

February 16, 2026

To Whom it May Concern:

I had the pleasure of working with Shana Montrose in 2024 in her role as Public Health Lead for the Lubbock Public Health Needs Assessment (CHNA) and Community Health Improvement Plan (CHIP). Shana designed the community survey, which engaged more than 2,000 community members in prioritizing key health needs: 1. access to healthcare, 2. mental health, substance use, and homelessness, 3. chronic conditions, 4. sexually transmitted infections and teen pregnancy and 5. coordination of information, services, and resources.

Ms. Montrose began by reviewing existing community health assessments and compiling secondary data from national, state, and county sources. She compared which priorities emerged across similar studies and presented those findings to our steering committee. Using the Mobilizing for Action through Planning and Partnerships (MAPP 2.0) co-design framework from the National Association of City and County Health Officials (NACCHO), Ms. Montrose interviewed more than ten key informants to inform the survey design. She also facilitated an in-person focus group with public health staff, which further shaped the survey development.

She analyzed survey and focus group results and presented improvement strategies to our team. She facilitated a collaborative session in which we assessed feasibility and agreed on improvement activities. The final report outlined realistic initiatives aligned with the priorities identified by the community.

Shana is a pleasure to work with. Her approach reflects deep knowledge of public health and a strong understanding of how to tailor responses to the culture and resources of the communities served. Her work style is collaborative, responsive, attentive to local context, high quality, and punctual. Her work was key in ensuring we heard and responded to the voice of our diverse community. It also provided an essential element for our application for Public Health Accreditation Board (PHAB) accreditation.

I invite you to review her work, which is published on our website, including the [Community Health Needs Assessment](#) (CHNA) and [Community Health Improvement Plan](#) (CHIP). I would recommend working with Shana Montrose without reservation.

Sincerely,



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