



SPEAKER BIOGRAPHIES

Amanda Ahlstrand joined the U.S. Department of Labor's Employment and Training Administration (ETA) in January 2003 and currently serves as the Administrator for the Office of Workforce Investment (OWI). As such, she provides Federal oversight and leadership for the nation's workforce investment system, authorized by the Workforce Innovation and Opportunity Act (WIOA). In addition to WIOA programs, she has responsibility for implementing the Senior Community Service and Employment program, H-1B Technical Skills Training grants and the Trade Adjustment Assistance Community College and Career Training (TAACCCT) program. As federal partners in this system, she and her talented team work to ensure that both job seeker and business customers are at the center of service delivery across programs designed to serve employers, unemployed and dislocated workers, youth, Indians and Native Americans, farmworkers, people with disabilities, and others.

Ms. Ahlstrand has also served as the Division Chief for Strategic Investments and as a team lead for ETA's Performance and Results Office. Prior to joining ETA, she worked for a private consulting firm, the U.S. Government Accountability Office, and the American Society for Training and Development. Ms. Ahlstrand has a Bachelor of Arts degree in Economics and Sociology from the University of Notre Dame and a Master of Public Policy degree from Georgetown University.

Uma S. Ahulwalia is currently the Director of the Montgomery County (Maryland) Department of Health and Human Services. With nearly 1,600 employees, the Department is one of the largest agencies in Montgomery County and includes Aging and Disability Services; Behavioral Health and Crisis Services; Children, Youth and Family Services; Public Health Services; and Special Needs Housing. Ms. Ahluwalia holds a Master in Social Work from the University of Delhi in India and a Specialist Post-Masters in Health Services Administration from George Washington University. Over a 25-year career in human services, she has progressively moved from case-carrying social work to executive leadership at the state and local levels.

Maureen Alexander, Supervisor for Arapahoe County Child Support Services, has over 17 years of child support experience. After receiving her Bachelor's degree in Sociology from Iowa State University, Ms. Alexander took her first job with Policy Studies working in the Iowa Child Support call center as a Lead Specialist. Ms. Alexander relocated to Denver, Colorado pursuing a different career path; however, she decided child support was still her passion. Fourteen years later, she maintains enthusiasm for Arapahoe County and the Child Support program. Ms. Alexander believes addressing client barriers is a key component in child support collections as well as improving relationships between parents and children. She helped develop and implement the Early Intervention process utilized by Arapahoe County Child Support Services. Ms. Alexander oversees programs such as mediation, relationship education, parenting classes, the Colorado Parent Employment Project, and Early Intervention. She is constantly

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searching for new and innovative ways to offer resolution to clients seeking assistance with barriers. In June 2015, Ms. Alexander was recognized for her hard work and dedication and received the Colorado Family Support Council Excalibur award.

Gary Allen is the TANF Regional Program Manager for Region VII, Office of Family Assistance, Administration for Children and Families. Mr. Allen has over 40 years of government experience with the Social Security Administration and the Administration for Children and Families. He received a B.A. from Arkansas State University and an M.A. from Southeast Missouri State University.

Lauren Antelo is a Senior Program Specialist in the Division of Program Innovation, Office of Child Support Enforcement, Administration for Children and Families, U.S. Department of Health and Human Services (HHS). In this role, Ms. Antelo serves as the Project Officer for the National Child Support Noncustodial Parent Employment Demonstration Project (CSPED), the Evaluation of Behavioral Interventions for Child Support Services (BICS), and the Partnership to Strengthen Families grant programs. She also serves on various federal interagency workgroups focused on employment, including resources for justice-involved individuals. Prior to joining HHS, Ms. Antelo was the Deputy Director for Member Services at United Neighborhood Houses of New York, an umbrella organization providing technical assistance, capacity building, and policy and advocacy resources to community centers in New York City. She served as a Peace Corps Volunteer in Bolivia, working on basic hygiene, nutrition, and microenterprise projects in a rural community. Ms. Antelo has been a United Way of New York City Junior Fellow, New York Institute for Social Innovation Starting Bloc Fellow, and a Community Development Finance Lab Fellow at The New School. She worked as a Program Examiner in the International Affairs Division of the Office of Management and Budget in the Executive Office of the President during her Presidential Management Fellowship. Ms. Antelo holds a certificate in Middle Management from Columbia Business School, a B.S. from New York University and a M.S. in Urban Policy Analysis and Management from Milano School of International Affairs, Management and Urban Policy at The New School.

Lori Beyer, LICSW is the director of trauma training and education at Community Connections, a private, not-for-profit agency providing a full range of human services in metropolitan Washington, DC. Ms. Beyer specializes in providing workshops, trainings, and ongoing supervision and consultation to agencies and clinicians nationally on issues related to trauma-specific and trauma-sensitive service provision. Ms. Beyer has over 23 years of experience working with adults who are dually diagnosed with a serious mental illness and substance abuse disorder, and have histories of homelessness and violent victimization. She was an original member of the Community Connections Trauma Work Group, which developed the Trauma Recovery and Empowerment Model (TREM), and has co-lead numerous group treatment interventions in areas such as Trauma Recovery and Empowerment, Parenting Skills, and Domestic Violence. She has also served as a clinical case manager, clinical housing coordinator, and as a supervisory trauma clinician in two federally funded research projects.

Pankaj Bhanot is the Deputy Director of the State of Hawaii Department of Human Services (DHS). Mr. Bhanot is responsible for the day-to-day management of the DHS operations, including TANF/First-To-Work, SNAP/Employment and Training, AABD (Assistance to Aged, Blind and Disabled), General Assistance (GA), assistance to immigrants and refugees, child care subsidies, child care licensing, services for the homeless, Medicaid, child welfare services, adult protective services, vocational rehabilitation services, disability determination services for social security benefits, and investigation and financial

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recovery. DHS provides timely, efficient and effective programs, benefits and services that help clients escape poverty and achieve full employment, prevent abuse and neglect among children and vulnerable adults, strengthen families and promotes positive youth development, provide public health insurance for low-income adults and children, and empower people with disabilities so they can enter or re-enter the workforce.

Mr. Bhanot has worked in the human services realm for 17 years. Since joining the Hawaii Department of Human Services in 1999, Pankaj has spearheaded multiple efforts to streamline and improve the service delivery of benefits, employment and training programs, and contract management. Presently, he is leading the technology integration effort, among other business transformation efforts, to integrate public welfare and child welfare programs into the DHS enterprise platform built using the 90/10 funding made available under the Affordable Care Act. Mr. Bhanot also served as the Deputy Director of the Hawaii Department of Human Services from December 2010 – January 2012. Among his achievements, he is a recipient of 2006 DHS Employee of the Year Award; 2006 Governor’s Award for the Distinguished State Service; 2013 DHS Manager of the Year Award; and 2013 Governor’s State Manager of the Year Award. Mr. Bhanot received his B.A. (Honors) in Political Science and LL.B. from the University of Delhi; an LL.M. from the Cornell University Law School; and completed post-graduate research in Public International Law at the School of Law, University of Nottingham (United Kingdom).

Gertrude Lynn Brown currently serves as the Chairwoman of the Owens Valley Paiute-Shoshone Board of Trustees and is an elected member of the Bishop Paiute Tribal Council since 2014. Prior to her election to public office, she held positions with the Bishop Paiute Tribe, Toiyabe Indian Health Project, the Bureau of Indian Affairs, and the Rural Community Assistance Corporation. Lynn was born and raised in Oakland, California but spent her summer breaks with her grandmother on the Bishop Paiute Indian Reservation. Prior to moving home to Bishop in 2011, Lynn lived and worked in Sacramento, California where she also served as a Native American foster parent. Working with children and families is a passion of Lynn’s due in part to the challenges she has faced as a foster youth, a teen parent, a single parent, and a displaced homemaker. Lynn has raised two biological children as well as her twin niece and nephew. In the mid-2000s, Chairwoman Brown found herself between jobs and applied for TANF through the Washoe Tribe’s Native TANF Program. The Native TANF Program assisted her in going back to school where she received her Associate degree in Computer Science and Business Management from D-Q University and later attended U.C. Davis working towards a Bachelor’s degree in Native American Studies and Social Welfare. She is forever thankful for the help and support she received along her journey.

James Butler is a Family Assistance Program Specialist in the Administration for Children and Families, Office of Family Assistance, and possesses over 14 years of work experience in the behavioral sciences on the state and local level as well as the Federal level. He has served as the Project Lead for several OFA contracts including OFA Training and Technical Assistance (OFA TTA), the Online Work Readiness Assessment (OWRA) contract, and the OFA Peer TA Network contract, as well as various other projects within the Technical Assistance Branch.

Blair Corcoran de Castillo has spent her professional life working to alleviate poverty and inequality in the United States and abroad. Currently, she is on a three-month detail to the Innovation Lab @ the Office of Personnel Management to learn how to best apply human-centered design to complex government challenges. Normally, she works at the U.S. Department of Health and Human Services as a

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Program Specialist for the Health Profession Opportunity Grants program (HPOG). HPOG connects low-income Americans to careers in the healthcare field, creating a path to financial stability. She supports a portfolio of organizations that provide these healthcare training opportunities, helping them to overcome challenges to reach their goals. Prior to that, she worked for the World Bank Institute, the former hub for training and capacity building for the World Bank Group, running trainings to improve government accountability and developing e-learning courses on economic growth. She holds a Master's in Public Policy from George Mason University, a graduate certificate in the Business of Design from Parsons The New School for Design, and a Bachelor's in Government from Cornell University.

Elizabeth Connolly became the New Jersey Department of Human Services' (DHS) Acting Commissioner on February 28, 2015. She oversees a budget of \$18 Billion and over 13,000 employees in eight divisions including Medicaid, Mental Health and Addiction Services, Developmental Disabilities, Family Development, Aging Services, Disability Services, Deaf and Hard of Hearing, and the Commission for the Blind and Visually Impaired. About one in six New Jersey residents is impacted by the work of DHS. Ms. Connolly has worked in various roles at the department since 1988, and most recently as Chief of Staff. She began her career as a Governor's Fellow in the Department's Division of Family Development and worked in child welfare reform as Director of Data Analysis and Reporting in the Office of Children's Services. Ms. Connolly also served as the Department's Director of Research and Evaluation, Special Assistant to the Commissioner and led the Department's Sandy recovery initiatives and emergency preparedness activities related to Ebola Virus Disease. She holds a Bachelor of Arts degree and Master's in Public Administration from Seton Hall University.

Sheknita R. Davis is the Director of the Middle Georgia Regional Commission Workforce. Ms. Davis's team-oriented and collaborative style of management is the product of 14 years of combined experience in workforce development, social services, customer relations, and criminal justice. A native of Macon, Georgia, Ms. Davis has a comprehensive understanding of the Middle Georgia region and valuable insight into its hard-to-serve populations. After less than two years of employment with the Macon-Bibb Workforce Investment Board, Inc. (MBWIB), Ms. Davis was promoted in October 2013 from Program Manager to the Middle Georgia Regional Commission's Workforce Director. Since then, she has been hard at work designing a renaissance strategy to transform Middle Georgia into the next generation of regional workforce development.

Ms. Davis was appointed Program Manager of the MBWIB in December 2011, and blazed a trail to create a workforce system focused on skill development and training in demand-driven occupations. Ms. Davis molded the workforce delivery system in Macon-Bibb County to help companies better fulfill workforce objectives while local job seekers gain improved income, benefits, and employment opportunities. Ms. Davis holds a Bachelor of Social Science Degree from Mercer University, where she graduated with Honors. In May 2013, she completed an 18-month fellowship as a Marano Fellow – Sector Strategies with the Aspen Institute of Washington, DC. Ms. Davis is a current participant in the Leadership Macon class of 2015. Ms. Davis has been married for 16 years, is the mother of 5 young men, and has 3 grandsons.

Michelle Derr, Ph.D., a senior researcher at Mathematica Policy Research, is well known for her ability to translate research findings effectively to improve public policies and direct practice. Most of her work focuses on quick turnaround research projects used to describe a promising practice or document the implementation of a public policy. She has conducted site visits to welfare agencies and other social

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service programs in over 100 communities in 30 states and the District of Columbia. She specializes in evaluating employment and training initiatives targeted to public assistance clients, ex-offenders, individuals with disabilities, and other disadvantaged populations. Putting her knowledge into practice, she provides evidence-based technical assistance to states and local communities to help strengthen their performance outcomes. She holds a Ph.D. in social work from the University of Utah.

Stan Dorn, J.D., a Senior Fellow at the Urban Institute's Health Policy Center, is one of the nation's leading experts on strategies to integrate health and human services programs' enrollment, retention, and eligibility systems. His research played a central role establishing the Express Lane Eligibility (ELE) option, through which children can qualify for health coverage based on the findings of human services programs. Most recently, Mr. Dorn's integration work involved helping design the Work Support Strategies Program, a Ford Foundation-supported project providing six states with technical assistance on integrating health and human services programs; developing several reports for the Coalition for Access and Opportunity; leading key components of the Congressionally-mandated evaluation of ELE; and serving as Principal Investigator on ASPE's research study analyzing integration under the Affordable Care Act. With more than 30 years of experience working on low-income peoples' health issues at the state and Federal levels, Mr. Dorn is a graduate of Harvard College and the U.C. Berkeley School of Law (Boalt Hall).

Susan N. Dreyfus is president and CEO of the Alliance for Strong Families and Communities, a network of more than 450 human-serving organizations nationwide. Prior to joining the Alliance on January 3, 2012, Ms. Dreyfus was Secretary for the Washington State Department of Social and Health Services. She was appointed by Governor Chris Gregoire in May 2009 and served as a member of the Governor's Executive Cabinet. She had responsibility for Medicaid, aging and long-term care, child welfare, behavioral health care, juvenile justice, economic assistance, and other human services. Ms. Dreyfus previously served as senior vice president and chief operating officer for both the Alliance and Families International from 2003-2007. In 1996, she was appointed by the Governor Tommy G. Thompson Administration in Wisconsin to be the first administrator of the Division of Children and Family Services. Her responsibilities included child welfare, child care quality and licensing, youth development, and an array of emergency assistance and other community programs. Ms. Dreyfus is a member of Leadership 18, a coalition of CEOs from the largest and most respected nonprofit organizations in America. She is an elected member of the Leadership 18 Executive Committee. She also serves on the governing or advisory boards of the American Public Human Services Association, Generations United, the National Human Services Assembly, the International Federation of Settlements and Neighborhood Centers, and the ANDRUS Sanctuary Institute. She serves on the 12-member National Commission to Eliminate Child Abuse and Neglect Fatalities, following her 2013 appointment by John Boehner, speaker of the U.S. House of Representatives and U.S. Representative from Ohio's 8th congressional district. In 2015, Dreyfus was named to The NonProfit Times' Power and Influence Top 50 list of nonprofit leaders because she "has become part of the sector's social change narrative." Ms. Dreyfus enjoys reading the biographies of the United States presidents, being with her family—especially her three grandchildren—and she has completed four marathons.

Ife Floyd is a Policy Analyst at the Center on Budget and Policy Priorities. She joined the Center in June 2011 as a Research Associate with the Family Income Support Division. Prior to joining the Center, Ms. Floyd served as an AmeriCorp VISTA with Culture Connect, Inc. and developed a cultural competency workshop series for professional workplaces in the Atlanta area. In addition, she also worked with the

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Atlanta Community Food Bank's Prosperity Campaign as a benefits screener to increase access to programs like SNAP, TANF, and Medicaid for low-income families. Ms. Floyd holds a B.A. in Sociology from Northwestern University and a M.P.P. degree from Georgia State University.

Marcie Foster is with the Office of Employment and Training in the Supplemental Nutrition Assistance (SNAP) program at the U.S. Department of Agriculture's Food and Nutrition Service. In this role, she provides oversight and technical assistance to States on the SNAP Employment and Training program. Prior to joining USDA, she worked at the Center for Law and Social Policy (CLASP), a national research and advocacy organization that develops and advocates for policies that improve the lives of low-income people. Most recently at CLASP, she served as a Senior Policy Analyst for Workforce Development and was the lead analyst on Federal adult education and higher education policy. Ms. Foster is a recognized national expert on strategies that help low-income adults and youth access and complete postsecondary education and career-technical education/adult education programs. Prior to CLASP, she worked at GMMB, a political and issues-based advertising and communications firm based in DC, developing communications plans and digital strategies for education-focused nonprofits and associations. She has an M.P.P. from George Mason University School of Public Policy and a B.A. in Political Science from the University of Virginia.

Eileen Friedman is currently the Program Manager for TANF in the Administration for Children and Families in the Region III office in Philadelphia. Ms. Friedman has overall responsibility for TANF in the states in Region III, which includes the District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia, and Delaware. Before that, she was the Program Manager for the AFDC Program in the Regional Office. She began her career as a caseworker for the Susquehanna County Board of Assistance in Pennsylvania and then as a Casework Supervisor. She came to the federal government as a Program Specialist in the Work Incentive Program. She has a Bachelor's degree from Marywood College and a Master's degree in Public Administration from the Pennsylvania State University. She received her certification in Conflict Resolution from the Bryn Mawr School of Social Work.

Peter Germanis is an Analyst within the Office of Family Assistance.

Nora Gilligan serves as Special Assistant to the Director of the Office of Family Assistance (OFA). A graduate of Georgetown University's International Health program in 2006, she first began work with the U.S. Department of Health and Human Services in the Office of Global Health Affairs. Ms. Gilligan 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 OFA, Ms. Gilligan's area of interest continues to be jobs, workforce, and economic development, especially as it relates to public-private partnerships. Ms. Gilligan also leads OFA's representation on the U.S. Interagency Council on Homelessness' Work Group on Family Homelessness, helping to drive OFA's role in finding solutions for sustainable housing and related issues. Most recently, Ms. Gilligan has taken a stronger role in communications across OFA's program areas, both internally and with external stakeholders.

Susan Golonka is the Deputy Director of the Office of Family Assistance, Administration for Children and Families (ACF), U.S. Department of Health and Human Services (HHS). She is a nationally recognized

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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 of Arts degree from the University of Virginia.

Mark 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 HHS, 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.

Heather Hahn, Ph.D., is a national TANF expert with two decades of experience conducting nonpartisan research on the wide range of programs and policies related to the well-being of children and families, including TANF, SNAP and other supports for low-income families, as well as education, labor, and other policy issues. She co-leads the Work Support Strategies evaluation of state efforts to modernize families' access to nutrition assistance, child care and Medicaid, and has collaborated on the Kids' Share series of reports examining Federal spending and tax expenditures on children. Before joining the Urban Institute, she was an Assistant Director for Education, Workforce and Income Security issues at the U.S. Government Accountability Office (GAO). She received a Master of Public Policy from Duke University and a Ph.D. in Political Science from Stanford University.

Dorothy Tomiko Hall, LCSW, works for the Utah Department of Workforce Services (DWS) in the capacity of State program manager for the Family Employment Program and LCT Clinical Services. She has been an advocate for vulnerable families since entering into the field of social work in 1989. She has over 20 years of clinical experience in the public and private sectors of California, Oklahoma, Texas, and Utah. Dorothy has had the privilege of working with people of all ages, ethnic backgrounds, and socioeconomic levels. She has been with DWS since 2002 and frequently provides direct clinical services to DWS customers across the state to increase her appreciation for families in need of supportive services, to expand her working knowledge of DWS services, and to stay connected with operational staff.

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Loren Harris is director of Family Economic Security at the W.K. Kellogg Foundation in Battle Creek, Michigan. As director of the Family Economic Security team, he identifies and nurtures opportunities for positive systemic change within communities and executes programming efforts aligned with the foundation's organizational direction. In this role, he provides leadership and oversight for programming and works closely with other staff to ensure integration and coordination of efforts. Before joining the foundation in 2014, Mr. Harris was the founder and CEO of KIREN Legacy Enterprises, a social enterprise firm in Englewood, New Jersey. In that position, he developed national and regional projects aimed at improving the impact of philanthropic initiatives, including those focused on the well-being and self-sufficiency of men and boys of color in urban communities. Prior to that, Mr. Harris was a program officer at the Ford Foundation in New York, where his portfolio included projects in adolescent reproductive health and youth engagement. He also served as an associate program officer for the Charles Stewart Mott Foundation in Flint, Michigan and as director of youth employment programs at the Stanley M. Isaacs Neighborhood Center in New York.

Mr. Harris received a Master's degree in Public Administration from Fairleigh Dickinson University in Hackensack, New Jersey, with an emphasis on nonprofit management and administration. He also holds a Bachelor's degree in American History from City University of New York – Queens College. Mr. Harris has served as an expert panelist for the U.S. Department of Health and Human Services. He also has served as a board member for The Brotherhood/Sister Sol and the Levitt Foundation in New York.

Kathryn Harwell is the Director of Stanislaus County's Community Services Agency. The Community Services Agency offers a wide range of programs and services to the community, including Child Protective Services, Adult Protective Services, In-Home Supportive Services, and safety net programs that assist in meeting the basic needs of individuals and families related to food, shelter, and health care. The Community Services Agency also provides job training opportunities to help adults and families become self-sufficient. Ms. Harwell is a native Californian and obtained her M.P.A. degree from California State University, Northridge. She has spent the majority of her career, over 30 years, in the field of Social Services. Throughout her career, she has worked on projects focused on improving the well-being of children, adults, and families. Ms. Harwell also serves on numerous boards throughout the community and is an active member of the County Welfare Directors Association of California.

Louisa Jones is a Principal at ICF International with more than 14 years of experience in providing technical assistance, training facilitation, and curriculum development for education, literacy, TANF, Title I, and workforce development projects for the U.S. Departments of Education, Health and Human Services, Labor, and the National Institute for Literacy. Ms. Jones has designed and facilitated evidence-based 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 of Arts in History and International Studies from the University of North Carolina at Chapel-Hill and her Master of Arts in International Education Development from Teachers College, Columbia University.

Joseph T. Jones, Jr. is founder of the Center for Urban Families (CFUF), a Baltimore, Maryland nonprofit service organization established to empower low-income families by enhancing both the ability of women and men to contribute to their families as wage earners and of men to fulfill their roles as

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fathers. Prior to founding CFUF, Mr. Jones developed and directed the Men's Services program for the federally funded Baltimore Healthy Start initiative and replicated the Baltimore affiliate of the nationally recognized STRIVE employment services program. His ability to engage and provide hands-on services to fathers garnered him the reputation of trailblazer in the field. Mr. Jones is now a national leader in workforce development, fatherhood and family services programming, and through his professional and civic involvement influences policy direction nationwide.

Mr. Jones has received numerous awards and honors for his leadership and programming, including the Johns Hopkins University Leadership Development Program's Distinguished Leadership Award, the Walter Sondheim Public Service Award, the White House Champion of Change and CNN Heroes Awards. He currently serves on President Obama's Taskforce on Fatherhood and Healthy Families and several boards including: the Open Society Institute-Baltimore, the Baltimore Workforce Investment Board, and the National Fatherhood Leaders Group. He was a community advisor on fatherhood issues to Vice President Al Gore and contributed to First Lady Laura Bush's Helping America's Youth initiative.

Kermit Kaleba directs National Skills Coalition's (NSC) Washington-based efforts to advance a national skills strategy within Federal legislation, agency regulation, and national funding initiatives. Mr. Kaleba assists state and local leaders in Federal policy advocacy both within Washington and in their home districts and works with National Skills Coalition field staff and partner organizations to help improve state and local implementation of Federal programs. Mr. Kaleba returned to NSC in 2015. He was previously NSC's Senior Policy Analyst from 2008-12 before he left to develop his on-the-ground knowledge of workforce development and administration at the Washington DC Workforce Investment Council, where he rose to the position of Executive Director. In addition to helping set workforce development policies for the District of Columbia, Mr. Kaleba was the primary author of the District's five-year workforce development strategy. He also helped to develop DC's first industry-focused workforce intermediary programs, as well as new programming for opportunity youth. Mr. Kaleba holds a J.D. and a Bachelor's degree from the College of William and Mary. He is based in Washington, DC.

Kyo Sin Kang works on the PIAAC team at the American Institutes for Research in support of the National Center for Education Statistics (NCES), U.S. Department of Education. She manages major dissemination efforts such as updating and improving the PIAAC Gateway website with more resources and information, creating marketing materials, and tracking conferences and events. She also helps with outreach and research tasks, such as reviewing research papers, writing content for a newsletter, analyzing PIAAC data, and attending events related to PIAAC.

Sheila Marie Katz, Ph.D., is an Assistant Professor of Sociology at the University of Houston, who earned her M.A. and Ph.D. in Sociology from Vanderbilt University and her B.A. in Sociology and Women's Studies from the University of Georgia. She received tenure and promotion from Sonoma State University in 2014, and relocated to the University of Houston in August 2014 to focus on a more active research agenda. She is currently writing a book based on her research: *Reformed American Dreams: Welfare Mothers in Higher Education During the Great Recession*. Also, she is a co-author with Dr. Autumn Green (Endicott College) on *Supporting Student Parents on Campus From Baby Boomers to Millennials: History and Best Practices for Helping Student Parents Succeed in Postsecondary Education*. Based on her work in this area, Dr. Katz received external national grants from the National Poverty Center and the National Science Foundation and was named an Emerging Scholar in 2011 by the U.S. Department of Health and Human Services' Administration for Children and Families' Office of Planning,

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Research, and Evaluation. She is a board member of the journal *Social Problems* and also a board member of the Commission on the Accreditation of Programs in Applied and Clinical Sociology (CAPACS). Dr. Katz serves as Chair of the Pacific Sociological Association's Clinical, Applied, and Sociological Practice Committee, served as Chair of the American Sociological Association's Local Arrangements Committee for 2014 ASA annual meetings in San Francisco, and was appointed by ASA President Dr. Annette Lareau to organize the local arrangements for the national conference. She also contributes to the Southern Sociological Society's Persistent Poverty in the South project and the ACLU's Reproductive Freedom Project.

Cheryl L. Keenan is the Director of the U.S. Department of Education's Division of Adult Education and Literacy in the Office of Vocational and Adult Education. In her role as the national director, she oversees the Office, which funds almost \$600 million in state and local grant programs to enable adults to become literate and complete high school so they can succeed as workers, parents, and citizens. She is responsible for overseeing the Office of Corrections Education and the Adult Education National Programs Account, including resources to assist further development of the field of adult education/literacy. Prior to her appointment to the U.S. Department of Education in June of 2002, she served as the Pennsylvania State Director of Adult Education and Literacy where she developed Pennsylvania's first state-funded family literacy program supporting literacy of parents and their young children. During her tenure in Pennsylvania she also held positions in the Bureau of Special Education. Ms. Keenan holds undergraduate and graduate degrees in the field of education, has performed fieldwork in the area of early childhood special education, and served on numerous committees to advance the education of children and adults.

Jodie Sue Kelly has won wide recognition for her innovative, practical and entertaining workshops and webinars over the last three decades of work in this field. As an employment and training program provider, she doubled enrollments in an award winning program that she directed for dropout youth. She co-founded Cygnet Associates in 1984 to help agencies devise more effective strategies for recruitment, placement, advertising, retention, and motivation. In 2004, she was awarded the 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. She is a frequent speaker at NAWDP, Southeast Employment Training Association, and other regional and national conferences.

Gilda Kennedy currently serves as a Program Coordinator II for the South Carolina Department of Social Services, with responsibility for TANF Program Development, Grant Writing and Program Support within the Division of Family Assistance. She is also the Project Director for the HPOG grant entitled Project HOPE. Ms. Kennedy has more than 30 years of experience in designing, implementing and directing training and employment programs for economically disadvantaged individuals. Much of her work involves developing and maintaining collaborative partnerships with agencies and organizations to enhance services and leverage resources. She has worked with the National Institute for Family Literacy, South Carolina Afterschool Alliance, South Carolina Interagency Transportation Coordination Council, and the South Carolina Fatherhood Practitioners Network.

James Koppel serves as the assistant commissioner for Children and Family Services for the Minnesota Department of Human Services. He is responsible for services and policies that promote child care, child support, economic stability, child safety and permanency, and successful transitions for immigrants.

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Named assistant commissioner in December 2014, Mr. Koppel previously served as deputy commissioner of the Minnesota Department of Health, responsible for protecting, maintaining, and improving the health of Minnesotans.

Prior to that, Mr. Koppel served as executive director of Minnesota's Children's Defense Fund, a national nonprofit child advocacy organization, and regional director of Children's Defense Fund Upper Midwest Region, managing outreach, organization and advocacy projects in Minnesota, Iowa, South Dakota, North Dakota, and Montana. Mr. Koppel has also served as the vice president for the Minnesota Hospital and Healthcare Partnership and executive director of the Minnesota Health Care Access Commission. Through his work at Children's Defense Fund Minnesota, he also helped thousands of families get the health care, child care, nutrition, and tax benefits that they were entitled to and implemented Bridge to Benefits to help families gain quick access to public programs such as health care coverage, child care subsidies, low-income tax credits, energy assistance, Supplemental Nutrition Assistance Program, and other nutritional programs, including free or reduced school meals. Koppel earned a Bachelor's degree from Mount Union College in Alliance, Ohio, and a Master's degree in social work from Howard University in Washington, DC.

Michael C. Laracy is Director of Policy Reform and Advocacy at the Annie E. Casey Foundation, of Baltimore, Maryland, where he fosters and supports the Foundation's efforts to inform, guide, and influence public policy at the federal and state levels. He is also responsible for the Foundation's KIDS COUNT network and State Fiscal Analysis Initiatives and grant-making portfolios in poverty reduction and in budget and fiscal issues. The Casey Foundation is a national philanthropy dedicated to helping build better outcomes for disadvantaged children in the United States. Its primary mission is to build better futures for millions of American kids at risk of poor educational, economic, social, and health outcomes. Prior to joining the Foundation in August 1994, Mr. Laracy was Assistant Commissioner for Policy, Planning and Program Evaluation in the New Jersey Department of Human Services, where he served for seventeen years. He received his undergraduate and Master's degrees from Rutgers University, majoring in urban planning and public policy. He is married to Eileen McGinnis and has two daughters, Sean Colleen and Charlotte Grace. They reside in Pennington, New Jersey.

Laurie Bouillion Larrea is honored to serve as President/CEO of Workforce Solutions Greater Dallas, the Dallas County Workforce Development Board for 25 years. Capping a career in employment systems spanning more than thirty-six years, service to the Dallas workforce system has proved a rewarding commitment. Ms. Larrea is immediate Past President of the United States Conference of Mayors, Workforce Development Council (WDC) supporting workforce executives from the largest cities and regions in the nation. The WDC is a premiere member organization contributing to the national dialogue, documenting best practices and defining the needs for a competitive workforce. Prior to service in Dallas, Ms. Larrea directed workforce systems in Houston and Southeast Texas. As a private employment and training consultant, her work included conference planning; procurement, negotiation and contract training; and planning for various councils and contractors - the Texas Department of Commerce and the U.S. Department of Labor. An alumnus of Lamar University in Beaumont, Ms. Larrea earned a B.S. in Psychology with emphasis in Industrial Psychology. Her expertise in workforce development was earned through multiple college, government and private training initiatives.

Elizabeth Lower-Basch is CLASP's director of the income and work supports team. Her expertise is federal and state welfare policy, other supports for low-income working families, systems integration,

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and job quality. From 1996 to 2006, Ms. Lower-Basch worked for the Office of the Assistant Secretary for Planning and Evaluation at the U.S. Department of Health and Human Services. Ms. Lower-Basch received a Master of Public Policy from the Kennedy School of Government at Harvard University.

Denise Marzullo, LMHC, MBA, is a Licensed Mental Health Counselor with over seventeen years of experience working in nonprofit mental health organizations in Jacksonville, Florida. She earned a Bachelor's degree from Clemson University, a Master's Degree in Counseling Psychology from the University of North Florida, a Master's degree in Business Administration from Saint Leo University and an Executive Certificate in Nonprofit Management from Georgetown University. Ms. Marzullo was named the Executive Director of Mental Health America of Northeast Florida in February 2010. She is also a professor with Barry University and serves on the St. Johns County Health and Human Services Advisory Council for the Board of County Commissioners.

Larry McDowell is a Children and Families Program Specialist with the Administration for Children and Families, Office of Family Assistance, U.S. Department of Health and Human Services. He is currently assigned to the Region VI Office in Dallas, Texas. He began his current role in October 2012 and is currently the Regional TANF Program Specialist for the states of Arkansas and Texas and the Regional Lead for issues related to responsible fatherhood, healthy marriage/relationships and homelessness. In that capacity, he provides information and technical assistance related to these programs and other family strengthening initiatives. Prior to his work with the TANF Program, he worked as a Child Support Program Specialist and served as the Family Life and Healthy Marriage Program Specialist for the five States served by the Region VI office. He routinely makes contact and provides information through informational listservs, and personal visits to governmental, community-based and faith-based organizations. Mr. McDowell came to the ACF Regional Office from Colorado where he spent 25 years administering and managing human services and workforce development programs at the county government level and provided research and consultation services to the Colorado Departments of Human Services and Labor. Mr. McDowell has been married to Nancy for 25 years and is the father of two adult daughters, Amanda and Jennifer.

Jennifer Medina is a Senior Manager at CFED, where she advances policies and programs that help low-resource families build and protect their financial security. Ms. Medina provides planning and implementation support to community-based organizations as they integrate financial capability services—such as financial education, credit counseling or incentivized savings programs—into their existing programs. She also contributes to in-depth policy research to assess the strength of state policies to build and protect the financial security of their residents. These policies include consumer protections, tax credits, Medicaid expansion, and college savings incentives.

Previously, Ms. Medina served as a Program Specialist for the Assets for Independence (AFI) Program at the U.S. Department of Health and Human Services, where she supported nonprofit organizations and state, local, and Tribal governments implementing matched savings account projects. She holds a Bachelor of Arts in History with a concentration in global development from Grinnell College, a Master of Arts in Public Policy from the University of Chicago, and a Master's in Public Policy from the University of Chile.

Arianne Miller, Deputy Director and Operations Lead for The Innovation Lab @ OPM, joined the Office of Personnel Management (OPM) in November of 2013. As a member of The Lab team, she builds

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capacity for innovation among Federal employees by teaching Human-Centered Design through both workshops, coaching and mentoring in addition to managing design projects that address the high-priority needs of OPM and other Federal agencies. She is a 2012 Presidential Management Fellow who began her federal career as a Special Assistant to the Chief Human Capital Officer at the Consumer Financial Protection Bureau.

Prior to her time with The Lab, she worked in the field of public education, including the CEO's Office of the Chicago Public Schools and DonorsChoose.org, an award-winning nonprofit frequently recognized as one of the world's most innovative organizations. Ms. Miller earned an M.B.A. from the University of Michigan and a B.A. in Sociology and Business from Northwestern University.

Mauricio Lim Miller founded Family Independence Initiative (FII) in 2001, with a mission to support and accelerate low-income families' own efforts to improve their social and economic mobility. A first-generation immigrant, he was inspired to develop FII after researching the histories of immigrant, migrant, and indigenous communities in the United States who managed to rise from intense poverty to middle-class standing. In his research, he found something simple, yet extraordinary: pathways to success require a group effort. Individuals and families turned to extended family and friends for support and resources, and followed the example of the successful families around them. In recognition of his unconventional approach to generating economic mobility among low-income families, he was awarded a MacArthur "Genius" Fellowship in 2012. He was appointed by President Obama to the White House Council for Community Solutions, is an Ashoka Fellow, and serves on the board of the California Endowment. Prior to founding FII, he spent 22 years as the Director of Asian Neighborhood Design, a community development agency in San Francisco and Oakland.

Susan O'Callaghan is the Contract and Support Services Manager for Seattle Jobs Initiative. Susan has over ten years of experience in implementing and administering employment training programs serving adults and youth with significant barriers to employment. With over eight years of administering Washington State's BFET program, she has assisted with the growth and strategic planning around BFET as it has developed from a small pilot in the Seattle area to a state-wide operation made up of 34 community colleges and over 30 community based organizations. As part of SJI's SNAP E&T technical assistance team, Susan is helping provide intensive SNAP E&T technical assistance to other states.

Pamela Olesen is the current Colorado Works (Colorado's name for their TANF program) and Child Care Assistance Program Administrator for Arapahoe County Colorado Human Services. Prior to joining Arapahoe County Community Support Services, Ms. Olesen worked for the USDA, Food and Nutrition Services in the Denver Regional office. Her responsibilities included regional state oversight of the food distribution programs, TEFAP, FDPIR, and CSFP; and Child Nutrition Programs, CACFP and SFSP. Before joining the USDA, Ms. Olesen worked for the State of Nebraska as the State Food Programs Administrator responsible for Nebraska's SNAP, SNAP Education, Disaster SNAP, SNAP Outreach, SNAP Employment and Training, TEFAP, CACFP, NSLP, and SFSP administration.

Phyllis Ottley, Ph.D., is a research scientist and senior manager at ICF International. She has more 18 years of experience in public health policy research and analysis and program evaluation. Dr. Ottley has directed the evaluation of community-based efforts with broad reach to prevent obesity and tobacco use, including CDC-funded Racial and Ethnic Approaches to Community Health (REACH), Community Transformation Grants (CTG) Small Communities, and Communities Putting Prevention to Work (CPPW).

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In addition, she manages the evaluation of the State, Local, and Tribal Public Health Actions Initiative, which is aimed at reducing chronic diseases and associated risk factors using cross-cutting strategies. These initiatives are focused on reducing health disparities among populations experiencing the greatest burden of disease. Dr. Ottley also oversees the Robert Wood Johnson Foundation Childhood Obesity Declines project, directed by the National Collaborative on Childhood Obesity Research (NCCOR). Previously, Dr. Ottley managed components on the national evaluation of the Children's Mental Health Initiative (CMHI) funded by the Substance Abuse and Mental Health Services Administration (SAMHSA). For this evaluation, she led projects that examined the impact of implementing culturally competent care on children and families in child serving systems. Prior to ICF, Dr. Ottley designed and managed studies on the effects of welfare reform and the effects of poverty on children and families. Many of her study populations focused on welfare-dependent families. Dr. Ottley is skilled in protocol and survey development, evaluation designs, quantitative and qualitative data analysis, and dissemination. Her background is in developmental psychology and her areas of expertise include vulnerable populations, early childhood, healthy communities, and health disparities.

Peter Palermino is the Program Manager for the Economic Security Unit in the Division of Eligibility Policy and Economic Security at the Connecticut Department of Social Services (DSS). DSS is the statutory designated lead agency for cash assistance, child support, SNAP, medical assistance, and many other health and human services in Connecticut. In this capacity, Mr. Palermino serves as the state TANF Administrator having responsibility for the respective state plan and oversight to the Federal TANF funds distributed to Connecticut. Mr. Palermino formerly served through July 1, 2014 as the statewide Child Care Administrator since the inception of the Child Care and Development Block Grant Act of 1990. He also served as the statewide Public Housing Authority Administrator for the Federal Section 8 Housing Voucher program and a state funded Rental Assistance Program before the programs transferred to a new Connecticut Department of Housing in July 2013. Mr. Palermino is also responsible for other state assistance programs that support disabled, elderly, deaf/hard of hearing, blind/visually impaired, witness protection individuals, and low-income male adults. Mr. Palermino represents the Commissioner for the Connecticut Department of Social Services at a variety of state and local housing, social services and early care, and education planning and advocacy groups. Mr. Palermino and his staff are also responsible for coordinating other administrative and planning tasks to ensure services such as transportation, voter registration, and work verifications are provided for Connecticut families.

Nisha Patel is the Director of the Office of Family Assistance, which administers Federal grant programs that foster family economic security, including the Temporary Assistance for Needy Families (TANF) program and the Tribal Temporary Assistance for Needy Families (Tribal TANF) program, Native Employment Works, Healthy Marriage and Responsible Fatherhood, and Health Profession Opportunity Grants. Ms. Patel has nearly two decades of experience developing, managing, and implementing initiatives to increase economic opportunities for low-income families in the U.S. She was most recently deputy director of Ascend at the Aspen Institute, where she played a key role in national efforts to expand two-generation approaches to improve outcomes for children and their parents. At the Aspen Institute, Ms. Patel directed the Ascend Fund and Ascend Network of 58 organizations in 24 states and the District of Columbia, working together to create innovative two-generation policy and practice solutions. Prior to the Aspen Institute, Ms. Patel was a program officer in the U.S. Program at the Bill and Melinda Gates Foundation, where she managed a \$40 million portfolio focused on reducing inequity and increasing postsecondary success through community partnerships and policy development. She previously held positions as Director of Programs at the Washington Area Women's Foundation and

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Senior Policy Analyst at the Center for Law and Social Policy, where she co-authored numerous publications and provided technical assistance to states and communities focused on welfare reform, workforce development, and work supports for low-income families. Earlier, Ms. Patel worked at the National Legal Aid and Defender Association. She has also served as an adjunct professor at the George Washington University. Ms. Patel is a graduate of Vanderbilt University and holds an M.S.W. with a concentration in Social and Economic Development from Washington University in St. Louis.

LaDonna Pavetti, Ph.D., is the Vice President for Family Income Support Policy at the Center on Budget and Policy Priorities. In this capacity, she oversees the Center's work assessing the nation's income support and work programs for public benefit recipients. She is a leading national expert on the TANF program, having studied its implementation since its inception in 1996. She is currently leading a special project to identify how executive function principles and concepts can be used to increase the effectiveness of work programs for disadvantaged individuals. Before joining the Center in 2009, Dr. Pavetti spent 12 years as a researcher at Mathematica Policy Research, Inc., where she directed numerous research projects examining various aspects of TANF implementation and strategies to address the needs of the hard-to-employ. She has also served as a researcher at the Urban Institute, a consultant to the U.S. Department of Health and Human Services on welfare reform issues, and a policy analyst for the District of Columbia's Commission on Social Services. In addition, for several years she was a social worker in Chicago and Washington, DC. Dr. Pavetti has an A.M. in social work from the University of Chicago and a Ph.D. in Public Policy from Harvard University's Kennedy School of Government.

Deborah Perez, Ph.D., is employed as a statistician for the Department of Health and Human Services, Office of Family Assistance. She is responsible for a variety of state and national data reports for the Temporary Assistance for Needy Families (TANF) Program. Dr. Perez earned a Ph.D. in Applied Demography from the University of Texas at San Antonio. She enjoys hiking, reading, cooking, and life.

Gloria Perez is President and CEO of Jeremiah Program, a leading national nonprofit whose proven, holistic approach transforms families from poverty to prosperity two generations at a time. Jeremiah Program currently has two fully operational sites—in Minneapolis and St. Paul, Minnesota, with efforts underway to bring Jeremiah to Austin, Texas, and Fargo, North Dakota-Moorhead, Minnesota. Jeremiah also recently launched pilot programs with Endicott College in Boston. Since joining Jeremiah in 1998, Ms. Perez has become one of the country's leading experts in two-generation strategies to reducing poverty. As an Ascend Fellow at the Aspen Institute, she is working with leaders from across the country to drive innovative ideas and proven strategies to help families achieve educational success and economic security.

Robert "Bob" Prevost is the Deputy Director for the Arapahoe County Department of Human Services. Mr. Prevost oversees an award-winning team of more than 60 child support employees and 200 community support services employees who work to ensure that children receive the support and assistance they deserve. Arapahoe County was awarded the WICSEC Outstanding Program in 2009, the Outstanding Large County in Colorado in 2012 and 2013, Mr. Prevost was awarded the Program Manager of the Year in 2012 and Arapahoe County was named NCSEA's Outstanding Program of the Year in 2013. He began his career in child support enforcement in 1992. He spent eight years as a generalist and 9 years as the division manager in Morgan County. He joined Arapahoe County in 2009 as an intake supervisor and was named Division Manager in 2010. In 2012, Mr. Prevost was also named

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Division Manager of the Community Support Services Division. By overseeing both divisions, Arapahoe County is able to address the needs of families with child support, TANF, Child Care, Medicaid and Food Assistance issues to ensure that the entire family's needs are identified and addressed and that both divisions collaborate to assist all parents.

Yekaterina (Kate) Probert Fagundes is an MFIP/DWP/SNAP Employment Services Division Manager with Ramsey County Workforce Solutions, Minnesota. In the last few years, she has been working with her team to redesign current MFIP/DWP programs to ensure that programs provide opportunities for the residents to improve employment and family stability through participating in activities that matters to the residents.

Jack Rogers is a life-long native of North Carolina – born and raised in Asheville, North Carolina. He received a Bachelor of Arts in Psychology from North Carolina State University and a Master of Education, Non-School Counseling from Western Carolina University. Mr. Rogers is a professional administrator with 38 years of experience in human services, the majority of which has been at senior leadership levels within county and state government. He started his professional career in in 1977 at the Blue Ridge Mental Health Center with the Mountainhouse Program, a psychosocial rehabilitation program serving adults with severe mental illness. While at Mountainhouse, Mr. Rogers served as the coordinator of transitional employment and later served as the Program Director. From 1984 to 1987, he served as Director of Camp Woodson, an adventure-based wilderness program of the Juvenile Evaluation Center, North Carolina Division of Youth Services. From 1987 to 2008, Mr. Rogers served in the following capacities at the former Wake County MH/DD/SAS and the now consolidated Wake County Human Services agencies: Director of Community Support Services, Wake County MH/DD/SAS (September 1987 to April 1997); Director of Vocational Services, Wake County Human Services (May 1997 to May 1998); and Division Director of Economic Self-Sufficiency, Wake County Human Services (June 1998 to August 2008) (which included Wake County Child Support Enforcement).

Since February 2009, Mr. Rogers has served in his current capacity as Deputy Director of the North Carolina Division of Social Services, Department of Health and Human Services. He is cross-trained in mental health (MH/DD/SAS), social services (DSS), and employment/vocational service delivery systems. Away from work – he is an abstract painter and an avid billiards player. He and his wife, Anne, live in Durham, North Carolina – they have risen to the status of “doting grandparents” and have 3 spoiled cats.

Karon J. Rosa, Ph.D., with over 40 years of educational experience, serves Arkansas Department of Higher Education (ADHE) as the program director for the Arkansas Career Pathways Initiative (CPI). The Initiative serves low-income students at Arkansas community colleges. The Initiative, administered by the ADHE, has enrolled over 30,000 students and issued over 33,000 certificates and degrees since 2005. ADHE/CPI has received more than \$100 million in TANF funds from Department of Workforce Services to support the Initiative at 25 sites. Arkansas' Career Pathways model was named one of the ten most promising models for low-income students in the nation and was featured as part of the Workforce Innovation and Opportunity Act (WIOA) as one of the ten national Ready to Work models. Dr. Rosa holds a Bachelor's and Master's degree in Education and a Doctorate in Higher Education Administration.

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Kristie Santos is the new Director of Alliance Worknet for Stanislaus County. Prior to her new role, she oversaw the public assistance programs for the County. Ms. Santos has over 20 years of public sector experience including Assistant Chief of the Actuarial Office and Chief of Disability Retirements at the California Public Employees Retirement System. Ms. Santos also oversaw communications, training and software deployment for the California State Controller's Office statewide human capital management project. Ms. Santos has a degree from California State University of Sacramento in Sociology.

Thomas Schindler has worked for almost 40 years with various agencies within HEW/HHS. He has been with OFA's Chicago Regional Office since 1991, and currently serves as Regional Program Manager.

Emily Schmitt is a Senior Research Analyst in the Office of Planning, Research and Evaluation (OPRE) in the Administration for Children and Families, U.S. Department of Health and Human Services. She manages a portfolio of research related to human services and the wellbeing of low-income families. She leads OPRE's work on the application of behavioral economics to human services, as well as projects related to TANF, employment and training, and homeless and disconnected families. Previously, Ms. Schmitt worked for the U.S. House of Representatives and the National Alliance to End Homelessness. She is a graduate of Harvard College and Harvard Kennedy School.

Elizabeth Schott, a Senior Fellow with the Family Income Support team at the Center on Budget and Policy Priorities (CBPP), works on TANF. She was a Senior Policy Analyst at CBPP from 1997-2000 and then consulted for CBPP until rejoining the Center staff in 2007. Schott has taught at Seattle University Law School and has consulted on public benefits issues for several national research organizations. Ms. Schott worked as legal services attorney in Washington State for nearly 20 years, serving 10 of those years as statewide coordinator on public benefits. She received her law degree from Boston University School of Law.

Rachel Schumacher is the Director of the Office of Child Care, where she is committed to increasing access to quality child care that promotes early learning and development of children — from birth through school age — in partnership with their families and communities. She leads the Office of Child Care's work to implement the Child Care and Development Block Grant Act of 2014 and enhance the quality and continuity of infant and toddler child care, including through collaboration with the Office of Head Start for Early Head Start - Child Care Partnerships. Before coming to the Office of Child Care, Ms. Schumacher was an independent Early Childhood Policy Consultant. She has advised and conducted policy analysis on behalf of national organizations and public agencies to identify and amplify strategies to enhance the lives of young children and their parents by strengthening early childhood systems and services. As a consultant, she supported the development and launch of Early Childhood-LINC (Learning and Innovation Network for Communities), a project co-sponsored by the Center for Study of Social Policy and the Children's Services Council of Palm Beach County to support families and improve results for young children in communities across the country with a focus on accelerating the development of effective, integrated, local early childhood systems. Prior to launching her consulting business, Ms. Schumacher was a Senior Fellow in Child Care and Early Education at the Center for Law and Social Policy (CLASP). While at CLASP, she led policy research and provided technical assistance to policymakers on a range of topics including: infant and toddler child care and Early Head Start policies, state early childhood systems, enhancing child care quality standards, state prekindergarten programs, and Federal law and regulation for the Child Care and Development Fund and Head Start/Early Head Start. Before CLASP, Ms. Schumacher served as an Early Childhood Policy Analyst at the Children's Defense Fund,

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Greater Cincinnati Project, and as a Legislative Aide in the Massachusetts House of Representatives. Ms. Schumacher has a Bachelor's degree from Brown University and a Master's in Public Policy from the Irving B. Harris School of Public Policy at the University of Chicago.

LaMonica Shelton currently serves as the TANF Program Manager for the Office of Family Assistance with the Administration for Children and Families (Region IV). Ms. Shelton works with states and Tribes as they administer the TANF program, providing them with technical assistance, guidance, and support to ultimately help individuals obtain sustainable employment. Prior to that, Ms. Shelton served in various positions at the Corporation for National and Community Service (CNCS). CNCS is an independent, Federal grant-making agency that engages millions of individuals of all ages and backgrounds in service to help meet the health, disaster recovery, economic, educational, environmental, and other needs of communities through its programs such as AmeriCorps and the Social Innovation Fund. Ms. Shelton's last position was Acting Director for Research and Evaluation/Associate Director for Policy and Communications. In this position, she put in place the most rigorous national service research agenda and published research, such as *Volunteering in America*. This project garnered the highest level of positive press for the agency and served as a valuable tool for states, community leaders, and service organizations to help broaden their strategies for utilizing volunteers as a resource to address some of their most pressing needs. Ms. Shelton is a lifelong volunteer, with experience in designing and implementing grassroots programs and developing policies to support the well-being of children, young adults, and families.

Mario L. Small, Ph.D., has made numerous and award-winning contributions to research on urban neighborhoods, personal networks, research methods, and other topics. He has shown that poor neighborhoods in commonly-studied cities such as Chicago are not representative of ghettos everywhere, that how people understand and make sense of their neighborhood shapes how it affects them, and that local organizations in poor neighborhoods often broker connections to both people and organizations. Dr. Small has demonstrated that people's social capital—including how many people they know and how much they trust others—depends on the organizations in which they are embedded. His work on methods has shown that many practices used to make qualitative research more scientific are ineffective. Dr. Small is currently working to understand why ghettos differ from city to city and how people decide whom to turn to when seeking support. He is writing a book, informed by recent work in psychology, economics, and other fields, on why people are consistently willing to confide their deepest worries to people they are not close to.

He is the only two-time recipient of the C. Wright Mills Best Book Award (2005 and 2010), is also a two-time recipient of a Mirra Komarovsky Best Book Award Honorable Mention (2005 and 2010), and a recipient of the Robert Park Best Book Award (2005), a Choice Outstanding Academic Title designation (2010), the Robert Park Award (now Jane Addams Award) for Best Article (2004), a Best Book on Culture Award (now Mary Douglas Prize) Honorable Mention (2004), and a Best Article on Culture Award (now Clifford Geertz Award) Honorable Mention (2003), among other honors. His articles have been published in the *American Journal of Sociology*, *Theory and Society*, *Social Networks*, *Annual Review of Sociology*, *Social Forces*, and *Social Science Research*, among other journals; his work has been featured by the *New York Times*, the *Washington Post*, *Public Radio International*, the *Huffington Post*, *Pacific Standard*, *Greater Good*, the *Chronicle Review*, *Commonwealth*, and *Spotlight on Poverty*, among other outlets. At the University of Chicago, as Chair of the Department of Sociology and later Dean of the Division of the Social Sciences, Dr. Small spearheaded initiatives that increased support for students,

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generated resources for faculty research, seeded programs in urban and in computational social science, empirically assessed the institutional climate for students and for faculty of all backgrounds, and substantially expanded the Division's reserves. He has been a trustee of the National Opinion Research Center and the University of Chicago Charter School. He is currently a Board Member of the Spencer Foundation, an Advisory Board Member of the World Economic Forum, a Fellow of CIFAR, an Ascend Fellow of the Aspen Foundation, and an Elected Member of the Sociological Research Association. Born and raised in Cerro Viento, Panama, Dr. Small received a B.A. in 1996 from Carleton College, and an M.A. in 1998 and a Ph.D. in 2001 from Harvard University.

Megan Smith, Ph.D. is the Assistant Professor of Psychiatry in the Child Study Center and of Epidemiology (Chronic Diseases) and Director, New Haven Mental Health Outreach for Mothers (MOMS) Partnership. MOMS is a collaborative community-based participatory research project involving community members who serve as Community Mental Health Ambassadors. Together with clinicians, they deliver brief mental health interventions and are part of the research team. The State of Connecticut recently allocated \$3.4 million for the creation of 'MOMS Zones' in four New Haven neighborhoods and the MoMba app is being built into this expansion.

Yun Song was born and raised in China and immigrated to the United States in 1999. She earned her Master of Public Health from West Chester University of Pennsylvania, and her Master of Science in Applied Statistics from Villanova University. She earned her Bachelor of Science (BS) in Computer Science from Hebei University in China. She is also a certified SAS (Statistical Analysis Software) programmer. Ms. Song has worked at OFA since June 2008 as a statistician. In this position, she has worked on TANF characteristics, caseload, work participation rates, and time limit data. In executing these duties, she was able to establish and/or improve previous TANF reporting systems. Before joining the Federal government, Ms. Song was a Project Manager at Fox Chase Cancer Center, where she led several epidemiological studies funded by The American Cancer Society (ACS), National Institute of Health (NIH), etc., involving diet and breast cancer, and smoking and genes in lung cancer. As a direct consequence of her work at the Fox Chase Cancer Center, Ms. Song became actively involved in the health education for Philadelphia's Chinese Community, volunteering her services to ACS, local churches, and schools.

Julie Sweetland, Ph.D., is a sociolinguist and Vice President for Innovation and Strategy at the FrameWorks Institute where she leads efforts to diffuse the organization's cutting-edge, evidence-based reframing recommendations throughout the nonprofit sector. Since joining FrameWorks in 2012, she has led the development of powerful learning experiences for nonprofit leaders, and has provided strategic communications guidance for advocates, policymakers, and scientists nationwide and internationally. In doing so, she contributed to the FrameWorks Institute's receipt of the 2015 MacArthur Award for Creative and Effective Institutions, which recognized FrameWorks' ability to both conduct original framing research and offer highly effective training in how to apply it. Prior to joining the Institute, Julie was actively involved in improving teaching and learning for over a decade, as a classroom teacher, instructional designer, and teacher educator. At the Center for Inspired Teaching, she served as Director of Teaching and Learning and helped to found a demonstration school with an embedded teacher residency. As Founding Director of the Center for Urban Education, she launched a graduate teacher preparation program for the University of the District of Columbia. Julie's linguistic research has focused on the intersection of language and race; on the role of language variation and language attitudes on student learning; and on effective professional learning for teachers. Her work

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has appeared in publications such as *Journal of Sociolinguistics*, *Educational Researcher*, and *Education Week*, and she is the co-author of *African American, Creole, and Other Vernacular Englishes in Education*. She is a graduate of Georgetown University and lectures regularly at her alma mater. She completed her M.A. and Ph.D. in Linguistics at Stanford University.

David Stillman is the Assistant Secretary of the Economic Services Administration in Washington State's Department of Social and Health Services where he is responsible for a number of Washington's public assistance programs (WorkFirst/TANF, Basic Food/SNAP, Child Care Eligibility, Refugee and Immigrant Assistance, and ABD (Aged Blind and Disabled Assistance) as well as Child Support Enforcement, Financial Recovery, and Disability Determination Services for social security benefits. Mr. Stillman oversees more than 4,000 employees, 80 offices, and a \$2 billion budget with a focus on transforming government to better serve families in need. Prior to accepting his current position, Mr. Stillman served for over five years as Director of the Department's Division of Child Support (DCS), and added oversight of the Office of Financial Recovery (OFR) on December 1, 2009. In this capacity, he provided oversight for administrative and policy operations for an organization comprised of 1,100 employees, 11 offices, with annual child support collections of almost \$700 million and financial recoveries of approximately \$250 million. Combined, DCS and OFR contribute nearly \$1 billion annually to help ensure the safety and health of customers, families, communities, and the state itself.

Mr. Stillman serves on a wide variety of national and state work groups and committees. He is currently a Board Member and Vice President of the American Public Human Services Association, served as the National Child Support Enforcement Association (NCSEA) President in 2012, and is also a former President of the Western Interstate Child Support Enforcement Council (WICSEC). Among his achievements, Mr. Stillman is a 2001 recipient of the Governor's Distinguished Manager award, the highest recognition for a state government manager. Mr. Stillman received his B.A. from Whitman College and his J.D. from the University Of Puget Sound School Of Law.

Kathy F. Szafran, MA, LPC, is the President and CEO of Crittenton Services of West Virginia. She has over 30 years of behavioral health experience encompassing senior level management, program and policy development, quality improvement, budget management, training and consulting, marketing, grant writing, clinical supervision and group, individual, and family therapy. She is a qualified expert witness for legal proceedings regarding the clinical treatment of abused children. Ms. Szafran participated as a member of Governor Manchin's Transition Team and holds an appointment to the Comprehensive Behavioral Health Advisory Board serving the Governor and the State of West Virginia. She serves on the home team for the National Governors Association Three Branch Institute on Child Social and Emotional Wellbeing. Ms. Szafran has presented workshops at numerous national conferences and she has presented at Congressional briefings related to gender responsive-trauma focused care for marginalized girls. She successfully integrated the ARC (Attachment, Self-Regulation and Competency) framework into both residential and rural community based behavioral health services.

Ms. Szafran is the past president of the West Virginia Child Care Association, and is currently a peer reviewer and team leader for the Council on Accreditation. She is active with the National Crittenton Foundation, advocating for best practices, specific to trauma focused-gender responsive services for multi-system involved girls. She currently serves as the West Virginia team leader for the National Breakthrough Series Collaborative with Northwest University and the University of Maryland, "The

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Meaningful Use of the CANS-Trauma and Fans-Trauma Assessment with Youth and Families.” Ms. Szafran is a recipient of the Commissioner’s Award from the U.S. Department of Health and Human Services, Committee on Child Sexual Abuse. She holds a Master’s degree from West Virginia University and is a Licensed Professional Counselor. She has also completed the Multi-System Integration Program from the Center for Juvenile Justice Reform at Georgetown University.

Sisifo Taatiti currently works for the Department of Workforce Services as the TANF Program Manager for the State of Utah. She began with the Department of Workforce Services in 2008 as an eligibility specialist working with newly arriving refugee groups. She coordinated efforts with resettlement agencies to ensure families were receiving public assistance benefits timely. Ms. Taatiti then worked for the Utah State Department of Human Services as a Juvenile Justice Counselor while working on getting her Master’s degree in Social Work. Sisifo returned to the Department of Workforce Services in late 2012 as the TANF Program Manager and continues to work in this capacity. Prior to working for the State of Utah, Ms. Taatiti worked for the American Samoa Government in Federal programs including Special Education and Early Childhood Intervention Services. She has a Bachelor’s Degree in Social Work from Brigham Young University and a Master’s Degree in Social Work from the University of Utah. She has been a Certified Social Worker since 2012.

Tamra Thomas is the Director for Stanislaus County, California Department of Child Support Services. She has been in child support for more than 25 years. She received her Bachelors of Science degree from The University of San Francisco’s School of Management in Organizational Behavior. She has been the Stanislaus County director since 2010 and prior to this was the Assistant Director for 14 years. During her early years in child support she held supervisory, and management positions in the establishment, enforcement legal, and enforcement units. Ms. Thomas is a certified facilitator for Vital Smarts, teaching Crucial Conversations and is a Certified Master Facilitator for Achieve Global. She currently teaches Effective Communication and Managing Employee Performance for Stanislaus County’s Supervisory College. She has been a past presenter and moderator in the areas of child support enforcement, management, leadership, and process improvement for the California Child Support Director’s Association (CSDA), Western Interstate Child Support Enforcement Council (WICSEC), and National Child Support Enforcement Association Policy Forum conferences, as well as the CSDA Leadership Institute. In 2007 and 2008 she co-chaired the California statewide CSDA Annual Conference Committee. In 2009, she received the CSDA Outstanding Individual Achievement Award for Supervisor/Manager. She was a CSDA board member from 2009-2011. Ms. Thomas is currently the second vice president and board member for WICSEC. She and her husband Michael have four children, ages 29, 25, 20, and 11, and one grandchild age 2.

Sheryl Thompson has been the Deputy Director of Field Operations Administration for the Michigan Department of Health and Human Services (DHHS) since 2011. As Deputy Director, she oversees policy in TANF, SNAP and workforce development programs for DHHS. Ms. Thompson was also on the team that redesigned Michigan’s Workforce Development Program now called PATH (Partnership, Accountability, Training, Hope) that has improved Michigan’s work participation rate to 66% and out of penalty status.

Ms. Thompson has been with Michigan’s Department of Health and Human Services (DHHS) for over 28 years. Prior to her current position, Ms. Thompson was the Genesee County Director for DHHS where she was responsible for the administration of all human services programs that included TANF, SNAP,

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Medicaid, Child Daycare, Adult Services and Children's Services. Ms. Thompson has a Master of Science in Administration degree with a concentration in Public Administration from Central Michigan University where she also received her Bachelor of Social Work degree.

William Trumbull has more than 15 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 B.A. in Political Science from Claremont Men's College.

Stephanie Wade is currently serving as the Director of the Innovation Lab @ OPM. The Lab at OPM applies and teaches human-centered design across the government to deliver innovative solutions that help solve complex public and cross-sector challenges. Prior to this role, Ms. Wade led domestic and international organizations through the human-centered design process to improve their performance and innovation capabilities. She also spent several years at Booz Allen Hamilton where she helped stand up and build a Design Thinking practice- she also consulted to domestic and international governments as a strategy and performance management subject matter expert. Ms. Wade was a member of the leadership team for Design Thinking DC (DT:DC) which helps bring people together from all facets of the DC community to learn and share design thinking methodologies, practices, and experiences that improve the local community and beyond. She has additional experience working at the United States Government Accountability Office, as a political consultant, as a national grass-roots political organizer, as a public policy expert in State Government, and as a business and development specialist in nonprofits.

She holds a Master's in Public Policy from Harvard University's Kennedy School of Government, a Practitioner's Certificate in Design Thinking, Coaching, and Facilitation from the Austin Center for Design, and a Bachelor's degree from Boston College with an honors concentration in Sociology and minor in Studio Arts.

Lisa Washington-Thomas is the TANF Technical Assistance 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 B.A. from Georgetown University.

Shelley Waters Boots brings over 20 years of experience as a writer, researcher and policy expert on issues affecting the lives of low-income children and families. She runs a philanthropic consulting business where she advises on investment strategy, research, policy and communications. In the past, she was a researcher at the Urban Institute and has honed additional skills in senior positions at the New America Foundation and the Children's Defense Fund. She holds a B.A. from Furman University and a

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M.P.A. from the Maxwell School in Syracuse, New York. She lives outside of Washington, DC with her husband and two children.

Heidi Wicks first began her career with Iowa Workforce Development in 2001 where she worked in the Labor Market Information (LMI) bureau conducting workforce characteristic analysis assisting local and regional economic development organizations to promote Iowa as a place to live, work, and conduct business. In 2008, she became the Quality Assurance program manager of the TANF Employment and Training program – PROMISE JOBS with a focus on increasing customer participation in work ready activities. She has worked extensively with the WIOA program partners in Iowa’s 15 One-Stop Centers to identify strategies to improve customer service of the PROMISE JOBS customers seeking to improve their skills, work experiences and education/training in order to obtain/retain sustainable employment. Ms. Wicks graduated from Upper Iowa University with a Bachelor of Science in Public Administration, received a Certified Public Manager (CPM) certificate from Drake University and completed coursework for the Certified Economic Development program at the University of Oklahoma’s Economic Development Institute. Ms. Wicks and her husband, Adam, live in Des Moines and have four children and eight grandchildren.

Heather Zenone (Cherokee) is the Senior Advisor on Tribal Children at the Children’s Bureau (ACF/HHS) where her focuses are: Indian Child Welfare Act implementation, meaningful government to government consultation with tribes, and the well-being of Indian children and families. Ms. Zenone aged out of foster care in California. She is a graduate of the University of California, Berkeley and Berkeley School of Law (Boalt Hall). Ms. Zenone has 15 years of “cradleboard to college” tribal child experience that includes Tribal TANF; Native youth development, risk-prevention, and resilience; postsecondary education; workforce development; and tribally-led participatory health research.

Erica Zielewski is a Senior Research Analyst in the Office of Planning, Research and Evaluation (OPRE) in the Administration for Children and Families. Her portfolio includes several topics related to self-sufficiency and the well-being of low-income individuals, including subsidized employment, youth transitions to adulthood, job search assistance, youth employment strategies, and financial literacy and asset-building approaches. She also has a particular interest in youth aging out of the foster care system, and has previously managed OPRE’s Annual Welfare Research and Evaluation Conference. Ms. Zielewski came to OPRE as a Presidential Management Fellow in 2009. Prior to joining OPRE, she was a Research Associate at The Urban Institute where her research focused on child welfare and well-being, youth transitioning from the foster care system, adoption and adoptive family recruitment, family leave policies, and asset-building programs. Ms. Zielewski holds a Master’s degree in Public Policy from the Georgetown Public Policy Institute and a Bachelor’s degree in Political Science from Vassar College.