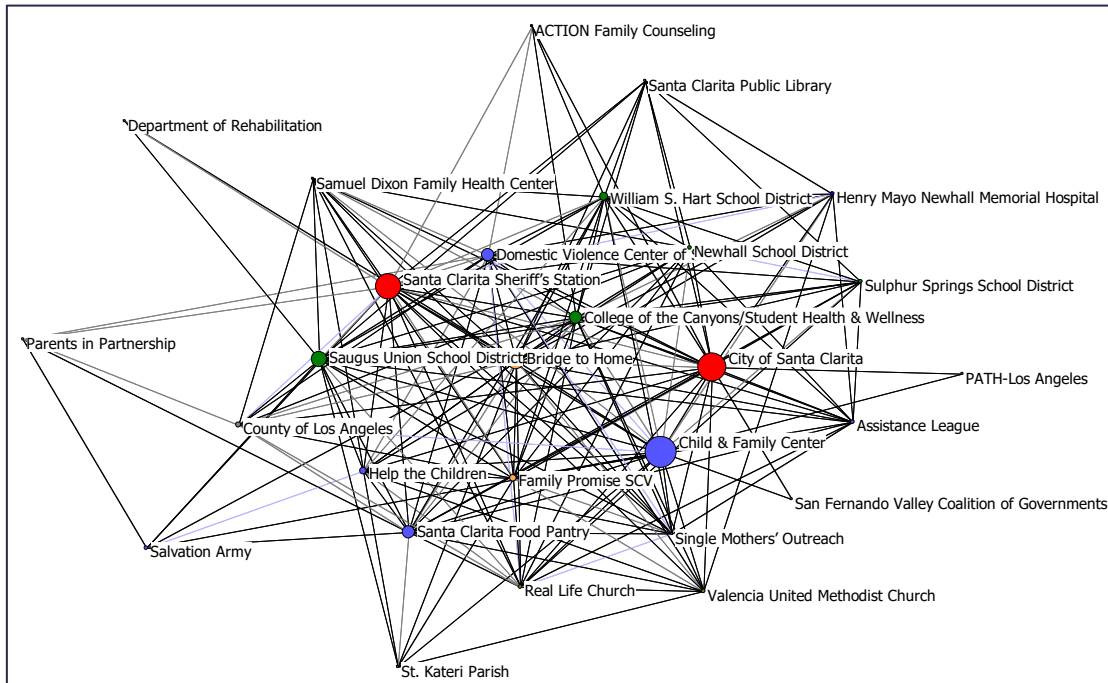
The network analysis may reveal subgroups or cliques within the network. If the data indicate that cliques are formed based on factors other than participation in homelessness initiatives, those will be important to identify. If the network contains highly segregated subgroups who are not well integrated, it may point to the need for additional communications or other efforts toward inclusion. If the network is integrated across naturally occurring divisions it indicates a particular strength.

AI uses UCINet software, which offers flexibility in exporting the matrices to produce visually stunning graphs. Nodes can be color coded according to any color palette, as well as scaled to size to represent an organization's measure on other variables.

The example chart below shows the network of organizations working on issues related to homelessness in the city of Santa Clarita, California. The graph was drawn based on answers to the question of how often an organization communicates with each other organization on a topic related to homelessness.

Organizations are color-coded by type, so that red nodes (circles) indicate City departments and blue nodes indicate service providers and green nodes indicate school districts. Dark solid lines connecting organizations indicate that they communicate weekly or more often,

as compared with the light blue that indicate organizations communicate at least monthly but less than weekly.



The size of each node conveys important information. The size of the node indicates the level of “betweenness”, or the proportion of communication in which they connect two or more other nodes that do not communicate with each other directly. A high betweenness score indicates that removal of the organization would have a critical impact on a large sector of the network. As shown in the graph, the City, the Sherriff, a few service providers and a single school district are the most “between” organizations that are key to any network communication.

The shape of the network is also important to note. With the exception of a few organizations (Department of Rehabilitation, Parents in Partnership and the Salvation Army), the network forms a circular, fairly smooth shape. This indicates (with exceptions noted) a well-distributed, evenly dense network. Those organizations may present an opportunity for increased inclusion.

The large amount of information contained in a single network analysis graphic and the large number of graphics that are made possible by a single survey question necessitates a strongly focused analysis. Graphics can be very complex and include a great number of variables and information. Alternatively, when focused on a single question, they can be quite straight-forward.

AI, if selected for this project, will provide focused and straight-forward information addressing the frequency of contact between stakeholders, the level of collaboration and the factors that define network ties. The focus of the analysis will be on actions LFUCG can take to strengthen the network, identify redundancies and gaps, as well as identify key players in the

The results will give LFUCG measures of cohesiveness, the direction of relationships, and whether the network is characterized by "reciprocated" ties. This is indicative of the degree of cohesion, trust and social capital present among those working to address homelessness. The analysis may also reveal subgroups within the network. This will inform actions LFUCG can take to strengthen the network, identify redundancies and gaps, as well as identify key players.

SIX STAKEHOLDER FOCUS GROUP PLANNING SESSIONS

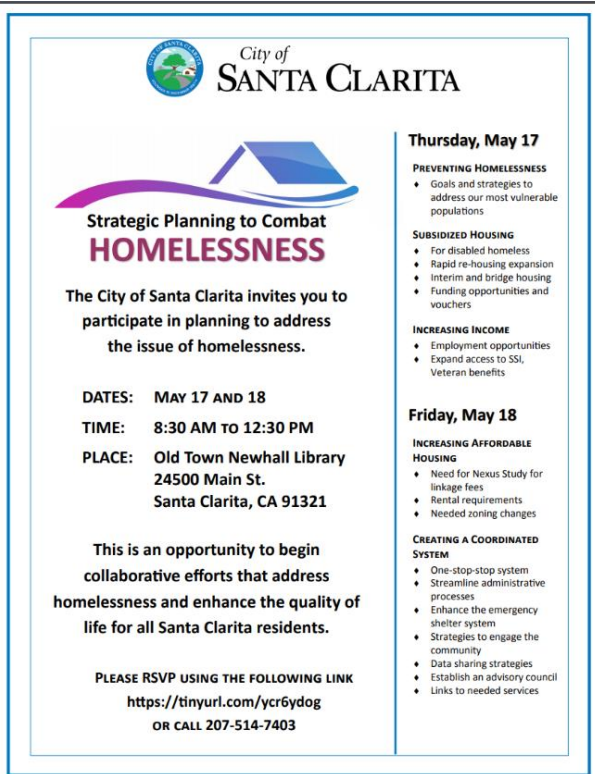
AI proposes facilitating six focus group planning sessions with CoC stakeholders, including direct service providers, housing providers, government agency staff and elected officials, criminal justice system stakeholders, health care professionals, behavioral and mental health providers, and school staff. These sessions will focus on prioritizing action items to be used in developing an actionable strategic plan for reducing and ending chronic homelessness.

Invitations

In our initial discussions with LFUCG, we will discuss who to invite to the strategic planning sessions. LFUCG can develop a list or AI can develop the list by using the key informant interviews and asking respondents to name "thought leaders" or highly knowledgeable

individuals. For optimal results, we propose approximately 25-30 individuals attend each group session of interest to them.

AI will develop invitations to be distributed by email or postal service. An example of a flyer distributed to relevant stakeholders in our work for the city of Santa Clarita is provided to the right. We track RSVPs using our online survey platform where participants can confirm the day and time of their choice, download an agenda or ask a



question. We will arrange all logistics, including reserving the venues and providing refreshments, agendas and print materials, pens, markers, and any items needed for strategic planning exercises.

Planning Session Activities

We will work with the project team to ensure that the stakeholder focus group planning sessions cover all important topic areas. However, in our experience, there are several broad topic areas that LFUCG may wish to consider that will focus each of the individual planning sessions.

1. Preventing Homelessness
2. Inventory of Housing and Emergency Shelters
3. Housing Supply and Demand
4. Needs of Special Populations
5. Community and Business Engagement
6. Creating a Coordinated System

We will work with LFUCG to determine specific goals under each of the broad topic areas. The goals will focus the action items to be discussed among the planning session participants. For example, in our work for the City of Chattanooga, each planning session focused our discussion around several broad topic areas. For the planning session around the topic “Preventing Homelessness”, participants discussed specific actions to address the following goals:

1. Goal 1: Identifying at-risk families through schools and connecting to services
2. Goal 2: Enhance drug prevention and cessation services
3. Goal 3: Enhance mental health services
4. Goal 4: Increase employment opportunities/connection to federal benefit programs

Following an introduction to the assessment and planning process, participants break into small groups and discuss actions the community can take to address each goal for about 10-15 minutes. Each group completes an “action card” for each action, strategy or initiative they discuss together. An

Topic Area: Preventing Homelessness
Goal: Identifying at-risk families through schools

Action: _____

Needed Resources: _____

Timeline: _____

Interested parties who will work toward implementation or management of this action:

<small>name</small>	<small>organization</small>

example of an action card is shown above. Our action cards and structured discussion ensures that the recommendations will be specific and include the persons, organizations and resources that are needed to ensure completion of each action item.

Once each small group completes their action cards, we discuss the actions as a larger group to determine consensus and feasibility of the proposed actions. The moderator and note

taker review and document each proposed action on a white board or large post-it note paper as they are discussed with the larger group. This exercise is then repeated for each identified goal.

On each action card, we ask participants to provide details on each action card, including the specific actions that need to be taken to address the goal, the resources that will be needed to complete the proposed action, a potential timeline to complete the proposed action and any stakeholders that should be approached to collaborate on the proposed action.

AI is using this approach in the development of Oklahoma City’s comprehensive homeless plan and has successfully used this approach to develop comprehensive plans for both the cities of Chattanooga, Tennessee and Santa Clarita, California.

Planning Session Locations and Timing

AI will arrange all logistics for the planning sessions. In general, we look for facilities that include a well-known location with easy transportation, parking and access for all participants, clean, well-appointed facilities large enough to accommodate participants, and easily accessible restrooms.

Refreshments will be provided at each planning session such as finger sandwiches, cookies, beverages and coffee/tea, depending on the time of day. AI proposes offering several dates, times and topic areas. Attendees will be able to choose topic areas of interest, dates when they are available, or attend all of the planning sessions as listed in the agenda.

Day	Session Time	Proposed Topic Area
Tuesday	9:00 AM – 12:00 PM	Preventing Homelessness/Housing Affordability
	1:00 PM – 4:00 PM	Inventory of Housing and Emergency Shelters
Wednesday	9:00 AM – 12:00 PM	Housing Supply and Demand
	1:00 PM – 4:00 PM	Needs of Special Populations
Thursday	9:00 AM – 12:00 PM	Community and Business Engagement
	1:00 PM – 4:00 PM	Creating a Coordinated System

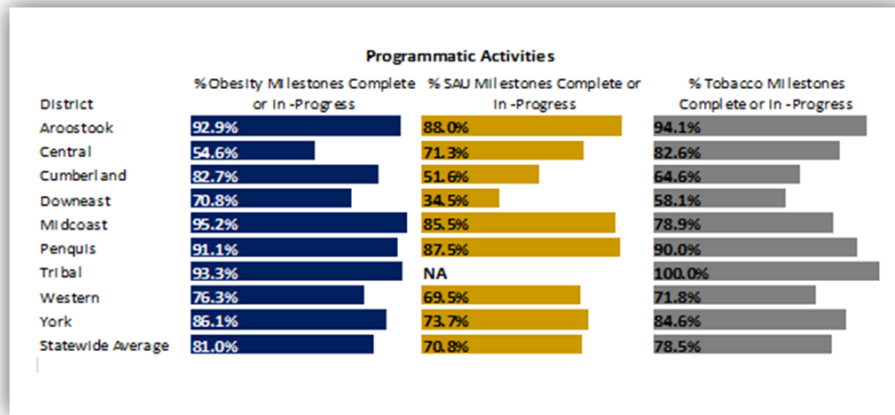
EXISTING DATA ANALYSIS

As a part of this study, AI will examine statistical and informational data sources and prepare a housing and homeless needs assessment. We will evaluate data including city, county and state-level CoC program data, PIT counts, HMIS data points and previously conducted needs assessments, as well as Census, HUD and Department of Labor data which will complement the data collected during the key informant interviews and stakeholder planning sessions. AI has extensive experience working with large, national data sources to create area profiles. In our work on the Cooperative Agreement to Benefit Homeless Individuals (CABHI) Evaluation funded by the United States Substance Abuse and Mental Health Services Administration, AI created profiles for 30 grantees. These profiles included information on the service provider's demographic profile compared to national trends, veteran population, participation by area residents in mainstream benefits such as Social Security, Supplemental Security Income or food assistance benefits, and housing demographics.

AI produces a variety of charts and graphs to show results of quantitative data obtained from existing data sources. An example is provided below from our work with the state of Maine's Healthy Maine Partnerships where we analyzed program data entered into a statewide tracking system.

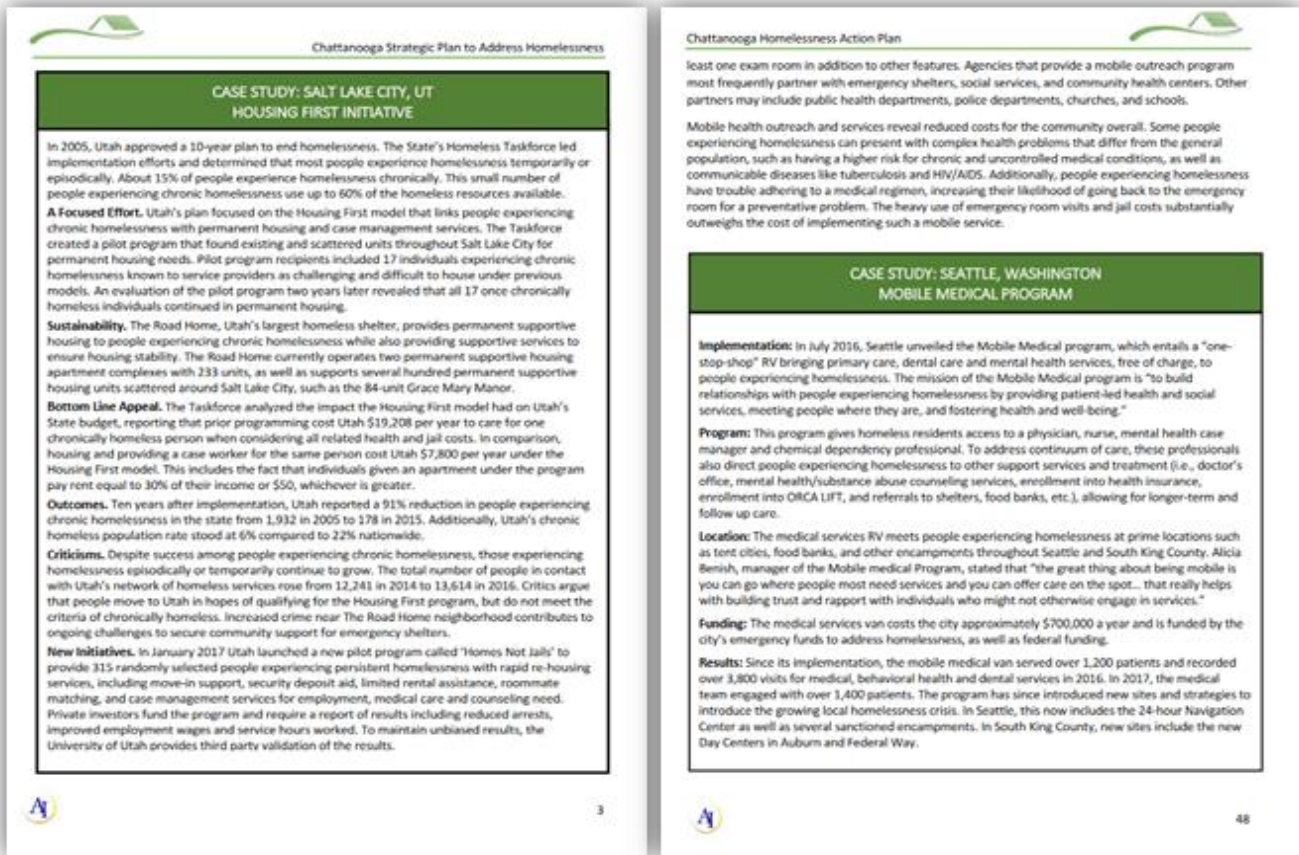
CASE STUDY CABHI GRANTEE: ALBUQUERQUE HEADING HOME

- **Emphasis on chronically homeless and medically vulnerable people with mental health and/or substance use disorders**
- **Organizational strengths: Political will, support from Mayor and business community**
- **Challenges: Focus on medically vulnerable individuals meant that women and families were underrepresented**
- **Lessons Learned: Cost savings (reduced shelter, jail and emergency room costs) generated positive reputation and community support, enabling a stronger network to address women and families experiencing homelessness.**



AI will conduct a literature review of other studies or data conducted by cities or communities like Fayette County, as well as research of best practices, strategies and actions that cities or communities like Fayette County have implemented to reduce and end homelessness. AI may develop case studies detailing successful implementation activities for action priorities. AI used this approach in our work in Chattanooga to great success.

We often use case studies in our final report to document real-world examples of actions communities take to address similar issues. AI recently incorporated the use of case studies in our 2018 Homelessness Action Plan for the Chattanooga Community to strengthen our recommendations for implementation and action. The following graphic shows two examples of case studies used in our previous strategic planning report.



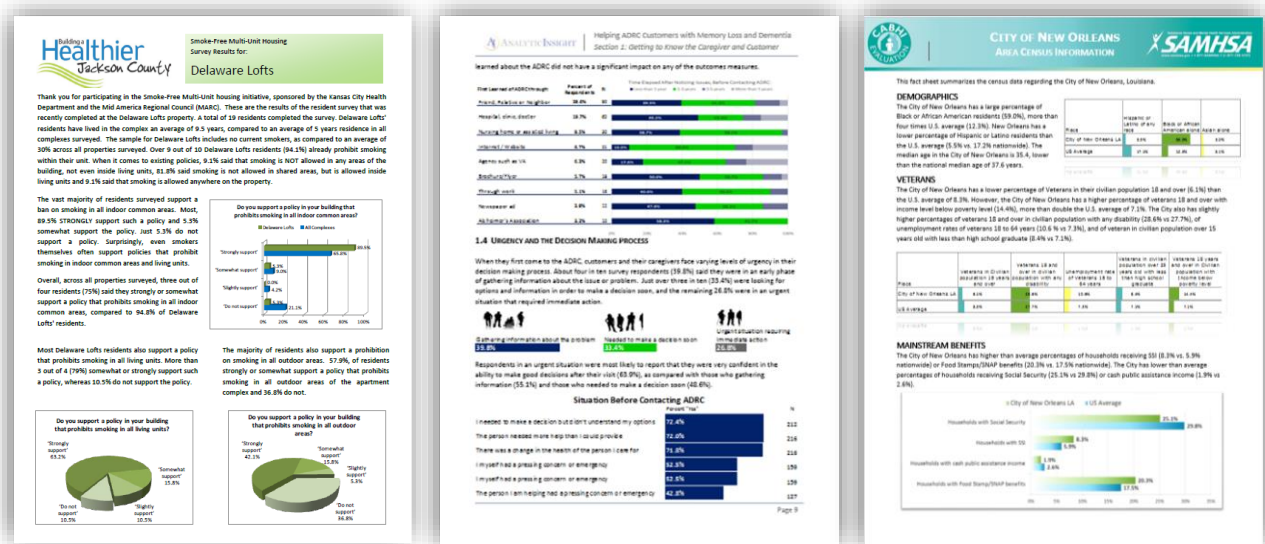
DATA ANALYSIS AND REPORTING

Through AI’s extensive experience working with state and local agencies, we have learned that it is critical to work closely with our client to dive deep analytically into the findings. When developing recommendations, we will work closely with the LFUCG project team to ensure that we address strategies that are practical for Fayette County and within the scope of the research.

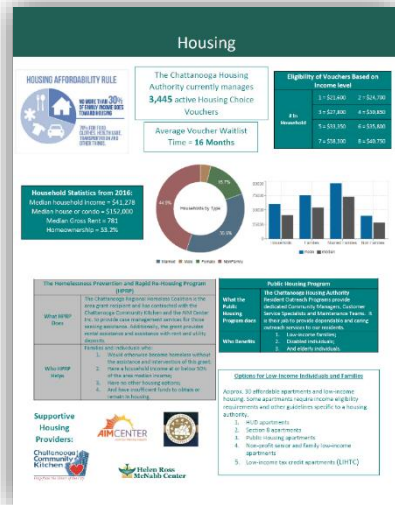
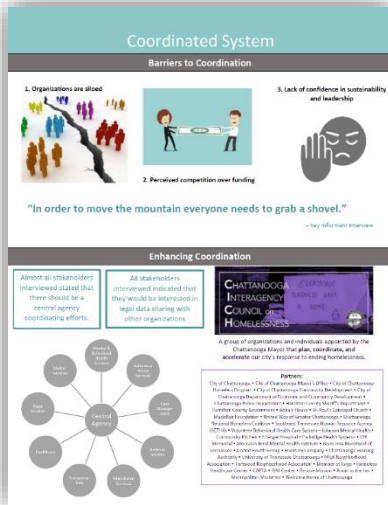
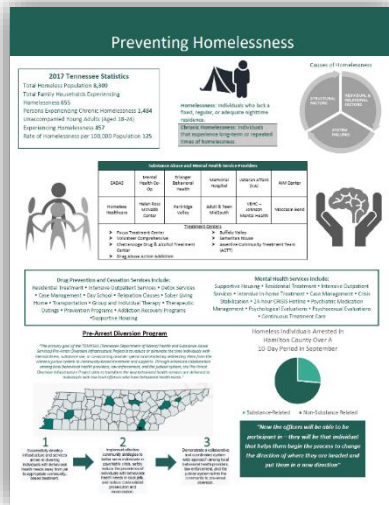
AI has extensive experience summarizing complex findings. In our final report, we strive to paint a portrait of the data with all its rich complexity and context. To accomplish this, we present scientific findings alongside well-designed charts and respondent or stakeholder quotations that poignantly illustrate key findings. Presenting qualitative data obtained through one-on-one interviews, focus groups or planning sessions is a specialty of AI.



AI takes pride in our ability to produce aesthetically pleasing visual tools and templates. AI has developed infographics and facts sheets for a number of our projects. We developed fact sheets for housing owners under our evaluation of Kansas City's Community Transformation Grant, to educate them about the advantages of smoke-free policies. We also recently developed fact sheets for grantees of SAMHSA's Cooperative Agreement to Benefit Homeless individuals (CABHI), provided here. Our strategy is to develop report graphics to provide clear, interesting and accurate portrayals of the results.



A few of the fact sheets we developed for our homelessness study in Chattanooga are shown on the following page. These fact sheets were distributed during stakeholder strategic planning sessions and each correlated with the action plan for the planning session.



FINAL ACTION PLAN

The result of the key informant interviews, interviews with individuals experiencing homelessness, stakeholder strategic planning sessions, and the use of existing data sources will be combined to produce the final comprehensive Strategic Plan Report.

AI will provide a draft analysis and report, revised with input from the project team, as well as a final analysis and report. Our Action Plan for the City of Chattanooga is available at:

<https://www.analyticinsight.org/chattanooga-report>

The Five-Year Consolidated Plan will include all the items as listed in the RFP, including an Executive Summary, all information packets, key informant interview guides, advertisements, planning agendas, notes, including Action Cards and all other relevant materials. In addition, AI will develop presentation materials for stakeholder meetings, public meetings and hearings, in consultation with the LFUCG project team.

TIMELINE

Task	Person Responsible	Date(s)
Kick-off Meeting: AI will meet with the project team to discuss the project deliverables and timeline.	AF	September 18, 2019
Existing Data Gathering and Analysis: AI will collect information from local and national data sources.	LO	September 19 – October 13, 2019
Draft Key Informant Interview Guide: AI will develop an interview guide for the key informant interviews.	AF	September 27, 2019
Key Informant Interview Guide Review and Finalization: AI will work with the LFUCG project team to finalize the draft interview guide.	AF	October 4, 2019
Conduct Key Informant Interviews: AI will schedule and conduct approximately 50 interviews.	LO, AR	October 7 – November 9, 2019
Strategic Planning Session Logistics and Material Development: AI will develop invitations, arrange venues, refreshments, agendas and all other materials for the planning sessions.	LO, AR	October 14 – November 9, 2019
Conduct 6 Strategic Planning Session: AI will moderate 6 strategic planning sessions.	AF, LO	Week of November 12, 2019
Data Analysis and Literature Review: AI will analyze all data, develop graphs and tables using SPSS and excel, and conduct a grey literature review of best practices and case studies for the final Strategy Report.	AR, JF	November 1 – December 20, 2019
Draft Report: AI will provide the project team with a draft report for review.	AF	By December 20, 2019
Final Report: AI will make any revisions and provide the final report to the LFUCG project team.	AF, LO	January 15 – February 17, 2020
Presentations: AI will present findings to LFUCG Council.	AF	April 2020

2. SCOPE OF WORK DELIVERABLES

Our organizational capacity exceeds that required for the project and our coordinated, collaborative approach ensures that no milestones or deliverables will be dependent on a single individual.

Our deliverables will include:

1. **Kick-off Meeting:** AI will develop an agenda and meet with the project team by conference or video call to discuss the project deliverables and timeline. We will distribute notes from the call within two business days after the call.
2. **Existing Data Gathering and Analysis:** AI will collect information from local and national data sources and provide statistical analysis, charts and a narrative analysis. The data sets and reports gathered will form one early deliverable. The narrative and analysis will be presented in the draft and final reports, as well as the presentations developed later in the project.
3. **Key Informant Interview Guide Development:** AI will provide a draft interview guide, work with the project team to finalize the questions, and provide a final interview guide.
4. **Key Informant Interviews and Notes:** AI will schedule and conduct up to 50 interviews. The interview scheduling and interview notes will become part of our final reporting. Our interviews consist of a combination of quantitative and qualitative questions, which are typically combined in a spreadsheet presenting person-by-person findings.
5. **Social Network Analysis:** AI will conduct a social network analysis and provide charts showing the analysis. AI will work with LFUCG to ensure that your questions are

answered, using color-coding of groups of organizations (e.g. by geographical area, provider type etc.) and specialized analyses.

- 6. Logistics for the Strategic Planning Sessions:** AI will develop and distribute paper and e-mail invitations, arrange venues and refreshments for the planning sessions.
- 7. Fact Sheets and other Materials for Strategic Planning Sessions:** AI will develop fact sheets for each planning topic, customized invitations and agendas. We will provide custom lanyards for participants, folders containing a session agenda, fact sheet, schedule and blank paper for note-taking, pens and all other needed materials.
- 8. Facilitation of Six Strategic Planning Sessions:** AI will moderate 6 strategic planning sessions. Deliverables will include notes, pictures of white board notes documenting conversations, completed Action Cards and attendance lists.
- 9. Data Analysis and Literature Review:** AI will analyze all data, develop graphs and tables using SPSS and excel, and conduct a grey literature review of best practices and case studies for the final Strategy Report.
- 10. Draft Report with Executive Summary:** AI will provide the project team with a draft report for review.
- 11. Final Report:** AI will make any revisions and provide the final report to the LFUCG project team.
- 12. Presentation Materials:** AI will develop and revise presentation materials for stakeholder meetings, public meetings and hearings.
- 13. Presentation:** AI will present findings in-person to LFUCG Council.

3. QUALIFICATIONS AND EXPERIENCE

AI is a HUBZone certified, woman-owned small business that provides public opinion research, strategic planning, needs assessments and program evaluations. AI has provided strategic planning, needs assessments and program evaluations since 2007, for 12 years at the city, county, state, and federal levels. As an opinion research and strategic consulting firm, our mission is to provide accurate, innovative and exemplary research.

AI is well-versed in all aspects of data collection, qualitative and quantitative data analysis and reporting, as well as strategic planning, needs assessments and program evaluation around the issue of homelessness. AI has conducted numerous complex strategic planning and needs assessment projects similar to the LFUCG strategic planning around homelessness.

- AI developed comprehensive strategic plans to combat and reduce homelessness for the cities of Chattanooga, Tennessee, Santa Clarita, California and Oklahoma City, Oklahoma. In each project, we enhanced collaboration and built trust among CoC service providers throughout the planning process, while using similar methods as those proposed for Fayette County. These methods included key informant interviews, social network analysis, community meetings and stakeholder focus group planning sessions.
- AI provided evaluation services for the Substance Abuse and Mental Health Services Administration's (SAMHSA's) Cooperative Agreement to Benefit Homeless Individuals (CABHI) program evaluation, under a subcontract with RTI. For the past three years, AI worked with data from 30 grant recipients to provide demographic profiles for their service area.

- We have developed strategic plans related to services and infrastructure, including the development of a strategic plan to address the aging population (the Seniors' Agenda) in Santa Clara County.
- In 12 years of business, AI has provided numerous needs assessments related to poverty, homelessness, youth and families, aging and disability and access to social services, including for the state of Kentucky's Division of Vocational Rehabilitation.

AI is a woman-owned small business with five professional staff members. In addition to providing strategic planning services to local communities, we have surveyed over 50,000 individuals and conducted over 100 focus groups on topics ranging from community needs, mental health, alcohol, tobacco and other drug use, homelessness, disability, aging and other topics related to health and public policy.

AI prides itself on providing an objective, external viewpoint while offering a methodology grounded in the local perspectives and insights of community members and stakeholders. Several of our clients have pointed to this as a particular strength when hiring AI for their research and strategic planning needs.

AI is located in the state of Maine where the quality of life is high and the cost of living is low. This enables us to provide LFUCG with exemplary customer service and client relations, as well as efficient, innovative and responsible work products at a very low cost. Our national experience provides a high level of expertise in homelessness planning and strategies including the Housing First model, while our grounded objective approach ensures that the project is based on the local expertise of Fayette County's stakeholders and residents.

AI is currently working with Oklahoma City, Oklahoma on the development of a comprehensive strategy to address homelessness. Additionally, AI has experience developing

comprehensive homelessness plans for several communities including Chattanooga, Tennessee and Santa Clarita, California. AI’s federal experience includes evaluation services for the Substance Abuse and Mental Health Services Administration’s (SAMHSA’s) Cooperative Agreement to Benefit Homeless Individuals (CABHI) program under a subcontract with RTI, Inc. AI worked with data from 30 grant recipients to provide demographic profiles for their service area, including for the Mountain Comprehensive Care Center and it’s service area that included the Kentucky counties of Floyd, Johnson, Magoffin, Martin and Pike.

Most of AI’s work is at the state and community level, where we take a project from the planning of a proposal to the presentation of final results. At the onset of a project, we often use secondary data sources such as the Census or Department of Labor Statistics to establish the demographic and cultural background of the project’s population of interest. For example, in our recent work to provide comprehensive homelessness plans in Chattanooga and Santa Clarita, AI used secondary data to report the community’s specific homeless demographics. Additionally, AI conducts needs assessments for AARP’s age-friendly community grant recipients, which typically include a demographic and housing profile of the community based on available Census data.

AI prides itself on our ability to build partnerships with the local community to support our research projects. Our use of participatory action research techniques ensures that we engage relevant stakeholders throughout the research process. By establishing relationships and securing community buy-in from the start,

“Their position as outsiders enabled Analytic Insight to be objective, but informed. AI was knowledgeable about the subject matter without being part of the internal politics and provided an external, neutral perspective.”

- Lee Pullen, Director of Marin County Aging and Adult Services

our clients are able to build on those relationships into the future for programming implementation and other needed investments.

AI's ability to work collaboratively with a variety of essential partners and community stakeholders, as well as our experience in providing strategic planning services around the issue of homelessness to local communities will bring exceptional value to LFUCG. As importantly, because of AI's federal work around the issue of homelessness, LFUCG will have access to a broad range of potential solutions – evidence-based approaches taken by similar areas nationwide – and their outcomes.

STRATEGIC PLANNING TO ADDRESS HOMELESSNESS IN CHATTANOOGA, TN

AI developed a comprehensive 2018 homelessness action plan for the City of Chattanooga, Tennessee. AI worked with City representatives and the Chattanooga Interagency Council on Homelessness (CICH), a group of organizations and individuals appointed by the Mayor of Chattanooga to plan, coordinate and accelerate the City's response to ending homelessness, which is similar to the Task Force on Homelessness established by Oklahoma City's Mayor.

To produce a comprehensive action plan for the City, AI conducted approximately 30 key informant interviews with city staff, local homeless service providers, community-based providers, faith-based organizations, homeless coalitions, health care professionals including mental health providers, education staff and administrators, as well as people experiencing homelessness. We also facilitated nine stakeholders focus group planning sessions with key stakeholders and City leaders. AI held a public meeting to prioritize action items discussed throughout the planning sessions and conducted a network analysis for the City. Together with a literature review of best practices, and successful action plans completed nationwide, we were able to provide a thorough and well-studied final action plan that highly satisfied our clients.

Our final report started with a vision statement to end homelessness to help set an optimistic mindset and positive outlook when looking at and reviewing the report. Next, we provided an executive summary with a short run-through of our entire report, followed by an introduction and background section that included information about the point-in-time count for homeless individuals in Chattanooga and other demographics. We then provided an assessment of the organizations that work to serve people experiencing homelessness and their needs in the sections titled “Community Challenges, Needs and Assets,” and “the Network of Organizations.” These sections included qualitative and quantitative data collected through key informant interviews and existing data, as well as a social network analysis diagram showing how well organizations work together to address homelessness. Lastly, AI presented the 2018 Chattanooga Community Action Plan that detailed 15 recommendations and solutions produced through the strategic planning sessions and public forum.

Charts and graphs were used heavily throughout the report to provide a visual understanding of the information being presented. Additionally, sprinkled throughout the report were case studies of similar actions and information snapshots of pertinent information. AI presented all these report elements in an aesthetically and visually appealing way.

AI developed the logic model depicted on the next page for the City of Chattanooga that demonstrated the flow from homelessness to housing, as well as a comprehensive homelessness plan detailing 15 actions for the City to pursue over the next five years. These actions ranged from short-term items, such as creating a standardized assessment and referral process, to long-term items such as establishing a low-barrier emergency shelter and increasing scattered site capacity for rapid re-housing. Other actions centered on hiring personnel such as Housing

Navigators to focus efforts on finding and placing people experiencing homelessness into permanent and stable housing as quickly as possible.

The slides below are from our presentation of the results to the taskforce on homelessness.



The link below provides the entirety of our final homelessness action plan.

<https://www.analyticinsight.org/chattanooga-report>

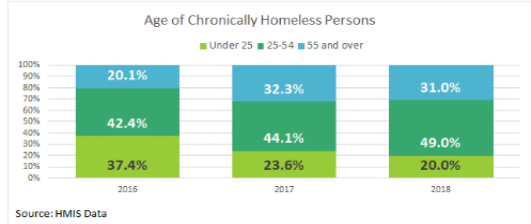
This project demonstrates our ability to lead stakeholder planning sessions with service providers, government leaders, community organizations and the public in a community approximately the same size as Fayette County and includes similar methodologies to those proposed for LFUCG in this proposal.

Chattanooga Report Sample

Chattanooga Homelessness Action Plan

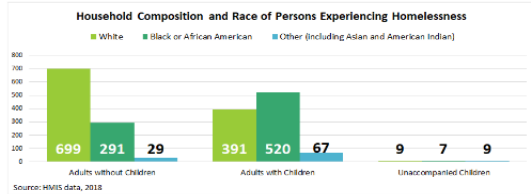
Age of Chronically Homeless Persons

Among those experiencing chronic homelessness, the percentage of people under the age of 25 has declined somewhat since 2016 while the percentages of chronically homeless people age 25-54 and 55 and over have each increased.



Homelessness and Race

Adults experiencing homelessness without children in Chattanooga are more likely to be white, whereas the majority of adults experiencing homelessness with children are African American.



Chattanooga Homelessness Action Plan

Homeless Management Information System (HMIS). HMIS is a local information technology system used to collect client-level data and data on the provision of housing and services to individuals and families experiencing homelessness and persons at risk of homelessness. Currently, approximately 130 providers, agencies and programs use Service Point to input data to comply with HUD's data collection, management, and reporting standards.

INFORMATION SNAPSHOT: CONTINUUM OF CARE

A Continuum of Care (CoC) is a regional or local planning body that coordinates federal funding for housing and services for people experiencing homelessness. The Southeast Tennessee CoC managed by the Chattanooga Regional Homeless Coalition serves eleven counties including Bledsoe, Bradley, Grundy, Hamilton, Franklin, Marion, McMinn, Meigs, Polk, Rhea and Sequatchie. Communities receive CoC funding primarily through the U.S. Department of Housing and Urban Development (HUD). HUD identifies four necessary parts of a continuum:

1. Outreach, intake and assessment in order to identify service and housing needs and provide a link to the appropriate level of both.
2. Emergency shelter to provide an immediate and safe alternative to sleeping on the streets, especially for homeless families with children.
3. Transitional housing with supportive services to allow for the development of skills that will be needed once permanently housed.
4. Permanent and permanent supportive housing to provide individuals and families with an affordable place to live with services if needed.

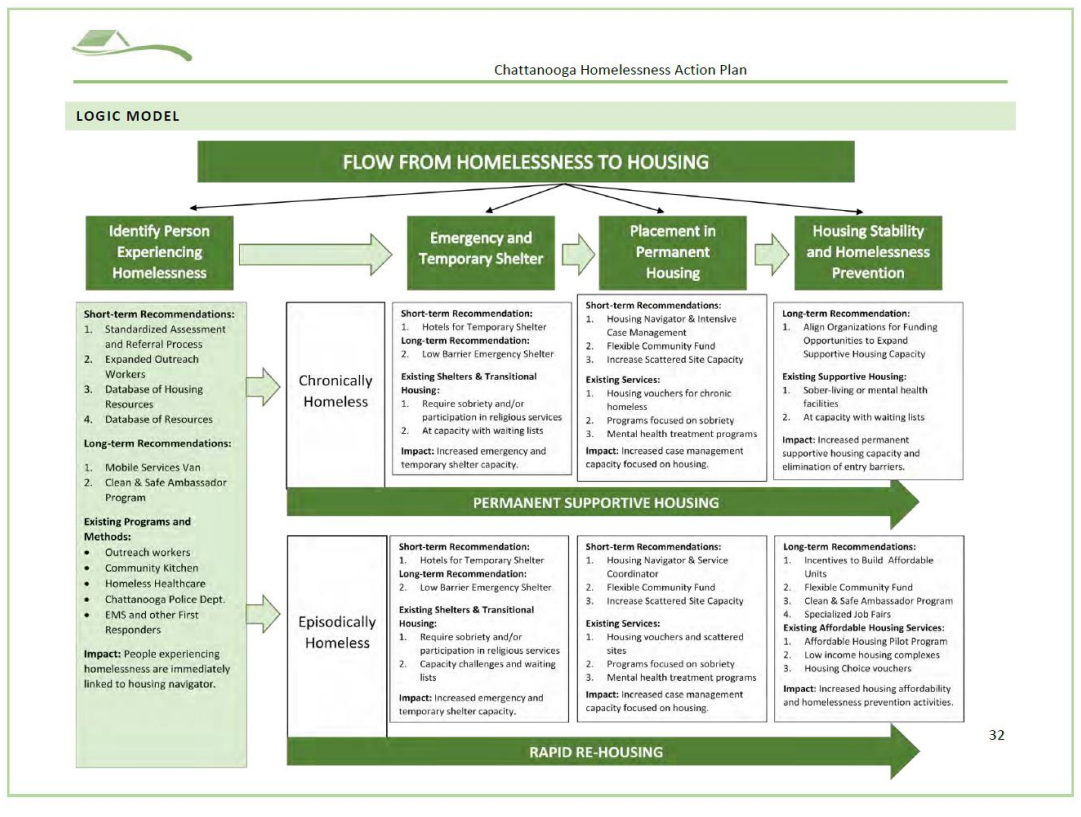
THE CHATTANOOGA INTERAGENCY COUNCIL ON HOMELESSNESS

On March 19, 2018, Mayor Andy Berke signed Executive Order Number 2018-01 creating the Chattanooga Interagency Council on Homelessness. Specifically, the Mayor created the Council to unite the community around an effective strategy to end homelessness. Additionally, the Mayor charged the Council with implementing a community plan that addresses the housing crisis, moves individuals experiencing homelessness into housing, and provides support to keep individuals housed.

Specifically, the Council's responsibilities include the following:

- Develop the community's plan to end homelessness;
- Coordinate all groups to implement the plan;
- Hold stakeholders accountable to meeting the goals outlined in the plan;
- Build more accountability and transparency to the community around homelessness; and
- Unify community resources to address homelessness towards a common goal and process.

Mayor Berke appointed Elizabeth McCright and Donna Maddox as co-chairs to lead the Council, with both confirmed in April 2018. The Council is staffed part-time by two City Staff members. At its first meeting on May 8, 2018, the Council established its bylaws, operating guidelines and held an orientation detailing the current homeless services in Chattanooga. The Council created a Planning Committee charged with creating a working plan with input from the Chattanooga community. The



STRATEGIC PLANNING TO ADDRESS HOMELESSNESS IN SANTA CLARITA, CA

AI developed a comprehensive 2018 homelessness action plan for the City of Santa Clarita, California, the third largest city in Los Angeles County. To achieve this, AI conducted approximately 30 key informant interviews with city staff, local homeless service providers, community-based providers, faith-based organizations, homeless coalitions, health care professionals including mental health providers, and education staff and administrators including the local community colleges and school districts. AI held a two-day planning event with stakeholders to develop a homelessness plan for the City of Santa Clarita. AI also conducted a network analysis for the City. Furthermore, AI developed the planning document and presented it, with City staff, to the City Council at a public meeting.

Our final report started with an introduction and planning context section that included the reason for the plan, information about our methodology and how it was carried out, as well as the current challenges facing organizations in the City. We then provided the bulk of our report findings in each of the topic area sections entitled “Preventing Homelessness,” “Increasing Income,” “Subsidized Housing,” “Increase Affordable/Homeless Housing,” and “Create Local Coordination,” which included specific actions relevant to each topic that the community could take to combat and end homelessness within their jurisdictions.

AI used charts and graphs throughout the report to provide a visual understanding of the information being presented. AI provided several network analysis graphics to display the connections of different organizations and how well each of them communicate with each other. Furthermore, AI color coded each topic area to allow for the final report to be presented in an easy-to-read format that mirrored Los Angeles County’s overall strategic visions of combating and ending homelessness in Fayette County.

The link below provides the entirety of our final homelessness action plan:

<https://www.santa-clarita.com/Home/ShowDocument?id=15984>.

For this project AI implemented a methodology that was very similar to the services we are proposing for LFUCG. This example demonstrates our ability to lead stakeholder planning sessions with business leaders, service providers and employees, to provide analysis within the context of state, city and county initiatives and requirements, to work with diverse stakeholders and to provide planning that is customized to fit the needs of our client.

SANTA CLARITA REPORT SAMPLES

City of Santa Clarita
City Plan to Prevent and Combat Homelessness

TOPIC AREA: INCREASING INCOME

Homeless families and individuals, like all residents, want the opportunity to increase their income to the point of being able to afford their own home. They can be aided in this regard by identifying and securing the assistance they need to increase their income. Many homeless adults can increase their income by employment and those who are unable to work can increase their income by applying for federal disability and other benefits. Understanding of the assistance they need can enable a large percentage of homeless adults to afford their own housing.

By ensuring that homeless families and individuals are aware of what assistance they require and have available to them, increasing income becomes much more feasible. This includes linking homeless individuals with information to the benefits they may qualify for, such as SSI, Medi-Cal or Veterans benefits. For healthy and competent individuals, this will include linking to employment programs, such as Cal WORKS.

The goals that will be addressed in this section include:

- Linking homeless individuals to benefits such as SSI, Medi-Cal or Veterans Benefits
- Establish or enhance subsidized employment programs, including Cal WORKS

GOAL: LINKING HOMELESS INDIVIDUALS TO BENEFITS SUCH AS SSI, MEDI-CAL OR VETERANS' BENEFITS

Task	Dates
Develop Bridge to Home and Family Promise policies describing the process, procedure and cost for employees and/or volunteers to become certified enrollers.	By March 2019
Develop information and instructional materials to provide homeless individuals or families who may be eligible for benefits.	By March 2019
Increase the number of employees and/or volunteers who become certified enrollers.	By June 2019; yearly thereafter
Track number of homeless individuals or family members evaluated for benefit eligibility, and the number or percentage enrolled in eligible benefits.	By June 2020; yearly thereafter

GOAL: ESTABLISH OR ENHANCE SUBSIDIZED EMPLOYMENT PROGRAMS

Task	Dates
Issue invitation to join City-sponsored committee and hold initial meeting.	By January 2020

Supporting Actions: Use Certified Enrollers to Increase Benefits

Supporting Actions: Conduct Employment Outreach

City of Santa Clarita
City Plan to Prevent and Combat Homelessness

TOPIC AREA: SUBSIDIZED HOUSING

Families and individuals who are homeless often lack sufficient income to pay for housing on a consistent basis, especially given the high cost of living and market-rate housing in the City of Santa Clarita and Los Angeles County. Subsidized housing may be key in allowing at-risk or homeless families and individuals to secure and maintain permanent housing. Given that there are few federal and local funding options for housing subsidies, it is imperative that available subsidies be matched appropriately to the needs of families or individuals.

By effectively matching families and individuals who fall under a certain demographic and qualify for subsidized housing (i.e., those with severe chronic health or mental health conditions), part of the problem may be mitigated. Unfortunately, not every at-risk family and individual will qualify for subsidized housing under current funding options; therefore, landlord and motel-owner outreach should be utilized as a strategy, which entails educating and persuading housing owners to see the benefits of accepting tenants under subsidized housing.

The goals that will be addressed in this section include:

- Increase the capacity of Rapid Re-Housing (RRH) including systems for identifying rental opportunities, help with moving, and case management services
- Conduct landlord outreach / motel-owner outreach

GOAL: INCREASE THE CAPACITY OF RAPID RE-HOUSING (RRH) INCLUDING SYSTEMS FOR IDENTIFYING RENTAL OPPORTUNITIES, HELP WITH MOVING, AND CASE MANAGEMENT SERVICES

Task	Dates
Determine amount of CDBG funds allocated to RRH projects.	July 2019; yearly thereafter
Designation of lead City staff member to assist non-profit organizations.	By September 2018
Number of Measure H or other funding source applications by non-profit organizations for RRH projects.	TBD

GOAL: CONDUCT LANDLORD OUTREACH / MOTEL OWNER OUTREACH

Task	Dates
Develop list of owner participants and invitation and/or outreach materials.	By June 2019
Develop focus group moderator's guide, conduct focus groups, and develop focus group report	By July 2019
Hold focus groups or meetings to gather input.	By September 2019
Develop list of potential committee members.	By November 2019
Hold first meeting for committee of landlord and	By January 2020 and thereafter

Supporting Actions: Build Capacity to Apply for Measure H Funding

Supporting Actions: Engage Landlords to Accept Vouchers and Other Subsidies



City of Santa Clarita
City Plan to Prevent and Combat Homelessness

The following chart shows the communication patterns of the Santa Clarita organizations working on issues related to homelessness. Network analysis offers a large amount of information on a single chart. The size and color of each circle, as well as the type of line connecting organizations, have special meaning.

SIZE

The size of each circle representing an organization reflects the organization's betweenness in the network. Betweenness is a measure of how often an organization acts as a liaison between others in the network. Organizations with a high level of betweenness communicate directly and frequently with a large number of other organizations in the network and are highly influential.

COLOR

Organizations are color coded by type.

Type of Organization	Color Code
City	Red
County	Blue
Education	Green
Service Provider	Yellow
Faith-based	Purple
Healthcare	Orange

CONNECTIONS

The darker the line connecting organizations, the more frequently they communicate.

10



ADDITIONAL EXPERIENCE WITH SIMILAR METHODOLOGIES

A few of our most relevant past projects of similar size and scope are described below.

Project Name	Cooperative Agreement to Benefit Homeless Individuals (CABHI) Evaluation
Client	SAMHSA, under a subcontract to RTI, Inc.
Description of work	AI provided secondary data analysis, including Census and HUD data, and other evaluation services examining the impact of services connecting homeless individuals with Social Security and other programs.
Period of work	2016-2018
Final Deliverables	Demographic profiles for the areas and populations served by 30 grantees; analysis of HUD, Census, DOL and other data to reflect how changes in the population served impact the effectiveness of homeless prevention and reduction strategies.
Project Name	City of Waynesboro / Augusta County Community Youth Needs Assessment
Client	Central Shenandoah Valley Office on Youth and the Greater Augusta Prevention Partners Coalition
Description of work	AI assessed the needs of youth in Augusta County, Virginia, including an analysis of negative youth behaviors and problems most frequently seen in the community, community risk and protective factors contributing to youth delinquency and resiliency, service gaps and possible solutions. This mixed- methods approach included key informant interviews of service providers and community organizations that serve youth, a parent mail survey, parent/youth intercept interviews at local grocery stores and the county fair, and a stakeholder planning forum.
Period of work	January 2018 – September 30, 2018
Final Deliverable	Final Needs Assessment Report with Strategic Action Plan
Project Name	Palo Alto Family and Youth Needs Assessment
Client	City of Palo Alto, California
Description of work	This project assessed the personal, educational and childcare needs of families with young children under 12. AI conducted approximately 20 key informant interviews of relevant stakeholders and 41 childcare provider interviews. AI conducted three focus groups of specialized groups of minority parents and parents with special needs children.
Period of work	February 2018 – January 2019
Final Deliverable	Final Report and presentation of findings to the City Council
Project Name	Comprehensive Statewide Needs Assessment
Client	State of Kentucky, Office of Vocational Rehabilitation
Description of work	This research included key informant interviews with service providers and employers, as well state staff and State Rehabilitation Council members. AI provided a survey of consumers and secondary analysis of program data.
Period of work	2012

Final Deliverable	Final Report of findings and recommendations to fulfill the requirements of the Workforce Innovation and Opportunity Act (WIOA) amendments to the Rehabilitation Act of 1973.
Project Name	Santa Clara County Seniors' Agenda Needs Assessment
Client	Santa Clara County Public Health Department
Description of work	This project involved the evaluation of community resources for senior citizens and development of a Seniors' Agenda, including an assessment of senior needs in Santa Clara County, California. The project involved community forums, focus groups and surveys among several stakeholder organizations. Several secondary data sources such as the Santa Clara County BRFS, the California Health Interview Survey, local city satisfaction surveys and Census data were analyzed to inform the evaluation. AI provided all research services and provided the County with a report of the findings.
Period of work	2012
Final Deliverable	Final Report on findings and recommendations
Project Name	Workforce and Seniors Needs Assessment
Client	Fairbanks North Star Borough and Alaska Mental Health Trust Authority
Description of work	This research included extensive key informant interviews, community forums that gathered the opinions of seniors and other community members, a telephone survey and an Internet survey. Dr. Flowers also worked closely with the Alaska Commission on Aging and a project Advisory Board consisting of members of a variety of stakeholder organizations. Dr. Flowers presented the results to the community in a community feedback forum, and at the Alaska Public Health conference in Anchorage.
Period of work	2010
Final Deliverable	Final Report of findings and recommendations

REFERENCES

1	<p>City of Chattanooga Tyler Yount, Director of Special Projects tyount@chattanooga.gov (423) 643-7811 August – December 2018 This comprehensive, strategic planning effort to end homelessness included key informant interviews, stakeholder focus groups, a public meeting to prioritize action items, logic model development and social network analysis. Results were aligned with the Los Angeles County Homeless Initiative.</p>
2	<p>City of Santa Clarita Jerrid McKenna, Assistant to the City Manager jmckenna@santa-clarita.com (661) 255-4921 February – August 2018 This goal of this project was to develop a comprehensive five-year plan to address homelessness. Our methods included key informant interviews, a two-day stakeholder planning event and a social network analysis.</p>
3	<p>State of Kentucky, Office of Vocational Rehabilitation Cora McNabb, Executive Director (502) 564-4754 cora.mcنabb@ky.gov February – December 2012 This project was a comprehensive, statewide needs assessment to evaluate the available services and unmet needs of Kentucky residents with blindness or visual impairment. Methods included key informant interviews, including interviews of service providers and businesses, a consumer survey and secondary data analysis.</p>

WORK SAMPLES

1. Chattanooga Homelessness Plan
<https://www.analyticinsight.org/chattanooga-report>
2. Santa Clarita Homelessness Plan
<https://www.santa-clarita.com/Home/ShowDocument?id=15984>
3. Waynesboro VA Needs Assessment
<https://www.analyticinsight.org/needsassessment>

4. LIST OF PROJECT PERSONNEL

Dr. Amy Flowers, AI's president and founder, will serve as project manager for this project. Dr. Flowers has been managing similar evaluation research for over twenty years. She has a BA from the University of California at Berkeley and earned her PhD at the University of Southern California in sociology. Dr. Flowers is skilled in quantitative methodologies and analysis, as well as certified in qualitative interviewing techniques by the RIVA institute, the gold-standard in interviewer and facilitator training.

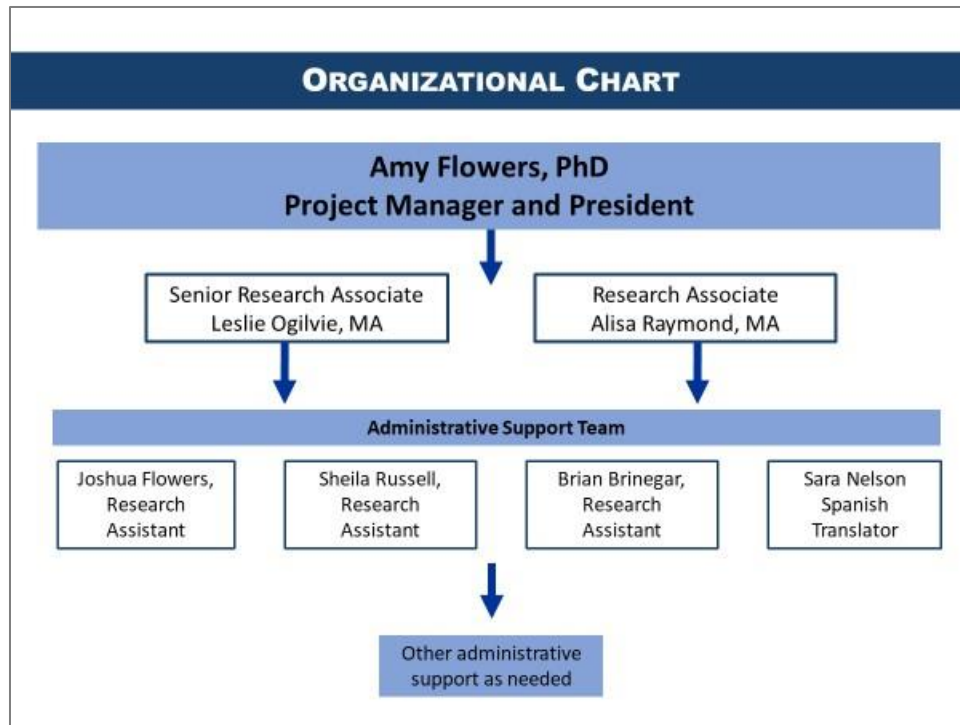
In addition to Dr. Flowers, our staff includes five professional staff and several part-time administrative assistants. For this project, our core team will include Ms. Leslie Ogilvie and Ms. Alisa Raymond. Ms. Ogilvie brings a Master's in Public Administration and experience in all phases of research. Ms. Ogilvie recently conducted strategic planning sessions with the Board of the Cape Fear Community Land Trust, an organization that aims to provide access to land and housing to those who would otherwise be denied, increase long term neighborhood assets and preserve housing affordability permanently. These strategic planning sessions included vision and mission statement analysis, analysis of the organization's strengths, weaknesses, opportunities and threats, as well as identification of strategic issues facing the Trust.

Ms. Raymond also brings a Master's in Public Administration, with an emphasis on public health policy. Ms. Raymond is well-versed in quantitative analysis and how to use statistical techniques to analyze and draw conclusions from quantitative data. Additionally, she is able to perform program and policy evaluations and assessments through the analysis of performance and operations data. Ms. Raymond utilizes this knowledge in her work with AI to evaluate and assess how communities can mitigate the issue of homelessness.

Our seasoned evaluation team is well versed in all aspects of community-based programs in the HMP topic areas. Our organizational capacity exceeds that required in the Request for Proposals and our coordinated, collaborative approach ensures that no milestones or deliverables will be dependent on a single individual. The core AI evaluation team consists of:

Person	Project Title and Role
Amy Flowers, PhD	<u>Project Manager</u> <ol style="list-style-type: none"> 1. Primary responsibility for this contract 2. Oversight and direct management of all tasks and activities 3. Kick-off meeting 4. Monthly project updates to LFUCG 5. Lead development of interview guides 6. Oversee key informant interviews 7. Oversee secondary data gathering 8. Social network analysis questions and data analysis 9. Facilitate stakeholder planning sessions 10. Monitor and oversee all data analysis and literature reviews 11. Report development 12. Presentation development 13. Present results to LFUCG
Leslie Ogilvie, MPA	<ol style="list-style-type: none"> 1. Assist in development of interview guides 2. Schedule and conduct key informant interviews 3. Develop stakeholder planning session agendas, invitations and materials 4. Stakeholder planning session RSVP management 5. Assist/facilitate stakeholder planning sessions 6. Data analysis and literature review 7. Report development 8. Presentation development
Alisa Raymond, MA	<u>Research Associate</u> <ol style="list-style-type: none"> 1. Conduct key informant interviews 2. Arrange logistics for planning sessions 3. Draft planning session agenda, invitation and material development 4. Manage RSVPs for planning sessions 5. Assist with data analysis and literature review 6. Assist with report development 7. Draft presentations
Joshua Flowers	<u>Research Assistant</u> <ol style="list-style-type: none"> 1. Gather existing data sources 2. Data visualization and graphics 3. Assist with stakeholder planning session logistics as needed 4. Assist with stakeholder planning session RSVP management 5. Secondary data analysis from existing data sources

5. ORGANIZATION CHART/PROPOSED PROJECT TEAM



6. AVAILABILITY

AI is available to begin this project immediately and meet all deadlines and deliverables as described in this proposal. As shown in the organizational chart above, the core project team consisting of Dr. Flowers, Ms. Ogilvie, Ms. Raymond and Mr. Flowers, will have additional staff resources available if needed.

7. ESTIMATED HOURS BY TASK

The number of staff hours is shown below for each of the major tasks.

Task	Hours per AI Member				Total Hours
	AF	LO	AR	JF	
Administrative/Planning	10	14	32	30	86
Key Informant Interviews and Analysis	10	31	52	60	153
Strategic Planning Sessions	38	52	26	30	146
Data Analysis and Literature Review	12	20	40	20	92
Strategic Action Plan Report and Presentation	20	52	58	5	135
Total	90	169	208	145	612

8. SCHEDULE OF RATES AND COST BY TASK

Our proposed cost for this project totals \$50,000. This includes all project team hours, travel costs, facilities, supplies, materials and equipment costs.

Our hourly rates are as follows:

Labor Category	Staff Member	Rate of Pay
Project Manager	Amy Flowers, PhD	\$162.41
Senior Research Associate	Leslie Ogilvie, MPA	\$67.23
Research Associate	Alisa Raymond, MPA	\$45.87
Research Assistant	Joshua Flowers	\$35.95

Project costs by task are shown below:

Task	Cost
Administrative/Planning	\$4,250.00
Key Informant Interviews and Analysis	\$7,675.00
Strategic Planning Sessions	\$19,950.00
Data Analysis and Literature Review	\$5,750.00
Strategic Action Plan Report and Presentation	\$12,375.00
Total	\$50,000.00

9. FORMS

APPENDIX A: STAFF RESUMES

AMY FLOWERS, PHD

President of AI and Project Manager

RESPONSIBILITIES

- Oversight and direct management of all tasks and activities
- Lead development of all interview and moderators' guides
- Oversee key informant interviews and existing data gathering
- Social network analysis development
- Facilitate stakeholder planning sessions
- Monitor and oversee all data analysis and literature reviews
- Report development

EDUCATION

PhD	University of Southern California	Sociology	1995
MA	University of Southern California	Sociology	1992
BA	University of California at Berkeley	Philosophy	1981

EXPERIENCE

Analytic Insight, Lewiston, ME	President	2007-present
Market Decisions, Portland, ME	Research Manager	2005-2007
The Hay Group, Jersey City, NJ	Consultant	2001-2003
Godbe Research & Analysis, Half Moon Bay, CA	Senior Research Analyst	1999-2001
California Polytechnic State University, Pomona, CA	Assistant Professor	1996-1999
Mattson & Sherrod Associates, Los Angeles, CA	Director of Research	1992-1996

RELEVANT PROJECTS

Santa Clarita Homelessness Plan. AI conducted approximately 30 key informant interviews with city staff, local homeless service providers, community-based providers, faith-based organizations, homeless coalitions, health care professionals including mental health providers, and education staff and administrators including the local community colleges and school districts. Dr. Flowers facilitated a two-day planning event with these stakeholders to develop a homelessness plan for the City of Santa Clarita. Dr. Flowers also conducted a network analysis for the City.

Chattanooga Homelessness Plan. AI conducted approximately 30 key informant interviews with city staff, local homeless service providers, community-based providers, faith-based organizations, homeless coalitions, health care professionals including mental health providers, education staff and administrators, as well as people experiencing homelessness. Dr. Flowers

facilitated nine stakeholder focus group planning sessions with key stakeholders to develop a homelessness plan for the City of Chattanooga, as well as a public meeting to prioritize action items discussed throughout the focus group planning sessions. Dr. Flowers also conducted a network analysis for the City.

Cooperative Agreement to Benefit Homeless Individuals (CABHI). Dr. Flowers managed all secondary data analysis, including Census and HUD data, and other evaluation services examining the impact of services connecting individuals experiencing homelessness with social security and other programs.

Community Youth Needs Assessment. AI assessed the needs of youth in Augusta County, Virginia, including an analysis of negative youth behaviors and problems most frequently seen in the community, youth delinquency and resiliency, service gaps and possible solutions. This mixed methods approach includes key informant interviews of service providers and community organizations, a parent mail survey, parent/youth intercept interviews, and a stakeholder forum in August.

Youth Tobacco Survey Analysis – Identification of At-Risk Youth for Intervention Services. Using Maine’s Youth Tobacco Survey (YTS) data, AI used a quantitative methodology to identify youth at-risk for tobacco use in the state’s efforts to target intervention where it is most needed and most effective. This analysis utilized factor analysis and logistic regression to examine the relative strengths and weaknesses of risk and protective factors among the state’s youth.

Comprehensive Statewide Needs Assessments. Dr. Flowers conducted CSNAs for the states of Pennsylvania, Kentucky and Delaware. For each of these CSNAs, AI staff interviewed employers, community-based service providers, health providers, vocational rehabilitation staff and other stakeholders and advocates. We conducted focus groups of consumers, as well as developed and administered surveys of consumers, employers and other stakeholders.

Wisconsin ADRC Evaluation Research Services. AI has provided 12 consecutive evaluation research studies to the State of Wisconsin’s Department of Health Services regarding the performance of the state’s Aging and Disability Resource Centers (ADRCs). This work has explored options counseling and provision of information services, Medicare and Medicaid enrollment and waiver programs, training and sustainability, as well as organizational issues such as regionalization of services and the use of topic specialists. We have conducted research on caregivers, students transitioning to adulthood, tribal members, and identifying discrepancies in service related to disability type, co-occurring disabilities, race, gender and region.

PUBLICATIONS

- Flowers, A. (2008). Entries for "Disclosure" and "Privacy". In the *Encyclopedia of Social Science Research*. Thousand Oaks, CA: Sage Publications.
- Flowers, A. (2007). [Review of the book *Probabilities: The Little Numbers that Rule Our Lives*, P. Olofsson]. *Journal of Official Statistics*, 23(4), 593-602.
- Flowers, A. (2003). The Manufacture of Fantasy. In P. Adler (Ed.), *Constructions of Deviance: Social Power, Context, and Interaction*. Belmont, CA: Wadsworth Publishing.
- Flowers, A. (1999). Research From Within: Participant Observation in the Phone-Sex Workplace. In J. Elias (Ed.), *Prostitution*. Amherst, NY: Prometheus Books.

- Flowers, A. (1998). *The Fantasy Factory: An Insider's View of the Phone Sex Industry*. Philadelphia, PA: University of Pennsylvania Press.
- Flowers, A. (1989, February). What Singles Really Want. *Los Angeles Magazine*.

RELEVANT PRESENTATIONS:

- Flowers, A. and Anne Olson (2016, August). *Exploring Customer Satisfaction and the Maturation of a Statewide Coalition of Aging and Disability Resource Centers*. Paper presented at the *National Home and Community Based Services Conference* sponsored by National Association of States United for Aging and Disabilities (NASUAD), Arlington VA.
- Flowers, A. (2014, October). *Keynote Speaker*. Wisconsin Alliance of Information & Referral Systems (AIRS) 2014 Annual Training Conference, Wisconsin Dells, WI.
- Flowers, A. (2013, November). *Barriers to Employment Among the Blind and Visually Impaired: Findings From Two Comprehensive Statewide Needs Assessments*. Paper presented at the American Public Health Association, Boston, MA.
- Flowers, A. (2013, March). *Helping Consumers Choose Between Models of Care Coordination and Integrated Care*. Paper presented at the Center of Excellence on Disability Research National Conference, Sponsored by DHHS and Mathematica, Washington DC.
- Flowers, A. (2012, September). *Aha!" Moments Along the Options Counseling Highway* Paper presented at the National Home and Community Based Services Conference sponsored by National Association of States United for Aging and Disabilities (NASUAD), Arlington VA.
- Flowers, A. (2009, June). *The Complexity of Customer Delight: Customer Satisfaction Models that Matter*. Paper presented at the Wisconsin Alliance of Information & Referral Systems (AIRS) 2009 Annual Training Conference, Wisconsin Dells, WI.
- Flowers, A. (2008, October) *Social Networks Implementing Cardiovascular Health Initiatives in Maine*. Paper presented at the Cardiovascular Health Conference sponsored by the Maine Centers for Disease Control, Augusta, ME.
- Flowers, A. (2008, October). *Evaluating Customer Satisfaction: A Guided Tour of Wisconsin's Comprehensive ADRC Customer Service Evaluation* Paper presented at the Aging and Disability Resource Center National Conference sponsored by the Lewin Group, Boston, MA.
- Flowers, A. (2007, November). *National Prevention and Health Promotion Summit: Creating a Culture of Wellness*. Paper presented at the Department of Health and Human Services' (HHS) Office of Disease Prevention and Health Promotion (ODPHP) and the Centers for Disease Control and Prevention's (CDC) Coordinating Center for Health Promotion, Washington DC.
- Flowers, A. (2007). *Social Networking Among Cardiovascular Health Organizations*. Paper presented at the Health National Conference on Health Communication, Marketing and Media, Atlanta, GA.

- Flowers, A. (2006, November). *Identifying susceptibility through pragmatic identifiers of at-risk youth*. Paper presented at the American Public Health Association poster presentation for Issues in Treating Substance Abuse Session, Philadelphia, PA.
- Flowers, A. (2005). *More than Two Sides to This Coin: The Risk and Protective Factor Dichotomy*. Paper presented at the Conference on Community Health Assessment, sponsored by CDC Assessment Initiative and the National Association for Public Health Statistics and Information Systems (NAPHSIS) Leadership Institute, Seattle, WA.
- Flowers, A. (2002). *Measurement and Benchmarking: Linking Organizational Culture to Business Strategy*. Paper presented at the Society for Human Resources Management (SHRM) Global Diversity Conference, Chicago, IL.
- Flowers, A. (2001). *The Role of the Library in the New Millennium*. Paper presented to the California Association of Library Trustees, Santa Clara, CA.

LESLIE OGILVIE, MPA

Senior Research Associate

RESPONSIBILITIES

- Assist in the development of interview and moderators’ guides
- Conduct key informant interviews and analysis
- Assist with the community meeting
- Stakeholder planning session agenda, invitation and material development
- Stakeholder planning session RSVP management
- Assist/facilitate stakeholder planning sessions
- Data analysis and literature review
- Report development
- Presentation development

EDUCATION

MPA	University of North Carolina Wilmington	Public Administration 2017
BA	University of North Carolina Wilmington	Political Science 2007

SELECTED PROJECTS

Santa Clarita Homelessness Plan. AI conducted approximately 30 key informant interviews with city staff, local homeless service providers, community-based providers, faith-based organizations, homeless coalitions, health care professionals including mental health providers, and education staff and administrators including the local community colleges and school districts. Ms. Ogilvie assisted Dr. Flowers in facilitating a two-day planning event with these stakeholders to develop a homelessness plan for the City of Santa Clarita. AI also conducted a network analysis for the City.

Chattanooga Homelessness Plan. AI conducted approximately 30 key informant interviews with city staff, local homeless service providers, community-based providers, faith-based organizations, homeless coalitions, health care professionals including mental health providers, education staff and administrators, as well as people experiencing homelessness. Ms. Ogilvie assisted Dr. Flowers in facilitating nine stakeholder focus group planning sessions with key stakeholders to develop a homelessness plan for the City of Chattanooga, as well as a public meeting to prioritize action items discussed throughout the focus group planning sessions.

Community Youth Needs Assessment. AI assessed the needs of youth in Augusta County, Virginia, including an analysis of negative youth behaviors and problems most frequently seen in the community, youth delinquency and resiliency, service gaps and possible solutions. This mixed methods approach includes key informant interviews of service providers and community organizations, a parent mail survey, parent/youth intercept interviews, and a stakeholder forum in August.

Palo Alto Family Needs Assessment. AI conducted 18 key informant interviews of stakeholders and 41 childcare provider interviews. Ms. Ogilvie assisted Dr. Flowers in moderating three focus groups of specialized groups of minority parents and parents with special needs children.

EXPERIENCE

Jan 2015 – April 2017

Assistant to the Executive Director
Cape Fear Public Utility Authority, Wilmington, NC

July 2004 – Dec 2014

Certified Paralegal
The Law Offices of Kathleen Shannon Glancy, PA

ALISA RAYMOND, MPA

Research Associate

RESPONSIBILITIES

- Conduct key informant interviews
- Community meeting presentation development
- Stakeholder focus group planning session logistics
- Stakeholder planning session agenda, invitation and material development
- Assist with stakeholder planning session RSVP management
- Assist with data analysis and literature review
- Assist with report development

EDUCATION

MPA	Suffolk University Public Health Policy	2018
BA	Suffolk University Biology, Psychology	2016

EXPERIENCE

SequelCare of Maine, Yarmouth, ME	Children’s Targeted Case Manager	2017-2018
Cardiovascular Health Initiative, Inc., Boston, MA	Chief Operations Officer	2017-present
Institute for Public Services, Boston, MA	Graduate Research Fellow	2016-2018
Suffolk University Language Lab, Boston, MA	Lab Technician/Office Assistant	2013-2018
South Shore YMCA, Quincy, MA	Assistant Teacher	2016-2017
Boston Asian Entrepreneurship Foundation, Boston, MA	Director of Business Operations	2015-2017

SELECTED PROJECTS:

Santa Clarita Homelessness Plan. AI conducted approximately 30 key informant interviews with city staff, local homeless service providers, community-based providers, faith-based organizations, homeless coalitions, health care professionals including mental health providers, and education staff and administrators including the local community colleges and school districts. AI facilitated a two-day planning event with these stakeholders to develop a homelessness plan for the City of Santa Clarita. AI also conducted a network analysis for the City.

Chattanooga Homelessness Plan. AI conducted approximately 30 key informant interviews with city staff, local homeless service providers, community-based providers, faith-based organizations, homeless coalitions, health care professionals including mental health providers, education staff and administrators, as well as people experiencing homelessness. AI held nine stakeholder focus group planning sessions with key stakeholders to develop a homelessness plan for the City of Chattanooga. AI also held a public meeting to prioritize action items discussed throughout the focus group planning sessions and conducted a network analysis for the City.

Palo Alto Family Needs Assessment. AI conducted 18 key informant interviews of stakeholders and 41 childcare provider interviews. AI conducted three focus groups of specialized groups of minority parents and parents with special needs children.

PUBLICATIONS & PRESENTATIONS

The Mental Health Response to the Boston Bombing: A Three-Year Review – Boston, MA
Published in the *International Journal of Mental Health* (IJMH), March 2017

The Mental Health Response to the Boston Bombing: A Three-Year Review – Boston, MA
Research Brief, March 2017
Suffolk University Masters of Public Administrations Newsletter

The Mental Health Response to the Boston Bombing: A Four-Year Review – Boston, MA
Suffolk University, March 2017
Presentation

“Suffolk University Institute for Public Service MPA in the Sawyer Business School”
Network of Schools of Public Policy, Affairs, and Administration (NASPAA), October 2016
Presentation

“Promoting Mental Health Resilience for Those Affected by Disasters” – Denver, CO
American Public Health Association (APHA), November 2016
Presentation

JOSHUA FLOWERS

Research Assistant

RESPONSIBILITIES

- Gather existing data sources
- Data visualization and graphics
- Assist with stakeholder planning session logistics as needed
- Assist with stakeholder planning session RSVP management
- Secondary data analysis from existing data sources

EDUCATION

2010-2014 University of Maine at Farmington, Farmington, ME

EXPERIENCE

2015 - present Research Assistant, Analytic Insight, Lewiston, ME

RELEVANT PROJECTS:

Cooperative Agreement to Benefit Homeless Individuals (CABHI). Constructed data sets using Census and HUD data, assisted with the development of grantee fact sheets, including data visualization charts and graphics.

State of Wisconsin Aging and Disability Resource Evaluations. Review and creates multiple survey templates, programs mail and online surveys using specialized survey software, creates mailing lists and labels in MS Excel for mail survey distribution.

AARP Age-Friendly Community Surveys. Data entry of mail survey returns, programmed online surveys, performed calculations and produced data visualization charts in MS Excel, report development including detailed findings per survey question with correlating charts and graphs.

Population Assessment of Tobacco and Health (PATH) Study. Reviews and edits qualitative data transcripts regarding electronic smoking device use, formats transcripts for upload into NVivo, and coding based on respondent characteristics.