



California Counties Technical Assistance Academy CONTENT FACULTY BIOGRAPHIES



David Aguado is the Director of Operations for America Works of New York and America Works of New Jersey. In this capacity Mr. Aguado is responsible for managing relations with the Human Resource Administration's, Back to Work program. In addition to the general public assistance population he has initiated new ventures with children aging out of foster care, non-custodial parents, food stamp recipients as well as working with families living in homeless shelters. In New York City, Mr. Aguado manages three offices. This year he started up a new operation for Mayor Booker of Newark, New Jersey to employ returning prisoners. Prior to joining America Works two and a half years ago, Mr. Aguado had 12 years in management and marketing in the private sector. He is bi-lingual in English and Spanish.

Feliciano Alvarado has been employed by Los Angeles County Department of Public Social Services since 1972. He possesses vast experience in developing highly successful programs. Currently, he is responsible for all GAIN compliance/sanction policies and procedures, which includes the highly successful GAIN Sanction Home Visit Outreach (GSHVO). Since implementation in October 2005, and through an outreach process, involving telephone contacts, letters, and home visits the GSHVO is responsible for reducing sanctions by over 10,000 or 50% in Los Angeles County.

Daylan Beamon, Business Development Manager of Business Access, consults with workforce development professionals to design the most effective programs for their unique needs. Mr. Beamon has successfully overseen the planning, design specifications, staff training, and implementation of more than 60 distance learning programs since 2000. Business Access has implemented 106 Technology Based Learning programs for workforce development that have yielded over 1,000,000 hours of participation.

David Buchholz is the Director of Program Management for Business Access. In this role he oversees the implementation and day-to-day operations of all of Business Access' in-home programs, which to date, include 106 different workforce development and TANF programs with online participation that exceeds 1,000,000 hours.

Working with populations that include people on welfare, people re-entering the community after being in prison, at-risk youth, people with disabilities, and others, Mr. Buchholz's department manages and monitors participant results while working closely with government programs as they work through the processes required to implement new and innovative programs. Under his purview, Business Access in-home programs have maintained stellar results such as an 85% employment rate more than 12 months after program exit and 84% off of welfare more than 24 months after program exit.



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Prior to joining Business Access, Mr. Buchholz managed operations for the One-Stop Centers in Austin, Texas where he was responsible for meeting and exceeding state and federal performance measures. During his tenure, Mr. Buchholz managed an overhaul and re-alignment of programs and staffing structures to increase efficiency and performance. Mr. Buchholz's early career also includes working with at-risk youth in residential treatment centers and four years of managing and operating his own business.

Robyn Cenizal is a graduate of Southern Illinois University's Workforce Education and Development Bachelors Program, a nationally certified Family Life Educator, and a 23-year veteran employee of the City of Jacksonville. She has extensive experience in organizational development, human resource management, budgeting, public relations, and community engagement. Additionally, she served on the Mayor's Public Service Grant Committee for five years with oversight of approximately \$12.5 million in grant funds distributed locally to social service organizations.

Ms. Cenizal developed the City's Office of Volunteer Services which serves as a human resources office for unpaid staff supporting programs throughout city government. She assisted with research and development of the Mayor's Office of Faith and Community Based Partnerships which opened in January 2005 and offered capacity building technical assistance to local grassroots organizations. She is currently serving as the Executive Administrator for the Jacksonville Network for Strengthening Families Initiative, a program she co-developed and implemented in 2002. The program offers a holistic approach to strengthening families. Objectives of the program include increasing the number of prepared marriages, reducing divorce rates and encouraging financial and emotional support for children. These objectives are achieved through providing families with empowerment training using Dr. Stephen Covey's "7 Habits of Successful Families", a curriculum she worked with Dr. John Covey to customize for Jacksonville. Families are then connected to issue specific services offered through one of 54 Network Partners. Over 3,000 participants have successfully graduated from the program.

Frank DeCarlo is currently the Director of Employment for the Erie County Department of Social Services. In this capacity, he administers employment services for 12,000 customers and manages a staff of 225 employees. Vital to his position is his ability to coordinate services with other governmental and community organizations involved in similar activities throughout New York State. Recently, he facilitated the complete reorganization of the Employment Division, centralizing functions that enable customers to better access both case management and employment services.

Mr. DeCarlo is directly involved with obtaining funds and planning numerous initiatives designed to assist clients in meeting the new federal TANF requirements. His tenure has been marked by his ability to problem solve and implement challenging programming and services that have yielded measurable results. He has implemented a unique subsidized employment program which annually places over 400 TANF clients into jobs. Over the past five years, this initiative has recorded a 75% retention rate for clients employed through this program. The emphasis of the program is to meet



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hiring needs of local employers and train welfare recipients to become a viable part of the workforce.

In addition, community sites have been developed to accommodate required work experience activities and educational opportunities for TANF clients. These sites have proved invaluable for obtaining the current 41% TANF participation rate. The sites are located at various not-for-profit agencies and community centers that are strategically located throughout the city providing better access to clients. This concept also provides hands-on training as well as additional supportive services at the sites including job development and intensive case management services. Mr. DeCarlo also serves on the Vocational Technical Advisory Council at EOC; a division of the State University of New York at Buffalo.

Mr. DeCarlo received his Bachelor's of Science Degree from the State University of New York at Buffalo in 1977 and his Master Degree in Human Services Management from Buffalo State College in 1990.

Deborah Eisner, a Consultant at Public Consulting Group, has significant experience providing policy analysis, business diagnosis, program design, expenditure analysis, and implementation assistance for Temporary Assistance for Needy Families (TANF) programs and projects.

Ms. Eisner has advised several governmental agencies on responses to changes to the federal TANF law mandated by the Deficit Reduction Act of 2005 and the *Final Rule* published in February 2008. Currently, she is working with the County of San Diego to design and implement an upfront engagement program, with the States of Massachusetts and Michigan to access the TANF Contingency Fund, and with the States of Georgia and Utah to identify TANF MOE eligible spending. Her work in San Diego County included a review of current county practices and recommendations to help the county improve its work participation rate. The Contingency Fund and TANF MOE work includes the identification of existing state expenditures that can be leveraged to meet TANF requirements.

Previously, Ms. Eisner worked with the Tennessee Department of Human Services to transition its Families First TANF program off an AFDC waiver and to bring the program into compliance with new federal regulations. She has also performed general TANF consulting work for the Massachusetts Department of Transitional Assistance and Chicago Public Schools. In this capacity, she researched regulatory and compliance questions about TANF and the impact of the Deficit Reduction Act.

In August 2008, Ms. Eisner co-presented a discussion on "Approaches to Upfront Engagement for TANF Clients" at the National Association of Welfare Research and Statistics (NAWRS) annual workshop that highlighted the San Diego County diversion pilot project. She presented on performance-based contracting at the same conference in August 2007. Additionally, she has prepared and presented a training session for PCG employees about the Deficit Reduction Act and its impact on TANF policy and procedure.



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Prior to joining PCG, Ms. Eisner was a community journalist in the Boston metropolitan area. She holds a Bachelor of Arts degree from Brandeis University and a Master of Science in Public Affairs degree from the McCormack Graduate School of Policy Studies at the University of Massachusetts-Boston.

Susan Hansen is an Employment Services Coordinator with the Orange County Employment and Training Administration in Orange County, New York. She began working for Orange County Employment and Training Administration in 1995. She has coordinated the LIVES Program which links disabled TANF clients with Vocational Services for Individuals with Disabilities. The participants received case management, skills training, job coaching, and placement. She also worked as a Job Developer to introduce Orange County employers to the various services provided by Orange County's One-Stop Employment Center. She counseled TANF and TANF 200% participants in the area of career/personal development and interviewing techniques. Career goals were met through a combination of On-the-Job and vocational skilled training programs. She has coordinated the Securing Prosperity Grant, a model pilot program that connected WIA One-Stop services with the training and placement of TANF individuals. She also coordinated the Educational Gain for Employment Program, a program that partnered Orange County Employment and Training Administration with Orange/Ulster BOCES, a vocational technical center. BOCES and ETA recruited TANF students, increased educational levels, obtained credentials, and placed and retained TANF enrollees in quality employment.

Ms. Hansen currently supervises one of the Welfare to Work Units in Orange County. This unit serves both TANF and Safety Net populations. She has been at the forefront of innovative, leading edge TANF pilot programs.

Sandie Hoback, Consultant, has over 25 years experience in improving the delivery of workforce development and human service programs. As a welfare director for the state of Oregon, she led the state in one of the most effective and successful welfare reform efforts in the nation. Much of this success was dependent upon changing the culture of the agency, from one preoccupied with process to one focused on positive client outcomes. Underlying this cultural shift was the development and use of performance outcomes and measures, as well as integrating needed services from a number of agencies into a comprehensive system. Additionally, Ms. Hoback has extensive knowledge and experience in developing and implementing private sector subsidized employment programs.

For the last several years, Ms. Hoback has been consulting nationally. She has assisted numerous states and cities in improving and integrating their delivery of workforce development and human service programs.



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Mark Hoover is Executive Director of The Nicholson Foundation whose mission is to improve the lives of families and children through enhancing the resources and program effectiveness in the city of Newark, in Essex and in other northern New Jersey counties. The programs include offender reentry, child welfare, the education system, and poverty reduction to name a few. He is also CEO of Hoover International Partners which provides consulting services exclusively outside of New Jersey to a variety of cities such as New York; Norfolk, Virginia; Baltimore, Maryland; Minneapolis, Minnesota; Seattle, Washington, and dozens of states, non-profits, and foundations.

Mr. Hoover is an accomplished international consultant. In the past four years, he has directed the consulting team engaged by the Israeli Government to implement a welfare-to-work reform. He has also advised a number of European governments, including Germany and Holland. He has a major engagement with the Labor Ministry in Denmark and has recently completed consulting service with the Jamaican Government.

Previously, Mr. Hoover worked for the Giuliani Administration for over four years as the First Deputy Commissioner of The Human Resources Administration for New York City functioning as The Chief Operating Officer. This organization consisted of 17,000 employees and a budget of over \$18 billion annually. Extensive reform and development of unique and special programs were implemented to address the many challenges of the over 2 million New Yorkers served by the agency's extensive welfare, health, work force, mental health, and substance abuse programs. Most notably, welfare caseloads decreased from around 1.2 million people to fewer than 500,000 through self-sufficiency initiatives.

Mr. Hoover has over 30 years of high-level government experience in human services, welfare reform, and workforce development. He was one of the key principals in the Thompson Administration in Wisconsin in implementing a series of comprehensive human services, workforce development and welfare reform initiatives including W-2, which played a major role in shaping the Federal Welfare Reform legislation, passed by Congress in 1996.

Monte Murphy is the Shasta College CalWORKs program Project Coordinator. He began his collegiate career at Shasta College in 1991 after working in the private sector as a Manager, District Supervisor, and Vice President for a major retail chain. Mr. Murphy's first assignment was with the EOPS/CARE department where he worked for over ten years. For the past seven years, he has been the Project Coordinator for the Shasta College CalWORKs program.

Marsha Netus has more than ten years professional experience in Workforce Development. She began her career specializing in the welfare to work population with America Works. Her passion for this field led her to help hundreds of TANF recipients move from a dependency status to becoming self-sufficient. She is a true believer that when given the right resources, people will succeed.

Ms. Netus has worked for America Works in a variety of roles including; Corporate Representative, Orientation and Assessment Instructor, and Training Manager. She currently serves as the General Manager for America on Demand, a temporary staffing agency, and the Work Experience Manager



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for America Works. In her dual roles, she has designed and implemented creative initiatives to enhance client participation and improve overall Federal and State work participation rates.

Ms. Netus earned her Master's degree in Career Development at the College of New Rochelle, and her Bachelor of Arts in Speech Communication from Iona College. She is currently a doctoral candidate in Educational Leadership at the University of Phoenix. Ms. Netus served on numerous committees speaking on various topics related to workforce development. She served as a panelist specializing in retention and working with difficult populations. She is a member of the National Career Development Association, Society for Human Resource Management, and the National Association of Professional Women.

Anthony Ong, an Associate Manager at Public Consulting Group (PCG), has twelve years of experience in the areas of policy analysis, business diagnosis, program design, program evaluation, expenditure analysis, and implementation of projects involving nearly all federal health and human services funding sources, including: TANF and TANF MOE, Titles II (SSA), III (OAA), IV-D (Child Support), IV-E (Foster Care), XVI (SSI), XIX (Medicaid), CCDF (Child Care), Food Stamps, and SSBG (Social Services). His expertise of the various funding sources and their eligibilities has been critical for the development of new strategies to improve TANF agency performance in the most effective and creative manner.

Currently, in the County of San Diego (CA), Mr. Ong is managing the development and implementation of a pilot project for an “upfront” diversion program that will identify and channel the most work-ready individuals toward incentive-based short-term intensive job search and readiness activities as a way to help clients gain self-sufficiency and avoid long-term TANF assistance. Additionally, Mr. Ong manages a project with the Commonwealth of Massachusetts that draws \$91.8M in additional annual federal funds from the TANF Contingency Fund and converts it to state general revenue. Mr. Ong also manages a project in the State of Georgia that is assisting in the identification of new state sources of TANF MOE, as well as the development of a 5-year business plan to manage these expenditures. In 2006-2007, Mr. Ong served as the Project Manager of a complete re-design of the State of Tennessee TANF program that updated the program from an expiring AFDC waiver to a full TANF structured program that meets the DRA and subsequent TANF Final Rule requirements. Mr. Ong worked on TANF and TANF MOE engagements dating back to 1999 with the states of Colorado and North Carolina as well as the Chicago Public Schools. In August 2008, Mr. Ong co-presented on “Approaches to Upfront Engagement for TANF Clients” at the National Association of Welfare Research and Statistics (NAWRS) annual workshop that highlighted the San Diego County diversion pilot project.

Mr. Ong earned a Master of Business Administration from Clark University in 2005, a Master of Science in Public Affairs from the McCormack Graduate School of Policy Studies at the University of Massachusetts Boston in 1999, and Bachelor of Arts in Political Science from the University of Massachusetts Amherst in 1994.



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Paul Saeman is a member of Turner Government Operations and works as part of the American Institute for Full Employment team. Mr. Saeman has over 26 years of experience in developing and managing welfare and welfare-reform programs in the Wisconsin State government and the New York City government under Mayor Giuliani.

During the development of Wisconsin Works, Mr. Saeman was the primary developer of the supporting IT system and has since held numerous management and supervisory positions responsible for systems development, analysis, federal reporting, and program evaluation. In both Wisconsin and New York City, he was responsible for leading agency-wide groups charged with increasing work program participation for TANF, FSET, and other work programs. He was integral to the development of Wisconsin's innovative W-2 program and New York City's welfare reform initiatives. He has degrees in government, administration, and business automation.

Jason Turner is currently the President of Turner Government Operations, and specializes in improving management effectiveness and extending work-based reforms throughout human service programs. Mr. Turner served as the Director of the former AFDC program at HHS between 1989 and 1993. At that time, Mr. Turner was responsible for the Federal implementation of the newly enacted JOBS welfare-to-work program. From 1998 through 2001, Mr. Turner worked for New York's Mayor Giuliani as his Human Resources Commissioner. His continual efforts regarding work-based reforms across the country are widely respected. Mr. Turner holds a B.A. in History from Columbia University.