



ADMINISTRATION FOR  
**CHILDREN & FAMILIES**

**OFFICE OF FAMILY ASSISTANCE**  
An Office of the Administration for Children & Families

# **OFA Regions I–IV East Coast TANF Directors’ Meeting**

**July 24–26, 2018 • Westin Boston Waterfront • Boston, MA**

## **OFA Regions I–IV East Coast TANF Directors’ Meeting**

**Leveraging Partnerships to  
Help Families Achieve Economic Stability**

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## Overview

The U.S. Department of Health and Human Services' Administration for Children and Families (ACF), Office of Family Assistance (OFA), held the OFA Regions I-IV East Coast Temporary Assistance for Needy Families (TANF) Directors' Meeting at the Westin Boston Waterfront in Boston, Massachusetts on July 24-26, 2018.

The meeting convened representatives from TANF programs from Regions I-IV and provided TANF representatives with an opportunity to learn about promising practices, discuss shared challenges faced by TANF programs, and share ideas with peers from other states about how to respond to the needs of low-income families. The meeting also included practitioners and researchers who shared information about their own work, and who looked to TANF representatives and Federal partners for future research opportunities.

Representatives attended presentations from experts and program administrators, and worked with other states to think of innovative practices during Team Work sessions. A combined 88 TANF representatives, State and Territory Human Service Commissioners, and Federal partners participated in the meeting.

This report summarizes highlights from the OFA Regions I-IV East Coast TANF Directors' Meeting.

# Day One – Tuesday, July 24<sup>th</sup>, 2018

## Welcome and Agenda Overview

### Speaker:

- **Carol Monteiro**, *Region I Program Manager, OFA*

OFA Region I Program Manager Carol Monteiro opened the welcome session by sharing that the goal of the convening was to bring together TANF administrators, stakeholders, and thought leaders to share innovative practices and think of how they can apply them in their own states. Under the overarching theme of *Leveraging Partnerships to Help Families Achieve Economic Stability*, meeting attendees were challenged to think about families as a whole and consider ways to help them move out of poverty. Monteiro provided an overview of the agenda and encouraged attendees to utilize the meeting workbook and wallboard tool provided for each state/jurisdiction to collect best practices throughout the conference.

## Opening Remarks and Q&A

### Speakers:

- **Clarence H. Carter**, *Director, OFA*
- **Elaine Zimmerman**, *Region I Administrator, ACF*
- **Carlis Williams**, *Region IV Administrator, ACF*

ACF Region I Administrator Elaine Zimmerman reminded attendees of the importance of helping children thrive and supporting parents to secure sustainable, substantive jobs. States have experienced recent successes through inter-state working groups with the input of stakeholders, especially those that include partners who do not often collaborate with each other. Partnerships with employers and industry leaders have proven to be an effective surprise for state programs. ACF Region IV Administrator Carlis Williams noted that ACF is examining innovative ways to address new challenges and use data for better decision-making. While some states have made headway in forming new partnerships to discover these solutions, other states need to start working with employers, families, and external programs to do the same.

Much movement surrounds TANF reauthorization and associated structural changes in the President's 2019 budget and a House Ways and Means Committee proposal. While it does not seem like there will be any significant legislation passed by the end of the legislative calendar, substantial changes are in store for TANF soon. OFA Director Clarence H. Carter holds a 30,000-foot vision of the direction OFA is trying to take the social safety net. This net extends far beyond government to include academia, philanthropy, private businesses, and non-government organizations (NGOs), which all make up a system to support individuals and families experiencing economic, social, and developmental challenges. Currently, this network of partners is disaggregated and uncollaborative, which confirms a widespread need to leverage new and existing partnerships.

Little connectivity exists between the dozens of state and Federal programs designed to provide benefits, goods, and services to vulnerable populations. More fundamentally, there is no shared vision or central objective behind these services. Such a situation reminded Director Carter of the Winchester Mystery House in San Jose, California. Construction on the home proceeded daily for decades without a general blueprint, which led to dead-end hallways and stairs to nowhere. Similarly,

the current system of Federal supports is well-financed, but lacks design intentionality. OFA has the obligation to find an ultimate objective that possesses such intentional design. The objective should be to grow as many vulnerable individuals, families, and communities beyond their vulnerabilities so they can create their own version of the American Dream. The system of public supports is essential, yet it should only be a mile marker in life's journey rather than a destination.

OFA is in a good place to drive this objective, since it has decades of experience administering programs serving the economically vulnerable. No other place in the Federal government is dedicated to this pursuit as much as OFA. Director Carter and OFA are assuming a leadership role in this effort aimed at supporting vulnerable individuals. Three principles underline this vision: 1) a true north focusing on growing people beyond their vulnerabilities; 2) the ability to align OFA's efforts towards that true north with help from partnerships; and 3) the need for the government to serve as a catalyst to unleash the abilities of the rest of society on this endeavor. The government-centric model of poverty alleviation efforts has crowded out many community assets that may be capable of solving the problem.

Americans are dedicated to helping whoever they can, and the country needs to harness this spirit towards the pursuit of a single objective. OFA and TANF also need to approach serving vulnerable individuals in a more family- and person-centric way. Right now, the system celebrates getting benefits to an individual, yet the true victory is getting people to the place where they can provide those things for themselves. This does not mean removing people from benefits, nor making them available to only certain populations. This is a problem bigger than OFA, ACF, and the Federal government, but it is not too big for the United States.

### Questions and Answers:

- **Question:** How should programs reconcile when work requirements and countable activities run up against people's abilities? Should programs look at work requirements differently?
  - **Answer:** As reflected in the recent TANF reauthorization proposal, OFA has taken a very siloed approach to these issues and has not viewed them holistically. This current framework creates complicated processes, which do not focus on TANF's original intentions. Once TANF focuses on growing people beyond their vulnerabilities, it will allow the program to organize services in a more comprehensive way. Encouraging work is also an important part of this process.
- **Question:** Since nearly 30 percent of TANF recipients do not possess a high school diploma, where does adult education fit within your future vision?
  - **Answer:** Growing people's knowledge, skills, and credentials is an important part of growing their capacity. When doing this, work must be combined with education and training. Everything should be connected in this way.
- **Question:** Is there any guidance about how to direct spending to plan for future program changes while still keeping current requirements in mind?
  - **Answer:** Unfortunately, this plane must be built as we fly it. However, OFA has some ability to help state staff work within existing constraints. States can come to us directly and propose solutions to existing problems, and OFA will help. OFA can bring together the U.S. Department of Labor (DOL), the U.S. Department of Housing and Urban Development (HUD), and other partners, if needed.

- **Question:** Is there any possibility that work requirements for different benefits programs can be aligned so that eligibility determination can be easier?
  - **Answer:** The proposed changes to TANF are the first step in moving towards this standardized ideal. Congress often works in the context of one program, but it is important to encourage a broader, more aggregated approach to this challenge.

## Implementing Whole Family Approaches

### Moderator:

- **Jeanette Hercik**, *Senior Vice President, ICF*

### Speakers:

- **Raquel Hatter**, *Deputy Director, Human Services Program, Kresge Foundation*
- **Sarah Griffen**, *Consultant, W.K. Kellogg Foundation*

Partnerships with foundations and philanthropists may be a key tool to advancing whole family approaches to the social safety net. The Kresge and W.K. Kellogg Foundations are two of many foundations interested in whole family and multi-generation approaches since they intentionally focus on a family's overall well-being and progress towards socioeconomic mobility.

Raquel Hatter noted how the [Kresge Foundation](#) is interested in investing in practices, organizations, and policies that establish the conditions necessary for whole family approaches to succeed. Rather than social service providers acting paternalistically with the people they serve, a whole family approach dictates working hand-in-hand with partners and families on a more equal level. Such a culture shift demands additional changes: TANF administrators should develop better ways to use the substantial amounts of data they possess. Compliance needs to focus on family outcomes. The Kresge Foundation has invested in UTEC, Juma Ventures, and other organizations that have taken steps to mitigate obstacles (e.g., the cliff effect) to the attainment of these ideals.

Sarah Griffen of the [W.K. Kellogg Foundation](#) encouraged attendees to focus on creating conditions for the equitable advancement of families, so they can succeed in school, work, and life. Quality early childhood education, whole family approaches, and a drive towards employment and racial equity are key foci for the Kellogg Foundation's investments in pilots and systems. When examining the outcomes of such policies and programs, administrators should take more incremental outcomes into account to understand the true effects programs have on vulnerable families. Thinking about metrics in this way, rather than only focusing on employment and retention is difficult, but important for families' success. Working with employers, trade associations, and workforce development programs can help ensure long-term family well-being.

### Questions and Answers:

- **Question:** Within a partnership, is it important to have outcomes defined early on, or developed over the course of the partnership?
  - **Answer (Raquel Hatter):** It is important to have a combination of both. Organizations should have a primary objective and work backwards from there.
  - **Answer (Sarah Griffen):** While it is crucial to have something to work towards, it is just as vital to learn and change as you grow a partnership.

- **Question:** Do either the Kresge or W.K. Kellogg Foundations have partnerships with social enterprise organizations?
  - **Answer (Raquel Hatter):** The Kresge Foundation does invest in educational social enterprises, such as UTEC and Juma Ventures.
  - **Answer (Sarah Griffen):** Social enterprises are one way to provide training and wages at the same time, and can often be easier for individuals who cannot participate in a six-month training program.

## Breakout Session A: Dynamic Interagency Partnerships

### Moderators:

- **Jacqueline Jackson**, *Region IV Program Specialist, OFA*
- **Sanje Dawdanow**, *Region III Program Specialist, OFA*

### Speakers:

- **Sandra Giddy**, *Director of Workforce Development, Mississippi Department of Human Services (MDHS)*
- **Christine Ruggieri**, *Northeast Region Supplemental Nutrition Assistance Program (SNAP), U.S. Department of Agriculture (USDA)*
- **Erin Roth**, *Director of Policy, Maryland Department of Labor, Licensing, and Regulation (DLLR)*

State agencies have formed interagency partnerships in recent years to better serve a wider array of vulnerable populations. Sandra Giddy of MDHS noted that her agency partnered with ACF, DOL, and [Families First for Mississippi](#) (FFFM) to help implement a Continuum of Services model and share case management responsibilities. The model encourages development of job coaches to help participants secure employment and create individual employment accounts to build a path for recipients to achieve their job goal. Another important mechanism of the model is the monitoring of recipients when they transition off TANF and the subsequent provision of services to them to promote success. This may include earning credentials and receiving education while they continue to develop employment experience.

MDHS created [Generational Plus Initiative \(Gen<sup>+</sup>\)](#) to act as a statewide program bringing community partners to the table and providing wraparound support for families. The Gen<sup>+</sup> Initiative includes employer partnerships, such as one with a commercial truck driving company to provide field training. In this partnership, MDHS and the employer work together to increase job retention by providing transportation to and from the training location, housing for students, and evening tutors. These partnerships have helped MDHS transform a zero-dollar budget into a collective \$14 million budget in resources and services for SNAP Employment and Training (E&T) Program participants.

Erin Roth of DLLR discussed how state agencies have collaborated to strengthen their workforce development system. Using the Workforce Innovation and Opportunity Act (WIOA), agencies have worked together to cultivate a new paradigm for workforce development, including the integration of TANF recipients into the larger workforce system. Challenges to this collaboration included a lack of shared terminology, an abundance of acronyms, and poor communication. Some agency staff also possessed misperceptions about the TANF population, so the Maryland Department of Human Services partnered with the University of Maryland – Baltimore, School of Social Work to develop key demographic snapshots of TANF recipients. After distributing these [snapshots](#) across various

agencies, leadership and workers possessed readily available data to understand TANF participants' needs and implement a holistic service delivery model within 12 local workforce areas.

Christine Ruggieri's work is primarily focused on SNAP E&T. Five years ago, USDA's Northeast Regional Office of Food and Nutrition Service (FNS) realized SNAP E&T needed to do more to encourage stacking credentials and the pursuit of higher-wage jobs. FNS received \$90 million to develop programs within multiple states and generated additional funding through partnerships with private organizations. By leveraging a 50 percent Federal reimbursement, private organizations maximized the capital they brought to the partnership. FNS wants to develop other partnerships between state and Federal agencies (e.g., ACF, DOL).

## Questions and Answers:

- **Question:** How is your organization tackling the transportation barrier for those seeking employment?
  - **Answer (Christine Ruggieri):** SNAP cannot buy cars or car insurance, but this program can pay for fixing cars. An Uber-based project being developed in Massachusetts pools money for those who need free or discounted rides. The project is grant-funded, so is not applicable to SNAP. However, there are organizations that may invest capital for SNAP recipients based on whether this program proves valuable. Another idea is a [rideshare program pilot](#) in Rhode Island. A Rhode Island Public Transit Authority grant subsidizes a pooling van for people to get to work. People with similar work locations can carpool, while also dropping off their children at school. The split cost helps make transportation more affordable for everybody.
  - **Answer (Sandra Giddy):** Transportation is a large problem with Mississippi since it is so rural. MDHS is working on creating heat maps and partnering with DOL to help make transportation more accessible and affordable. For example, offering a van in a high-traffic rural area to help people get to and from work.
- **Question:** How are you developing sustainable and rewarding jobs for low-income individuals?
  - **Answer (Erin Roth):** Unemployment is low and all businesses have hiring needs regardless of their sector. The TANF population can be committed to learning, but often might not know where to look. In Maryland, we have started developing a program where eligible applicants receive a job on the first day of the program. Moreover, participants' wages increase as their skills increase. Maryland also funds pre-apprenticeships and Bridge Programs. If individuals are not ready for a paid opportunity, programs can create partnerships with companies to help gently segue these people into paid opportunities.
- **Question:** What are your views on measuring success for people on benefits?
  - **Answer (Erin Roth):** DLLR is in the midst of a big cultural shift called [Benchmarks of Success](#), which includes five shared visions and five shared goals on how it will measure success. The agency is investing money to address this issue in the short-term and hopes to achieve long-term success by deemphasizing focus on participation rates.
- **Question:** How are you using data to further your goals?
  - **Answer (Sandra Giddy):** Mississippi has one of the nation's most well-known longitudinal research data systems. MDHS has developed questionnaires which



connect people to the organizations they need. Based on the participant’s individual answers, MDHS provides an electronic referral to an organization. In addition, Mississippi has entered into a data-sharing agreement where it can pull data for all eligible SNAP recipients in its service area. Community colleges can identify how many SNAP recipients were already on their campus, which has helped them manage their budget.

## Breakout Session B: Connecting Individuals to Employment

### Moderator:

- **Elaine Zimmerman**, *Region I Administrator, ACF*

### Speakers:

- **Jeff McCue**, *Commissioner, Massachusetts Department of Transitional Assistance (DTA)*
- **Gregg Croteau**, *Chief Executive Officer, UTEC*

Region I faces a dramatic worker shortage, so ACF has an interest in connecting employers to unemployed and underemployed workers. Elaine Zimmerman, Region I Administrator for ACF, built on this sentiment by explaining that to successfully connect individuals to employment, programs need to focus intentionally on employment outcomes and support organizational changes to move internal and external stakeholders in that direction.

Jeff McCue, Massachusetts DTA Commissioner, shared that while serving at the Workforce Council there was some initial resistance to implementing WIOA. Workforce centers and career shops had not historically worked with public assistance programs and were hesitant to do so. Massachusetts DTA implements a family-centered approach with the core value of “engagement that matters instead of participation that just counts.” Historically, Massachusetts was successful at compliance with Federal requirements, but lacked innovation in how to be family-centered. Since the adoption of its new service delivery model, the state’s cash assistance caseload has substantially decreased. The state is now looking at SNAP E&T as an additional vehicle to help families move forward as part of a larger anti-poverty strategy.

Gregg Croteau of UTEC explained that his organization is a non-profit that aims to get young adults—who are former gang members, at risk of incarceration, or returning citizens—into education and training leading to long-term employment opportunities. UTEC utilizes windows of opportunity at courthouses, street corners, funeral homes, and jails to connect young people with the support and resources they need.

The program runs three main social enterprises: catering and food products, woodworking products, and mattress recycling. In all pathways, returning citizens are immediately connected to employment upon release, and the program provides clients a “safe place to fail” without time limits or other strict criteria that may hinder success. UTEC quickly learned that a client’s public assistance could be negatively impacted through participation in UTEC programming, so staff worked with public assistance programs to provide clients a stipend to avoid the cliff effect. In addition to education, employment,

*“They fathered me. They mothered me. They counsined me. This place represents love.”*

– UTEC Client



## Day Two – Wednesday, July 25<sup>th</sup>, 2018

### Welcome

#### Speaker:

- **Eileen Friedman**, *Region III Program Manager, OFA*

Eileen Friedman, Region III Program Manager for OFA, introduced the day's upcoming sessions by playing a TED Talk by Mia Birdsong: "[The Story We Tell About Poverty Isn't True.](#)" Birdsong encouraged program administrators, philanthropists, and other stakeholders to work with low-income individuals and families when designing anti-poverty programs. Rather than creating new solutions without participant input, stakeholders should help build solutions based on those already being implemented by people living in poverty. Friedman noted that TANF administrators can follow such an approach by incorporating human-centered design into their programs.

### Working in Partnership with Participants

#### Moderator:

- **Beth Babcock**, *President and CEO, EMPATH*

#### Speakers:

- **Amy Kershaw**, *Associate Commissioner for Economic Assistance and Employment, DTA*
- **Kamaria Moore-Hollis**, *Economic Mobility Manager, DTA*
- **Delrose Newman**, *Program Coordinator, DTA Works*

In 2009, EMPATH developed [Mobility Mentoring](#)<sup>®</sup>, a coaching approach, which uses partnerships with clients, behavioral economics, executive skill development, goal setting, and structured frontline use of data to advance economic independence. The approach stresses compromise core decision-making and behavior management skills by heightening impulsivity and compromising the ability to plan for the future. Beth Babcock of EMPATH argued that ignoring this science ignores opportunities for administrators to improve programs. Mobility Mentoring<sup>®</sup> helps coaches work with participants to determine individual priorities, build a framework to promote goal-setting and decision-making, and better understand what metrics lead to self-sufficiency. Families who successfully participate in Mobility Mentoring<sup>®</sup> (who have an average income below the poverty level) for three to five years have increased their incomes by 71 percent, their credit scores by 108 points, and their rates of college completion. Currently, 90 organizations use Mobility Mentoring<sup>®</sup> approaches to serve over 100,000 families domestically and abroad.

Massachusetts DTA has implemented Mobility Mentoring<sup>®</sup> approaches in its DTA Works program, which provides part-time internships in a local employment services office. The program began in 2011 with 38 clients, and now serves 80. Amy Kershaw noted how DTA used to be very focused on administering benefits with only compliance in mind. However, strategic partnerships with career centers, rehabilitation facilities, and other state agencies encouraged DTA to change benefit structures and promote the value of work among the clients it serves. Mobility Mentoring<sup>®</sup> and behavioral economics have helped DTA move away from a focus on compliance and eligibility to

one of engagement. DTA partnered with EMPATH and is implementing four pilots to change local policies and practices.

DTA Works provides low-income individuals with a 30-hour per week internship for up to 24 weeks. According to DTA's Kamaria Moore-Hollis, participants are given mentors within the DTA office who encourage appropriate job behavior and goal-setting. Participants also receive a stipend while participating in the program, which is on top of their internship wage and does not decrease their benefits. The internship has a job search component, and DTA has hired multiple interns in its own offices. If participants secure employment or complete the DTA Works program successfully, they will receive additional cash incentives. Among other tasks, DTA Works interns also provide administrative assistance support to offices.

Delrose Newman used to be a DTA Works participant, and now coordinates the program. She had struggled to find employment that provided enough child care flexibility, and DTA Works helped provide the common-sense, client-focused programming she needed. The internship program ensured she had the flexibility to deal with child care, housing instability, and other factors commonly experienced during periods of extensive unemployment. DTA Works helped her focus on work, and the stipend was a valuable component.

### Questions and Answers:

- **Question:** What are the biggest cultural changes that you've had to make given your participant-centered approach to design?
  - **Answer (Amy Kershaw):** Guidance from OFA and Mathematica Policy Research confirmed that DTA was incredibly compliance-focused. The four ongoing pilots are an attempt to focus on client outcomes and address risk aversion issues. DTA Works held a focus group on the cliff effect and found that clients often have more financial acumen than staff realize.
  - **Answer (Kamaria Moore-Hollis):** Since the office is so compliance-focused, it has had some struggles being flexible with mentors. Some mentors are hesitant to report that clients occasionally do not show up, since they do not want the clients to be terminated from the program.
  - **Answer (Delrose Newman):** One challenge is changing how clients feel about the organization and structure of a government-run system. DTA Works holds forums for clients and welcomes conversations about benefits.
- **Question:** How do you work directly with clients to show them their status along different levels of career and self-sufficiency progression?
  - **Answer (Amy Kershaw):** DTA adapted the program to a TANF context and added additional structural levels so that clients have a more specific idea of where they are on the [Bridge to Self-Sufficiency®](#).
  - **Answer (Kamaria Moore-Hollis):** EMPATH provides a printout of the Bridge to Self-Sufficiency®, and staff ask clients about their housing situation and current circumstances. Staff also meet with clients monthly to visualize their improvements over time.
  - **Answer (Beth Babcock):** The entire organization uses a visualization of progress towards self-sufficiency. The biggest shift for agencies revolves around expectations. Clients are more likely to achieve progress when staff believe in them. Agencies, supervisors, and managers should create tools and environments that encourage frontline workers to have higher expectations about their clients.

## Team Work: Implementing Person-Centered and Whole Family Approaches

### Moderator:

- **Damon Waters**, *Program Specialist, OFA*

During the teamwork activity, states worked together at separate tables to discuss how they could implement a person-centered and whole family approach for a family described in one of multiple example scenarios.

In the first scenario, Gloria is a mother of four children with low levels of education, high healthcare costs, and a low-paying job with unstable hours. States identified that both Gloria and her partner could benefit from adult education services, as well as age-appropriate childcare for their children. Vermont, Rhode Island, and Georgia suggested completing a multigenerational assessment of the family's strengths, stabilizing the family by fulfilling their basic needs, identifying goals, and connecting them to education and training that leads to long-term, living-wage employment.

Another scenario focused on Maggie, an expectant mother of two living with her parents. She receives some child support, did not finish secondary education, and does not have enough money to live independently. Alabama, the District of Columbia, and Mississippi suggested conducting a whole family assessment to inquire about the family's eligibility for SNAP and childcare assistance, as well as Maggie's personal support system. States also identified other potential support, including case management, education advancement services, mentoring, and discussions about work-readiness and housing assistance.

A third scenario highlighted Juanita, who is underemployed and has insufficient childcare access, yet qualifies for multiple government benefits. New Hampshire noted that Juanita and her husband could be referred to WIOA for training to increase earnings and should be connected with childcare assistance. States remarked that it is important to focus on Juanita's self-defined needs and not overwhelm her with a host of government programs.

In their scenario, Kentucky, Connecticut, and Massachusetts discussed Tommy, who has extensive childcare needs, works long hours, and has recently experienced a loss in the family. The states highlighted how TANF child care subsidies, WIOA training funds, Medicaid coverage, and on-the-job training opportunities could all apply in this scenario. Agencies can create partnerships with places like [Vehicles for Change](#), faith-based institutions, and community dental services to provide whole family support.

A final scenario focused on Bernice, a 35-year old, unemployed mother of two with transportation issues and unreliable child support payments from her ex-husband. Puerto Rico suggested providing Bernice access to TANF-subsidized employment, while New Jersey noted how Bernice could work with her county welfare agency to access Medicaid, SNAP, and TANF services. Although transportation assistance varies across states, South Carolina indicated that a transportation stipend may be helpful in this situation. States agreed that a Mobility Mentoring® approach could help identify what Bernice believes to be her most pressing needs.

## Breakout Session A: Using Labor Market Information (LMI) to Develop Meaningful Career Pathways

### Moderator:

- **Dominic Modicamore**, *Senior Technical Specialist, ICF*

### Speakers:

- **Erin Roth**, *Director of Policy, Maryland DLLR*
- **Keisha Thaxton**, *Director of Operations, Family Assistance, Tennessee Department of Human Services (TDHS)*
- **Tiffany Smith**, *Director, Jobs for the Future (JFF)*

State agencies and research organizations have used LMI to support career pathways initiatives and better understand employment trends. Erin Roth, DLLR Director of Policy, shared that Maryland started a [Career Pathways Initiative](#), which aims to increase dual-enrollment numbers for adults in Title 2, Adult Education and Title 1, Employment Opportunities programs. Since the state was struggling with dual enrollment, the first step in implementing this initiative required the inclusion of business partners at the table. To overcome this challenge, Maryland worked with labor market economists to examine how data could increase enrollment. The analysis resulted in the allocation of more money towards a state-level solicitation for enrollment, technical assistance, and a menu of strategies for offices. Subsequently, an LMI analysis revealed current, in-demand jobs in Maryland as well as anticipated trends for future jobs.

In addition, Roth advised that it is important to conduct a follow-up investigation after running a LMI analysis, including speaking with partners to confirm the data. For example, DLLR teamed up with the seven major hospitals in the Baltimore metro area and asked them about their need for nurses, since their LMI analysis had identified nursing as an occupation worth pursuing. These conversations revealed that hospitals were looking for nurses with more advanced education than expected, which helped prevent Maryland from wasting training resources and participants' time.

According to Keisha Thaxton, TDHS uses LMI to complement its [two-generation approach](#), guide participants on a meaningful career pathway, and support the state's *Empowerment Plans*. When developing these plans, workers talk with participants about education goals and family dynamics. The information collected is used to categorize participants into one of two pathways: 1) Ready to Work, or 2) Prep and Train for Work. Tennessee's [Drive to 55 Initiative](#) is designed to increase the number of adults who acquire post-secondary education or certification through free tuition. TDHS leverages this benefit when working with participants to map out its educational and career goals. The department also has a [Workforce 360 Initiative](#) that connects businesses to state resources and provides information about available talent and workforce initiatives.

Tiffany Smith shared how JFF has spent the past 35 years focused on accelerating the alignment and transformation of the American workforce and education systems to ensure widespread access to economic advancement. JFF's education and workforce development practices are LMI-driven. There are three types of LMI: 1) five to 10 years of DOL data that is easily accessible online; 2) real-time labor

*"Use the data to do work-based learning, so you can see if there is a real pathway for people to pursue."*

– Tiffany Smith

JFF

analysis that show skills and jobs currently in demand; and 3) field data provided by businesses and individuals. All states have experts able to perform LMI analyses, making LMI an effective and accessible tool for programs.

### Questions and Answers:

- **Question:** How often does each state do LMI reviews? How easily are you able to change the focus of industries based on data changes?
  - **Answer (Erin Roth):** DLLR regularly checks data on multiple fronts and puts it in a monthly newsletter. Since there is so much data, the agency must be nimble. While it cannot rely on data alone, it is a good start. Maryland also has the [Maryland Workforce Exchange](#), which is a one-stop-shop for employment in the state.
  - **Answer (Keisha Thaxton):** Tennessee also does a monthly review when new employers come into town. [Jobs4TN.gov](#) helps match customers with jobs in Tennessee.
- **Question:** Does any state on the panel provide job relocation expenses within your state or neighboring states?
  - **Answer (Keisha Thaxton):** Tennessee does not currently offer that, but it seems like it could be helpful.
  - **Answer (Erin Roth):** That could be helpful, and a wonderful use of regional LMI, but I do not know any cases offhand.

### Breakout Session B: Innovative Partnerships

#### Moderator:

- **Shantel Mickens**, *Region II Acting Program Manager, OFA*

#### Speakers:

- **Tim Martin**, *Acting Regional Administrator, US DOL*
- **Mark Jewell**, *Bureau Chief, Bureau of Labor, New Hampshire Division of Family Assistance (DFA)*
- **Gene Patnode**, *Business and Industry Coordinator, New Hampshire DFA*
- **Alicia Wilson**, *Vice President of Community Affairs and Legal Advisor, Sagamore Development Company*

Partnerships between state agencies, Federal systems, employers, and nonprofits provide a space for innovation when developing social services programs. Tim Martin, DOL Acting Regional Director, believes “if we want our economy to succeed and continue to grow, then we must get everyone off the sidelines. This includes high school and college dropouts, ex-convicts, single parents, and so on.” WIOA provides the tools and directions needed to act on this desire to lift the disenfranchised out of poverty. WIOA puts out requirements for career centers and public assistance services, yet allows greater flexibility among many different areas. A partnership between TANF and WIOA for career development can create monumental change. Co-location for communication is the best approach for fostering partnerships, but having electronic means of communication is also important. Lastly, there is a need for common case management. Several states have an IT service center offshore group, where the TANF IT system works alongside the public workforce IT system.

Mark Jewell, Bureau Chief of the New Hampshire DFA, explained how New Hampshire's Department of Health and Human Services (NH DHHS) wants to engage participants in a better way. To achieve this, NH DHHS created four divisions: Division of Economic and Housing Stability; Division of Behavioral Health; Division of Children, Youth, and Families; and Division of Long Term Supports and Services. NH DHHS is integrating to understand the connections between each of these programs. The agency has created six integration teams to encourage the bureaus to devise how they will improve integration and address challenges.

Gene Patnode, Business and Industry Coordinator of the New Hampshire DFA, discussed that it is a great time to form partnerships and leverage TANF programs with employers across the country. Through the [CVS Health Workforce Initiative](#), DFA partners with CVS Health to move TANF participants through pre-apprenticeship and apprenticeship programs that count toward work participation. This program provides a free training pathway for TANF participants to complete paid pharmacy technician training and certification with the promise of a full-time job upon program completion.<sup>1</sup>

The [Port Covington Project](#) is the largest urban redevelopment project in the country and will take 15 to 30 years to complete. Alicia Wilson, Vice President of Community Affairs and Legal Advisor of Sagamore Development, works on the project to foster development of public railways and sewers. Within the agreement, Sagamore Development created local hiring standards. For example, 20 percent of all onsite jobs are reserved for apprenticeships, and 12 percent of the positions in this group are reserved for people with barriers to employment. Employers must also provide a minimum wage of \$17 per hour. At project inception, Sagamore Development engaged in a scan of the entire public and private workforce system in Baltimore to see what type of training people received, existing challenges getting people into jobs, and skills employers needed. The Port Covington team developed a pilot to identify the top barriers to employment affecting its target audience. Sagamore Development built the Sagamore Pendry in Baltimore and created jobs where 80 percent of employees hired were Baltimore residents. Transportation was the biggest barrier the project's employees faced.

### Questions and Answers:

- **Question:** How did Sagamore Development address the transportation issues it discovered?
  - **Answer (Alicia Wilson):** Sagamore Development fostered partnerships with local and state child support systems to help people get their licenses and called on two companies to provide vehicles for individuals. In addition, Enterprise provided a rental van for those going to a common work place, where the weekly cost per person was \$25.
- **Question:** How do programs switch from providers to developing partnerships?
  - **Answer (Gene Patnode):** For the four sectors, New Hampshire created liaisons to serve as a single point of contact for industry champions. All agency partners participate in these meetings so that their sister agencies are reaching out, but not

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<sup>1</sup> For more information, see: *2017 Linking TANF Families to Employment and Economic Opportunities Meeting*. Summary Report. U.S. Department of Health and Human Services, Administration for Children and Families (ACF), Office of Family Assistance (OFA) (2017), p. 21. Available at: [https://peerta.acf.hhs.gov/sites/default/files/public/uploaded\\_files/2017LnkngTANFFamsEmpMtgSumRpt-508.pdf](https://peerta.acf.hhs.gov/sites/default/files/public/uploaded_files/2017LnkngTANFFamsEmpMtgSumRpt-508.pdf)



bombarding the industry champion. New Hampshire has also used discretionary funds to create a common case management system, which began one year ago.

- **Question:** With New Hampshire’s CVS work, has the agency been able to avoid having people’s wages disqualify them from their benefits before they are ready?
  - **Answer (Gene Patnode):** When participants are in on-the-job training, they remain open for six months or until the on-the-job training contract ends. When it does end, job training assistance will close, but participants should be at a point of self-sufficiency by that time. With this design, employers can provide training on an individual basis instead of group-based onboarding.
- **Question:** How many people has the CVS model served, and has it been successful overall?
  - **Answer (Gene Patnode):** Over the past year and a half, New Hampshire put 330 individuals through the CVS model. Eighteen individuals have gone into pre-apprenticeship, nine have entered registered apprenticeships, and six have been hired directly. Four have completed apprenticeships, while four more will have completed the apprenticeship by September. New Hampshire brought these people into the CVS program by bringing representatives into job clubs.

## Team Work: Working Together Toward Long-Term Employment

### Moderator:

- **Jeanette Hercik**, *Senior Vice President, ICF*

During the team work session, states worked together at tables to complete a “Design the Box” activity, which encouraged states to:

- brainstorm their ideal program;
- determine what changes need to occur inside the box (i.e., system) to accomplish the ideal program; and
- develop messaging about their ideal program outside the box (i.e., system) for stakeholders.

### Table One: Pennsylvania, Tennessee, and Maryland

Table One participants named their approach, “Families First,” which aims to develop a clear message about service delivery, encourage staff buy-in, and receive collaborative input within their agency. Externally, they plan on soliciting feedback from old and existing partners, as well as informing other organizations about what they could gain through a partnership.

### Table Two: Florida, New Hampshire, and New York

When selling their “No Wrong Door” approach to internal leadership, Table Two participants emphasized the development of a comprehensive assessment and application process including TANF, SNAP, and WIOA. These states hope to work with philanthropists, employers, industry leaders, vocational rehabilitation, and adult education providers to consider a wider array of stakeholder interests when developing future programs.

### Table Three: Puerto Rico, South Carolina, and New Jersey

Table Three participants created a “Families Matter First” approach to service provision. Agency staff will create a coordinated customer service training to educate their fellow workers on the importance of a person-centered approach. The states aimed to utilize as many partnerships with

external groups as was feasible and hold a coordinated kickoff for new, whole family-based messaging with existing and potential partners.

#### **Table Four: Delaware, West Virginia, and the Virgin Islands**

The “There’s Hope After the Storm” approach developed by Table Four participants aims to provide staff with additional training and team-building exercises and encourage them to share innovative program ideas. Communicating with external partners, like WIOA, the U.S. Department of Education, and HUD will help TANF agencies be more effective at engaging with the community.

#### **Table Five: Georgia, Rhode Island, and Vermont**

Table Five participants highlighted the importance of collaborating with both internal and external partners in their “Whole Family Goal-Setting” approach. It is important for staff to coordinate with each other so that client- and partner-facing messaging is consistent. Any client achievements, whether small or large, should be reported and celebrated.

#### **Table Six: Connecticut, Kentucky, and Massachusetts**

In their “United We Rise” approach, Table Six participants reiterated the value of a holistic approach to ensure participants do not have to receive services from multiple places. Such a whole family approach would require extensive staff training and cultural change. A team-based case management system could help make service delivery more efficient while ensuring consistent messaging.

#### **Table Seven: Alabama, District of Columbia, and Mississippi**

Table Seven participants described a “Moving the Family Forward” approach intended to break down siloes and form collaborations with existing and new partners. Human services agencies should not “hoard power” over the people they serve and establishing partnerships can help mitigate this issue. When doing so, it is crucial to identify each family’s primary goals, so agencies can serve them effectively.

#### **Table Eight: Virginia, North Carolina, and Maine**

Table Eight participants, in their “Families First” approach, plans on designing a program within existing Federal and state regulations. SNAP, WIOA, and transportation assistance will all coordinate with each other, including co-location of staff in different departments. The approach will emphasize client successes through a career pathways perspective.

## **Report Out and Wrap Up**

### **Moderator:**

- **Jeanette Hercik**, *Senior Vice President, ICF*

Jeanette Hercik called on states to reflect, innovate, and transform their work based on the material they learned at the conference. Each attendee suggested one word that captured the information they gathered, the partnerships they made, and the possibilities for future programs they envisioned. Conference administrators gathered these words into a word cloud.



## Day Three – Thursday, July 26<sup>th</sup>, 2018

### Welcome

#### Speaker:

- **LaMonica Shelton**, *Region IV Program Manager, OFA*

LaMonica Shelton welcomed state attendees to the final day of the convening. She urged participants to continue to be fully present and fully engaged in the sessions and exercises, as there was more work to do. She expressed the importance of exchanging ideas with peers and making new contacts, but underscored what is more important is that attendees make good use of all of the hard work they put into thinking through how they can utilize the information shared by the various presenters. Shelton stated, “Take the information and use it to rethink, reshape, re-energize or strengthen your programs when you return home. Share it with others. Do not simply let it be something you heard and left in Boston.”

### Breakout Session A: TANF Reauthorization

#### Speaker:

- **Lauren Frohlich**, *Management and Program Analyst, OFA*

While not yet finalized, the [Jobs and Opportunity with Benefits and Services \(JOBS\) for Success Act](#) aims to reauthorize and strengthen TANF. The House introduced the bill in May 2018, and the House Ways and Means Committee hopes to discuss the bill in Fall 2018. Lauren Frohlich, an OFA Management and Program Analyst, provided an overview of this bill and its proposed changes to TANF.

The JOBS for Success Act, if signed into law, would rename TANF to JOBS, expand TANF/JOBS and the Child Care and Development Block Grant Act (CCDF) for five years by reappropriating the \$608 million TANF Contingency Fund to CCDF, replace the work participation rate with work outcome measures, direct more funds to truly needy families, and add additional accountability measures. Furthermore, the bill would require all work-eligible individuals receiving TANF/JOBS assistance to participate in work or work preparation activities after receiving an initial assessment and developing an individual opportunity plan. The JOBS for Success Act allows greater flexibility in customizing these work or work preparation activities by adding apprenticeships as a viable option and removing the 12-month limit on vocational education.

The proposed work outcome measures are designed to align with WIOA regarding job entry, job retention, earnings, and high school completion. States would be able to propose different outcome measures, and performance levels will be negotiated with HHS. The bill phases out states’ ability to use third-party, non-governmental Maintenance of Effort (MOE) funds. Further funding changes include the introduction of a 30 percent spending floor, which would mandate states to spend funds on work, employment and training activities, child care, and work supports.

The bill would also replace the caseload reduction credit with an employment credit and allow for partial credit for meeting work outcomes. Safety net demonstrations would be remade as welfare-to-work projects. The bill does not consider the issue of double counting (i.e., when an individual leaves TANF for employment and then returns to TANF). On a broader level, the JOBS for Success

Act adds a new purpose to the TANF/JOBS program: child poverty reduction. It aims to do this by reducing duplication and streamlining processes. The White House plans on releasing a press release about the bill in a few months to provide an update on its progress.

## Breakout Session B: The Relationship Between Trauma and Long-Term Employment

### Moderator:

- **Veronica Young**, *Region IV Program Specialist, OFA*

### Speaker:

- **Colleen Sharka**, *Program Director, Roxbury Presbyterian Church Social Impact Center*

Individuals living in poverty often experience trauma in a variety of ways, many of which can impact their long-term employment success. Colleen Sharka, Program Director of the [Roxbury Presbyterian Church Social Impact Center](#), explained the main sources of trauma: acts of nature, accidents and illnesses, interpersonal abuse and neglect, violence, and betrayal. The latter is not often discussed in this field. Studies have shown that invisible effects of trauma include brain change, dysregulation of feelings and emotions, disconnection, loss of trust and safety, and disempowerment.

*“Issues are in the tissues. Trauma is stored in the body in a variety of ways.”*

– Colleen Sharka  
Roxbury Presbyterian Church  
Social Impact Center

To assist people affected by trauma in the workplace, one must recognize the signs. People with trauma generally feel unsafe and have few people they can trust. The workplace should be one where anyone can feel comfortable and safe, and employees should be able to have an appropriate work-life balance. Another symptom of trauma is feeling disconnected from oneself and others. This can be addressed by promoting connection and collaboration among coworkers and teams. Those with trauma may also experience an inability to properly regulate their emotions. An understanding environment where they feel heard and validated could be of tremendous help. For trauma victims who feel they are disempowered, it is important to have a work environment with positive reinforcement and skill-based promotion.

### Questions and Answers:

- **Question:** Is the faith-based community underutilized when dealing with trauma?
  - **Answer:** Ultimately, yes. The U.S. Department of Health and Human Services is trying to help the Roxbury Presbyterian Church Social Impact Center, and others like it, to access funds to support faith-based services. However, the process is slow. No house of worship is doing its work if it is not addressing others’ suffering. For instance, Roxbury’s pastor secured a partnership in which her church receives \$30,000 a year to support people who are suffering. More grants are being secured after the success of these programs.
- **Question:** What types of programs do you oversee?
  - **Answer:** Our programs serve 1,200 to 1,500 people a year. There are support groups for mothers and men focused on addiction recovery and other trauma. The center provides trauma-informed childcare along with an adult and parent trauma program.

We are training childcare staff on trauma-informed care. Boston Medical Center has become a partner to help get grants for creating a Community Healing Trauma Specialist.

- **Question:** How do program administrators start a conversation about trauma?
  - **Answer:** Develop an effective elevator pitch and educate program staff. Find the people who are struggling and listen to them, so programs can get them better training. Provide opportunities for staff to listen to those experiencing trauma.

## Breakout Session C: Transportation Challenges

### Moderator:

- **Eileen Friedman**, *Region III Program Manager, OFA*

### Speakers:

- **Dr. Nicholas Klein**, *Assistant Professor, Cornell University*
- **Monica Hamilton**, *Program Manager, West Virginia Division of Family Assistance*
- **Marty Schwartz**, *President, Vehicles for Change*

Access to reliable, inexpensive transportation poses a large barrier to employment for low-income individuals across the country, especially in rural areas. Many states and organizations have started thinking about innovative solutions to this widespread problem.

Dr. Nicholas Klein, Assistant Professor at Cornell University, explained how transportation affects low-income families. Two decades of research have shown that transportation has a crucial role in promoting economic mobility, securing employment, and increasing earnings. More specifically, car ownership leads to these benefits more than public transit, biking, or walking. In most places in the United States, people can get to a higher number of jobs via a car than by other transportation options. Since owning a car helps ensure people are more likely to consistently get to work on time, it helps people move up the economic ladder. Furthermore, by having the ability to work in places farther away from one's home, car ownership increases the number of suitable jobs for low-income individuals. Yet while owning a car has its benefits, it also can be expensive. The average low-income family pays \$2,000 to \$7,000 each year to own and maintain a car.

Monica Hamilton shared that the West Virginia Division of Family Assistance has partnered with [Good News Garage](#) to implement a car donation program for low-income families. The program donates approximately 200 to 400 cars annually to people who have secured a job and have never had a Driving Under the Influence (DUI). Community members donate vehicles to the program, and participants must pay a discounted price for the car. Participants must also be work-eligible and receiving support services through West Virginia Works. Eighty-seven percent of participants in the car donation program are no longer enrolled in West Virginia Works after completing the program.

[Vehicles for Change](#) (VFC) is a nonprofit organization that empowers families with financial challenges to achieve economic and personal independence through car ownership and technical training. VFC President Marty Schwartz explained that, like West Virginia's program, community members donate cars and VFC provides them to low-income individuals who are employed or have a verifiable job offer. Recipients pay approximately \$900 for the car and receive a guaranteed 12-month loan and six-month warranty. Since 1999, VFC has awarded 6,000 cars to families in Maryland, Virginia, and Michigan, and are looking to expand nationwide. If a donated car needs

repairs, VFC utilizes mechanic trainees, most of which have been previously incarcerated. Seventy-five percent of VFC recipients gain or attain a better job with an average salary increase of \$7,000, and 90 percent of recipients' children can attend after-school, recreational, and athletic activities. VFC's mechanic training program has a 100 percent completion rate, a one percent recidivism rate, and an average \$16.25 hourly starting wage.

## Questions and Answers:

- **Question:** What are the barriers and opportunities for scaling? Is the supply of car donations one of the main barriers?
  - **Answer (Monica Hamilton):** The number of cars donated has increased over the years. The car donation is considered a tax write-off, so the program has not had too many supply problems.
  - **Answer (Marty Schwartz):** The number of cars donated is a problem. There is a much greater need for cars, even though donations have increased over time. VFC is trying to work with dealerships to sell the program cars at lower rates, and currently partners with Mazda to help secure donated cars.
- **Question:** What are some other, unexpected benefits of car ownership for low-income families?
  - **Answer (Marty Schwartz):** VFC recipients have indicated that they are able to visit the doctor now that they own a car, which has made them healthier. Additionally, they are now able to drive outside of food deserts in both urban and rural areas to get access to healthier food.
- **Question:** Have any of these programs experienced media blowback for providing cars at largely-discounted prices?
  - **Answer (Monica Hamilton):** West Virginia Works has not had much criticism, since recipients still must pay something for the car. Some recipients have not been happy with the quality of the cars themselves.
  - **Answer (Marty Schwartz):** VFC has had only positive feedback, especially with the mechanic training program.
  - **Answer (Nicholas Klein):** When giving cars away, there is a tension between solving the transportation problem and the societal costs of car ownership.

## Child Care Considerations

### Speaker:

- **Shireen Riley**, *Region I Program Manager, Office of Child Care*

Access to childcare is a significant variable that may burden people from accepting jobs with conflicting schedules. There has been no legislation or new funds available to states to address this issue. Shireen Riley, Region I Child Care Manager for the Office of Child Care, provided an overview of relevant child care rules and guidelines. The [CCDF](#) and Final Rule cover four major topics: health and safety, consumer choices, equal access, and quality enhancement. The provision to this law established a 12-month minimum to protect families who qualify for the benefits. States can now no longer terminate families because of a temporary change. Even when states had 12 months as a minimum on the books, families were constantly being switched off when a family had a change in status. Now, if there is a reduction in parents' work hours, the childcare will not change.

The CCDF Final Rule clarifies that a minimum 12-month eligibility applies to initial and subsequent eligibility periods. If income stays below 85 percent, the beneficiary will keep the same childcare across the 12 months. Moreover, for non-temporary changes, such as parental job loss or training program drop out, states have the option to provide at least three months of continued assistance to maintain important continuity. A graduated phase-out ensures that as income increases, parents will get to keep their full benefits if their income remains below the 85% line. States also will have the flexibility to establish tier eligibility. States will need to consider irregular fluctuations in earnings and ensure parents are not required to unduly disrupt employment, education, or training to meet requirements.

The Equal Access Provision of the CCDF Final Rule continues to require lead agencies to certify that payment rates are sufficient to ensure equal access for eligible children that are comparable to childcare services provided to children whose parents are not eligible for CCDF, and provide a summary of the facts used to determine that payment rates are sufficient to ensure equal access.<sup>2</sup> The law increases the amount of money spent on a mandatory quality set. For example, the Consolidated Appropriations Act of 2018 included a \$2.4 billion increase to CCDF Discretionary funds over 2017 levels. The 2018 funding levels are now at \$8.1 billion; \$5.2 billion discretionary; and \$2.9 billion in mandatory matching. States are currently finalizing their CCDF Plans, which were due to the Federal Government by August 1, 2018.

## Team Work: Translating Ideas into Concrete Next Steps

### Moderator:

- **Damon Waters**, *Program Specialist, OFA*

Using the information they received during the convening, state participants worked within and across state boundaries to develop an action plan they can implement in their agencies. Each action plan provides an opportunity for states to synthesize innovative ideas, anticipate challenges, and think of necessary resources. Damon Waters moderated this activity and encouraged states to make their action steps concrete and their goals measurable.

**Alabama** wants to improve the skills of case managers, research on mobility and mentoring, and case manager surveys. The latter will help them determine their target audience.

**Connecticut** is very interested in learning more about the two-generation approach and client-centered approaches. The team believes it is important for them to shift from their traditional service approach, and understand they will need to get executive buy-in.

**Delaware** plans to expand transportation services throughout the state. The policy unit community group will take the lead in reaching out to other states and organizations for information on similar services to be duplicated. Their goal is to increase access to transportation services by 100 percent.

**District of Columbia** will focus on innovative partnerships that are sector-based, and high in demand, such as the hospitality industry. The team also needs to get senior leadership onboard with industry sector partnerships. In addition, they would like to work with Women, Infants, and

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<sup>2</sup> For more information on the components of the Equal Access Provision, see *Child Care and Development Fund Final Rule: Equal Access Provisions*. STAM Final Rule Presentations – September 2016. U.S. Department of Health and Human Services, Administration for Children and Families (ACF), Office of Family Assistance (OFA) (Sept. 2017). Available at: [https://www.acf.hhs.gov/sites/default/files/occ/stam\\_final\\_rule\\_equal\\_access\\_sept\\_2016.pdf](https://www.acf.hhs.gov/sites/default/files/occ/stam_final_rule_equal_access_sept_2016.pdf)

Children (WIC) and the Workforce Investment Council about gathering data on similar existing services.

**Florida**, inspired by UTEC and its use of creative stipends, will talk to their sister agency, the Department of Children and Families, and create a briefing product for their leadership to secure buy-in.

**Georgia** will implement a two-generation approach to improve employment outcomes and will include requirements in their request for proposals when seeking service providers. The team will also seek buy-in from and assert a broader vision to team members.

**Kentucky** is interested in researching coaching and mentoring models and piloting a Mobility Mentoring® approach. In addition, the team will also need to discuss this with executives to ensure buy-in.

**Massachusetts** aims to integrate a two-generation and whole family approach into their existing assessments. Within 30 days, the team will convene a work group to assess what assessments they should provide.

**Mississippi** is a rural state and there is almost no public transportation. The team was very impressed by Vehicles for Change and will reach out to organization. They also want to gather more information about reimbursement, TANF and SNAP re-entering recipients, and possible partnerships.

**New Hampshire** is looking at workforce development efforts across their division. The state has five bureaus and only one is engaging in workforce development. The team will assess the needs they have across the division, which includes roundtable discussions with bureau chiefs. Within the year, the goal is to identify other stakeholders and invest in inter-state mediators to help achieve their goals.

**New Jersey** plans on implementing a call campaign to conduct outreach among recent high school graduates. The team will use this to increase awareness about and participation in TANF, SNAP, and child care assistance.

**North Carolina** aims to implement Mobility Mentoring® training throughout different agency programs. They also plan to reach out to peers and ACF partners within the next month to determine potential partnerships that may increase program effectiveness.

**Pennsylvania** would like to implement a whole family approach, including administering whole family assessments, discussing the approach with Medicaid representatives, and focusing on the social determinants of health. They plan on examining other states' assessment tools to determine which may be best for the population they serve.

**Puerto Rico** is interested in developing an initiative for non-custodial parents. To do so, the team plans on meeting with their corrections department, since many non-custodial parents are incarcerated. The agency would also need to sign a short-term memorandum of understanding with child support staff.

**Rhode Island** has transportation needs and will meet with partners that have services. The team will investigate all possible vendors that can help address the transportation issues. In six months, Rhode Island will gather data from vendors and review budgets. They already have contracts with prime vendors, so they will be looking at these companies' budgets and working with them on how to finance their endeavors.



**Tennessee** will focus on work-eligible cases. State caseloads are increasing, and they would like to gain approval from agency leadership to reach out to the state's Department of Children's Services to see what services it currently offers.

**Virginia** plans on expanding use of LMI in decision-making, starting to develop partnerships with external organizations, and working with participants to identify job market trends. The team is also going to implement local surveys on a variety of different topics within the next month.

**Virgin Islands** plans to meet with their Economic Development Corporation (EDC) and develop a partnership to arrange apprenticeship programs for on-the-job training with EDC beneficiaries. The team has been invited to present at an EDC summit in August, where they will request a list of beneficiaries and determine credentials required for hiring. With these changes, the Virgin Islands' intend for TANF recipients to be hired within six months to a year after the development of the partnership.

**West Virginia** aims to integrate Mobility Mentoring® coaching into its case management activities. The team has already selected some volunteer pilots through counties and have begun implementation with EMPATH. They plan to have all pilot counties trained within 30 to 45 days and will measure training outcomes.

## Report Out and Wrap Up

### Moderator:

- **Damon Waters**, *Program Specialist, OFA*

### Speakers:

- **Carol Monteiro**, *Region I Program Manager, OFA*
- **Stan Koutstaal**, *Division Director, Tribal TANF Management and Regional Operations, OFA*

Damon Waters moderated this session. States reported out the top two key action items they developed in the prior activity. Carol Monteiro encouraged states to implement their action plans, work with each other to develop innovative solutions to shared problems, and build partnerships. She thanked the presenters, attendees, BLH, and ICF for managing the conference logistics. Stan Koutstaal closed the conference by reminding attendees how important it is to talk about these issues with people from different states. The work attendees are doing is important to helping people achieve self-sufficiency.



## Appendix A – Agenda

Tuesday, July 24, 2018

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| 12 noon–5:15 p.m.<br><i>Grand Ballroom Foyer</i> | <i>Registration</i>  |
| 1:00–1:15 p.m.<br><i>Grand Ballroom C-D</i>      | <p><b>Welcome and Agenda Overview</b></p> <ul style="list-style-type: none"> <li>➤ <b>Carol Monteiro</b>, Region I Program Manager, Office of Family Assistance (OFA)</li> </ul>   |
| 1:15–2:15 p.m.                                   | <p><b>Opening Remarks and Q&amp;A</b></p> <p><b>Clarence H. Carter</b>, Director, OFA</p>  |
| 2:15–3:15 p.m.                                   | <p><b>Fireside Chat: Implementing Whole Family Approaches</b></p> <ul style="list-style-type: none"> <li>➤ <b>Jeanette Hercik</b>, Senior Vice President, ICF (moderator)</li> <li>➤ <b>Raquel Hatter</b>, Deputy Director, Human Services Program, Kresge Foundation</li> <li>➤ <b>Sarah Griffen</b>, Consultant, W.K. Kellogg Foundation</li> </ul>  |
| 3:15–3:30 p.m.                                   | <i>Break</i>   |
| 3:30–5:00 p.m.<br><i>Webster Room</i>            | <p><b>Breakout Sessions: Developing Strategic Partnerships</b></p> <p><b>Session A: Dynamic Interagency Partnerships</b></p> <ul style="list-style-type: none"> <li>➤ <b>Jacqueline Jackson</b>, Region IV Program Specialist, OFA (moderator)</li> <li>➤ <b>Sanje Dawdanow</b>, Region III Program Specialist, OFA (moderator)</li> <li>➤ <b>Dana Kidd</b>, Deputy Administrator for Economic Assistance, Mississippi Department of Human Services</li> </ul> <p><b>Christine Ruggieri</b>, Northeast Region SNAP, USDA</p> <ul style="list-style-type: none"> <li>➤ <b>Erin Roth</b>, Director of Policy, Maryland Department of Labor, Licensing, and Regulation</li> </ul> |
| <i>Stone Room</i>                                | <p><b>Session B: Connecting Individuals to Employment</b></p> <ul style="list-style-type: none"> <li>➤ <b>Elaine Zimmerman</b>, Region I Administrator, ACF (moderator)</li> <li>➤ <b>Beth Hamm</b>, Director, Maine Office for Family Independence</li> <li>➤ <b>Jeff McCue</b>, Commissioner, Massachusetts Department of Transitional Assistance</li> <li>➤ <b>Gregg Croteau</b>, Director, UTEC</li> </ul>   |

- 5:00–5:15 p.m. **Wrap Up**  
*Grand Ballroom C-D* ➤ **Jeanette Hercik**, Senior Vice President, ICF (moderator)
- 5:15 p.m. *Adjourn for the Day*

### Wednesday, July 25, 2018

- 8:30 a.m.–5:00 p.m. *Registration*  
*Grand Ballroom Foyer*
- 9:00–9:25 a.m. **Welcome**  
*Grand Ballroom C-D* ➤ **Eileen Friedman**, Region III Program Manager, OFA
- 9:25–10:15 a.m. **Working in Partnership with Participants**  
 ➤ **Beth Babcock**, President and CEO, EMPATH (moderator)  
 ➤ **Amy Kershaw**, Associate Commissioner for Economic Assistance and Employment, Massachusetts Department of Transitional Assistance (DTA)  
 ➤ **Kamaria Moore-Hollis**, Economic Mobility Manager, DTA  
 ➤ **Delrose Newman**, Works Program Coordinator, DTA
- 10:15–10:30 a.m. *Break*
- 10:30 a.m.–12 noon **Team Work: Implementing Person-Centered and Whole Family Approaches**  
*Grand Ballroom C-D* ➤ **Damon Waters**, Program Specialist, OFA (moderator)
- 12 noon–1:15 p.m. *Lunch (On Your Own)*
- 1:15–2:45 p.m. **Breakout Sessions: Working Together Toward Long-Term Employment**  
*Webster Room* **Session A: Using LMI to Develop Meaningful Career Pathways**  
 ➤ **Dominic Modicamore**, Senior Technical Specialist, ICF (moderator)  
 ➤ **Tiffany Smith**, Director, Jobs for the Future  
 ➤ **Erin Roth**, Director of Policy, Maryland Department of Labor, Licensing, and Regulation  
 ➤ **Keisha Thaxton**, Director of Operations, Family Assistance, Tennessee Department of Human Services

- Stone Room*
- Session B: Innovative Partnerships**
- **Shantel Mickens**, Acting Region II Program Manager, OFA (moderator)
  - **Alicia Wilson**, Vice President of Community Affairs and Legal Advisor, Sagamore Development Company
  - **Mark Jewell**, Bureau Chief, Bureau of Labor, New Hampshire Division of Family Assistance
  - **Gene Patnode**, Business and Industry Coordinator, New Hampshire Division of Family Assistance
  - **Tim Martin**, Acting Regional Administrator, U.S. Department of Labor
- 2:45–3:00 p.m. *Break*
- 3:00–4:30 p.m.  
*Grand Ballroom C-D*
- Team Work: Working Together Toward Long-Term Employment**
- **Jeanette Hercik**, Senior Vice President, ICF (moderator)
- 4:30–5:00 p.m.
- Report Out and Wrap Up**
- **Jeanette Hercik**, Senior Vice President, ICF (moderator)
- 5:00 p.m. *Adjourn for the Day*

### Thursday, July 26, 2018

- 8:30 a.m.–12:30 p.m.  
*Grand Ballroom Foyer*
- Registration*
- 9:00–9:15 a.m.  
*Grand Ballroom C-D*
- Welcome**
- **LaMonica Shelton**, Region IV Program Manager, OFA
- 9:15–10:45 a.m.  
*Webster Room*
- Breakout Sessions: Increasing Employability**
- Session A: TANF Reauthorization**
- **Deborah List**, Associate Deputy Director, OFA
- Stone Room*
- Session B: The Relationship Between Trauma and Long-Term Employment**
- **Veronica Young**, Region IV Program Specialist, OFA (moderator)
  - **Colleen Sharka**, Director, Cory Johnson Program
- Grand Ballroom C-D*
- Session C: Navigating Transportation Challenges**
- **Eileen Friedman**, Region III Program Manager, OFA (moderator)
  - **Nicholas Klein**, Assistant Professor, Cornell University
  - **Monica Hamilton**, Program Manager, West Virginia Division of Family Assistance
  - **Marty Schwartz**, President, Vehicles for Change
- 10:45–11:00 a.m. *Break*

- 11:00–11:15 a.m.  
*Grand Ballroom C-D*
- Child Care Considerations**
- **Shireen Riley**, Region I Child Care Manager, Office of Child Care (OCC)
- 11:15–11:45 a.m.
- Team Work: Translating Ideas into Concrete Next Steps**
- **Damon Waters**, Program Specialist, OFA (moderator)
- 11:45 a.m.–12:30 p.m.
- Report Out and Wrap Up**
- **Damon Waters**, Program Specialist, OFA (moderator)
  - **Carol Monteiro**, Region I Program Manager, OFA
- 12:30 p.m.
- Adjournment*



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## **Appendix C – Speaker Bios**

### **Clarence H. Carter**

Clarence H. Carter is the Director of the Office of Family Assistance at HHS' Administration for Children and Families, coming from the Institute for the Improvement of the Human Condition, which he founded. At that organization, he worked with state and local safety net agencies to meet the emergency needs of socially and economically vulnerable citizens. Mr. Carter served as the Director of the Arizona Department of Economic Security, in addition to other state, federal and local human services management positions. He managed the Supplemental Nutrition Assistance Program (SNAP) and served as the Director of the Office of Community Services. As Commissioner of the Virginia Department of Social Services, his program was instrumental in growing the capacity of its citizens. In his first five years, more than 25,000 public assistance recipients obtained gainful employment, earning in excess of \$200 million. During his tenure, Virginia's public assistance rolls were reduced by more than half, from an all-time high of 74,000 families to a 30-year low of 31,000. While serving as the Director of the Washington, D.C. Department of Human Services, Mr. Carter led the design and operation of an initiative to house more than 1,000 homeless residents. It was this effort that transformed the District's shelter-based homeless system to one based in permanent supportive housing as the primary mechanism to reduce homelessness.

### **Gregg Croteau**

Gregg Croteau was hired as UTEC's first executive director by the founding group of teens and community leaders. Mr. Croteau has overseen the growth of the agency from a grassroots safe haven to a nationally recognized youth development agency. He came to UTEC with youthwork experience that ranged from streetwork to program development in Detroit, East Boston, and his hometown of Revere, Massachusetts. With an interest in Vietnamese culture stemming from his work with gang-involved Southeast Asian youth in the Boston area, he spent two years working and conducting research in Hanoi, Vietnam, gaining fluency in Vietnamese language and history. He has presented at various conferences locally and nationally, and has testified at the state and federal levels, including a 2007 Senate Judiciary Committee hearing on gang violence through the invitation of the late Senator Edward M. Kennedy. He has received recognition ranging from the prestigious Robert Wood Johnson Community Health Leader Award to the Youth Advocacy Foundation's Commitment to Justice Award. In 2014, he was honored with the "Greatest Contribution to Social Work Practice" by the National Association of Social Workers—MA Chapter. In March 2015, Mr. Croteau was appointed to the Governor's task force on Economic Opportunity for Populations Facing Chronically High Rates of Unemployment. In 2016, he joined the board of the Lenny Zakim Fund, of which UTEC is a past grantee. He is also a Leap of Reason Ambassador.

### **Sarah Griffen**

Ms. Griffen is a national consultant in workforce development, two-generation approaches, strategic planning, and policy to support government, foundations, and organizations in establishing programs, improving systems, and building collaborations that improve outcomes for low-income populations. Her recent work includes technical assistance for two-generation policy and program development in New England states, managing two-generation learning communities in three national demonstration projects, and supporting an economic inclusion learning network in southern cities. Ms. Griffen has also provided technical assistance and management support to the national Working Families Success Network, for Rhode Island's Workforce Innovation Fund grant, and for a range of career pathways and workforce programs nationally. Ms. Griffen has national and state policy expertise in workforce, community development, and work supports. Her private industry expertise is focused in health care and

includes program development, workforce analysis, and establishing workforce strategies. Previously, Ms. Griffen was the founder of the Boston Health Care and Research Training Institute, an early stage career ladders project, and she directed establishment of new economic development strategies for a Boston community development corporation, including establishing a family-based child care system.

### **Monica Hamilton**

Monica Hamilton has over 20 years of state government experience providing services to the citizens of West Virginia. She began her career with the West Virginia Bureau for Children and Families in 1998 as an Economic Services Worker in the Kanawha District office. She has held the positions of a West Virginia Works Supervisor, Policy Specialist, Program Manager in the Division of Family Assistance, and now the Director of Family Assistance Policy Unit. She graduated from West Virginia State College with a Bachelor of Science and is married to Tom Hamilton. They have twins and three grandchildren.

### **Bethany Hamm**

Bethany Hamm has been working for Maine's Department of Health and Human Services (DHHS) in various capacities for over 30 years. Ms. Hamm has been the Director of Maine's Office for Family Independence (OFI) since December 2013. Prior to that, she served in the capacity of Director of Policy and Programs for OFI. In her current role as Director, she is responsible for direct oversight of Maine's Public Welfare Programs. These programs include: Temporary Assistance for Needy Families, Medicaid Eligibility, the Supplemental Nutrition Assistance Program, Disability Determination Services, and Child Support Enforcement. Ms. Hamm has been instrumental in advancing policies and partnerships in Maine that move families toward economic stability, reduce families' dependence on public assistance programs, and focus highly on the value of work. Her leadership was instrumental during the most recent state legislative session in gaining unanimous bi-partisan support for legislation creating a new program, Higher Opportunity Pathways for Employment (HOPE). HOPE will provide short-term higher educational opportunities, early childhood education, and other support services to families with minor children and with income under 185% of the Federal Poverty Level who do not receive TANF cash assistance.

### **Raquel Hatter**

Raquel Hatter is deputy director of the Human Services Program at The Kresge Foundation, which supports the advancement of human services organizations to accelerate social and economic mobility for people with low income. She has spent the past 25 years supporting adults, children, and families through a variety of roles, including serving as the practitioner vice president and CEO of Whaley's Children's Center in Flint, Michigan and as the CEO of Family and Children's Services in Nashville, Tennessee. Most recently, Dr. Hatter served as commissioner of the Tennessee Department of Human Services, a department that serves more than 2 million Tennesseans. In this role, she identified ways to improve the outcomes for individuals and families across various support systems including child support, TANF, SNAP, vocational rehabilitation, and financial support. Under her guidance, the department adopted a two-generational approach to poverty which addresses the needs of children and parents simultaneously. She draws on her experiences as both a clinician and an administrator to be a leader and advocate for the human services field. She also brings expertise in public policy, transformational organizational change, and management to both her role at Kresge and to the many boards, committees and task forces focused on human services on which she serves. She also shares her expertise through education and has previously taught psychology, social work, and human services courses at the University of Michigan – Flint, Nashville State Community College, and Tennessee State University. She has received numerous accolades

for her work, including the 2016 American Public Human Services Association State Member Award for Transforming Human Services and the 2014 Spirit of Crazy Horse Award from Reclaiming Youth International for her service to children, youth, and families. Dr. Hatter also has worked with indigenous economically disadvantaged communities in the Northern Territory of Australia. She earned a Bachelor of Science in clinical community psychology at the University of Michigan, a Masters in Social Work at Eastern Michigan University, and a Doctorate of Education in children, youth, and family studies from Nova Southeastern University.

**Mark Jewell**

Mark Jewell serves as the Director for the Division of Economic and Housing Stability with the New Hampshire Department of Health and Human Services (NH-DHHS). The Division is comprised of the Bureaus of Family Assistance, Housing Supports, Employment Supports, Child Support, and Child Care Development and Head Start Collaboration. The Division's focus over the next 18 months is to streamline the various eligibility and service provision processes, eliminating barriers, and creating a more flexible and responsive approach to service delivery in the context of person-centered service provision. Since 1980, Mr. Jewell has served in various leadership roles throughout his career with NH-DHHS, as well as serving as an Adjunct Instructor, teaching topics related to human services, organizational management, and leadership. His work experience includes administering complex organizational systems in both corporate and academic environments, developing systems and strategies to maximize efficiency in program services, enhancing quality outcomes, strengthening partnership and stakeholder relations, and implementing organizational strategies that promote continuous process improvement. Mr. Jewell obtained his Bachelor of Science in Human Service Administration from New Hampshire College in 1986 and his Master's of Science in Organizational Management from Springfield College in 1990. His professional interests include managing change, setting vision and strategy, and mentoring and coaching.

**Amy Kershaw**

Amy Kershaw is the Associate Commissioner for Economic Assistance and Employment at the Massachusetts Department of Transitional Assistance (DTA). In this role, she is responsible for oversight of the State's TANF program as well the Department's employment programs, including SNAP E&T. She coordinates the Department's efforts to support implementation of the Massachusetts Workforce Innovation and Opportunity Act (WIOA) combined plan. Prior to joining the DTA, Ms. Kershaw served in various capacities within the State's Child Welfare and Child Care agencies.

**Dana Kidd**

Dana Kidd currently serves as the Deputy Administrator for the Division of Economic Assistance, which includes the Temporary Assistance for Needy Families, Supplemental Nutritional Assistance Program, Community Services, and Early Childhood Care and Development programs with the Mississippi Department of Human Services (MDHS). Mrs. Kidd is responsible for formulating, directing, and controlling the operations through various highly specialized professional and technical staff. She exercises authority in establishing objectives, standards, and control measures within the context of general policy guidelines for large programs having significant public policy and federal funding impact statewide. She has served in multiple capacities within the division, including Quality Control, County Director, and Policy Director. She has provided leadership in the development of gen+ policy and works closely with Regional and County staff as well as directors of other divisions as MDHS continues to move toward a common goal of assisting children and families along the path to self-sufficiency. Mrs.

Kidd received an Associate of Arts from Meridian Community College, a Bachelor's in Human Services Administration, and a Master's in Public Administration from Kaplan University.

**Nicholas Klein**

Nicholas Klein's research contributes to two central areas of transportation planning: understanding the factors that influence how people travel daily, and how these changes play out over the course of their lives. His work focuses on marginalized populations and neighborhoods that use transit, walk, and bike at high rates. By studying factors that influence how people in these communities travel daily and how their travel evolves over many years, his work offers new perspectives for planners, policymakers, and researchers on issues of equity and sustainability in transportation. He received his Ph.D. from the Edward J. Bloustein School of Planning and Public Policy at Rutgers University, a Master's degree from the University of Pennsylvania, and a bachelor's degree from Cornell University.

**Tim Martin**

Tim Martin is the Acting Regional Administrator for the U.S. Department of Labor/Employment and Training Administration (ETA) Boston Regional Office. Prior to becoming the Acting Regional Administrator, Mr. Martin worked on a number of workforce development programs, including: unemployment insurance, job training, Welfare-to-Work, and ETA-funded competitive grants. Prior to joining ETA, he worked as an attorney in Boston for the Rhode Island Department of Labor and Training on youth-related programs and as a Peace Corps Volunteer in the South Pacific. Mr. Martin received his undergraduate degree from the University of Rhode Island and law degree from Suffolk University Law School.

**Jeff McCue**

Jeff McCue is the Commissioner of the Massachusetts Department of Transitional Assistance, appointed by Governor Charlie Baker in April 2015. Mr. McCue brings to this position over 37 years of experience working in senior-level positions within the Executive Office of Health and Human Services, in programs involving child welfare, mental health, food security, and economic mobility. He received his Bachelor of Arts in Political Science at Merrimack College and a Master's degree in Public Administration from Suffolk University.

**Kamaria Moore-Hollis**

Kamaria Moore-Hollis is the Economic Mobility Manager for the Department of Transitional Assistance (DTA). Until recently, she was the coordinator of the DTA Works Program, a paid internship that provides work experience and mentorship to Traditional Aid to Families with Dependent Children (TAFDC) clients. Previously, she was a program coordinator for EmPath, and brings the Mobility Mentoring<sup>®</sup> framework to all of her mentoring work. Her leadership of the DTA Works Program has led to significant increases in program funding and a greater ability to serve more clients. She has dedicated the last 12 years of her career to being a passionate and steadfast voice for those in need, working to support their goals of economic mobility. Ms. Moore-Hollis holds both a Bachelor of Arts in Sociology and an Master's in Public Administration from Clark University in Worcester, Massachusetts.

**Delrose Newman**

Delrose Newman is the program coordinator for the DTA Works Internship Program—an employment readiness program that provides on-the-job skill building and structured mentoring to TAFDC recipients. She has represented the DTA on both the national and state levels providing feedback around whole family approaches to employment and family engagement in service delivery. As a former TAFDC recipient and DTA Works intern, Ms. Newman now has the opportunity to positively impact the lives of families quite like her own, speaking authentically to

the challenges of unemployment, housing insecurity, and cliff effects and bringing the empathy and compassion integral to deepening relationships with clients.

### **Gene Patnode**

Gene Patnode is the Business and Industry Manager for the New Hampshire Department of Health and Human Services' Division of Economic and Housing Stability. He works within the Bureau of Employment Supports and has held this position for the past 15 years. Mr. Patnode has over 20 years of progressive workforce development experience ranging from working with various types of populations, including disadvantaged adults, TANF, dislocated adults, and adults with disabilities. He currently serves and participates in various workforce groups such as: New Hampshire's Business and Industry Association, the NH-Works-Interagency Business Team, New Hampshire's Chamber of Commerce, and other business networking groups. Mr. Patnode specializes in working with employers to develop strong business relations in both the public and private sectors. He is also responsible for cultivating strong collaborative partnerships with federal, state, local, and community service organizations. Through these workforce partnerships, Mr. Patnode is able to best inform interested groups and stakeholders to partner effectively with TANF programs. In return, this helps mutual TANF participants lift themselves out of poverty through the dignity of employment.

### **Erin Roth**

Erin Roth is the Director of Policy for the Maryland Department of Labor Licensing and Regulation's Division of Workforce Development and Adult Learning. In this role, she spearheads major initiatives and policy innovations for the Division to ensure businesses and job seekers have the opportunities and support needed to thrive in today's economy. Ms. Roth chairs Maryland's statewide Policy Work Group for implementation of the federal Workforce Innovation and Opportunity Act. She is a recognized thought leader on apprenticeship, immigrant integration, career pathways, and how to successfully align the work of multiple agencies serving mutual customers in a transparent and meaningful way. Ms. Roth has worked for Maryland's labor department since 2009. Prior to joining the Division of Workforce Development and Adult Learning, she worked in the Division of Unemployment Insurance, supporting reemployment efforts, during the height of the Great Recession. She is a proud born-and-raised Baltimorean. She holds her Bachelor's in Global Studies from Loyola University Maryland and her Master's in Public Policy from Johns Hopkins University.

### **M. Christine Ruggieri**

M. Christine Ruggieri has been with the Northeast Regional Office of the USDA Food and Nutrition Service (FNS) since October 2015 as the Region's Employment & Training (E&T) Analyst. Prior to joining FNS, she was the Administrator of the Supplemental Nutrition Assistance Program (SNAP) for the Rhode Island Department of Human Services (DHS). Mrs. Ruggieri worked for the State of Rhode Island for over 17 years, the last 15 of which were at DHS. Prior to her role as the SNAP Administrator, she was Assistant Administrator of the Department's Staff Development Unit, which is responsible for training for all DHS programs. She has worked as a field supervisor, a social worker, and in the State's child care program. She received a Bachelor of Science in Human Services, Counseling, and Family Studies with a concentration in Early Childhood Development from the University of Rhode Island. She holds an Master of Arts in Rehabilitation Counseling from Assumption College.

### **Marty Schwartz**

Marty Schwartz, President of Vehicles for Change (VFC), started VFC in April 1999. VFC has awarded over 6,000 cars (approximately 35 cars per month) in Maryland, Virginia, and Michigan and was designated Best Practice "National Economic Development and Law Center." In 2005,

Freedom Wheels, a used car business, was opened as a fully owned subsidiary of VFC. In 2014, the Full Circle Auto Repair and Training Center was opened in Baltimore, which trains ex-offenders to be automotive mechanics. The Full Circle Auto Repair and Training Center also operates in Detroit. Mr. Schwartz won the University of Baltimore Social Entrepreneur of the Year in 2007, as well as the Visit Baltimore “Sales Person of the Year.” In 2014, he earned the SmartCEO Circle of Excellence Award. Mr. Schwartz co-authored *Effective Social Enterprise: Practical Advice and Best Practices from Leaders in the Field*. He is an Associate Professor of Social Enterprise at the University of Notre Dame in Baltimore and received a Bachelor of Science in Accounting from the University of Maryland and an MGA in Information Systems Design.

### **Colleen Sharka**

Colleen Sharka, MA, LMHC is a psychotherapist who serves as Director of The Cory Johnson Program for Post-Traumatic Healing, Roxbury Presbyterian Church Social Impact Center in Roxbury, Massachusetts. With Executive Director Reverend Liz Walker, this program offers trauma support, education, groups, and a series of community-based programming with safe space for people to share their stories of trauma, loss, grief, and healing. The weekly program is drop-in, no cost, no barrier to access, and includes a meal as well as trauma-informed child care. In May 2017, Ms. Sharka received a Certificate in Traumatic Stress Studies from The Trauma Center at JRI, a 9-month, weekly program. She previously served as Assistant Director of Trinity Boston Counseling Center, Trinity Church in Copley Square, where she developed and facilitated trauma-informed and spiritually-integrated psychotherapy training for masters-level mental health interns, as well as programs to address secondary trauma and self-care for providers. Ms. Sharka previously served on the advisory committee of the Center for Psychotherapy and Spirituality at the Massachusetts School of Professional Psychology (now William James College).

### **Tiffany Smith**

Tiffany L. Smith is a director at Jobs for the Future (JFF) and leads the labor market information practice, delivering workforce development solutions to improve the employment success of JFF target populations by providing data and analysis to internal and external clients for demand-driven programs. Previously, Ms. Smith served in the Obama Administration as a senior policy advisor with the Department of Labor’s Employment and Training Administration, where she focused on the implementation of data- and performance-related aspects of the Workforce Innovation and Opportunity Act. She also spent eight years at the New Jersey Department of Labor and Workforce Development where her last role was Director of Workforce Research & Analytics, overseeing the workforce longitudinal data system, analysis of labor market data, workforce program performance, and evaluations of program outcomes in support of the State’s talent development efforts. Ms. Smith also worked in post-secondary education research and policy, including at the University of California Office of the President. With over 20 years’ experience in policy, research, and evaluation, she has an A.B. in Feminist Studies from Stanford University, and Master of Public Policy from the UC-Berkeley Goldman School of Public Policy. Ms. Smith currently serves on the board of directors of the LMI Institute.

### **Keisha Thaxton**

Keisha Thaxton has worked in various roles within the Social Services sector for the past 15 years. Currently, she serves as the Director of Operations under the Family Assistance Division with the Tennessee Department of Human Services. In this role, she has direct oversight of operations for both the SNAP and TANF programs to include policy development, program and process improvement, contract development, and partnership engagement. She has also been instrumental in working with the state’s team to develop and implement their Two-Generation

Model. Mrs. Thaxton holds a Bachelor of Science in Engineering and a Master of Science in Engineering Technology. Her passion for process improvement helps to move the Department's mission forward in improving the lives of the families it serves.

**Alicia Wilson**

Alicia Wilson is the Senior Vice President of Impact Investments and Senior Legal Counsel (Senior VP) to the Port Covington Development Team. She ensures that the Port Covington Project generates a measurable beneficial social and environmental impact alongside a financial return. Ms. Wilson previously served as Vice President of Community Affairs and Legal Advisor to Sagamore Development Company (SDC). During the 2016 Baltimore City Council legislative session, she drafted key pieces of legislation and served as the principal negotiator of the two largest Community Benefit Agreements in the history of Baltimore associated with the passage of a \$660 million Tax Increment Financing bill. Prior to joining SDC, Ms. Wilson was a partner at the law firm of Gordon Feinblatt, where she began her legal career as a litigation associate representing individuals and mid-size to large businesses in commercial law. Ms. Wilson is a graduate of the University of Maryland Baltimore County (UMBC) and the University of Maryland Francis King Carey School of Law. At UMBC, she was a Sondheim Public Affairs Scholar and in 2003 was the first student in the history of UMBC to be named a Harry S. Truman Scholar. Ms. Wilson serves on several charitable boards, including the CollegeBound Foundation, the Center for Urban Families, the University of Maryland School of Law Board of Visitors, and Associated Black Charities, among others.