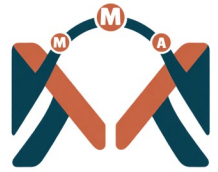


Monica Mesa-Alvarez, PhD, MPA

Disability Policy Analyst | Researcher | Systems Change Professional
mdmesabc@gmail.com | mdmesa@udel.edu | 302-784-4053



PROFESSIONAL PROFILE

I'm a policy analyst and researcher focused on disability policy, particularly the policies and systems that shape whether people with disabilities can live, work, and participate in their communities. My work includes analyzing legislation and regulations, researching HCBS and Medicaid waiver policy, evaluating programs, and using quantitative and qualitative data to understand where systems are working, and where they need to change.

I also work closely with self-advocates, community organizations, policymakers, and other stakeholders, which has taught me that good policy analysis requires more than understanding what is written in law or regulation. It requires understanding how policy actually affects people. I'm especially interested in turning research, data, and lived experience into clear policy recommendations and accessible information that can support advocacy, coalition building, and meaningful systems change.

POLICY & LEADERSHIP EXPERTISE

- Disability Policy & Systems Change
- HCBS & Community Inclusion Advocacy
- Legislative Tracking & Policy Platform Experience (FiscalNote)
- Public Policy Analysis & Legislative Research
- Stakeholder & Coalition Engagement
- Project & Grant Management
- Strategic Planning & Organizational Development
- Policy Briefs & Public Presentations
- Community-Based Participatory Research
- Leadership Development & Training
- Cross-Sector Collaboration
- Public Speaking & Facilitation
- Qualitative & Mixed-Methods Research
- Accessible Communications & Report Writing

EDUCATION

Ph.D. in Public Policy and Administration, 2026

Joseph R. Biden, Jr. School of Public Policy & Administration, University of Delaware

Dissertation: "How Aligned Are Disability Service Organizations with Human-Rights Policy Goals? A Multilevel Policy Analysis of Organizational Values, Practices, and Cross-Role Perceptions."

Master of Public Administration, 2020

Joseph R. Biden, Jr. School of Public Policy & Administration, University of Delaware

Concentration: Community Development & Nonprofit Leadership

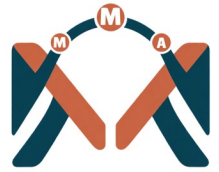
Bachelor of Science in Chemistry (Licenciatura), 2017

University of Havana, Cuba

Major: Physical Chemistry, Thermodynamics and Kinetics, Bioinformatics

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PROFESSIONAL DEVELOPMENT & CERTIFICATIONS

Urban Data Science Graduate Certificate, 2026

Graduate College | University of Delaware

Focus: Social Policy Analysis

Program Evaluation Graduate Certificate, 2024

Graduate College, University of Delaware, USA

Focus: Social Policy Evaluation

RELEVANT PROFESSIONAL EXPERIENCE

Evaluation Consultant

Open Road Inclusive Community Consulting, LLC | Project-Based Consulting | 2026–Present

- Serve as Lead Measurement & Evaluation Framework Specialist on disability-focused consulting projects, reviewing instruments, data-collection practices, and organizational evidence for measurement quality, gaps, and usability.
- Help develop evaluation frameworks, mixed-method analysis plans, data-management approaches, and technical recommendations that support organizational learning and continuous quality improvement.
- Prepared technical and budget content for a \$61,565 external-evaluation proposal for The Arc of Pennsylvania

Research & Development Associate

National Leadership Consortium on Developmental Disabilities | Jan 2025 – Present

- Lead disability policy, systems-change, and organizational improvement initiatives focused on intellectual and developmental disabilities (IDD), community inclusion, and equity.
- Collaborate with state agencies, advocacy organizations, providers, self-advocates, and families to support policy-informed systems change efforts.
- Develop policy recommendations, research briefs, presentations, and accessible reports for community stakeholders, leadership teams, and policymakers.
- Coordinate multi-state projects examining barriers and facilitators to community-based services and supports.
- Support coalition-building, strategic planning, stakeholder engagement, and leadership development initiatives across disability service systems.
- Contribute to grant development, public policy initiatives, and cross-sector partnerships supporting disability advocacy and systems transformation.

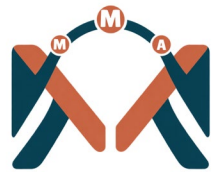
Research Associate

National Leadership Consortium on Developmental Disabilities | Jan 2024 – Jan 2025

- Directed research and evaluation activities for multi-state disability and community-based systems projects.
- Collaborated with state agencies, advisory groups, advocacy organizations, and community stakeholders to support policy and systems improvement initiatives.
- Conducted policy-focused research examining service inequities, implementation barriers, and community inclusion across disability systems.

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- Co-authored reports and recommendations informing organizational strategy, public policy discussions, and systems-change efforts.

Research Assistant

National Leadership Consortium on Developmental Disabilities | June 2019 – Jan 2024

- Supported development of the Organizational Priorities and Practices Inventory (OPPI), a national disability systems assessment tool used by organizations across the United States.
- Contributed to community-engaged research, stakeholder engagement activities, and organizational improvement initiatives.
- Assisted with data analysis, report development, and dissemination of findings focused on disability services, inclusion, and organizational effectiveness.

DISABILITY POLICY & ADVOCACY ENGAGEMENT

UnlockGA Coalition | Policy & Advocacy Engagement | 2024 – Present

- Support statewide advocacy and coalition-building efforts focused on Home and Community-Based Services (HCBS), disability rights, and community inclusion in Georgia.
- Coordinate communications, stakeholder engagement, and advocacy-related resource development with self-advocates, families, providers, and community organizations.
- Assist with legislative advocacy activities, systems-change discussions, and policy communications related to waiver access and community-based supports.
- Collaborate with statewide disability advocacy partners to advance shared public policy priorities.
- Support strategic communications, advocacy campaigns, and coalition coordination during the Georgia legislative session.

PUBLIC POLICY & SYSTEMS EXPERIENCE

- Experience analyzing disability policy implementation, organizational systems, and community-based service models across multiple states.
- Experience developing policy recommendations and translating research findings into actionable systems-change strategies.
- Experience engaging with advocacy organizations, policymakers, self-advocates, families, providers, and public agencies.
- Experience supporting initiatives related to HCBS, behavioral health, leadership development, inclusion, equity, and disability rights.
- Experience presenting findings and facilitating discussions with community stakeholders, leadership teams, and cross-sector partners.

TECHNICAL & COMMUNICATION SKILLS

Stata, R, SPSS, Python, Dedoose, Qualtrics, REDCap, ArcGIS (basic), Legislative & Public Policy Tracking Platforms (FiscalNote)

Policy Briefs | Public Presentations | Accessible Reports | Stakeholder Engagement | Community Facilitation

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Languages: Native Spanish Speaker; experience working with bilingual and multilingual communities

GRANT MANAGEMENT & DEVELOPMENT EXPERIENCE

National Leadership Consortium on Developmental Disabilities (NLCDD) | 2024–Present

- Contributed to **grant writing and development (Grantsmanship)** for multi-state research, leadership development, and systems-change initiatives focused on intellectual and developmental disabilities (IDD) (2019–Present)
- Participated in the development and submission of grant proposals to the **Washington State Developmental Disabilities Council (WADDC)** (2023–2025), supporting research on co-occurring IDD and behavioral health needs and the Bridge Forward initiative
- Contributed to proposal development and grant-supported activities funded by the **Inclusa Foundation (Wisconsin)** (2025–Present), supporting leadership development initiatives
- Participated in grant development and research for an international collaboration funded by SAIH (2024–Present), in partnership with Lives in Progress Collective (LIPC), supporting Indigenous, Black, and Brown leaders with IDD and contributing to proposals for Robert Wood Johnson Foundation funding
- Contributed to grant proposal development and funded research initiatives with the **Delaware Developmental Disabilities Services (DDDS)** (2025)
- Participated in grant-supported research funded by the **Pennsylvania Developmental Disabilities Council (PA DDC)** (2022–2024), including evaluation of the IM4Q system
- Contributed to proposal development and implementation of leadership initiatives funded by the **California State Council on Developmental Disabilities (CA DDC)**

SELECTED REPORTS & PUBLICATIONS

Kaladi, R., **Mesa-Alvarez, M.**, & Bailey, C. (2026). [A policy roadmap for advancing disability rights in Georgia](#) [White paper]. UnlockGA.

Mesa-Alvarez, M. (2026). Doctoral Dissertation. *How Aligned Are Disability Service Organizations with Human-Rights Policy Goals? A Multilevel Policy Analysis of Organizational Values, Practices, and Cross-Role Perceptions*. Biden School. University of Delaware

Mesa-Alvarez, M., Gilden, C. (in preparation). Validating an evaluation tool for disability organizations: The Operational Priorities and Practices Inventory (OPPI).

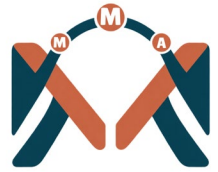
Mesa-Alvarez, M., Gilden, C., & Friedman, C. (2026). From systemic barriers to inclusive practice: Examining behavioral health service inequities for people with intellectual and developmental disabilities. (Manuscript under review, special issue on inclusive behavioral health, journal Inclusion).

T. Bahamonde & **M. Mesa-Alvarez** (2025). The Cuban reform Adjustment Task (2019-2023) and the public administration structures. Book Chapter. *Handbook of Public Administration in Latin American Countries*. (Manuscript submitted to editors)

Mesa-Alvarez, M., Gilden, C., & Bailey, C. (2025). *Bridge Forward event report: From event to action in strengthening behavioral health and IDD systems in Washington*. The National Leadership Consortium on Developmental Disabilities. (Applied research and systems-

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change report integrating stakeholder input, research findings, and policy recommendations to improve cross-system coordination and community-based supports).

<https://natleadership.org/Reports/BridgeForwardEventReport.pdf>

Gilden, C., **Mesa-Alvarez, M.**, & Bailey, C. (2025). *Leading our values: What it takes to provide individualized and inclusive services*. The National Leadership Consortium on Developmental Disabilities. <https://www.natleadership.org/reports.html>

Mesa-Alvarez, M., Gilden, C., & Bailey, C. (2024). *Enhancing services for people with co-occurring intellectual and developmental disabilities and mental and behavioral health supports in Washington: Report of individual, state, and national experiences, models of support, and recommendations*. The National Leadership Consortium on Developmental Disabilities. <https://www.natleadership.org/reports.html>

Gilden, C., **Mesa-Alvarez, M.**, & Bailey, C. (2024). *Advancing community-based supports: A case study of North Carolina service providers that support people with disabilities to be fully integrated and included in their communities*. The National Leadership Consortium on Developmental Disabilities. www.natleadership.org/reports.html

Gilden, C., **Mesa-Alvarez, M.**, & Bailey, C. (2024). *Facilitators and obstacles to community services and supports: Exploring what leaders need to progress toward change*. The National Leadership Consortium on Developmental Disabilities.

<https://www.natleadership.org/reports.html> Mesa-Alvarez, M., Gilden, C., & Bailey, C. (2023). *Spring 2023 LEAD Program evaluation: Feedback and findings*. The National Leadership Consortium on Developmental Disabilities. (Applied research and program evaluation report). <https://natleadership.org/Reports/LEADSpring2023Results.pdf>

Bailey, C., Gilden, C., & **Mesa-Alvarez, M.** (2022). *External Evaluation of Monitors with Disabilities' Experience with the Transition to Virtual Monitoring for Independent Monitoring for Quality (IM4Q) in Pennsylvania, 2022 Report*. The Institute on Disabilities, Temple University. <https://www.natleadership.org/reports.html>