ADMINISTRATION FOR CHILDREN & FAMILIES

SYSTEMS TO FAMILY STABILITY NATIONAL POLICY ACADEMY

Systems to Family Stability National Policy Academy Meeting

Historic Inns of Annapolis

Annapolis, Maryland

July 26-28, 2016

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ADMINISTRATION FOR
CHILDREN & FAMILIES
330 C Street, S.W., Washington, DC 20201 www.acf.hhs.gov

July 26, 2016

Dear Policy Academy Participants:

On behalf of the Administration for Children and Families, Office of Family Assistance, it is my pleasure to welcome you to the 2016 **Systems to Family Stability National Policy Academy** in Annapolis, Maryland. Over a year ago, your team was selected to participate in this 18-month initiative because of your commitment to re-energizing your TANF programs to improve service delivery and employment outcomes. A year later, you are the drivers for effecting policy, program, and practice changes that will have positive and lasting impacts for families and children.

Over the next few days, teams will reflect on their work and look to the future as you enter the next stages of implementation and sustained program enhancements. In addition to plenary and breakout sessions, we have dedicated significant team time to plan for your next phase of implementation. Additionally, we have structured time for you to share across teams to gain insights and provide feedback on implementation plans.

Your dedication to ongoing program improvement and innovation continues to inspire me and others, and we are excited as you lead the charge among TANF programs across the country. We look forward to supporting your efforts at this week's Academy meeting and beyond. Thank you again for taking the time to participate in this initiative. We hope the experience this week in Annapolis is valuable in your continued improvement efforts.

Sincerely,

Susan Golonka
Acting Director
Office of Family Assistance

National Policy Academy Meeting Agenda
From Inspiration to Implementation
Historic Inns of Annapolis
58 State Circle
Annapolis, MD 21401
July 26-28, 2016

Meeting Objectives:

- Reflect on and celebrate Systems to Family Stability National Policy Academy team achievements to-date.
- Build upon previous Academy strategic action plans by supporting the development of new plans for teams' next steps in implementation and sustainability planning.
- Support peer feedback and networking, as well as expert consultations, to improve Academy team plans for future implementation and sustainability.
- Lay the foundation for team work beyond the Academy through expert consultation, coaching, and support.

Tuesday, July 26, 2016	
7:30 a.m.—9:00 a.m.	**Registration** *Main Building, Atrium*
9:00 a.m.—9:15 a.m.	**Welcome from OFA Leadership** **Susan Golonka**, Acting Director, Office of Family Assistance, Administration for Children and Families *Governor's Hall, Main Building*
9:15 a.m.—-9:30 a.m.	**Agenda Overview** **Lisa Washington-Thomas**, Chief, Self-Sufficiency Branch, Office of Family Assistance, Administration for Children and Families *Governor's Hall, Main Building*
9:30 a.m.—10:15 a.m.	**Systems to Family Stability Site Introductions** **Lisa Washington-Thomas**, Chief, Self-Sufficiency Branch, Office of Family Assistance, Administration for Children and Families *Governor's Hall, Main Building*
10:15 a.m.—11:30 a.m.	**Opening Plenary: From Inspiration to Implementation** The science of human services implementation is the study of factors that influence the full and effective use of innovations in practice. "The goal is not to answer factual questions about what is, but rather to determine what is required" (NIRN, 2015). This opening plenary will discuss key implementation factors in assessing, planning, evaluating, and sustaining innovation for TANF and stakeholder programs. Speaker: **Dr. Leah Bartley**, Investigator, National Implementation Research Network, Frank Porter Graham Child Development Institute, University of North Carolina, Chapel Hill Moderator: **Carol Mizoguchi**, Family Assistance Program Specialist, Office of Family Assistance, Administration for Children and Families *Governor's Hall, Main Building*
11:30 a.m.—11:45 a.m.	**Break/Transition to Peer Partner Period**
11:45 a.m.—12:30 p.m.	**P3: Peer Partner Period** Academy teams will be partnered with fellow teams to discuss implementation challenges and gather information from each other on strategies to navigate local program needs, constituencies, political and policy barriers, infrastructure and funding needs, and other areas related to successful implementation. *Governor's Hall and Jonas Green Room, Main Building (see team-specific room assignments in participant packets)*
12:30 p.m.—1:45 p.m.	**Lunch on Your Own**

Tuesday, July 26, 2016	
1:45 p.m.—3:15 p.m.	***i3* Labs: Implementing Innovation and Ideas** **Concurrent Workshops**: **Topic #1: Understanding and Building Customer Executive Skills** (*Governor's Hall-East, Main Building*) TANF and other human service programs are increasingly considering how emerging brain science affects participants' capacities to successfully engage and complete service offerings. This session will highlight what it takes to design and implement enhanced programmatic approaches that build participants' executive skills. Speakers: • **Kate Probert**, MFIP/DWP/SNAP Employment Services Division Manager, Ramsey County, Workforce Solutions • **Ella Gifford-Hawkins**, Works Center Manager, Larimer County Workforce Center **Topic #2: Implementing Two-Generation Approaches in TANF** (*Jonas Green Room, Main Building*) Two-generation approaches offer comprehensive, career-focused employment and training opportunities for parents with educational and enrichment opportunities for their children. In this session, speakers will offer tools and resources on implementing and sustaining two-generation approaches within a TANF program. Speakers: • **Dr. Monica Barczak**, Senior Advisor, Administration for Children and Families • **Dorothy Hall**, Program Manager, Utah Department of Workforce Services **Topic #3: Implementation Science Q&A** (*Governor's Hall-West, Main Building*) From exploration to preparation, initial piloting and full implementation, this informal discussion with implementation expert Leah Bartley will allow Academy teams to ask questions, share facilitators, and barriers to implementing change in their TANF programs. Speaker: • **Dr. Leah Bartley**, Investigator, National Implementation Research Network, Frank Porter Graham Child Development Institute, University of North Carolina, Chapel Hill
3:15 p.m.—3:35 p.m.	**Transition to Team Time**
3:35 p.m.—5:30 p.m.	**Team Time** Working independently with coaches and TA team members and/or content faculty on specific items related to team implementation plan development. By the end of team time, teams will share progress on key steps in their *Implementation Roadmaps*. *See team-specific room assignments in participant packets*
5:30 p.m.	**Adjourn**

Wednesday, July 27, 2016	
8:30 a.m.—8:50 a.m.	**Reflections on Day One** **Susan Golonka**, Acting Director, Office of Family Assistance, Administration for Children and Families *Governor's Hall, Main Building*
8:50 a.m.—9:00 a.m.	**Break**
9:00 a.m.—10:30 a.m.	**i3 Labs: Implementing Innovation and Ideas** **Concurrent Workshops**: **Topic #1: Supporting Enhanced Coaching and Case Management Strategies** (*Governor's Hall-East, Main Building*) Trauma-informed approaches. Motivational interviewing. Coaching. TANF and other human service programs are exploring and implementing a variety of strategies to motivate and engage participants. This session will highlight what it takes to successfully implement these enhanced case management strategies. <u>Speakers</u>: • **Jodie Sue Kelly**, President and Co-Founder, Cygnet Associates • **Babs Roberts**, Director, Community Services Division, Washington State Department of Social and Human Services **Topic #2: Building Lasting Partnerships Between TANF and Workforce Systems** (*Jonas Green Room, Main Building*) With the passage of the Workforce Innovation and Opportunity Act (WIOA), building sustained partnerships between workforce and TANF programs is a priority across state, local, and federal systems. In this presentation, speakers will discuss how they are creating these lasting collaborations across systems—from data sharing to performance measurement and service alignment. <u>Speakers</u>: • **Joe Barela**, Director, Arapahoe/Douglas Workforce Center • **Phil Harris**, Assistant Director, Arkansas Department of Workforce Services **Topic #3: Training Staff for Systems Change** (*Governor's Hall-West, Main Building*) Training and change management support is critical as TANF agencies redesign and enhance aspects of their programs. This session will discuss how to assess agency training systems and then offer best practices in curriculum development, training design, training delivery, transfer of learning, training evaluation, and other important lessons from the field. <u>Speaker</u>: • **Dr. Charmaine Brittain**, Director, Organizational Development, Butler Institute for Families, University of Denver
10:30 a.m.—10:45 a.m.	**Transition to Peer Feedback Session**

Wednesday, July 27, 2016	
10:45 a.m.—12:15 p.m.	**Peer Feedback** Teams report out on progress toward building their *Implementation Roadmaps* and receive feedback from the group. Team participants are divided into three groups: • **Seaworthy**: Share what you understand to be a strength of the plan and why. • **Underway**: Discuss what may be missing from the plan and why. • **Waterlogged**: Share feedback on potential implementation gaps (resources, training, innovation). Discussant: • **Mark Greenberg**, Acting Assistant Secretary, Administration for Children and Families Moderator: • **Susan Golonka**, Acting Director, Office of Family Assistance, Administration for Children and Families *Governor's Hall, Main Building*
12:15 p.m.—1:30 p.m.	**Lunch on Your Own**
1:30 p.m.—3:00 p.m.	**Peer Feedback** Teams report out on progress toward building their *Implementation Roadmaps* and receive feedback from the group. Team participants are divided into green, yellow and red groups. • **Seaworthy**: Share what you understand to be a strength of the plan and why. • **Underway**: Discuss what may be missing from the plan and why. • **Waterlogged**: Share feedback on potential implementation gaps (resources, training, innovation). Discussant: • **Mark Greenberg**, Acting Assistant Secretary, Administration for Children and Families Moderator: • **Susan Golonka**, Acting Director, Office of Family Assistance, Administration for Children and Families *Governor's Hall, Main Building*
3:00 p.m.—3:15 p.m.	**Break**
3:15 p.m.—5:00 p.m.	**Team Time** Working independently with coaches and TA team members and/or content faculty on specific items related to team implementation plan development. By the end of team time, teams will share progress on key steps in their *Implementation Roadmaps.* *See team-specific room assignments in participant packets*
5:00 p.m.	**Adjourn**

Thursday, July 28, 2016	
8:30 a.m.—10:00 a.m.	**Team Time** Working independently with coaches and TA team members and/or content faculty on specific items related to team implementation plan development. By the end of team time, teams will share progress on key steps in their *Implementation Roadmaps.* *See team-specific room assignments in participant packets*
10:00 a.m.—10:30 a.m.	**Break to Check Out**
10:30 a.m.—11:30 a.m.	**Celebration and Next Steps** Moderator: **Lisa Washington-Thomas**, Chief, Self-Sufficiency Branch, Office of Family Assistance, Administration for Children and Families *Governor's Hall, Main Building*
11:30 a.m.—11:40 a.m.	**Break**
11:40 a.m.—1:00 p.m.	**Closing Plenary: Planning for Sustainability** "Sustainability" refers to the continuation of a project's goals, principles, and efforts to achieve desired outcomes. It is more than finding resources to continue an effort 'as is,' but really means focusing on meeting program goals in the face of current (and often changing) economic, family, and policy landscapes. During this closing plenary, Susan Dreyfus, a national leader in human service programming and sustainability planning, as well as a former human services leader in Washington State, will discuss key factors to sustain innovation across human services programs. Speaker: **Susan Dreyfus**, President and CEO, Alliance for Strong Families and Communities *Governor's Hall, Main Building*
1:00 p.m.—1:15 p.m.	**Closing Remarks** **Susan Golonka**, Acting Director, Office of Family Assistance, Administration for Children and Families *Governor's Hall, Main Building*
1:15 p.m.	**Adjourn**

Systems to Family Stability National Policy Academy

Overview of Peer Partner Period, Peer Feedback and Team Time Sessions

Peer Partner Period (P3)

Objectives

- To support informal networking and dialogue across Academy teams to improve teams' implementation and sustainability plans.
- To offer peer-driven technical assistance to help teams address and overcome shared challenges.
- To spark new or innovative thinking across teams and create opportunities for future dialogue and collaboration.

Overview

Academy teams are partnered with fellow teams to discuss implementation challenges and gather information from each other on strategies to navigate local program needs, constituencies, political and policy barriers, infrastructure and funding needs, and other areas related to successful implementation and sustainability. Potential questions teams may ask of each other to facilitate dialogue include:

- How did you obtain buy-in from internal and external stakeholders to support your Academy work?
- How have you balanced your Academy work with other competing demands?
- How do you plan to sustain your Academy work beyond this initiative and what resources will you draw from to do so?

Peer Feedback

Objectives

- To allow each Academy team time to share their proposed next stage work and receive feedback from peer teams and ACF staff.
- To learn about other teams' work that can inform and enhance peer site activities and future plans.
- To translate implementation science principles into each team's proposed work in the final stages of the Academy.

Overview

Teams report out on progress toward building their *Implementation Roadmaps* and receive feedback from the group. All team participants are divided into Seaworthy (green), Underway (yellow), and Waterlogged (red) groups.

- **Seaworthy**: Share what you understand to be some strengths of the plan and why.
- **Underway**: Discuss what may be missing from the plan and why.
- **Waterlogged**: Share feedback on potential implementation gaps (resources, training, innovation).

Instructions

- Each team will designate one person to provide a five minute overview of their Academy work to-date, accomplishments and barriers, and plans for their next stage of Academy work. In discussing their next stage of work, the presenter should consider where they are on the implementation continuum, as well as what resources they have and need to realize their plans.
- All participants will be randomly divided into one of the three groups, **Seaworthy**, **Underway**, or **Waterlogged** (*check the color dot sticker on your name tag, which designates your color group assignment*).
- After assignments and new seats are taken, each presenter will have five minutes to present. After each presentation, color groups will be given a few minutes to discuss their feedback and identify a spokesperson, after which each color group will spend about five minutes (for a total of 15 minutes per site) offering peer feedback.

Team Time

Objectives

- To honor teams' successes to-date.
- To develop high-level *Implementation Roadmaps* for the next stages of work—to the end of the Academy, and into the future.
- To identify resource needs, potential barriers, and facilitators to achieving next stage goals.
- To incorporate peer feedback and suggestions into next stage *Implementation Roadmaps*.
- To map roadmap goals and action steps to implementation stages.
- To identify a spokesperson for the Academy team to share their high-level plans with the whole group at the end of the Academy (they may use roadmap as a visual aid).

Overview

This is a time to work independently with coaches and TA team members and/or content faculty on specific items related to team *Implementation Roadmap* development. By the end of team time, teams will share progress on key steps in their implementation plan. Teams will be using roadmaps as their primary tool during this time. Roadmaps will be in large poster board format in each team time room. Teams will be given post-it notes to add their suggestions to the poster board over the course of team time. A soft copy will also be available for coaches/assistant coaches to complete in tandem.

- Sites may complete one roadmap, or several depending on how they organize their implementation planning. Teams are not expected to complete roadmaps for all goals during the Academy meeting. The purpose of this time is to begin the discussion around next stage planning, which may continue after the meeting ends.
- Within each roadmap is also an overview of key implementation stages, with prompts for things teams may consider as they move through each stage.

Systems to Family Stability National Policy Academy

Team Time and Peer Partner Period Room Assignments
July 26-28, 2016
Annapolis, Maryland

COLORADO

Meeting Session	Room Assignment
Team Times	Governor's Hall (East), Main Building
Peer Partner Period	Governor's Hall (West), Main Building

CONNECTICUT

Meeting Session	Room Assignment
Team Times	Townhouse Suite (2-130), Robert Johnson House (23 State Circle)
Peer Partner Period	Governor's Hall (West), Main Building

MARYLAND

Meeting Session	Room Assignment
Team Times	Jonas Green Meeting Room, Main Building
Peer Partner Period	Governor's Hall (East), Main Building

NORTH CAROLINA

Meeting Session	Room Assignment
Team Times	Crown and Crab Meeting Room, Maryland Inn (16 Church Circle)
Peer Partner Period	Governor's Hall (East), Main Building

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RAMSEY COUNTY

Meeting Session	Room Assignment
Team Times	Peggy Stewart Meeting Room, Main Building
Peer Partner Period	Jonas Green Meeting Room, Main Building

UTAH

Meeting Session	Room Assignment
Team Times	Sarah Ball Meeting Room, Main Building
Peer Partner Period	Governor's Hall (West), Main Building

WASHINGTON

Meeting Session	Room Assignment
Team Times	Rebecca Girard Meeting Room, Main Building
Peer Partner Period	Jonas Green Meeting Room, Main Building

WEST VIRGINIA

Meeting Session	Room Assignment
Team Times	Governor's Hall (West), Main Building
Peer Partner Period	Governor's Hall (East), Main Building

Implementation Roadmap

Exploration & Design	Installation & Preparation	Initial Implementation	Full Implementation
• Assess needs & examine interventions • *Our work to-date*	• Acquire resources, prepare organization & staff • *Our work to-date*	• Manage change, activate data & system improvement cycles • *Our work to-date*	• Monitor, manage & scale; achieve & improve outcomes • *Our work to-date*

Overall Vision:

Work to-Date	Goals *(short and long-term)*	Action Steps *(short and long-term)*	TA or Resource Needs	Responsible Parties	Timeframes	Notes

Lessons Learned:

Site Teams

Colorado Department of Human Services

Candace Cadena
Division Evaluator
Office of Economic Security - Employment and Benefits Division
Colorado Department of Human Services
1575 Sherman Street
Denver, Colorado 80203
Phone: 303-866-4754
Email: candace.cadena@state.co.us

Chris Carman
Employment and Training Supervisor
Office of Economic Security - Employment and Benefits Division
Colorado Department of Human Services
1575 Sherman Street
Denver, Colorado 80203
Phone: 303-866-4817
Email: chris.carman@state.co.us

Ella Gifford-Hawkins (Content Faculty)
Larimer County Workforce Manager
Larimer County Workforce Center
200 West Oak Street
Suite 5000
Fort Collins, Colorado 80522
Phone: 970-498-6612
Email: egifford@larimer.org

Shelley Grattan
Colorado Works Supervisor
Mesa County Workforce Center
512 29 1/2 Road
Grand Junction, Colorado 81504
Phone: 970-248-2881
Email: shelley.grattan@mesacounty.us

Katie Griego (Team Lead)
Division Director
Office of Economic Security - Employment and Benefits Division
Colorado Department of Human Services
1575 Sherman Street
Denver, Colorado 80203
Phone: 303-866-2882
Email: katie.griego@state.co.us

Katy Morrison
Benefits and Services Supervisor
Office of Economic Security - Employment and Benefits Division
Colorado Department of Human Services
1575 Sherman Street
Denver, Colorado 80203
Phone: 303-866-5050
Email: kathryn.morrison@state.co.us

Beth Nelson
Colorado Works Lead
Office of Economic Security - Employment and Benefits Division
Colorado Department of Human Services
1575 Sherman Street
Denver, Colorado 80203
Phone: 303-866-5206
Email: elizabeth.nelson@state.co.us

Connecticut Department of Social Services

Diana DiTunno
Consultant and Project Manager
Connecticut Department of Social Services
55 Farmington Avenue
Hartford, Connecticut 06105
Phone: 860-424-5997
Email: diana.ditunno@ct.gov

Anthony J. Judkins
Program Manager
Bureau of Child Support Enforcement/
Fatherhood Initiative
Connecticut Department of Social Services
55 Farmington Avenue
Hartford, Connecticut 06105
Phone: 860-424-5696
Email: anthony.judkins@ct.gov

Peter Palermino (Team Lead)
Connecticut TANF Administrator
Connecticut Department of Social Services
55 Farmington Avenue
Hartford, Connecticut 06105
Phone: 860-424-5006
Email: peter.palermino@ct.gov

Maryland Department of Human Resources

Erin E. Cox
Data Analyst
Baltimore City Department of Social Services
1910 North Broadway
Baltimore, Maryland 21213
Phone: 443-378-4770
Email: erin.cox@maryland.gov

Carrie Durham
Director
Bureau of Policy, Research and Training
Family Investment Administration
Maryland Department of Human Resources
311 West Saratoga Street
Baltimore, Maryland 21201
Phone: 410-767-7328
Email: carrie.durham@maryland.gov

Elijah Hopper
Workforce Development Administrator
Baltimore City Department of Social Services
1910 North Broadway
Baltimore, Maryland 21213
Phone: 443-378-4608
Email: elijah.hopper@maryland.gov

Sara Muempfer (Team Lead)
Director of Workforce Development
Maryland Department of Human Resources
311 West Saratoga Street
Baltimore, Maryland 21201
Phone: 410-767-3045
Email: sara.muempfer@maryland.gov

Kirkland J. Murray
President and CEO
Anne Arundel Workforce Development Corporation
401 Headquarters Drive, Suite 208
Millersville, Maryland 21108
Phone: 410-987-3890
Email: kmurray@aawdc.org

Lisa Nicoli
Assistant Research Director
University of Maryland School of Social Work
525 West Redwood Street
Baltimore, Maryland 21211
Phone: 410-706-2763
Email: lnicoli@ssw.umaryland.edu

Erin J. Roth
Director of Policy
Division of Workforce Development and Adult Learning
Maryland Department of Labor, Licensing and Regulation
1100 North Eutaw Street
Baltimore, Maryland 21201
Phone: 410-767-5870
Email: erin.roth@maryland.gov

Mary R. Sloat
Assistant Director
Baltimore Mayor's Office of Employment Development
Workforce Operations
417 East Fayette Street, Suite 468
Baltimore, Maryland 21202
Phone: 410-396-1910
Email: msloat@oedworks.com

Linda C. Webb
Director
Kent County Department of Social Services
Maryland Department of Human Resources
350 High Street
P.O. Box 670
Chestertown, Maryland 21620
Phone: 410-810-7720
Email: linda.webb@maryland.gov

North Carolina Department of Health and Human Services

Claudia B. Horn
Senior Director for Employment Services
Division of Vocational Rehabilitation Services
Division of Services for the Blind
Division of Services for the Deaf and Hard of Hearing
North Carolina Department of Health and Human Services
2801 Mail Service Center
Raleigh, North Carolina 27699
Phone: 919-855-3509
Email: claudia.horn@dhhs.nc.gov

Sharon D. Moore
TANF Policy Consultant
Division of Social Services - Economic and Family Services
North Carolina Department of Health and Human Services
820 South Boylan Avenue
2420 Mail Service Center
Raleigh, North Carolina 27699
Phone: 919-527-6313
Email: sharon.d.moore@dhhs.nc.gov

Jack H. Rogers (Team Lead)
Deputy Director
Division of Social Services
North Carolina Department of Health and Human Services
820 South Boylan Avenue
2420 Mail Service Center
Raleigh, North Carolina 27699
Phone: 919-527-6337
Email: jack.rogers@dhhs.nc.gov

Johnice G. Tabron
Work First Program Manager
Division of Social Services
North Carolina Department of Health and Human Services
820 South Boylan Avenue
2420 Mail Service Center
Raleigh, North Carolina 27699
Phone: 919-527-6312
Email: johnice.tabron@dhhs.nc.gov

Ramsey County, Minnesota Workforce Solutions

Bridgett Backman
Planner
Workforce Innovation Opportunity Division
Ramsey County Workforce Solutions
2098 Eleventh Avenue East
North St. Paul, Minnesota 55109
Phone: 651-770-4483
Email: bridgett.backman@co.ramsey.mn.us

Michelle Belitz
Employment Guidance Counselor Supervisor
Ramsey County Workforce Solutions
2098 Eleventh Avenue East
North St. Paul, Minnesota 55109
Phone: 651-779-5115
Email: michelle.belitz@co.ramsey.mn.us

Patricia Brady
Director
Ramsey County Workforce Solutions
2098 Eleventh Avenue East
North St. Paul, Minnesota 55109
Phone: 651-779-5651
Email: patricia.brady@co.ramsey.mn.us

Bruce S. Casselton
Planning Specialist
Ramsey County Workforce Solutions
2098 Eleventh Avenue East
North St. Paul, Minnesota 55109
Phone: 651-779-5650
Email: bruce.casselton@co.ramsey.mn.us

Yekaterina (Kate) Probert Fagundes (Team Lead and Content Faculty)
Division Manager
Ramsey County Workforce Solutions
2098 Eleventh Avenue East
North St. Paul, Minnesota 55109
Phone: 651-779-5655
Email: kate.probert@co.ramsey.mn.us

Nerita L. Hughes
Workforce Innovation Opportunity Division Manager
Ramsey County Workforce Solutions
2098 Eleventh Avenue East
North St. Paul, Minnesota 55109
Phone: 651-770-4497
Email: nerita.hughes@co.ramsey.mn.us

Jovon Perry
Economic Assistance and Employment Supports Division Director
Minnesota Department of Human Services
Children and Family Services Administration
444 Lafayette Road
North St. Paul, Minnesota 55155
Phone: 651-431-4006
Email: jovon.perry@state.mn.us

Larry L. Timmerman
Program Evaluator
Ramsey County Workforce Solutions
160 East Kellogg Boulevard
North St. Paul, Minnesota 55101
Phone: 651-266-4777
Email: larry.timmerman@co.ramsey.mn.us

Utah Department of Workforce Services

Karla Aguirre
Workforce Development Program and Training Director
Utah Department of Workforce Services
140 East 300 South
Salt Lake City, Utah 84111
Phone: 801-526-9876
Email: kaguirre@utah.gov

Rebecca Banner
Operations Manager
Utah Department of Workforce Services
140 East 300 South
Salt Lake City, Utah 84111
Phone: 801-526-9876
Email: rbanner@utah.gov

Tracey Gruber
Director of the Office of Child Care
Senior Advisor of the Intergenerational Poverty Initiative
Utah Department of Workforce Services
140 East 300 South
Salt Lake City, Utah 84111
Phone: 801-824-1880
Email: tgruber@utah.gov

Dorothy T. Hall (Team Lead and Content Faculty)
Program Manager
Workforce Development Division
Utah Department of Workforce Services
140 East 300 South
Salt Lake City, Utah 84111
Phone: 801-503-5970
Email: dthall@utah.gov

Stephen Lisonbee
Director
Workforce Development Division
Utah Department of Workforce Services
140 East 300 South
Salt Lake City, Utah 84111
Phone: 801-526-9876
Email: slisonbee@utah.gov

Sisifo Taatiti
Assistant Director
Workforce Development Division
Utah Department of Workforce Services
140 East 300 South
Salt Lake City, Utah 84111
Phone: 801-526-9876
Email: staatiti@utah.gov

Washington Department of Social and Health Services

Bill Callahan
Staff Development and Training Manager
Community Services Division
Washington Department of Social and Health Services
712 Pear Street Southeast
P.O. Box 45440
Olympia, Washington 98504
Phone: 509-225-6189
Email: callalw@dshs.wa.gov

Jenny E. Grayum
Project Manager
Community Services Division/Economic Services Administration
Washington Department of Social and Health Services
712 Pear Street Southeast
Olympia, Washington 98504
Phone: 360-725-4583
Email: jenny.grayum@dshs.wa.gov

Maureen (Marie) Jensen
Management Analyst 5
Washington Department of Social and Health Services
Business Services
2602 Cedar Hills Court Southeast
Lacey, Washington 98503
Phone: 360-664-5175
Email: mtjensen@dshs.wa.gov

Susan G. Kavanaugh
Intergenerational Poverty Prevention Administrator
Community Services Division
Washington Department of Social and Health Services
712 Pear Street Southeast
Olympia, Washington 98504
Phone: 360-725-4327
Email: kavansg@dshs.wa.gov

Lori Pfingst
Chief of Programs and Policy
Community Services Division
Washington Department of Social and Health Services
712 Pear Street Southeast
P.O. Box 45440
Olympia, Washington 98504
Phone: 360-725-4639
Email: lori.pfingst@dshs.wa.gov

Babette Roberts (Team Lead and Content Faculty)
Director
Community Services Division
Washington Department of Social and Health Services
P.O. Box 45445
Olympia, Washington 98504
Phone: 360-725-4888
Email: roberba@dshs.wa.gov

West Virginia Department of Health and Human Resources

Michael D. DeMary
Family Assistance Region Program Manager
Bureau for Children and Families
West Virginia Department of Health and Human Resources
416 Adams Street, Suite 307
Fairmont, West Virginia 26554
Phone: 304-368-4420
Email: michael.d.demary@wv.gov

Monica A. Hamilton (Team Lead)
Director
Bureau for Children and Families
West Virginia Department of Health and Human Resources
350 Capitol Street, Room B-18
Charleston, West Virginia 25301
Phone: 304-356-4620
Email: monica.a.hamilton@wv.gov

April R. Saunders
TANF Senior Policy Specialist
Bureau for Children and Families
West Virginia Department of Health and Human Resources
350 Capitol Street, Room B-18
Charleston, West Virginia 25301
Phone: 304-356-4632
Email: april.r.saunders@wv.gov

Yvonne Stephens-Walker
Community Services Manager II
Bureau for Children and Families
West Virginia Department of Health and Human Resources
840 Virginia Avenue
Welch, West Virginia 24801
Phone: 304-436-8302
Email: yvonne.s.walker@wv.gov

Andrew T. Radcliffe
Family Assistance Program Manager
West Virginia Department of Health and Human Resources
2699 Park Avenue, Suite 100
Huntington, West Virginia 25704
Phone: 304-528-5800
Email: andrew.t.radcliffe@wv.gov

Content Faculty

Leah Bartley
Investigator
National Implementation Research Network
Frank Porter Graham Child Development
Institute, University of North Carolina
Campus Box 8185
Chapel Hill, North Carolina 27599
Phone: 919-966-0448
Email: leah.bartley@unc.edu

Joe M. Barela
Division Manager
Arapahoe/Douglas Works!
Workforce Center
6964 South Lima Street
Centennial, Colorado 80112
Phone: 303-696-1225
Email: jbarela@arapahoegov.com

Charmaine Brittain
Director, Organizational Development
Butler Institute for Families
University of Denver
2148 South High Street
Denver, Colorado 80210
Phone: 303-871-4548
Email: charmaine.brittain@du.edu

Susan N. Dreyfus
President and Chief Executive Officer
Alliance for Strong Families and Communities
648 North Plankinton Avenue, Suite 425
Milwaukee, Wisconsin 53203
Phone: 414-359-6546
Email: sndreyfus@alliance1.org

Phil Harris
Assistant Director
TANF Program
Arkansas Department of Workforce Services
2 Capitol Mall
Little Rock, Arkansas 72201
Phone: 501-682-2121
Email: phil.harris@arkansas.gov

Jeanette Hercik
Senior Vice President
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-225-2209
Email: jeanette.hercik@icfi.com

Jodie Sue Kelly
President and Co-Founder
Cygnet Associates
101 Hickory Lane
Annapolis, Maryland 21403
Phone: 410-263-8515
Email: cygnet84@aol.com

Coaches and Assistant Coaches

Emily Appel-Newby
Assistant Coach, Utah
Manager
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-225-2409
Email: emily.appel-newby@icfi.com

Courtney J. Barthle
Coach, Ramsey County
Senior Manager
ICF International
9300 Lee Highway
Fairfax, Virginia 22033
Phone: 703-203-0897
Email: courtney.barthle@icfi.com

Nicole Bossard
Coach, Colorado
Policy Academy TA Coach
TGC Consulting, Inc.
3400 Harford Road
Baltimore, Maryland 21218
Phone: 410-343-9208
Email: nicole@tgcconsultinginc.com

Nora E. Gilligan
Assistant Coach, Colorado and West Virginia
Senior Associate
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 646-515-2181
Email: Nora.Gilligan@icfi.com

Rebecca D. Fairchild-Lewis
Assistant Coach, North Carolina and Ramsey County
Senior Associate
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-934-3001
Email: rebecca.fairchild-lewis@icfi.com

Louisa M. Jones
Coach, Utah
Principal
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-867-6122
Email: louisa.jones@icfi.com

Jessica R. Kendall
Assistant Coach, Connecticut and Washington
Senior Technical Specialist
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-225-2314
Email: jessica.kendall@icfi.com

Yvette H. Lamb
Coach, Connecticut
Senior Fellow
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-225-2177
Email: yvette.lamb@icfi.com

Brent Orrell
Coach, Washington
Vice President
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-934-3385
Email: brent.orrell@icfi.com

Joe Raymond
Assistant Coach, Maryland
Fellow
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-713-8801
Email: Joe.Raymond@icfi.com

Mary E. Roberto
SFS Policy Academy Lead
Coach, West Virginia
Senior Manager
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 303-881-3257
Email: mary.roberto@icfi.com

William "Ed" E. Trumbull
Coach, North Carolina
Vice President
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-225-2299
Email: william.trumbull@icfi.com

Damon Waters
Coach, Maryland
Family Assistance Program Specialist
Office of Family Assistance
Administration for Children and Families
Mary E. Switzer Building
330 C Street Southwest
Washington, DC 20201
Phone: 202-401-5295
Email: damon.waters@acf.hhs.gov

Federal Partners

Monica Barczak
Senior Advisor
Administration for Children and Families
Mary E. Switzer Building
330 C Street Southwest
Washington, DC 20201
Phone: 202-260-6662
Email: monica.barczak@acf.hhs.gov

Sanje Dawdanow
TANF Program Specialist
Administration for Children and Families
150 Independence Mall West, Suite 864
Philadelphia, Pennsylvania 19106
Phone: 215-861-4032
Email: sanje.dawdanow@acf.hhs.gov

Sheridan W. Fuller
Presidential Management Fellow
U.S. Department of Health and Human Services
200 Independence Avenue
Washington, DC 20001
Phone: 202-690-7196
Email: sheridan.fuller@hhs.gov

Susan Golonka
Acting Director
Office of Family Assistance
Administration for Children and Families
Mary E. Switzer Building
330 C Street Southwest
Washington, DC 20201
Phone: 202-401-4731
Email: susan.golonka@acf.hhs.gov

Mark Greenberg
Acting Assistant Secretary
Administration for Children and Families
Mary E. Switzer Building
330 C Street Southwest
Washington, DC 20201
Phone: 202-401-1822
Email: mark.greenberg@acf.hhs.gov

Carol D. Mizoguchi
Family Assistance Program Specialist
Office of Family Assistance
Administration for Children and Families
Mary E. Switzer Building
330 C Street Southwest
Washington, DC 20201
Phone: 202-205-8283
Email: carol.mizoguchi@acf.hhs.gov

Lisa Washington-Thomas
Self-Sufficiency Branch Chief
Office of Family Assistance
Administration for Children and Families
Mary E. Switzer Building
330 C Street Southwest
Washington, DC 20201
Phone: 202-401-5141
Email: lwashington-thomas@acf.hhs.gov

Damon Waters
Family Assistance Program Specialist
Office of Family Assistance
Administration for Children and Families
Mary E. Switzer Building
330 C Street Southwest
Washington, DC 20201
Phone: 202-401-5295
Email: damon.waters@acf.hhs.gov

Contract Staff

Caterina J. Bummara
Manager
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 561-247-1659
Email: caterina.bummara@icfi.com

Kerry D. Carmichael
Senior Conference Planner
The Fain Group
6701 Democracy Boulevard, Suite #300
Bethesda, Maryland 20817
Phone: 703-524-0410
Email: kerry@faingroup.com

Leslie Fain
Principal
The Fain Group
6701 Democracy Boulevard, Suite #300
Bethesda, Maryland 20817
Phone: 301-942-5579
Email: leslie@faingroup.com

Anamita Gall
Senior Associate
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-225-2430
Email: anamita.gall@icfi.com

Jennifer Gillissen
Director of Meeting and Event Planning
Kauffman & Associates, Inc.
512 Eighth Street Southeast
Washington, DC 20003
Phone: 240-688-0588
Email: jennifer.gillissen@kauffmaninc.com

Rebecca S. Gorin
Research Assistant
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-225-2411
Email: rebecca.gorin@icfi.com

Anna McKittrick
Research Assistant
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-853-5547
Email: anna.mckittrick@icfi.com

Nicole Wright
Research Assistant
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-713-8763
Email: nicole.wright@icfi.com

Faculty Biographies

Dr. Leah Bartley, Investigator at the National Implementation Research Network, Frank Porter Graham Child Development Institute, University of North Carolina at Chapel Hill

Dr. Leah Bartley provides intensive implementation support and technical assistance to federal child welfare grantees as part of the Permanency Innovations Initiative, a Presidential Initiative to develop and test programs that reduce the time children are in long-term foster care. She supports Ohio's statewide scale-up of Differential Response, an alternative pathway for children and families of reported abuse cases, and works intensively with state and county leaders using proven strategies and frameworks to sustain successful implementation and ensure child safety. Dr. Bartley supports organizational effectiveness and systems change using proven implementation strategies. She was previously the program manager for the Ruth Young Center for Children and Families within University of Maryland, Baltimore School of Social Work. At the Center, she provided technical assistance, data analysis, and implementation support to the replication of Family Connections, a child maltreatment prevention program. Dr. Bartley has also worked for a private foundation, The Duke Endowment, and as a school social worker for Communities in School of Charleston. She is passionate about using effective implementation strategies to change organizational capacity for children and families to benefit. She received her BSW from North Carolina State University, MSW from the University of South Carolina and PhD from the University of Maryland, Baltimore.

Dr. Monica Barczak, Senior Advisor, Administration for Children and Families

Dr. Monica Barczak is on a one-year IPA (Intergovernmental Personnel Act) in the Office of Family Assistance and Office of Community Services in the Administration for Children and Families (ACF). She works on two-generation efforts to break the cycle of poverty, including the Rural IMPACT Demonstration initiative. She comes to ACF from CAP Tulsa, a community action agency in Tulsa, Oklahoma, which she joined in 2003 in the Public Policy Department. In 2007 she led the development of their Innovation Lab and became Director. Drawing on innovative approaches such as human-centered design and behavioral economics, the Lab cultivates and leads pilot and research projects to test new ways of working with children and families together. Before joining CAP Tulsa, Dr. Barczak worked for the City of Tulsa and taught political science for the University of California and the University of Nevada, Las Vegas. She has been a member of the Tulsa Area Workforce Investment Board since 2009. She has a bachelor's degree in international relations from the University of Wisconsin-Madison. She earned her master's and PhD degrees in political science at the University of California, Davis, where she studied Latin American politics.

Joe Barela, Division Manager, Arapahoe/Douglas Works!

Joe Barela serves as Division Manager for Arapahoe/Douglas Works!, a publicly funded workforce center that offers no-cost services to connect job-seekers and businesses in Arapahoe and Douglas Counties. He was recognized by the Economic Development Council of Colorado for his role in helping Colorado's economic development organizations to strategically retain, expand, and attract primary employers. Under Mr. Barela's leadership, Arapahoe/Douglas Works! has worked with the Denver South Economic Development Partnership and Metro Denver Economic Development Corporation to deliver labor market information to companies looking to locate to or expand in the Denver metro area. The workforce center uses statewide databases to analyze competitive wage information, workforce and employment trends, and industry

earnings and sales. Mr. Barela also was recognized for working with community leaders to create a dynamic Workforce Investment Board comprised of leaders in private industry and nonprofit, educational, and government agencies.

Dr. Charmaine Brittain, Director, Organizational Development, Butler Institute for Families, University of Denver

Dr. Charmaine Brittain has worked extensively over the past two decades to improve organizational effectiveness and strengthen professional education for child welfare workers. At the Butler Institute for Families, she serves as lead on workforce projects, consults with child welfare agencies on organizational development, writes curricula on a range of topics, and develops professional educational materials used throughout the country. Dr. Brittain's expertise on the implementation and use of Learning Circles has led to her having consulted on the development and implementation of Learning Circle projects in several states. Multiple states have adopted or adapted the supervisor core training, *Putting the Pieces Together: Supervisor Core Curriculum*, for which she is an editor/author. In 2011, Dr. Brittain was honored with the Distinguished Service in Training award from the National Staff Development and Training Association. She is the co-editor/editor and contributing author for three books published by Oxford University Press: *Child Welfare Supervision* (2009), co-editor with Cathryn Potter; *Helping in Child Protective Services* (2004); and *Understanding the Medical Diagnosis of Child Abuse and Neglect* (2006).

Susan Dreyfus, President and CEO, Alliance for Strong Families and Communities

Susan Dreyfus came to the Alliance for Strong Families and Communities from the Washington State Department of Social and Health Services and has now been working with the Alliance for over four years. Ms. Dreyfus has worked in human services, impacting Medicaid, aging and long-term care, child welfare, behavioral health care, juvenile justice, and economic assistance as part of Governor Chris Gregoire's Executive Cabinet. Ms. Dreyfus was previously COO and Senior Vice President of Families International and the Alliance for Strong Families and Communities as well as the first Administrator of the Division of Children and Family Services and a member of Leadership 18, and she currently serves on several governing boards and commissions. She is a graduate of The University of Wisconsin-Green Bay where she earned a bachelor's degree in business administration and the Senior Executives in State and Local Government program at Harvard University's John F. Kennedy School of Government.

Ella Gifford-Hawkins, Works Center Manager, Larimer County Workforce Center

Ella Gifford-Hawkins is the manager of the Larimer County Works Program which serves local families receiving public assistance. The Works Program provides internship, job search, and other opportunities that support families moving toward enhanced self-sufficiency.

Susan Golonka, Acting Director, Office of Family Assistance, Administration for Children and Families

Susan Golonka is a nationally recognized expert on welfare reform, foster care, and related human service issues. Prior to joining ACF, Ms. Golonka served as the program director of the Economic, Human Services and Workforce Division at the National Governor's Association (NGA). Ms. Golonka directed NGA's policy analysis, research, and technical assistance efforts on welfare reform, low-income families, work supports service integration, and child welfare to help state policymakers and administrators develop and implement sound policies. She oversaw technical assistance to states through on-site consultations, intensive ongoing technical assistance, customized workshops, and policy academies. Ms. Golonka also managed the network of Governors' Human Services Policy Advisors. Ms. Golonka received her master's degree in public administration from the University of North Carolina at Chapel Hill and her bachelor's degree from the University of Virginia.

Mark H. Greenberg, Acting Assistant Secretary, Administration for Children and Families

Mark H. Greenberg is the Acting Assistant Secretary for the Administration for Children and Families. He also serves as both the Principal Deputy Assistant Secretary and the Acting Commissioner for the Administration on Children, Youth and Families (ACYF). Before joining the Department of Health and Human Services, Mr. Greenberg directed the Georgetown University Center on Poverty, Inequality and Public Policy, a joint initiative of the Georgetown University Law Center and the Georgetown Public Policy Institute. In addition, he was a Senior Fellow at the Center for American Progress (CAP) and the Center for Law and Social Policy (CLASP). He previously served as the Executive Director of CAP's Task Force on Poverty and as CLASP's Director of Policy. During his career, Mr. Greenberg has written extensively on issues relating to federal and state welfare reform efforts; workforce policy issues affecting low-income families; child care and early education policy; tax policy; poverty measurement; and a range of other low-income issues. In addition, he frequently provided technical assistance to state and local governments regarding poverty reduction strategies. Prior to coming to DC, Mr. Greenberg worked at Jacksonville Area Legal Aid in Florida and the Western Center on Law and Poverty in Los Angeles, California. Mr. Greenberg is a graduate of Harvard College and Harvard Law School.

Dorothy Hall, Program Manager, Utah Department of Workforce Services

Dorothy Tomiko Hall, LCSW, works for the Utah Department of Workforce Services (DWS) as program manager for the Family Employment Program (FEP) and Clinical Services. Ms. Hall is a first generation college graduate, obtaining her bachelor's and master's degrees in social work at California State University, Sacramento. Ms. Hall started out as an Aid to Families with Dependent Children (AFDC) worker for Sacramento County and worked her way up to a program planner before experiencing a life change when the BRAC commission base closures of 1996 impacted her husband's career. Ms. Hall has over 25 years of clinical experience in the public and private sectors of California, Oklahoma, Texas, and Utah. She has had the privilege of working with people of all ages, ethnic backgrounds and socioeconomic levels. She has been with DWS since 2002 and is currently acting as Utah's lead for the Systems to Family Stability Policy Academy and for the internal FEP Refocus Project.

Phil Harris, Assistant Director, Temporary Assistance for Needy Families Program, Arkansas Department of Workforce Services,

Phil Harris serves as the Assistant Director for the Arkansas Temporary Assistance for Needy Families (TANF) program, at the Arkansas Department of Workforce Services (ADWS). Under Harris' leadership, his office oversees the development and implementation of program policy, staff development, program integrity and quality assurance, and external contract administration. He is responsible for developing partnerships that provide employment, training, and other services for Arkansas's TANF customers. Mr. Harris has extensive experience with organizational change and has worked to improve client services and build external support of the department's efforts by working closely with advisory groups of advocates, legal aid staff, and other key external stakeholder groups. Prior to joining ADWS, Mr. Harris spent 13 years in higher education as a business developer, and continues his passion for teaching as an adjunct faculty member at the University of Arkansas at Little Rock. Mr. Harris holds a bachelor's degree in Business from Philander Smith College and earned an MBA from the University of Arkansas at Little Rock. He has numerous awards and certifications for his work in education, economic development, and public service.

Dr. Jeanette Hercik, Senior Vice President, ICF International

Dr. Jeanette Hercik is an expert in anti-poverty research, welfare and employment, community development, family supports and strengthening, and the reengineering of U.S. federal and state public sector systems. For more than 17 years, Dr. Hercik has managed a welfare-to-work portfolio of technical assistance and training and research and evaluation projects, including cross-agency initiatives such as addressing mental health and substance abuse, housing, transportation, child care, and issues specific to urban and rural populations. She manages the Self-Sufficiency Research Clearinghouse (SSRC) and oversees the National Responsible Fatherhood Clearinghouse (NRFC) and the National Resource Center for Healthy Marriage and Families. Prior to joining ICF, Dr. Hercik directed the State of Michigan Department of Commerce Research and Evaluation Agency on jobs and the economy, with specific focus on plant closings, manufacturing modifications, and economic development in communities. Dr. Hercik has a master's degree in Public Administration from Columbia University and a PhD from Michigan State University.

Jodie Sue Kelly, President and Co-Founder, Cygnet Associates

Ms. Kelly co-founded Cygnet Associates in 1984 to help agencies devise more effective strategies for recruitment, placement, advertising, retention and motivation. In over three decades of work in this field, Ms. Kelly has won wide recognition for her innovative, practical and entertaining workshops and webinars. As an employment and training program provider, she doubled enrollments in an award-winning program she directed for dropout youth. In 2004, she was awarded the National Association of Workforce Development Professionals (NAWDP) Professional Development Award for Advancement in the Profession. In 2013, she was recognized with the Commitment in Action Award by the Oregon Employment and Training Association. Ms. Kelly is a frequent speaker at NAWDP, Southeast Employment Training Association, and other regional and national conferences.

Carol Mizoguchi, Family Assistance Program Specialist, Office of Family Assistance, Administration for Children and Families

Carol Mizoguchi joined the Administration for Children and Families, Office of Family Assistance (OFA) as a Family Assistance Program Specialist in February of 2016. Prior to joining OFA, Ms. Mizoguchi worked for Casey Family Programs as the Director of Strategic Engagement & Initiatives where she worked directly with the CEO to influence national leaders, organizations, and key stakeholders to commit to strengthening government systems in order to increase their effectiveness in protecting children and families. Additionally she was responsible for managing Casey's philanthropic partnerships. Ms. Mizoguchi has also served as the Two-Gen Coordinator for The Center for Working Families, Inc., in Atlanta, Georgia; a Community Service Administrator at King North for the Washington State Department of Social and Human Services; and the Director of Women's Program for Metro King County among other positions serving children and families.

Ms. Mizoguchi has a master's degree in Public Administration from Seattle University and a bachelor's degree from the University of Washington with over 25 years of Human Services experience. In 1991 Ms. Mizoguchi and four of her dearest friends founded Sisters-In-Common (Sisters). Sisters is a nonprofit social service agency that was developed in response to a void in culturally competent intervention services for adolescent females of color, in the Juvenile Justice System. Carol's community service includes: King County Women's Advisory Board – Board Member; National Black Church and Domestic Violence Institute – Board Member; African Women's Development Fund – Chair of Pacific Northwest Region; Gideon's Promise and the Southeastern Council of Foundations – Board of Trustees.

Yekaterina (Kate) Probert Fagundes, Division Manager, Minnesota Family Invest Program/Diversionary Work Program/SNAP Employment Services, Ramsey County Workforce Solutions

Yekaterina (Kate) Probert Fagundes is a firm believer that each person has power within him/herself to make a difference in his/her own life. In the last few years, Ms. Probert has been working with her team to redesign the current MFIP/DWP/SNAP Program to ensure it provides opportunities for residents to improve employment and family stability through participating in activities that matter to the residents. Ms. Probert believes in the family centric approach with guidance and support for the families to be able to achieve economic independency through engagement, education, employment, and employment retention services. She has worked in the public assistance field since 2000 and brings in experience as a direct counselor, supervisor and manager. She serves as a member of the Ramsey County Workforce Innovation Board, and is working on ensuring the continuum of services for Ramsey County residents by finding ways to maximize opportunities for the residents through the access to WIOA and TANF programs. As an immigrant herself from Russia, Ms. Probert believes that having opportunities for making individual choice and the ability to obtain education are very important parts of someone's being successful in obtaining and retaining a job. She supports evidence-based programming and currently Ramsey County is an active participant with internal and external evaluations of the programs they administer to ensure success for the families they serve.

Babette Roberts, Community Services Division Director, Washington State Department of Social and Health Services

Babs Roberts currently serves as the Director for the Community Services Division (CSD) within the Economic Services Administration of the Department of Social and Health Services. Ms. Roberts has been the director since December 2009. CSD has primary responsibility for the policy development and implementation of public assistance programs such as Temporary Assistance for Needy Families (TANF), Refugee Cash Assistance (RCA), Aged/Blind/Disabled (ABD) and Pregnant Women's Assistance (PWA) as well as Supplemental Nutrition Assistance Program (SNAP, commonly referred to as Basic Food) and Food Assistance for Legal Immigrants (FAP). In addition, CSD provides eligibility determination services for a multitude of medical assistance programs and Child Care Subsidy programs. CSD works in partnership with Employment Security, State Board for Community and Technical Colleges, Department of Commerce, the Department of Early Learning, and the Office of Financial Management to implement the WorkFirst program which provides employment and training assistance to TANF participants that are designed to move parents toward self-sufficiency through employment.

Lisa Washington-Thomas, Self-Sufficiency Branch Chief, Office of Family Assistance, Administration for Children and Families

Lisa Washington-Thomas is the Self-Sufficiency Branch Chief within the Office of Family Assistance, Administration for Children and Families. She has experience in a wide array of social services programs, such as TANF, AFDC, Job Opportunities and Basic Skills, Emergency Assistance Group, the Rapid Response to Technical Assistance Contract, Healthy Marriage Resource Center, and Community Planning Grants. Ms. Washington-Thomas earned a bachelor's degree from Georgetown University.

Technical Assistance Coach/Assistant Coach Biographies

Emily Appel-Newby, Assistant Coach, Utah

Emily Appel-Newby is an experienced asset building specialist. At ICF International, she contributes to multiple technical assistance and evaluation projects in the areas of family economic security, disability employment, and IDA program development. She worked with TANF programs in Pennsylvania and Kentucky in the Office of Family Assistance's Promising Pathways initiative to help them become more evidence-informed, and is currently working with the state of Arkansas to evaluate its nationally recognized Career Pathways Initiative. She developed her first-hand knowledge of asset building programs as Director of the Washington, DC IDA collaborative program for three years.

Courtney Barthle, Coach, Ramsey County, Minnesota

Courtney Barthle is an experienced OFA Academy coach, having participated since the original Urban Partnership Academy in 2001. With 16 years of experience providing technical assistance to self-sufficiency programs across the country, Ms. Barthle is currently the Project Manager for OPRE's Self-Sufficiency Research Clearinghouse, Project Director for the Community Action Partnership Learning Community, and Coach in the Systems to Family Stability effort.

Dr. Nicole Bossard, Coach, Colorado

Dr. Nicole Bossard has 16 years of experience specializing in qualitative research and inquiry, community-based leadership training and development, and technical assistance provision in child welfare, children's mental health, and education, particularly systems of care. Her areas of expertise include family and community engagement, systems change and sustainability, and collaborative partnerships between communities and child- and family-serving systems. Her recent research interests include meaningful family engagement in child welfare driven systems of care, parent leadership in child welfare, and evaluation capacity building, namely technical assistance on building evidence-informed practice within TANF programs. Recognized for her enthusiasm and creativity, Dr. Bossard brings joy and resourcefulness to the work of strengthening communities and programs. She has worked with diverse stakeholders and partners to address the needs of children and families in the Northeast, Southeast, Midwest, and Western regions of the United States as well as Tribal communities throughout the country. Dr. Bossard currently provides training and technical assistance for several national projects turning attention away from compliance driven performance to measurable improvements in the lives and communities of those served.

Nora Gilligan, Assistant Coach, Colorado, West Virginia

Nora Gilligan came in-house with ICF International in November 2015, after five years as Special Assistant to the Director of the Office of Family Assistance (OFA). In her role at OFA, Ms. Gilligan led OFA's representation on the U.S. Interagency Council on Homelessness' Work Group on Family Homelessness, helping to drive the federal government's role in finding solutions for sustainable housing and related issues. She also had a strong role in communications across OFA's program areas, with both internal and external stakeholders. A graduate of Georgetown University's International Health program in 2006, Ms. Gilligan first began work with the U.S. Department of Health & Human Services in the Office of Global Health Affairs. She transitioned to a focus on domestic policy issues after receiving her Master of Public Administration at Baruch College's School of Public Affairs in New York City. Through this program, Ms. Gilligan worked as a fellow under Oakland, California Mayor Ron Dellums, completing a capstone case analysis of the local workforce investment system as informed by the city's unique demographics and needs. Within ICF, Ms. Gilligan's area of interest continues to be jobs, workforce, and economic development, especially as it relates to public-private partnerships.

Rebecca Fairchild-Lewis, Assistant Coach, North Carolina, Ramsey County, Minnesota

Rebecca Fairchild-Lewis, a full-time senior associate with ICF International, has six years of experience coordinating events and technical assistance (TA) activities for a range of federal training and TA initiatives. She has coordinated and facilitated webinars, in-person trainings, and intensive on-site technical assistance site visits. Complementing her events coordination skills is her substantive knowledge of self-sufficiency research, community-based initiatives, program evaluation, and organizational capacity building around evidence-informed practice.

Louisa Jones, Coach, Utah

Louisa Jones is an experienced Academy coach with more than 14 years of experience in providing training, technical assistance, and curriculum development for education, literacy, TANF, Title I, and workforce development projects for the U.S. Departments of Education, Health and Human Services, and Labor and the National Institute for Literacy. Ms. Jones has designed and facilitated technical assistance, training, and outreach/dissemination efforts with all 50 states, territories, Tribal programs, and nonprofits. Ms. Jones' content focus includes career pathways, adult learning, workforce development, Tribal programs, literacy systems, assessments, special populations, and identifying key strengths and barriers of TANF and other low-skilled populations. She received her bachelor's degree in History and International Studies from the University of North Carolina at Chapel Hill and her master's degree in International Education Development from Teachers College, Columbia University.

Jessica R. Kendall, Assistant Coach, Connecticut, Washington

Jessica Kendall is a senior technical specialist at ICF International where she works on a range of projects relating to TANF, workforce, and children and youth issues. She has over a decade of experience in law and policy research, writing, and analysis, as well as providing training and technical assistance to federal, state, and local clients. She previously was an assistant staff director at the American Bar Association's Center on Children and the Law where she conducted and directed research, writing, and analysis relating to child welfare, juvenile justice, status offense reform, education, and workforce investment for disconnected youth. For many years, Ms. Kendall also represented children in child welfare proceedings. She has also written for several trade newspapers and magazine on issues relating to vulnerable children and youth. She received her JD, summa cum laude, from the Catholic University of America, Columbus School of Law and her bachelor's degree, magna cum laude, from the University of Pennsylvania.

Dr. Yvette Lamb, Coach, Connecticut

Yvette Lamb possesses a deep understanding of evaluation, policy, and practice in the fields of community-based interventions, human services, education, and health care delivery. Having focused upon policy, planning, and evaluation, she has contributed to a number of family strengthening, education, health, and community capacity building initiatives. Dr. Lamb led the Office of Family Assistance's 2011 Promising Pathways initiative, focused on helping TANF programs use data effectively. Her prior work at ICF International includes serving as project manager on the evaluation of the Communities in Schools project that focuses on fostering positive youth development; former project director for the Children's Bureau's Systems of Care project that is designed to improve outcomes for children and families in the child welfare system; and senior researcher and technical assistance provider.

Brent Orrell, Coach, Washington

Brent Orrell served in the Legislative and Executive branches of the U.S. government for 22 years, developing a wide range of experience and extensive knowledge in a variety of policy areas including workforce and talent development, TANF, prisoner re-entry, faith-based and community initiatives, refugee resettlement, human services, child welfare, and emergency preparedness and response. In his last federal role, Mr. Orrell was nominated by the President to serve as Assistant Secretary of the U.S. Department of Labor's Employment and Training Administration (ETA), where he oversaw the nation's $10 billion Workforce Investment Act (WIA) including Trade Adjustment Assistance, discretionary and formula grant funding, youth employment and development, TANF-WIA integration, unemployment insurance, and foreign labor certification.

Joe Raymond, Assistant Coach, Maryland

Joe Raymond has more than 30 years of highly successful executive leadership experience in the public (social services and health) and private – nonprofit sector and as a national consultant. He has led numerous strategic planning, organizational development and best practice efforts in multiple national, state and local contexts. His work consistently focuses on the development of measurable results frameworks, the alignment of services and strategies with desired results and integrated and collaborative approaches across organizational boundaries. At ICF, Mr. Raymond is the Family Self-Sufficiency Project Manager to support training, quality assurance and client relations for Maryland's Customer Service Center. This work involves coordinating training and quality assurance approaches in support of multiple Department of Human Resources programs and the work of Customer Service Representatives. Extensive coordination with ICF's technical leaders and the Maryland Department of Human Resources is required. Mr. Raymond has also conducted in-depth interviews about state TANF policy and legislative changes and has facilitated state team planning conversations relating to TANF and WIOA. Additionally, Joe is working on integrated program designs for SNAP Employment and Training and non-custodial parents within the child support enforcement program. He has an MPA from Harvard University and a MSW from the University of North Carolina at Chapel Hill.

Mary Roberto, Coach, West Virginia; Manager, Systems to Family Stability National Policy Academy

Mary Roberto has over 26 years of state and local level experience in policy development, program implementation, and cross-system initiatives for a wide range of human services and workforce development programs. She was instrumental in shaping the Temporary Assistance for Needy Families (TANF) program for Colorado in her former position at the Colorado Department of Human Services and has conducted federal and state policy analysis and implemented various cross-program initiatives, including client assessment, effective case management, work and training engagement initiatives, career pathways, Affordable Care Act, subsidized employment (HIRE Colorado), fatherhood programming, comprehensive sexual health initiatives, as well as related statewide training and technical assistance projects. Ms. Roberto also specializes in poverty reduction initiatives and interagency/multi-program interoperability.

William "Ed" Trumbull, Coach, North Carolina

William "Ed" Trumbull has more than 16 years of management experience in the for-profit, nonprofit, and U.S. government sectors. His experience includes advising a governor, a president, and a chairman of a nonprofit organization and consulting for the U.S. Department of Labor (USDOL). Mr. Trumbull has a portfolio of successful management, communications, government affairs, and marketing solutions. His clients have included the New York City Economic Development Corporation (NYCEDC), the New York State Department of Labor (NYSDOL), the U.S. Census Bureau (USCB), USDOL's Employment and Training Administration (ETA), and the University of Baltimore. He has managed the legislative and membership efforts for clients such as the National Job Corps Association (NJCA) and the NJCA Foundation for Youth Opportunities (FYO). Mr. Trumbull has a master's degree in Public Management from the University of Maryland and a bachelor's degree in Political Science from Claremont Men's College.

Damon Waters, Coach, Maryland

Damon Waters is a nationally recognized technical assistance and capacity-building provider and policy professional with 20 years of professional experience in the public, private, nonprofit, and academic sectors. He has a broad program and policy understanding of a variety of topics relating to preventative health care, higher education, political empowerment, poverty, and public policy. As a Program Specialist, Mr. Waters develops, collects, maintains, and disseminates information essential to TANF programs under the auspices of the state TANF Bureau. He develops technical assistance products and works across poverty and TANF stakeholder groups to improve program and recipient outcomes. Prior to joining OFA, Mr. Waters was a technical specialist in welfare and workforce policy and programming at ICF International. Mr. Waters was also the program director of a fast-paced consulting firm where he managed a series of public health and education initiatives and conducted numerous qualitative analyses of public policies and programs impacting underserved populations. Commencing his career, he was a political science researcher and instructor at Howard University in Washington, DC. A published author, he has written on the effectiveness of community coalitions in delivering social services, employment and training, welfare and poverty, linked networks of prevention, treatment and care services, higher education desegregation, political empowerment, and voting rights for DC residents. Mr. Waters received a master's degree in Political Science and master's degree in Public Policy from Howard University.

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