



## Strengthening Collaboration between TANF and WIOA National Experts Roundtable

Monday, June 22, 2015

### **James Andre, Coordinator of Adult Coaching and Transitions, Virginia Community College System, Workforce Development Services**

James Andre joined Workforce Development at the Virginia Community College System in 2014. There, he coordinates the adult career coach, college success coach, and Middle College programs; serves on the Workforce Innovation and Opportunity Act (WIOA) implementation team; and participates in career pathways initiatives. During his career in adult education in Virginia, Mr. Andre has managed federal and state grants for adult basic education and career pathways, managed Virginia's NRS-based data system, served as a local adult basic education (ABE) administrator, and taught ABE and workplace classes.

### **Kisha Bird, Director of Youth Policy, Center for Law and Social Policy (CLASP)**

Kisha Bird is director of youth policy at CLASP and project director for the Campaign for Youth (CFY), a national coalition chaired by CLASP. Ms. Bird works to expand access to education, employment, and support services for disconnected and other vulnerable youth. She is an expert in federal, state, and local education and workforce policy for vulnerable youth and helps ensure national legislation (such as the Workforce Innovation and Opportunity Act (WIOA)) is fully implemented in communities nationwide. Before joining CLASP, Ms. Bird was project director for the Pennsylvania Statewide Afterschool/Youth Development Network, working to make quality afterschool programs accessible to young people. Prior to that, she was a program officer at the Philadelphia Foundation, where she helped develop and manage the Fund for Children, Youth Advisory Board, and discretionary grants process. She also has direct service experience, working in various community settings with children, youth, and families. Ms. Bird holds a Master of Social Service and Master of Law and Social Policy from Bryn Mawr College Graduate School of Social Work and Social Research. She also earned a Bachelor's Degree in sociology from Spelman College. She is a graduate of the Education Policy Fellowship Program, a joint program of the Institute for Educational Leadership and the Pennsylvania Education Policy Leadership Center.

### **Mary Brogdon, Assistant Director of Strategic Initiatives and Director, Center for Workforce Engagement, American Public Human Services Association**

Mary L. Brogdon, M.S.S., is the Assistant Director of Strategic Initiatives and Director of the Center for Workforce Engagement at the American Public Human Services Association (APHSA). Her experience includes many years of human services work in state service in program integrity and quality assurance for SNAP, TANF and Medicaid, including tenure as president of APHSA's NAPIPM affiliate. In addition she has worked on issues of assistive technology for individuals with disabilities, and been employed in consulting work on human services internationally.

### **James Butler, Family Assistance Program Specialist, Division of State and Territory TANF Management, Office of Family Assistance, Administration for Children and Families**

James Butler is a Family Assistance Program Specialist in the Administration for Children and Families, Office of Family Assistance (OFA), 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.

### **Deborah Carroll, Director, District of Columbia Department of Employment Services**

Deborah Carroll is a seasoned human-services professional and currently serves as the Director of the District of Columbia Department of Employment Services. Previously, she served as Department of Human Services Interim Director. She joined the agency as the Administrator for the Economic Security Administration (ESA) in 2009, and, while serving in this capacity, led the effort to design and implement a comprehensive system transformation of the District's service-delivery model in the Temporary Assistance for Needy Families (TANF) program. The program is now recognized nationally as an innovation in best practices. Additionally, she facilitated the design and implementation of a state-of-the-art eligibility and integrated case-management system in partnership with the Department of Health Care Finance; the Department of Insurance, Securities and Banking, and the Health Benefit Exchange Authority. This accomplishment allowed the District to be recognized as one of four states to successfully implement the Affordable Care Act by the October 1, 2013 federal deadline. Before joining the agency as the ESA Administrator, Ms. Carroll served as the Deputy General Counsel for DHS, and served as principal attorney for ESA. Ms. Carroll also served as the Acting General Counsel for DHS from 2006 through 2008. She is a graduate of Temple University, where she obtained her B.S. degree in therapeutic recreation. Ms. Carroll obtained her J.D. in 1991 from Temple University Law School, and afterward developed a private law practice. Throughout the course of her career, she developed expertise in health privacy, child welfare, and mental health law and practice. From 1999-2003, Ms. Carroll represented the City of Philadelphia's Departments of Health, Behavioral Health, and Human Services. Additionally, Ms. Carroll served as legal counsel to the City of Philadelphia's Forensic Mental Health Task Force, where she co-authored a treatise on Pennsylvania's mental health commitment laws.

### **Michelle Derr, Ph.D. Senior Researcher, Mathematica Policy Research**

Dr. Michelle Derr, 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 service programs in roughly 100 communities in more than half the 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.

### **Maria Flynn, Vice President, Jobs for the Future (JFF)**

As senior vice president and the head of JFF's Building Economic Opportunity Group, Maria Flynn leads work to help low-skilled adults advance to family-supporting careers, while enabling employers to build and sustain a productive workforce. Ms. Flynn also leads JFF's federal policy and advocacy strategies, which are focused on advancing the educational needs of low-skilled Americans and developing a skilled workforce. As a leading expert on issues such as career pathways, employer engagement, and sector strategies, Ms. Flynn guides the activities of several key JFF projects and partnerships, including Accelerating Opportunity, Credentials That Work, and JFF's role as implementation partner for the National Fund for Workforce Solutions. Ms. Flynn is also leading JFF's role as a key partner in JPMorgan Chase's New Skills at Work initiative. Her team provides technical assistance, coaching, documentation, labor market analysis, and evaluation support to a wide range of projects supported by public and private funders. Ms. Flynn has over 20 years of experience in the workforce development field. Prior to joining JFF in 2007, she was a member of the federal government's Senior Executive Service and was the Administrator of the Office of Policy Development and Research in the U.S. Department of Labor's Employment and Training Administration. In that role, she oversaw development of employment and

training policies, managed the agency's research and evaluation strategy, and supported agency budget and appropriations activities. Ms. Flynn also coordinated the agency's legislative, regulatory, and international affairs agendas and outreach to philanthropic organizations. Within the Employment and Training Administration, Ms. Flynn previously led the Division of One-Stop Operations, where she developed the policy and technical assistance framework necessary to enable states and local communities to establish comprehensive One-Stop delivery systems designed to provide quality services to jobseekers, workers, and employers. She also served as team leader for the interagency policy group charged with implementing the Workforce Investment Act of 1998. In the 1990s, Ms. Flynn played key roles in the National School-to-Work initiative and in the launch of the Secretary's Commission on Achieving Necessary Skills (SCANS) Initiative. Ms. Flynn earned her B.A. in international relations and economics at Saint Joseph's University in Philadelphia and a Master's of Government Administration at the University of Pennsylvania. She is the proud mom of two young daughters.

**Eileen Friedman, TANF Region III Program Manager, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services**

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 include the District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia, and Delaware. Before that, she was the Program Manager of 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 Bachelors degree from Marywood College and a Masters Degree in Public Administration from the Pennsylvania State University. She received her certification in Conflict Resolution from the Bryn Mawr School of Social Work.

**Brian Holler, Pennsylvania Department of Human Services, Division of Employment and Training**

Brian Holler has worked with the Pennsylvania Bureau of Policy, Department of Public Welfare since 2011. He is the Supervisor of the CAO Program Unit within the Division of Employment and Training. Mr. Holler's prior experience includes serving as the Program Advisor within the Division of Employment and Training for four years, and as the Claims Investigation Agent within the Division of Third Party Liability at the Bureau of Financial Operations for five years. Prior to that, he was a Residential Counselor with Philhaven Behavioral Health Services. Mr. Holler got his start with the U.S. Army Reserve as a combat engineer, and has a Bachelor of Science in Administration of Justice from Pennsylvania State University.

**Susan Golonka, Acting Director, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services**

Susan Golonka is the Acting 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 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.

### **Jeanette Hercik, Ph.D., Senior Vice President, ICF International**

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 the Welfare Peer Technical Assistance Network (Welfare Peer TA), which has involved 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 Ph.D. from Michigan State University.

### **David Hunn, Executive Director, Northern Virginia Workforce Investment Board**

David Hunn is the President and CEO of the SkillSource Group, Inc. and the Executive Director of the Northern Virginia Workforce Investment Board, a business-led organization representing the counties of Fairfax, Loudoun, and Prince William and the cities of Falls Church, Fairfax, Manassas, and Manassas Park. This workforce region is comprised of over 1.8 million residents and thousands of businesses and is one of the most dynamic and growing regional economies in the United States. He has served in this role since April 2002. Prior to joining the NVWIB, Hunn was the founding Director of the Northern Virginia Regional Partnership, a public-private partnership specifically focused on developing a world-class technology workforce throughout the Northern Virginia region. Earlier, Mr. Hunn served for ten years in several career senior human service and workforce development agency positions with Fairfax County, Virginia government. Before joining Fairfax County, Mr. Hunn was a budget examiner and appropriations analyst at the U.S. Office of Management and Budget from 1982-1987. He entered Federal Service as a Presidential Management Intern in 1980. He holds a B.A. in political science from the University of California, Berkeley and a Master of Public Administration (M.P.A.) from California State-University, Hayward.

### **Kermit Kaleba, Federal Policy Director, National Skills Coalition**

Kermit Kaleba helps lead National Skills Coalition's Washington-based efforts to advance a national skills agenda within federal legislation, agency regulation, and national funding initiatives. He provides analyses for a range of proposed and existing federal policies across numerous federal agencies as well as related state workforce policies, and is the Coalition's lead staff on the Transportation Act and Education Tax Credits. Mr. Kaleba assists the Coalition's state and local partners in advocacy on these issues both within Washington and in-district in coordination with Regional Field Directors. Mr. Kaleba was previously senior policy specialist at American Society for Training and Development where he was legislative advocate and analyst on workforce policy. Prior, he was legislative coordinator for the National Association of Drug Court Professionals and Communications Specialist for Health Communications, Inc. Kaleba earned his bachelor's degree and J.D. from the College of William and Mary, and is a member of the Virginia bar. He is based in Washington, D.C.

### **Natalie Kaplan, Policy Analyst, Office of Program Integration, Office of the Director, District of Columbia Department of Human Services**

Natalie Kaplan began her tenure in District government as a Capital City Fellow, and has served as a Policy Analyst for DC's Department of Human Services since 2012. Ms. Kaplan's work has focused on the integration of service delivery for families both internally, and across sister agencies. Her expertise lies in the programmatic and policy integration of TANF and homeless service delivery for families experiencing housing instability. Ms. Kaplan continues to focus on service integration across the homeless services Continuum of Care in the District, as well as unified case planning practices across DC's TANF employment program services providers. She supports the agency's strategic planning efforts and acts as a lead project manager.

### **Cheryl Keenan, Director, Adult Education and Literacy Division, Office of Career, Technical, and Adult Education, U.S. Department of Education**

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's 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.

### **Jennifer Kemp, Unit Chief, Youth Policy and Performance, Employment and Training Administration, U.S. Department of Labor**

Jennifer Kemp works at the U.S. Department of Labor's Employment and Training Administration as the Unit Chief for Youth Policy and Performance. Previously she led the Youth Policy Team for the U.S. Department of Labor's Office of Disability Employment Policy. Past work experiences also include leading national, state and local grant programs; staff on the U.S. House Appropriations Committee; and Special Assistant to the Chairman of the President's Committee on Employment of People with Disabilities. She began her federal career through a Workforce Recruitment Program internship at the U.S. Department of Defense. In addition, Ms. Kemp has worked in the nonprofit, university, and corporate worlds. She holds an undergraduate degree from the University of Michigan and a graduate degree from Vanderbilt University. She lives in Washington, DC with her husband, sons, and family dog.

### **Vinz Koller, Director of Training and Technical Assistance, Social Policy Research Associates**

Vinz Koller is Director of Training and Technical Assistance at Social Policy Research Associates (SPR). His work focuses on organizational improvement, performance management, strategic planning, facilitating change, and capacity building through technical assistance and training. Most recently he has also led SPR's online training line of services. He has trained thousands of practitioners around the country on One-Stop career center system integration and performance management. Prior to joining SPR, Mr. Koller coordinated the One-Stop Career Center System Task Force, and supervised youth and adult employment training programs in Monterey County, California. He completed his undergraduate work at the University of Zurich, Switzerland and holds an M.A. in International Policy Studies from the Monterey Institute of International Studies. Mr. Koller is also a singer, mountain climber, and bread baker.

### **Stanley Koustaal, Ph.D., Program Manager, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services**

Dr. Stan Koutstaal is Program Manager for the Health Profession Opportunity Grants (HPOG) program in the Administration for Children and Families (ACF), U.S. Department of Health and Human Services. The HPOG program awards grants to organizations to provide education and training to TANF recipients and low-income individuals so that they have access to better paying jobs in health care. Prior to serving the HPOG program, he provided leadership for several other ACF programs including Abstinence Education, Runaway and Homeless Youth Programs, Mentoring Children of Prisoners, and Family Violence and Prevention Services. Before his Federal service, he was the Director of Counseling for a nonprofit organization in St. Louis, Missouri. He has also served as an adjunct faculty member for graduate classes at St. Louis University and Virginia Tech University. He received his Ph.D. in Marriage and Family Therapy from Texas Tech University.

### **Janet LaBreck, Commissioner, Rehabilitation Services Administration, Office of Special Education and Rehabilitative Services (OSERS), U.S. Department of Education**

Although Commissioner Janet LaBreck lost her vision by the age of ten, she has never let her disability get in the way of her dreams. In 2007, after more than 20 years as an advocate for the blind community, LaBreck was appointed Commissioner of the Massachusetts Commission for the Blind by Governor Deval Patrick. As an ambassador for more than 30,000 legally blind residents, LaBreck has organized campaigns that have effectively increased employment opportunities for the blind. There is no better testament to her profound influence than the Commission's award-winning internship program which is being replicated throughout the country. Commissioner LaBreck has an Honorary Doctorate of Humane Letters from the New England College of Optometry, a Masters of Education degree from Springfield College and Bachelor of Arts in Human Services from the University of Massachusetts, Boston. In August of 2013, the United States Senate confirmed Commissioner LaBreck as the Commissioner of Rehabilitation Services Administration (RSA) within the United States Department of Education. In 2013, the Urban League of Springfield selected Commissioner LaBreck as their Urban League 2013 Community Builder Award Recipient, as a result of her exemplary leadership and commitment to build strong and vibrant communities. In 2013, President Barack Obama announced some key administration posts, including his intent to nominate Janet L. LaBreck as Commissioner of Rehabilitation Services Administration (RSA) within the United States Department of Education. In 2012, Commissioner LaBreck was recognized by Healing Winds, the Lanesboro, MA-based American Indian cultural and educational nonprofit organization as the 2012 Rock, Rattle & Drum honoree. In 2011, Commissioner LaBreck was the recipient of the "Profiles in Vision" award, given to her by the New England College of Optometry for her pioneering efforts and extensive involvement in the launching of the New England Eye On-Sight Mobile Eye Clinic. In 2010, she was presented with the Heroes Among Us Award by the Boston Celtics and the Massachusetts State Lottery. In 2008, New England College of Optometry selected her to deliver the first commencement address in the history of the college to be delivered by a person who is blind.

### **Dana Lennon, Director, Allied Health Career Pipeline Program, Research Foundation of the City University of New York- Hostos Community College**

Prior to her appointment as the Director for the Allied Health Career Pipeline Program at Hostos' Division of Continuing Education and Workforce Development, Ms. Dana J. Lennon, Esquire, was a Grants and Financial Projects Manager at Beth Israel Medical Center where she oversaw the financial and operational management of over \$10 million in grant awards. Ms. Lennon's experience includes strategic planning, grant writing, program development, and ensuring compliance to grants, contracts, and government rules and regulations. Prior to joining Beth Israel Medical Center, Ms. Lennon was the Director of Planning at Morris Heights Health Center. She currently serves on the board of Bronx Community Board 8 and volunteers on various committees. Ms. Lennon received a Bachelor of Science degree in Information Systems from New York University, a J.D. from Brooklyn Law School, and is licensed to practice in New York State.

### **Sue Liu, Higher Education & Workforce Development Consultant, Sue Liu Consulting**

Sue Liu is an independent consultant with more than 15 years of experience in education and workforce development policies, strategies and initiatives. Ms. Liu's expertise stem from her work as a community-based service provider, a federal policy advocate and, her stint in the federal government developing policy proposals. Ms. Liu was most recently a Senior Director at the Collaboratory, where she was part of the Transformative Change Initiative (TCI), working with the Department of Labor's Trade Adjustment Assistance Community College and Career Training (TAACCCT) Grantees to advance effective and scalable strategies and policies in the community college sector. She also led TCI's annual Learning Lab convening that was supported by the Gates, Lumina and Joyce foundations. Prior to this, Ms. Liu served as a Senior Policy Advisor in the Obama Administration at both the Department of Education and the Department of Labor. During her tenure at both agencies, she advised senior leadership and helped design budgetary and policy priorities related to higher education, workforce development and other related issues. She advanced evidence-based programs and worked across agencies, to develop policy priorities, design workforce training and support program opportunities for vulnerable populations, through the development of key federal grant solicitations such as TAACCCT and the Transitional Jobs Initiative. Ms. Liu holds a double Bachelors of Science degree in Political Science and Sociology from the University of Utah, and, a Master of Social Work from Washington University in St. Louis.

### **Elizabeth Lower-Basch, Policy Coordinator & Director, Income and Work Supports, CLASP**

Elizabeth Lower-Basch is CLASP's policy coordinator and director of the income and work supports team. Her expertise is federal and state welfare (TANF) policy, other supports for low-income working families (such as refundable tax credits), systems integration, 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. In this position, she was a lead welfare policy analyst, supporting legislative and regulatory processes and managing research projects. Ms. Lower-Basch received a Master of Public Policy from the Kennedy School of Government at Harvard University.

**Nisha Patel, Director, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services,**

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 & 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 Washington Area Women's Foundation and 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., Vice President for Family Income Support Policy, Center on Budget and Policy Priorities**

Dr. LaDonna Pavetti 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 analyzing poverty trends and assessing the nation's income support programs, including the Temporary Assistance for Needy Families (TANF) program. 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.



### **Scott Sheely, Executive Director, Lancaster County Workforce Investment Board**

Scott J. Sheely has been the Executive Director of the Lancaster County Workforce Investment Board since 2000. He was a pioneer in bringing the concept of industry clusters developed in the economic development world to the workforce system, first in Pennsylvania and then nationally. Clusters emphasize the demand-driven side of the workforce development equation and bring the business and industry voice more fully into the human capital development conversation. The Lancaster County Board now operates industry partnerships in food processing, industrial maintenance, metal manufacturing, plastics manufacturing, long-term care, agriculture, and construction in collaboration with 500+ companies. Most partnerships have been in existence for more than five years proving that sustainability is possible in sector work. In addition to his role as a member of the Advisory Committee of the National Network of Sector Partners, Mr. Sheely has been a faculty member of the Sector Skills Academy from its inception. He has consulted around the country with local areas, regions, and states on identifying priority industries; using labor market information to drive policy, development of infrastructure and programming; engaging industry; and implementing and sustaining sector strategies. Several of Lancaster's partnerships have become Centers of Excellence - Production Agriculture, Long-Term Care Practice, Packaging Operations, Manufacturing Excellence, and Long-Term Care Practice - where the mission of incumbent worker training joins school-to-career pipeline development, local research and development, technology transfer activities, and entrepreneurial development as a way of connecting to local innovation systems. Centers of Excellence stress the broader connection of workforce development to traditional economic development themes.

Lately, Mr. Sheely has focused on using the sector emphasis to reinvent the mission, vision, and infrastructure of One-Stop Centers, especially Business Services Teams. Lancaster used ARRA funding to try new models of training that meet the needs of employers better than traditional Individual Training Accounts and On-the-Job Training practices - short-term, skill-centered, and employer defined and driven. Many employers now hire directly out of these pre-employment training offerings. Mr. Sheely has worked as the human resources director of a large mental health agency, the operations manager of a nursing home chain, the associate pastor of a church, and the owner of a regional wholesale jewelry business. A graduate of Franklin and Marshall College in government, Wright State University in mental health counseling, and United Theological Seminary in pastoral counseling, Mr. Sheely is currently a doctoral candidate in adult and workforce education at Penn State University. "World-class salesperson" is the professional title that he embraces the most... next to husband, father, grandfather, and person of faith, of course.

### **Robert Shelbourne, Director, Division of State TANF Policy, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services**

Robert Shelbourne is the Director, Division of State TANF Policy within the Office of Family Assistance within the Administration for Children and Families at the U.S. Department of Health and Human Services (HHS). He began his employment with HHS in 1974 after working with the Illinois Department of Public Aid as a caseworker, supervisor, and supervisory quality control specialist.

### **Betsy Tessler, Research Associate, MDRC**

Betsy Tessler has more than 10 years of experience with operations and implementation research at MDRC, focusing primarily on employment, training, and work-support take-up among low-wage workers. She is currently the lead implementation researcher for WorkAdvance, a sector-based employment, training, and advancement program. She recently completed implementation research for the Workforce Investment Act (WIA) Gold Standard Evaluation, the U.S. Department of Labor's evaluation of WIA training services and "intensive services" (which include case management, counseling, and supportive services). Ms. Tessler was the lead implementation researcher for the Work Advancement and Support Center demonstration, which offered services to help workers stabilize their employment, improve their skills, and increase their earnings by working more hours or finding higher-paying jobs, and also helped them apply for various forms of financial work support for which they might be eligible. She was also the lead implementation researcher for the Opportunity NYC-Work Rewards evaluation, which provided housing voucher recipients with case management and cash incentives for employment and training activities. Previously, Ms. Tessler was an implementation researcher for the Jobs-Plus Community Revitalization Initiative for Public Housing Families, a place-based employment effort in public housing developments. Ms. Tessler came to MDRC with more than 10 years of experience in community-based organizations, including nonprofit social service, advocacy, and fundraising organizations, as well as several years as special assistant to former Philadelphia City Councilman (now Mayor) Michael A. Nutter. She earned a Master of Arts degree in Public Policy from the Rockefeller College at the University at Albany and a Bachelor of Arts degree from the University of Pennsylvania.

### **William (Ed) Trumbull, Principal, ICF International**

Ed 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.

### **Lisa Washington-Thomas, Technical Assistance Branch Chief, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services**

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.

### **Damon Waters, Family Assistance Program Specialist, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services**

Damon Waters is a nationally recognized technical assistance and capacity-building provider and policy professional with nearly 20 years 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 healthcare, higher education, political empowerment, poverty, and public policy. Currently, Mr. Waters serves as a program specialist within the Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services. He 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 District of Columbia residents. Mr. Waters received a Masters of Arts in Political Science and Masters of Public Policy from Howard University.

### **Laura Zeilinger, Director, District of Columbia Department of Human Services**

On December 29, 2014, Mayor-elect Bowser named Laura Green Zeilinger the next Director of the District of Columbia Department of Human Services (DHS). Ms. Zeilinger is responsible for a 973-person agency that is charged with assisting low-income individuals and families to maximize their potential for economic security and self-sufficiency. Ms. Zeilinger is an attorney with a long-standing commitment to underserved populations. Most recently, she served as the Executive Director of the United States Interagency Council on Homelessness, where she was responsible for the implementation of Opening Doors: Federal Strategic Plan to Prevent and End Homelessness, an effort that includes the coordination of Federal homelessness policies among 19 Federal departments and agencies, as well as partnerships with State and local communities, nonprofits, and the private sector. She joined USICH in 2011, and prior to her appointment as Executive Director in 2014, she served as Deputy Director. Previously, Ms. Zeilinger served at DHS as Deputy Director for Program Operations. There, she led the creation of more than 1,000 units of permanent supportive housing as part of the Homeless No More Plan. She designed and implemented the District's Housing First Initiative, which connected 500 individuals and 80 families to housing stability in its first year alone. Prior to her work with DHS, Ms. Zeilinger served as the Mayor's liaison to DHS and the Office of Disability Rights. She has also led international economic development efforts, managing a technical assistance project to reform the pension system in the Republic of Kazakhstan. Ms. Zeilinger is an alumna of Sarah Lawrence College and a graduate of the Washington College of Law at American University. She lives in Washington, DC, with her husband and two children.