

THE PAUL & PHYLLIS
FIREMAN
CHARITABLE
FOUNDATION

*Secure Jobs Fund
Request for Proposals*

Issued on September 24, 2012

Proposals Due on October 31, 2012

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I. Introduction

A Secure Jobs Bidders' Conference will be held on October 5th in Boston. A Letter of Intent must be received by October 3rd in order to attend - see Section IVB below.

In 2011, the Fireman Foundation distributed planning grants focused on homelessness and employment to eight ICHH Regional Networks to End Homelessness. Results indicated that (1) homeless families face barriers to employment, including, but not limited to, the ability to access training and employment services; childcare vouchers and slots; and transportation services; and (2) there need to be more deliberate efforts to link the housing/homelessness and workforce development fields in order to support families to obtain work and achieve economic security.

The Secure Jobs Fund is a one-year demonstration project that will support two regional partnerships to secure employment (maintained for a minimum of one year) for at least 150 adults from HomeBASE households, to develop a replicable model, and to inform state and federal policy regarding homelessness and employment.

To implement the Secure Jobs Funds, the Fireman Foundation has initiated a public/private partnership with the Massachusetts Department of Early Education and Care, Massachusetts Department of Housing and Community Development, Massachusetts Department of Transitional Services, and Interagency Council on Housing and Homelessness. Other state agencies are currently considering joining the partnership.

II. Scope of Services

This Request for Proposals (RFP) seeks responses that demonstrate:

- a relentless priority on accurately assessing the employability and interest of each participant, removing barriers to employment (such as lack of childcare services), and securing the best job possible for each participant (including job stability, access to a career pathway, and fringe benefits);
- the capacity to coordinate and work directly with HomeBASE providers and the ICHH Regional Network to End Homelessness. (There are 10 Regional Networks and 11 HomeBASE providers. HomeBASE is a state funded, short term housing support program which in recent years has placed over 6,000 homeless families in housing.);
- a strong track record and current relationships with employers who will strongly consider hiring participants within the twelve month grant period;

- a clear commitment to the system coordination and reform required to increase access to employment for HomeBASE households and serve as a model for broader system reform initiatives.

A. Priorities

Successful proposals will provide a model of how to build a coordinated service system which links extremely low-income households that are formerly homeless and receiving short term rental assistance with the resources required to enter the workforce.

Winning proposals will demonstrate:

- 1) a clear understanding and track record of how to work with two customers - jobseekers receiving HomeBASE assistance and employers;
- 2) a commitment to core principles and priorities in order to implement a participant centered and asset based approach which:
 - a. identifies, assesses, and reduces/eliminates each family's barriers to work;
 - b. identifies, assesses, and builds the strengths of each participating family;
- 3) the ability to cut across normal bureaucratic and service delivery boundaries to access the services families need in order to work;
- 4) the capacity, flexibility, and focus to deliver effective services and to reach employment outcomes;
- 5) specific, clear descriptions of how processes and mechanisms will be developed, operate, and effectively serve participants.

We seek proposals for Secure Jobs partnerships that:

- prioritize enrollment and services to adults in HomeBASE families who are:
 - willing, able, and ready to work;
 - already in, or about to participate in, HomeBASE; and
 - already have or can readily obtain child care services;
- work collaboratively with HomeBASE provider(s) who will:
 - identify and refer motivated families to the Secure Jobs partnership;
 - provide stabilization support to families during transition to work;
- accurately and fully assess each individual's job readiness, develop a related employment action plan, and facilitate access to the resources, services, and benefits each individual requires in order to work;
- support participants to take the most strategic next steps to increase their employability and to secure a job. We foresee three pathways to employment for Secure Jobs participants; those who:
 1. are ready for direct placement into employment;
 2. require job readiness training and will then be ready to work;

3. require skill training services (likely for no more than 6 months), may also require job readiness services, and then secure employment;
- maximize access to and receipt of public benefits and accurately explain and help families manage changes in benefits due to increased family income.

Secure Jobs providers may use funds to purchase skill training (within and outside the partnership) to best meet participants' employment and career interests. Before making a referral to skill training, the provider must first assess each participant's skills and career interests, identify the need for and interest in skill training, remove barriers (such as child care and transportation), and then make the referral to the training program most suited to meet each individual's employment goals. When training is completed, providers will ensure each participant is placed into employment (first through services provided by the skill training programs, but failing that through Secure Jobs staff).

B. Eligible Families

Eligible families (at least one parent and one child in a household) are:

- families currently utilizing HomeBASE rental assistance;
- families utilizing HomeBASE household assistance (the new \$4,000 diversion or rehousing benefit);
- families moving out of shelter in the very near future via HomeBASE support.

Families, in HomeBASE or not, who are receiving permanent housing subsidy (Massachusetts Rental Voucher Program, public housing, Section 8) are not eligible to enter Secure Jobs. (If a family accesses permanent housing subsidy after entry into Secure Jobs, they may remain in the project.)

C. Range of Services Provided

Secure Jobs partnerships will provide (or provide access to) job readiness, skill training, job development, and job placement services as needed. This will require a clear and coherent family centered sequence of services and a plan for engaging partners throughout the course of the grant period to:

- conduct pro-active, persistent outreach to identify those families most willing (motivated), able (skills and experience), and ready (public benefits and necessary supports in place) to become employed;
- develop an individually tailored employment action plan for each participant, sign a contract or letter of agreement outlining staff/participant roles and responsibilities to implement the plan, and utilize case management and

information systems which in real time keep staff aware of what each family is now undertaking, their status, key timelines, and next steps;

- deliver services at times, at locations, and in ways that maximize each family's trust for staff and maximize the impact and value for families;
- advocate as needed for each family to successfully navigate bureaucratic processes and programmatic requirements;
- provide follow up services to support job retention and improved employment for project participants, for at least one year after job placement;
- empower and mentor families (e.g., through techniques such as motivational interviewing and/or peer support networks) so they have the skills, self esteem, and knowledge to sustain and increase economic security once enrollment in the project ends.

Further, Secure Jobs providers will be creative and innovative in efforts to secure employment for HomeBASE families. This will require high quality efforts to:

- ensure expectations are clear across the partnership, referrals take hold, handoffs between organizations happen in a seamless manner; and ensure effective services are delivered by other organizations in a timely way;
- train and empower frontline staff across the partnership so they are using a consistent framework and methods, and they are prepared to respond at moments of opportunity in direct work with families;
- ensure that participants have ready access to already funded services, so that Secure Jobs becomes the funder of last resort for services (e.g., seats in existing job readiness classes are made available - with more specialized employability support provided through Secure Jobs funding);
- refer ineligible applicants and others not accepted into Secure Jobs to appropriate services in the region, both within and outside the partnership;
- learn, implement, and document the key steps required to (1) work together effectively as a partnership and (2) work effectively with employers to secure jobs for adults in HomeBASE households.

D. Outcomes

- At least 150 adults from HomeBASE households (total across two regions) are placed into full-time jobs (full time is defined as 30 hours or more per week; weekly salary will be viewed as a measure of the quality of the job obtained).
- Project maintains an 80% employment placement rate for families enrolled.
- Project maintains 80% job retention rate for one year after job placement.
- Secure Jobs providers play a leading role in increasing system coordination and ensuring families have access to services across usual funding and agency barriers.

- Secure Jobs providers have the ability to describe the systems, processes, and practices they have adopted to implement Secure Jobs.

III. State & Regional Partnerships

A. Advisory Committee

A Secure Jobs Advisory Committee will meet at least quarterly and include representatives of Secure Jobs providers, state agency partners, representatives of the ICHH Regional Networks to End Homelessness and their Leadership Councils, HomeBASE providers, shelter providers, and other local private and public sector partners. The Committee will serve as a Learning Community that will share updates and lessons learned as Secure Jobs projects are implemented, identify what new policies and practices will work best to increase employment for HomeBASE households, and share information with policymakers, regional organizations, and the homelessness and workforce development sectors.

B. State Partnership

The Fireman Foundation and selected state agencies have formed a public private partnership to develop and implement the Secure Jobs initiative.

The Fireman Foundation will:

- hold lead responsibility for procuring, selecting, and negotiating grants;
- leverage additional resources from public and private sources;
- convene the Advisory Committee;
- contract for and oversee evaluation of Secure Jobs projects;
- ensure (along with state partners) provision of high quality training for HomeBASE staff regarding job readiness and referrals, and for Secure Jobs project staff regarding job readiness, job development, and job placement.

Participating state agencies will:

- clarify state policies, systems, and practices, particularly in regard to childcare vouchers and slots, cash assistance and SNAP benefits, HomeBASE stabilization resources, and other services;
- identify and leverage resources to support Secure Jobs projects and participants;
- provide data to evaluators of the Secure Jobs initiative;
- appoint a lead staff person to troubleshoot challenges encountered by Secure Jobs projects, and to provide 24 hour response time on issues raised by the lead contact at each project.

C. Regional Partnerships

All bids must come from new or existing regional partnerships of multiple organizations (including one lead organization) that together will increase employment in HomeBASE households by:

- re-envisioning how service delivery agencies and systems can work together effectively and efficiently;
- engaging multiple partners and other stakeholders to conduct business differently and eliminate barriers and disincentives to employment;
- operationalizing coordinated assessment, decision making, and referral by streamlining each family's access to appropriate services delivered by the right provider(s) at the right times and locations.

The lead organization in the partnership will be experienced in delivering workforce development services, with an excellent track record of placing formerly homeless and/or very low income parents into jobs, working relationships with multiple employers, and demonstrated ability to work with HomeBASE and shelter providers and to co-case manage participants.

It will be an advantage for bidders when:

- the relevant ICHH Regional Network to End Homelessness and HomeBASE provider(s) are full and active members of the partnership;
- one or more partners has an Employment Services Program and/or SNAP (formerly Food Stamps) Employment & Training Program contract with DTA;
- at least one local EEC funded provider which is engaged with Ages and Stages and EEC's Early Childhood Information System is an active member of the partnership;
- a partnership proposes a feasible and innovative peer support network as part of Secure Jobs services.

IV. Technical Information & Requirements

A. Funds Available & Timeline

The Fireman Foundation will make between \$200,000 to \$400,000 (depending on the number of participants projected to be placed in employment) available to support each of two regional Secure Jobs projects. Grants will be provided (for a minimum of 50 and a maximum of 100 full time job placements). Bidders must (1) demonstrate a level of need for services in the region which justifies the budget request and (2) be prepared to adjust the level of outcomes and budget depending on the funding

decisions made under this RFP.

Twelve month grants will start on January 1, 2013, and will also support one year of employment retention services. Matching funds and leveraged resources may become available during 2013 to support Secure Jobs projects.

B. Bidders' Conference, Letter of Intent, RFP Clarifications

The Secure Jobs Bidders' Conference will be held on Friday, October 5, 2012 from 10:30 AM to 12:00 PM at the Department of Housing and Community Development, 100 Cambridge Street, Boston, MA 02114 - on the 2nd floor. Please note that a Letter of Intent is required to attend the Bidders' Conference (see paragraph just below) and that a photo ID is required for building entry.

In order to attend the Bidders' Conference, prospective bidders must email a Letter of Intent to Fireman Foundation no later than October 3rd at 4:30 PM, providing the names, organizations, and email addresses of people who plan to attend. (Pre-registration is required due to building security policy.) Email your Letter of Intent to: ajimenez@ppffound.org.

Fireman Foundation will accept RFP Clarification Questions concerning Secure Jobs by email until October 9th at 4:30 PM, and will email a statement of clarifications by October 12th to all who submitted a Letter of Intent. Include a contact person and phone number in Clarification Questions and email to: sbeaton@ppffound.org.

C. Submission Requirements

Proposals are due by 3:00 PM on October 31, 2012 at Fireman Foundation at 240 Newbury Street in Boston. Bidders are encouraged to submit proposals electronically to ajimenez@ppffound.org. A return email before 5:00 PM on October 31 will document receipt. If preferable, bidders may hand deliver proposals (including a copy on a thumb drive).

D. Proposal Selection

Proposals will be selected by Fireman Foundation with input from state partners based on responsiveness to this RFP, as well as the:

- clarity, quality, comprehensiveness, and credibility of the information presented regarding project implementation;

- the intent and capacity of the partners to build a full partnership among multiple organizations to ensure families have ready access to services throughout the partnership;
- depth and quality of employer engagement;
- employment outcomes;
- and other factors deemed important by the proposal reviewers.

E. Project Development Grants

Fireman Foundation will negotiate project development grants with finalists for start-up in December, 2012. Based on negotiations during the week of November 26, 2012, the objectives and deliverables of these grants will include:

- responses to inquiries on the bidder's proposal;
- MOU signed by partner organizations;
- signed letters of agreement with multiple employers;
- additional objectives communicated in writing in negotiations.

These objectives and deliverables will be completed before a grant is released.

V. Proposal Guidelines

A. Cover Sheet

Complete a Cover Sheet (Appendix A). It is required that the authorized signatory for the lead organization and the lead contact person for Secure Jobs at the lead organization (the two roles may be held by be the same person) sign the cover sheet.

Place the Cover Sheet at the beginning of your proposal, directly followed by a Table of Contents with page numbers.

B. Lead Organization & Partnership Capacity

Provide an outline of your capacity, including:

- your lead organization's ability to build and motivate a regional partnership effectively, to facilitate the movement of families through multiple arenas, and to design and implement innovative and highly effective programs;
- your plans to partner with your local ICHH Regional Network to End Homelessness and HomeBASE provider(s);
- each partner's current annual operating budget, type of services relevant to Secure Jobs, and the number of participants served annually in each service;

- your partnership’s experience, success, current capability, and plans to increase impact in housing/homelessness, workforce development (especially job readiness, job development, and job placement), child care, and other key services;
- what will change within your member organizations due to the partnership?;
- your strategies to identify and overcome barriers to success and scarcity of resources (e.g., access to transportation; access to child care; lack of motivation to work; lack of skill training slots; staff overwhelmed with current demands).

C. Proposed Services & Outcomes

Present a clear, participant-centered description of proposed services and outcomes, incorporating responses to the questions below. (Include when and where each service (in **bold** below) will be delivered, the projected number of participants receiving the service, how much/how often the service will be provided individually or in a group, and which organization and staff member(s) will provide each service.)

- 1) What methods of **outreach/recruitment** will you use?
- 2) How will you **assess, select, intake, and initiate** services with participants? what specific assessment instruments and processes will you use (especially regarding employability) and what criteria and/or process will you use to select participants for your project?
- 3) What process will you use to develop an **employment action plan** for each participant? What will the plan include? Clearly state the contracts, resources, slots, and seats (including skill training) you will make available for Secure Jobs partner programs through other current funding of partners.
- 4) Given project start up on January 1st, when will the first 10 to 15 participants complete entry and begin receiving services?
- 5) What innovative approaches will you use to remove barriers and overcome scarcity of services and resources?
- 6) What approaches and methods will you use for **case management, counseling,** and related services?
- 7) What instruments and processes will you use to assess **job readiness** and increase job readiness skills? (We expect that projects will work with adults in HomeBASE households who are (a) ready, willing, and able to work; (b) need additional job readiness skills to work; and/or (c) need skill training in order to work. How many participants will receive job readiness services? Describe the areas of knowledge, skills, and aptitudes that job readiness will cover.
- 8) Who will you refer to **skill training**? How will you ensure skill training is purchased at lowest cost offered? How will you refer to the most appropriate program for each trainee? How will you balance the need for and relatively high cost of skill training versus the need for and cost for other services?

- 9) How will you organize and deliver **job search, job matching, and/or job placement** services? What will be the responsibilities of participants and of staff in these services?
- 10) How many participants will you enroll, how many will obtain jobs, and how many will retain jobs for one year?
- 11) What will be included and how will you organize and deliver **post placement and job retention** services? (Please outline how this work will occur before and after December 31, 2013.)

D. Implementation

Please provide clear responses to the following:

- 1) How is your **partnership** organized to deliver excellent outcomes? What are the roles of each organization in the partnership, including HomeBASE provider(s) and ICHH Regional Network? How will your partnership operate?
- 2) What is the **staffing pattern** you propose to provide the services and reach the outcomes you described in Section C. above? Please make clear the FTE for each staff person, if that person is already on staff or not, when they will start and end employment in the project, each staff person's responsibilities, and for which organization they will work.
- 3) What are the major project implementation activities and benchmarks? Enter these on a monthly timeline chart to indicate when work starts and ends for each, and who holds lead responsibility for each.

Attachments

A. Required Attachments

- 1) Cover Sheet
- 2) Budget Forms and Narrative
- 3) Partnership Concept Paper
- 4) Employer Engagement Strategy

B. Data Collection & Evaluation

C. HomeBASE Administering Agencies

D. Regional Network Contacts

A. Required Attachments

1. Cover Sheet

The Cover Sheet may be formatted and presented as you choose on one sheet, and it must include the following information:

- Name of Partnership
- Geographic Region Covered
- Name of Lead Organization
- Name of Lead Contact
- Address/Phone/Fax/Email Address
- List of Partner Organizations
- Name of Lead Contact for each Partner
- A statement assuring that the Lead Contacts for Partner Organizations will be available for negotiations during the week of November 26, 2012.

Signature - Lead Contact for Lead Organization

Signature - Representative of Lead Organization who will sign Grant Agreement

2. Budget Forms

There are three charts and a budget narrative that must be completed twice in this required attachment. The first set of budget charts and narrative are for the 12 month grant period in Calendar Year 2013. The second set of budget charts and narrative are for employment retention services that will be delivered after 12/31/13.

Personnel Costs: list each staff person on an individual line - thus two Case Managers will each be listed on a separate line.

CE/NH	Job Title	Partner Agency	% of FTE	# Months	Monthly Pay	Receives Benefits?	Total Salary
Total Salaries							

Keys for use in Personnel Chart

CE - currently employed by a Partner Organization

NH - new hire for a Partner Organization

Partner Agency - who will employee work for

% of FTE - % FTE working on Secure Jobs

Months - # of months working in Secure Jobs

Monthly Pay - gross Secure Jobs salary per month

Receives Benefits? - enter "Y" for Yes and "N" for No

Total Salary - total Secure Jobs salary

Fringe Benefits

Type of Fringe Benefit	Total Salary	% of Salary or other cost	Cost of Fringe Benefit

Total Benefits

Non Personnel Costs

Expense Type	# of items, units, etc. and rate	Cost
Total Non Personnel		
TOTAL BUDGET		

Expense Type - list separately on each line the different types of Non Personnel Costs you project. Specify the type of training services purchased, including the projected number of slots in skill training programs.

Budget Narrative

Personnel

Add additional information necessary for a proposal reader to understand who is being paid and what they will be paid through Secure Jobs.

Non Personnel

Describe how you arrived at the amount for each individual expense.

Provide/attach documentation (e.g., federally approved rate or other basis) for any indirect or overhead rate budgeted. Indirect or overhead may be charged for only the lead organization.

Total Budget

The total budget must be no more than the projected number of full-time job placements times \$4,000.

3. Partnership Concept Paper

The Partnership Concept Paper is the result of initial discussions and agreements among the project partners, and is not an MOU or formally binding document. We intend it will become the basis for a formal, signed MOU for the partnership; we anticipate that winning partnerships will be required to finalize, sign, and submit a signed MOU during the project development grant period and before a Secure Jobs grant is made. The concept paper is recommended to be no more than four to five pages, and to include:

- 1) purpose of the partnership and names of the partners;
- 2) employment outcomes and other outcomes;
- 3) major strategies to build and sustain the partnership through the entire grant period, and to achieve outcomes;
- 4) each partner's roles and responsibilities (including ICHH Regional Network and HomeBASE provider) to implement strategies and achieve outcomes;
- 5) a draft workplan for the partnership listing key tasks, timelines, and lead responsibilities for implementation of the proposed project from January 1, 2013 to March 31, 2013;
- 6) how partnership decisions will be made and by whom;
- 7) agreements about the content, frequency, and process of formal and informal communications within the partnership;
- 8) affirmation that the Partnership Concept Paper has been developed by and with all Partners listed.

The concept paper must be submitted as an attachment to the proposal; however, no signatures are required on the Concept Paper.

4. Employer Engagement Strategy Paper

You must attach to your proposal letters of support from at least two employers, providing contact information so Fireman Foundation can make a reference call before making funding decisions.

In addition, bidders must develop and submit with the proposal an Employer Engagement Strategy Paper, preferably no more than four to five pages, which clearly describes:

- 1) your analysis of the regional labor market, focused on the industries, occupations, employers, and especially the specific jobs of most relevance to HomeBASE adults in the region;
- 2) your history of working with employers, including but not limited to: the number of job placements the lead organization and other partners have made and the timeframe in which they have been made; the number of employers with which you have made more than two job placements since January 1, 2010;
- 3) what you have done and what you can do through Secure Jobs to maximize access to jobs with stable employment, fringe benefits, and career pathways;
- 4) what you have learned about how to most effectively initiate, maintain, assess, and improve organizational relationships with employers;
- 5) the employer engagement strategies you will use in the project, and the specific roles and relationships you foresee for the lead agency and each other organization in the partnership in working with employers;
- 6) a draft workplan for employer engagement listing the tasks, timelines, and lead responsibilities for implementation from January 1, 2013 to March 31, 2013.

B. Data Collection & Evaluation

Secure Jobs projects will be responsible for tracking participation and outcomes, and for providing quarterly reports on their work.

The lead agency for each partnership will be responsible for developing and utilizing electronic information systems that provide the capacity to record and report on information in at least four areas. Providers are responsible for ensuring confidentiality for both participants and employers, while also ensuring access to data for purposes of review and evaluation.

While Secure Jobs providers are likely to be well served by collecting additional data, Fireman Foundation will require at least the following information for evaluation purposes. (Additional data items may be added before project start-up. For example, the Evaluator may need access to EEC data regarding Ages and Stages and Early Childhood Information system.)

- Demographic data - residence; educational attainment; employment status; assessment results; receipt of public benefits; terms of HomeBASE benefit and time remaining.
- Record of Services Received (Training, Employment, and Other) - (a) name of jobseeker; (b) goal of referral/services provided; (c) provider(s), date(s) of referral; (d) start/end date(s) of service and outcome(s) of service; (e) referral made (if any) by the provider after service ends.
- Job Bank - (a) contact information for each employer; (b) a record of all partnership contacts with each employer (when, topic); (c) current job openings with key information (e.g., location, hours, pay); (d) hiring requirements for each job (e.g., experience; credentials); (e) hires made; (f) staff follow-up services;
- Resume Bank - (a) participant's resume; (b) record of job referrals made (date, employer) and interviews; (c) hiring employer, employer contact, hiring date;
- Job Placement Record - (a) name of participant placed, job title, employer, date placed, and post placement communications; (b) partnership's lead contact for each placement; (c) record of visits and contacts with employer; (d) employment status at 90, 180, and 365 days; (e) record of post placement issues, interventions, and support to date.

Fireman Foundation will be contracting with an outside evaluator to assess the impact of Secure Jobs projects and to make recommendations for strengthening the model developed. This will include review of the data collected on participants and their progress, interviews with the Secure Jobs Partnerships, and other observations made during project implementation.

The evaluation will be procured in fall, 2012 and will include focus on:

- the implementation of Secure Jobs projects, including: development and operation of the partnership and organizational roles; lessons learned by comparing planned versus actual roles, services, and timelines; and other areas identified by the evaluator, Secure Jobs partnerships, and Fireman Foundation;
- outcomes, including: the jobs secured, job retention, other measures of increased employability; and other areas identified by the evaluator, Secure Jobs partnerships, and Fireman Foundation;
- documentation, including: models developed and implemented by Secure Jobs providers; successful service delivery and coordination strategies; and lessons learned in efforts to initiate system change and to remove barriers to stable full-time employment.

C. HomeBASE Administering Agencies

Lynn Housing Authority and Neighborhood Development
 Mr. Charles Gaeta
 781-581-8605
 781-592-6296
cgaeta@lhand.org

South Shore Housing Development Corporation
 Mr. Carl Nagy-Koechlin
 781-422-4200
 781-585-7483
carln-k@southshorehousing.org

Berkshire Housing Development Corporation
 Mr. Elton Ogden
 413-499-1630 x105
 413-445-7633
eogden@berkshirehousing.com

Community Teamwork, Inc.
 Ms. Karen N. Frederick
 978-459-0551
 978-453-9128
kfrederick@comteam.org

Housing Assistance Corporation
 Mr. Rick Presbrey
 508-771-5400, x236
 508-775-7434
rpresbrey@haconcapecod.org

HAP, Inc.
 Mr. Peter Gagliardi
 413-233-1661
 413-731-8723
pgagliardi@haphousing.org

Metropolitan Boston Housing Partnership, Inc.
 Mr. Christopher T. Norris
 617-425-6606
 617-532-7549
chris.norris@mbhp.org

South Middlesex Opportunity Council
 Mr. James T. Cuddy
 508-620-2300
 508-620-2310
jimc@smoc.org

Franklin County Regional Housing & Redevelopment Authority
 Ms. Robin Sherman
 413-863-9781 ext 134
 413-863-9289
rsherman@fchra.org

Central Mass Housing Alliance
 Ms. Grace Carmark
 508-791-7265 x104
 508-791-0639
gcarmark@cmhaonline.org

RCAP Solutions, Inc.
 Ms. Karen Koller
 978-630-6630
 978-630-2751
kkoller@rcapsolutions.org

D. Regional Network Contacts

Region	Contact Person	Title	Organization	Email	Phone
Boston	Elizabeth Doyle	Convener	Boston DND	edoyle.dnd@cityofboston.gov	617-635-3880
Cape & Islands	Beth Albert	Convener	Barnstable County	balbert@barnstablecounty.org	508-375-6628
	Paula Schnepf	Coordinator		pkschnepf@gmail.com	508-733-3475
Merrimack Valley	Ed Cameron	Convener	Community Teamwork, Inc.	ecameron@comteam.org	978-459-0551
	Kristin Ross-Sitcawich	Coordinator	Community Teamwork, Inc.	kröss@comteam.org	978-459-0551 x 5617

Metro Boston	Kory Eng	Convener	United Way of Mass Bay and Merrimack Valley	keng@supportunitedway.org	617-624-8129
Metro West	Paul Mina	Convener	United Way of Tri- County	paul.mina@uwotc.org	508-370-4824
	Jen Maseda	Coordinator	United Way of Tri- County	jen.maseda@uwotc.org	508-872-3291 x4831
North Shore	Laura MacNeil	Co-Chair	NSCAP	lmacneil@nscap.org	978-531-0767 x 107
	Harry MacCabe	Convener	LHAND	hmaccabe@lhand.org	
South Shore	Dennis Carman	Convener	United Way of Greater Plymouth County	Dcarman@uwgpc.org	508-583-6306
	Lora Wooster	Coordinator	United Way of Greater Plymouth County	Lwooster@uwgpc.org	508-583-6306 x 108
South Coast	Melissa Vanhorn	Convener	United Way/Taunton	Melissa@uwgat.org	508-222-2337 x106
	Janet Richardi	Coordinator	Attleboro	sococonsult@gmail.com	508-725-2246
Western Mass	Sylvia deHaas Phillips	Convener	United Way of Pioneer Valley	sdehaas@uwpv.org	413-639-0216
	Pamela Schwartz	Coordinator		pschwartz77@gmail.com	413-219-5658
Worcester	Kristen Forsberg Garza	Coordinator	City of Worcester	garzak@worcesterma.gov	508-799-1400 x 238