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# Scott Hebert, MCP

## *Principal Associate*

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### SUMMARY OF EXPERIENCE

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**Mr. Hebert** bring 30 years of experience in both evaluating and operating initiatives aimed at assisting disadvantaged individuals and revitalizing distressed communities. Over the past twenty years, his professional work has principally focused on evaluation and knowledge-building efforts. In that work, Mr. Hebert has conducted a broad array of evaluations, concentrating particularly on comprehensive community change (CCI), workforce development, and economic development initiatives. He has extensive expertise and hands-on experience with a wide range of qualitative and quantitative evaluation methods – from process and developmental evaluation to traditional impact/summative evaluation (such as quasi-experimental design). He has been intimately involved in all aspects of the evaluation process – design, data collection, analysis, and presentation of results. In these efforts, he also has consistently demonstrated his commitment to a participatory evaluation approach.

For the past six years, Mr. Hebert has been part of the National Evaluation Team for the Annie E. Casey Foundation's *Making Connections* initiative, which was designed to improve community conditions and results for families and kids in tough neighborhoods. In addition to promoting AECF's institutional learning and contributions to the broader community change field, Mr. Hebert's efforts relative to this initiative also have entailed working with the individual *Making Connections* sites to build their local data, evaluation, and learning capacities. Mr. Hebert also previously directed the national evaluation of the Annie E. Casey Foundation's Jobs Initiative, a ten-year effort to improve the outcomes of disadvantaged young adults and families through workforce development system reform. He also served as Project Director and Co-Principal Investigator for the national evaluation of the Empowerment Zones and Enterprise Communities (EZ/EC) programs for the U.S. Department of Housing and Urban Development.

In addition, Mr. Hebert has more than a dozen years of experience as a practitioner in the design and implementation of community revitalization programs at the local and state levels. He served as Director of the Massachusetts Small Cities CDBG Program, and as Deputy Assistant Secretary for Housing Operations for the Massachusetts Executive Office of Communities and Development. He also served as the executive director of a regional anti-poverty agency for five years. Building on this practical experience, in addition to his evaluation activities, Mr. Hebert has provided strategic planning and technical assistance services to a wide range of community initiatives and local and state agencies over the past two decades. He also has co-authored a number of guidebooks and training manuals for federal and state agencies and philanthropies.

## EDUCATION

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1975	BS – Urban Studies	Massachusetts Institute of Technology
1975	Master of City Planning	Massachusetts Institute of Technology

## WORK HISTORY

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2011 – Present	<b>Community Science</b>
<i>Principal Associate</i>	Gaithersburg, MD

Provides evaluation, strategic planning, and capacity building support for projects focused on promoting neighborhood and economic revitalization, fostering increased economic opportunities for disadvantaged populations, addressing health disparities, supporting community building, and system change.

2007 – Present	<b>Sustained Impact</b>
<i>Independent Consultant</i>	Watertown, MA

Conducted a variety of evaluation and technical assistance projects for public agencies, philanthropies, and community-based organizations. These projects included: an evaluation of a community college demonstration project aimed at improving graduation rates of lower-income, single-parent students; a literature review and environmental scan for a national foundation to identify empirically-based best practices relative to promoting employment advancement, asset-building and progress toward family economic security by the working poor; development of a sustainability framework for a national initiative promoting workforce development infrastructure improvements and system change; guidance to a regional funders collaborative in the articulation of a “theory of change” and investment strategy relative to fostering changes in the region’s community college system; an evaluation of an employer-led workforce development initiative designed to create education and career pipelines for lower-skilled incumbent workers (including the use of distance learning strategies) in major healthcare institutions; and technical assistance in the development of a performance monitoring system for an anti-gang, violence reduction state initiative.

2001-2007	<b>Abt Associates, Inc.</b>
<i>Principal Associate</i>	Cambridge, MA
1996-2001	
<i>Senior Associate</i>	
1994-1996	
<i>Associate</i>	
1992-1994	
<i>Senior Analyst</i>	
1991-1992	
<i>Analyst</i>	

Designed and directed a wide array of evaluation, technical assistance, and strategic planning projects. These efforts were conducted for a variety of public sector (federal, state, and local) and philanthropic clients, and covered a range of substantive areas and populations. Projects included evaluations of programs and initiatives focused on comprehensive community change, workforce development, economic development, asset-building, community service & volunteerism, community development, housing, and university-community partnerships. Technical assistance projects involved development of guidebooks and provision of training on community development, energy conservation, special needs housing, financial management, and establishment of local data & evaluation capacity. Strategic planning projects included development of an economic revitalization plan for an urban commercial corridor, design of a sectoral workforce development initiative for a public-private funders collaborative, and guidance on policies and protocols to foster bilateral economic development along the U.S.-Mexico border.

1989 – 1991  
*Deputy Assistant Secretary  
Office of Housing Operation*

**Massachusetts Executive Office of  
Communities and Development (EOCD)**  
Boston, Massachusetts

Responsible for oversight of operations, maintenance, and renewal of 47,000 units of state-aided public housing, a \$4.3 billion asset. Managed the bureaus of Housing Management, Modernization and Redevelopment, Planning and Fiscal Systems, and Supportive Services, as well as related annual budgets of \$110 million. Assisted with formulation of capital and operating budgets, including development of necessary legislation to authorize bond issues and to amend statutory guidelines. Coordinated with Office of Housing Production on the establishment of design standards, development procedures, and location of new public housing construction. Promulgated regulations regarding eligibility, rent determination, tenant selection, and collective bargaining. Directed management reviews for public housing authorities, including development of corrective action plans. Served as liaison with municipal, state and federal officials, local housing authorities, tenant and advocacy groups, and the media.

1986 – 1989  
*Director  
Massachusetts Small Cities CDBG  
Program*

**Executive Office of Communities and  
Development (EOCD)**  
Boston, Massachusetts

Managed state-wide grant programs to assist communities in designing and implementing their municipal development and neighborhood revitalization strategies, involving \$60 million in active grants. Provided financial and technical assistance for projects involving housing (development and rehabilitation), economic development/commercial improvements, public facilities and infrastructure, public/social services, and job training. Developed and refined state policies to support community revitalization and enhance municipal capacity. Maintained and improved relationships/communication with federal funding sources, other state agencies and

programs, cities and towns, developers and business persons, and the Massachusetts legislature. Represented EOCD and the governor at public events and hearings, and at state and national conferences.

1981 – 1985  
*Executive Director*

**Tri-City Community Action Program,  
Inc.**  
Malden, MA

Was responsible for oversight of operations of a multi-program, anti-poverty agency with a \$5 million annual budget and 100 employees, serving seven communities. Included among responsibilities were Board liaison, fiscal management, design and maintenance of personnel system, program/budget planning and development, supervision of program directors and volunteer programs, community relations, liaison with elected officials, and fundraising.

## **PUBLICATIONS**

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Scott Hebert and Andrea Anderson (1998), “Applying the Theory of Change Approach to Two National, Multisite Comprehensive Community Initiatives,” in New Approaches to Evaluating Community Change: Volume 2 – Theory, Measurement, and Analysis, The Aspen Institute, pp. 123-148.

## **SELECTED TECHNICAL REPORTS**

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Scott Hebert (2011), When Untapped Talent Meets Employer Need: The Boston Foundation’s Allied Health Strategy, The Boston Foundation.

Scott Hebert (2010), Changing Systems is Like Moving a Mountain...And Other Insights from Successful Workforce Leaders, The Annie E. Casey Foundation.

Scott Hebert, Anne St. George, and Barbara Epstein (2003; Abt Associates/New School University), Breaking Through: Overcoming Barriers to Family Sustaining Employment, The Annie E. Casey Foundation.

Scott Hebert, Avis Vidal, Greg Mills, Franklin James, and Debbie Gruenstein (2001; Abt Associates), Interim Assessment of the Empowerment Zones and Enterprise Communities (EZ/EC) Programs, Office of Policy Development and Research, U.S. Department of Housing and Urban Development.

## **RECENT PRESENTATIONS, SYMPOSIA, AND WORKSHOPS**

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Nurturing a Learning Culture: Two Key Tensions, David Scheie, Scott Hebert, Ross Velure Roholt, and Jessica Shao, American Evaluation Association Conference (Anaheim, CA), November 4, 2011.

Valuing Local Data and Evaluation Capacity: Lessons from The Annie E. Casey Foundation's Making Connections Initiative, Scott Hebert and Tom Kelly, American Evaluation Association Conference (Anaheim, CA), November 4, 2011.

## **PROFESSIONAL MEMBERSHIPS**

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American Evaluation Association (AEA)