U.S. Department of Health and Human Services
ADMINISTRATION FOR CHILDREN & FAMILIES
Office of Family Assistance

promisingpathways

Promising Pathways Initiative Innovation Institute Executive Summary Report

March 13-14, 2012 - Washington, DC

This technical assistance activity was funded by the United States Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance and managed by ICF International.
James Butler, Federal Project Officer
Louisa Jones, Project Director
Yvette Lamb, Task Lead

ICF INTERNATIONAL

U.S. Department of Health and Human Services
ADMINISTRATION FOR CHILDREN & FAMILIES
Office of Family Assistance

promisingpathways

Promising Pathways Innovation Institute
March 13 and 14, 2012
Executive Summary

On March 13 and 14, 2012, the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance (OFA) convened the Innovation Institute in Washington, D.C. for the Promising Pathways Initiative. In September 2012, this cutting edge Initiative began exploring the appropriate technical assistance interventions required to move a program or practice along a continuum of evidence that moves the Temporary Assistance for Needy Families (TANF) field forward. The technical assistance provided through this Initiative to the ten sites selected by OFA focused on building the capacity of the sites to identify practice and program components; develop and document evidence; and articulate the resulting "story" about the effectiveness of the program or practice. Through this Initiative, OFA emphasized building the capacity for promising TANF programs to collect non-experimental evidence to demonstrate fidelity of implementation that is "evidence informed,"[1] and is critical to launching these promising programs along a pathway to potentially become an evidence-based practice.

The three primary meeting goals of the Promising Pathways Innovation Institute were to provide cross-site networking between Promising Pathways sites leading to increased capacity to implement evidence-informed practice; provide interaction and dialogue between Promising Pathways sites surrounding innovative approaches and supportive technical assistance resulting from participation in the Promising Pathways Initiative; and, discuss and examine processes and tools that can be institutionalized in Promising Pathways sites to support sustainable evidence-informed programing for TANF and low-income populations (see Appendix A for the complete agenda). Attendees included one to five representatives from nine of the 10 selected Promising Pathways sites, OFA staff, and ICF International site coaches and TA Team staff (see Appendix B for a complete listing of attendees). The 10 selected Promising Pathways sites are:

- Region I: Dorcas Place (RI)
- Region II: Placing Individuals in Vital Opportunity Training (PIVOT) Program (NY) **unable to attend*
- Region III: Keystone Education Yields Success (KEYS) Program (PA)
- Region IV: Kentucky Community and Technical College System (KY)
- Region V: West Cap JumpStart (WI)
- Region VI: Arkansas Career Pathways Initiative (AR)
- Region VII: Local Investment Commission (LINC) (MO)
- Region VIII: CLIMB Wyoming (WY)
- Region IX: SEE Hawaii Work (HI)
- Region X: Tanana Chiefs Conference (AK)

[1] The operational definition of evidence-informed practice for this Initiative is a promising program that defines its practices and examines (through data collection, analysis, and documentation) the fidelity of implementation of its practice with respect to its definition. It is acknowledged that this definition of evidence-informed practice differs from other existing descriptions that depict programs that are replicating in whole or in part an existing practice. Both the nature of the types of TANF programs being implemented and the context in which they operate necessitate that a more appropriate standard is developed.

Day One: March 13, 2012

Welcoming Remarks

Earl Johnson, Ph.D., Director of the Office of Family Assistance, Administration for Children and Families (ACF), U.S. Department of Health and Human Services (HHS) and James Butler, Federal Project Officer from OFA and lead of the Promising Pathways Initiative provided welcoming remarks. Dr. Johnson explained that the Promising Pathways Initiative is a worthwhile endeavor and is very important to OFA. The sites involved in the Initiative are at the forefront of OFA's focus on using evidence-based and evidence-informed practices to improve service delivery to TANF participants and low-income families. Mr. Butler provided an overview on the Promising Pathways Initiative and the site selection process. Mr. Butler emphasized that as the capstone event of the Initiative, the Innovation Institute is crucial in demonstrating to the field and to policymakers how practice-defined evidence is needed to represent the pathways involved in moving towards more evidence-based programming.

Orientation to the Institute

Lisa Washington-Thomas, Technical Assistance Branch Chief from OFA welcomed the sites to Washington, DC. The Promising Pathways Innovation Institute is the capstone event of the eight month learning laboratory in which OFA and the 10 successful Promising Pathways sites have participated. OFA has learned a great deal from working with the sites, and during the Institute, presenters will share what was learned. Ms. Washington-Thomas described the three primary goals of the Innovation Institute, which brings together a strong and diverse group of session leaders with expertise that will benefit site programs. In addition, during the Institute, site representatives will have the opportunity to network with other teams, share the success of their program, and learn additional skills related to evidence-informed practice. The Institute is organized around three levels of activity: (1) Team based activities; (2) Affinity or "like" group activities; and (3) All group interactions. The agenda for the Innovation Institute was developed in response to the feedback provided during the October 2011 orientation meeting, and was designed to be informal and interactive, with mutual exchange and sharing of ideas, strategies, questions, and solutions.

Promising Pathways: What We Learned About Evidence-informed Practice from Our Sites[2]

After the Welcoming Remarks and Initiative Overview, Yvette Lamb, Task Lead of the Promising Pathways Initiative, provided a synopsis of preliminary lessons learned based on the interaction with and technical assistance provided to each of the sites. Dr. Lamb presented the process visualization and logic model for the Promising Pathways Initiative, identifying the inputs, activities, outputs, and outcomes for the sites, OFA, and ICF. Throughout the presentation, Dr. Lamb highlighted key lessons learned regarding capacity-building for evidence-informed practice, including the lessons that readiness is critical to embark on the journey to evidence-informed practice; the program model or logic model is the starting point on the pathway to evidence-informed practice; site specific modeling goes well beyond a program logic model and may include a Return on Investment study and/or process flow chart; and, sites capture and collect a

[2] The PowerPoint from this session is available on the Welfare Peer TA Network Web site here.

large amount of data. Concluding the presentation, Dr. Lamb noted that two key unexplored issues are creating stronger connections with TANF agencies and disseminating information about programs to funders looking for evidence-informed innovation.

Opening Presentation

During the Opening Presentation, Ron and Cathy Tijerina, co-founders of The RIDGE Project[3], presented the evidence-informed program model and history and highlighted the value and role of data and evidence in expanding and strengthening the program. The RIDGE Project provides prisoner re-entry services, such as the Keeping Families And Inmates Together in Harmony (FAITH) fatherhood program, and youth services to families and youth in Ohio. Since The RIDGE Project was founded in 2000, its funding has grown from $50,000 to seven million dollars. Mr. and Mrs. Tijerina initially publicized the project and its services through anecdotes but realized that it was necessary to incorporate data into the anecdotes to prove that The RIDGE Project's services' achieve intended outcomes. As a result, Mr. and Mrs. Tijerina developed a logic model and a mixed-methods evaluation of the Keeping FAITH program, and they use these materials to communicate program effectiveness to stakeholders. Through their presentation of how The RIDGE Project uses data, Mr. and Mrs. Tijerina provided the Promising Pathways sites with unique strategies for incorporating evidence and data into their organizations.

Site Networking Insights on Selection

During this interactive, facilitated session, attendees networked with Promising Pathways coaches and site representatives from other programs. One main goal of the session was to provide site representatives with an opportunity to engage in dialogue around their programs and why they were selected; thus, in the beginning of the session, the Promising Pathways team divided all site representatives into six groups and, with a Promising Pathways team member leading the activity, each site representative presented an overview of their program, partners, and why they were selected for Promising Pathways to the other site representatives in their group. The second goal of the session was to provide sites with an opportunity to meet other site representatives. After the team activity, the Promising Pathways TA Team provided each site representative with a networking card listing the names of three site representatives and/or Promising Pathways coaches to meet and converse with about their programs. The Promising Pathways TA Team facilitated this activity by introducing site representatives to the individuals listed on their networking cards.

Working Lunch: Communicating Your Mission and Telling Your Story[4]

During this working lunch session, Selena A. Ramkeesoon from the Strategic Communications department at ICF International, and Jeffrey Faulkner from the Ways to Work program provided insight on the importance of information sharing. Communication is a critical skill in showing internally and externally the evidence and "proof" of the quality and impact of a program. Ms. Ramkeesoon provided information about methods and strategies for communicating program outcomes, mission, and other information to a variety

[3] For more information on The RIDGE Project, click here to visit the Web site.
[4] The PowerPoint and resources shared with attendees during this session are available on the Welfare Peer TA Network Web site here.

of stakeholders. Every organization needs a communication strategy and a plan. In order to create a successful strategy, programs need to identify: (1) Key audiences (individuals and organizations with which they serve, interact or partner); (2) Key messages per audience; (3) How those messages might change over time; (4) Communications tactics, tools, channels, with a timeline or calendar; and (5) Ways to measure and evaluate success.

Ms. Ramkeesoon also described the tactics and tools organizational leadership team members can use to communicate their story. Traditional tactics include publications, e-mail, and speaking opportunities, as well as the establishment of community partnerships, which can provide opportunities for exposure. In addition to traditional tactics, the "elevator pitch" tactic is a short summary that quickly defines an organization, and includes a value proposition, which is a promise of value to be delivered. The elevator pitch reflects the idea that it should be possible to deliver the summary in the time span of an elevator ride (30 seconds to two minutes). Ms. Ramkeesoon discussed media tactics and provided tips on how to confidently and effectively use media to communicate a mission. Lastly, she explained that organizations must develop an online presence, including use of a Web site and social media, to reach the desired audience.

Mr. Faulkner from the Ways to Work program, a national organization that assists TANF and low-income populations to achieve economic self-sufficiency, described the Ways to Work program evaluation, which the organization undertakes every three years. The goal of the 2011 program evaluation was to demonstrate the impact of Ways to Work's approach to building family economic security, which is to offer low-interest car loans to low-income parents to increase their transportation options and help them build a stronger credit history. Mr. Faulkner described the Ways to Work evaluation process and explained the importance of evaluation in effectively communicating an organization's story. Evaluation allows meaningful checks and enhancements to an organization's theory of change. It validates best practices in program design, facilitates continuous improvements, and protects program design from well-intentioned meddling. Finally, evaluation lends credibility to policy work and systems change, and is a powerful addition to a traditional philanthropic case for support.

Through these presentations, Ms. Ramkeesoon and Mr. Faulkner provided Promising Pathways sites with the tools necessary to enhance their communication capacities and opened a dialogue around potential strategies to address messaging challenges encountered by sites in their local settings.

Concurrent Breakout Sessions

Following the Working Lunch session, site representatives had the opportunity to attend breakout sessions on using data to manage, evaluate, and improve their programs. The following three sessions were offered twice:

- Measuring Return on Investment (ROI) for State Government;
- Mapping the Assets in Your Community; and,
- Making Data Useful.

The speakers for each session collaborated with site representatives to present concrete examples of how Promising Pathways sites are pursuing work relevant to the topic of each session. Site representatives who did not present during the session were able to attend the two sessions of most interest to them. Below are summaries of each breakout session.

Breakout Session One: Measuring Return on Investment (ROI) for State Government[5]

Successful workforce development programs often provide significant fiscal benefits to State government, and hence taxpayers. As workers gain new skills in high demand occupations, they often benefit from a significant rise in income; which translates into greater tax revenue for State and local government. During this breakout session, Dominic Modicamore and Nanette Antwi-Donkor from the Promising Pathways TA Team discussed the methods of developing ROI measures, a useful tool for measuring the fiscal impact that programs have on State government budgets. Mr. Modicamore and Ms. Antwi-Donkor explained the ROI concept, methodology, data requirements, and how program activities map to outcomes and ROI indicators. Representatives from two programs – CLIMB Wyoming and Arkansas Career Pathways Initiative (CPI) – also highlighted their experiences with the ROI process and its benefits and challenges. CPI, a program run through Arkansas' Community Colleges, relied on data provided by State agencies, such as unemployment insurance data, to track program participant progress, while CLIMB Wyoming, a nonprofit organization, used surveys to collect data.

As a result of this session, site representatives learned how to think about ROI as a new framework and approach to demonstrating program success based on the experiences of two Promising Pathway sites. Attendees also discussed the added value of calculating an ROI, determining the appropriate level of complexity in calculating the ROI, identifying the stakeholders to involve in the ROI process, and defining components of the ROI framework.

Breakout Session Three: Mapping the Assets in Your Community [6]

During this interactive session, site representatives were provided with information on the theory and process of community asset mapping and specific examples of community asset mapping projects. Micah Gilmer, Ph.D., Senior Partner with Frontline Solutions, presented the theoretical framework of community asset mapping which included an overview of practical strategies and the five key elements of community asset mapping. Dr. Gilmer also shared two examples of community asset mapping projects, Camfield Estates (Boston, Massachusetts) and North Carolina Network of Grantmakers. Providing a second perspective, Mr. Brent Schondelmeyer, a Promising Pathways site representative and Communications Director of the Local Investment Corporation (LINC), discussed LINC's philosophy and strategy for connecting with community assets. Mr. Schondelmeyer also highlighted LINC's marketing and outreach efforts for communicating community assets and the issues impacting them to various stakeholders. A main element of LINC's communication strategy is infographics, or graphical displays of key issues and statistics.

[5] The PowerPoint and resources shared with attendees during this session are available on the Welfare Peer TA Network Web site here.

[6] The PowerPoint and resources shared with attendees during this session are available on the Welfare Peer TA Network Web site here.

Breakout Session Three: Making Data Useful[7]

Because interventions and programs are often implemented within complex environments that present challenges for collecting program performance information, this session was designed to assist attendees in effectively collecting data and making data useful. Ann Doucette, Ph.D., from the George Washington University, along with representatives from the Dorcas Place and Tanana Chiefs Conference Promising Pathways sites, provided attendees with hands-on support in examining performance measurement strategies that support actionable data. During this session, attendees were introduced to complex adaptive systems (CAS) thinking and learned strategies for selecting actionable performance measures. The Dorcas Place and Tanana Chiefs Conference sites have solid infrastructures in place to collect program data. Their data, however, must serve multiple reporting purposes and document multiple programs and interventions.

Dr. Doucette, through her teaching and program evaluation work, focuses on utilizing data for understanding complex environments. She explained that logic models are networks, and each contributes to outcomes and allows programs to make every day connections that may not have been made. For example, while a logic model may traditionally be linear, in a complex adaptive system, outputs become inputs in a nonlinear manner. A logic model really looks more like a complex web than a linear flow chart. A systems thinking evaluation approach is made up of an intricate number of interwoven parts and as a result, is holistic. Studying these interwoven parts, programs can look at patterns that represent a constellation of individuals. The function of each part depends on the existing relationship. From an evaluation perspective, this includes: pattern description, the capture of dynamic evolution, and contextualization. Dr. Doucette also discussed the keys to making programmatic changes in practices that are linked to improved outcomes and sustained impact. As a result of this session, site representatives were provided with valuable information on using data in complex environments to address their needs.

Site Recognition and Stakeholder Networking

Following Day One of the Innovation Institute, Promising Pathways site representatives, speakers, and TA Team members were invited to attend a networking reception. During the reception, each of the Promising Pathways sites was awarded with a plaque for its dedication, performance, and service on the Promising Pathways Initiative. Individual team members were also presented with certificates for their involvement with the Initiative. The wife of United States Senator Mike Enzi (Wyoming), Ms. Diana Enzi, accompanied the CLIMB Wyoming team in the receipt of their awards to show the Senator's support of the CLIMB Wyoming program.

[7] The PowerPoint and resources shared with attendees during this session are available on the Welfare Peer TA Network Web site here.

Day Two: March 14, 2012

Welcome and Individual Team Time

Ms. Washington-Thomas welcomed meeting attendees to the second day of the Innovation Institute, reviewed highlights from the previous day, and provided an overview of the agenda for the second day of the Innovation Institute. Ms. Washington-Thomas then turned the meeting over to Mr. Butler. Introducing the Individual Team Time session, Mr. Butler noted that the session was designed to provide individual team time to each site team to complete unfinished tasks or discuss outstanding issues. Prior to the Innovation Institute, the coaches developed a plan for how to use this team time with the site representatives. Some site teams met with other teams to discuss strategies for addressing program challenges and lessons learned, and other site teams worked with their coach to further refine their logic model and case study. Coaches and site teams also used this time to discuss information gathered from the first day of the Innovation Institute.

Breakout Sessions

During these facilitated breakout sessions, each of the Promising Pathways sites had the opportunity to focus on one of three areas where they are doing the majority of their work and share and highlight strengths, challenges, insights, and lessons learned.

The sites were broken into three groups and discussed one of the following three topical areas:

- Subsidized employment;
- Career pathways and skill building; or
- Work supports to TANF participants and other low-income individuals.

Breakout Group on Subsidized Employment

Two of the 10 Promising Pathways sites present at the Innovation Institute have demonstrated success in implementing subsidized employment programs for TANF and low-income populations: SEE Hawaii Work and the Tanana Chiefs Conference. Each program, however, utilizes different strategies and operates in very unique settings. During this breakout group session, representatives from both sites shared their program models and strategies for successful subsidized employment programs. They explored commonalities, challenges, and solutions related to program implementation. The representatives also discussed data collection strategies used in their programs, including indicators, measures, and methods of data reporting. Finally, the sites worked together to make recommendations related to capacity-building technical assistance for subsidized employment programs serving TANF and other low-income populations. The shared knowledge gained from the dialogue and interaction among these successful sites will increase their individual site capacity to better serve their clients, as well as provide valuable knowledge and strategies for technical assistance that can be provided to similar programs.

Breakout Group on Career Pathways

During this breakout session, the site representatives from Promising Pathways sites based in community colleges convened to discuss their program models and strategies for overcoming data collection and program implementation challenges. Katherine Boswell, Ph.D., Promising Pathways TA Team coach, moderated this session and attendees included site representatives from the Keystone Education Yields Success (KEYS) Program, Kentucky Community and Technical Colleges' Ready to Work program, and the Arkansas Career Pathways Initiative, as well as a site representative from Dorcas Place. Discussion topics included strategies for overcoming differences between the culture of higher education entities and TANF agencies; documenting class attendance to include it as a countable work activity in the work participation rate; documenting attendance in distance learning classes; and, recommendations for modification to TANF regulations.

Breakout Group on Employment and Work Supports

This session was centered on the question: *What does it take to get a TANF or low-income individual to be able to fully participate in employment opportunities?* Four of the 10 Promising Pathways sites focus their service delivery on providing work supports to assist participants in reaching self-sufficiency: Dorcas Place, West CAP JumpStart, Local Investment Commission (LINC), and CLIMB Wyoming. During this session, site representatives from the four sites shared their program models and strategies and examined commonalities and challenges facing their programs and participants. They also discussed data collection strategies used in measuring the success of work support interventions, including indicators, measures, and methods of data reporting. Finally, the site representatives made recommendations on potential capacity-building technical assistance that could be provided to employment and work support programs serving TANF and low-income populations.

Networking Luncheon: Making Stronger Connections with TANF Agencies

During this session, panelists from three Promising Pathways sites highlighted the strategies their programs use to collaborate with TANF agencies. They were moderated by Robyn Cenizal who formerly served as Project Director of the TANF Faith-Based and Community Organizations Initiative Panelists including the following site representatives:

- Pankaj Bhanot and Scott Nakasone, SEE Hawaii Work;
- Elroy Willoughby, TANF representative, Arkansas Department of Workforce Services; and
- Todd Trapp, TANF representative, Kentucky Cabinet for Health and Family Services.

Ms. Cenizal asked panelists to think about the question: *How can Promising Pathways sites make stronger linkages with their local TANF agency in order to create a stronger safety network for participants?* Each panelist discussed their program's strategies. For example, for SEE Hawaii Work, the key to the TANF program's success was to find a provider to run the SEE Hawaii Work program that aligned with the goals of the program, had experience serving the population, and is mission-driven. Goodwill Industries possesses all of these qualities and has done a great job turning the program around. In Arkansas,

partnerships are strongly encouraged by State leadership for effectively serving TANF participants and other low-income populations. The Arkansas Career Pathways Initiative is the result of collaboration between the Arkansas Department of Higher Education and the Arkansas Department of Workforce Services. In Kentucky, the Cabinet for Health and Family Services partners with the Kentucky Community and Technical College System (KCTCS). Both organizations are on the same team and work together to bring work-study opportunities to low-income individuals. The panelists agreed that communication and ongoing, open dialogue are the keys to successful collaboration.

Round Robin Site Sessions: Building Connections across the Sites

Ms. Washington-Thomas from OFA moderated the Round Robin Site Sessions, which allowed time for the Promising Pathways Teams to engage in peer-to-peer learning, question and answer, and share dialogue around promising strategies, tools, and resources used in delivering their programs' services to clients. One member from each site staffed a table holding documents, brochures, videos, and other resources, while the other team members rotated among the various site tables. The purpose of this session was to foster the formation of new partnerships and collaborations, while creating peer-to-peer networks. Additionally, speakers and Promising Pathways TA Team members circulated amongst the teams and provided input, feedback, and facilitated conversations. This session allowed Promising Pathways sites to continue networking and sharing together, and encouraged the continuation of future networking between sites.

Moving Innovation Forward[8]

This session was designed to share perspectives from foundations, businesses, and government on evidence-based practice and using data systematically to improve programs and measure performance with the site representatives. Panelists included John Wilcox, Executive Director and Chief Operating Officer, Corporate Voices for Working Families; Leslie Crutchfield, Senior Advisor, Foundation Strategy Group (FSG); and Renee Wilson-Simmons, Ph.D., Associate Director, Evidence-Based Practice Group, Annie E. Casey Foundation (AECF) and was moderated by Jeanette Hercik, Promising Pathways Technical Assistance Team. The panelists first provided lessons learned and highlights of the practices of high-impact organizations, creating dynamic leadership, and moving towards innovation by sharing their experience working with evidence-informed programs and encouraging programs to gather and use evidence.

In order to discuss specific successes and challenges of programs' efforts to become evidence-informed, each panelist was asked to share a case study of a program's experience using data and evaluation. Dr. Wilson-Simmons discussed the Plain Talk initiative which engaged in logic modeling to identify strategies for incorporating youth into the program and led to the development of a youth activist network. Alhough the program lost AECF funding because they had no evidence of program effectiveness, it is now on the pathway to becoming more evidence-informed. Ms. Crutchfield discussed how Teach for America responded to early criticism of the program because teachers were dropping out. Teach for America studied the top ten percent of teachers to better understand what makes a great teacher, and found that

[8] The PowerPoint referenced by Dr. Simmons during this session is available on the Welfare Peer TA Network Web site here.

great leaders make great teachers. As a result, Teach for America modified their recruitment strategies. Ms. Crutchfield also discussed the Latin American Youth Center which ran a domestic violence program. An evaluation of the program revealed unexpected findings. The program made simple programmatic changes to drastically improve the program outcomes.

Dr. Hercik also solicited questions from site representatives. Carol Holmquist, a site representative from Dorcas Place, asked the panelists to discuss the importance of transformational leadership versus transactional leadership. Mr. Wilcox responded that within the broader context of decreasing resources there is a blurry line between transformational and transactional leadership. Ms. Crutchfield commented that FSG refers to this as "adaptive leadership." Rather than just giving out grants, foundations want to change the system. For example, a Boston foundation chose to fund hospitals rather than nonprofits, which seemed counterintuitive to some people, but was a result of the foundation's adaptive leadership. Another site representative, Keith Bowman with the Tanana Chiefs Conference, asked if it is as valuable to fund an assessment of the process versus funding an assessment of the program outcomes. Dr. Wilson-Simmons said that AECF absolutely supports and funds developmental/process evaluations. She noted that they want to understand the process because innovation depends on a clear understanding of it. Ms. Crutchfield commented that the Teach for America evaluation was a process evaluation. Mr. Wilcox noted that from a corporate perspective it is essential to understand why a process is or is not working.

Dr. Hercik concluded the session by asking all panelists to share their thoughts on how the Promising Pathways sites can make data actionable. Ms. Wilson-Simmons responded that it is essential for site leadership to stand still for a moment to think through how they can move quickly to take advantage of opportunities. She also emphasized the importance of managing the dynamics of success and failure. Mr. Wilcox commented that it is as important to know what you have to know, and knowing when to stop measuring is just as important as it is to be willing to start measuring. Ms. Crutchfield encouraged sites to be authentic and transparent and to engage in a dialogue/learning community with stakeholders, peers, and funders.

Reflecting on Promising Pathways

In order to bring closure to the Innovation Institute and Promising Pathways Initiative, Nicole Bossard, Ph.D., Promising Pathways Coach, led the site representatives in a reflection exercise. This exercise encouraged site representatives to consider how they will use the knowledge and skills they have developed throughout the Initiative to maintain a culture of evidence-informed practice. Dr. Bossard focused site representatives' reflection activity by suggesting they ponder an experience during the Promising Pathways Initiative when team members experienced synergy and were excited by the results of their work. Within this context, Dr. Bossard requested that each team develop an action plan for infusing the knowledge and skills they learned during the Promising Pathways Initiative into their program and organization. Working as teams in collaboration with their respective Promising Pathways TA team members, each site identified multiple components and assigned site members to each component to hold the team accountable. Promising Pathways sites' action plans were collected and Dr. Bossard explained

that each site will receive their action plan in one month. The action plan will serve as a reminder of their goals and encouragement to continue working towards their goals.

Wrap-Up

After the reflection activity, Dr. Johnson adjourned the Innovation Institute and provided closing remarks. He commented that the Promising Pathways team could not have chosen a better set of sites to participate in the Initiative, and expressed his appreciation for the site representatives' participation in the Initiative.

Appendix A: Agenda

Innovation Institute Agenda
March 13 -14, 2012

Innovation Through Evidence-informed Practice

Innovation Institute Goals

The Promising Pathways Innovation Institute is focused on capacity-building for evidence-informed practice through identifying and sharing innovative approaches to service delivery for Temporary Assistance for Needy Families (TANF) and low-income populations. Toward this end, the goals of the Institute are to:

- Provide cross-site networking between Promising Pathways sites leading to increased capacity to implement evidence-informed practice.
- Provide interaction and dialogue between Promising Pathways sites surrounding innovative approaches and supportive technical assistance resulting from participation in the Promising Pathways Initiative.
- Discuss and examine processes and tools that can be institutionalized in Promising Pathways sites to support sustainable evidence-informed programing for TANF and low-income populations.

Day One: Tuesday, March 13, 2012

Interaction and activities for Day One will provide Promising Pathways participants with information, processes, and tools to support evidence-informed practice at their sites. Sites will engage in small group dialogue and interaction.

8:15 am – 8:45 am **Registration and Networking**

8:45 am – 9:00 am **Welcoming Remarks** ***(Potomac I-III)***

Dr. Earl Johnson, Director, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services

James Butler, Federal Project Officer, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services

9:00 am – 9:15 am **Introductions and Orientation to the Institute**

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

9:15 am – 9:45 am

Promising Innovations: What we learned about Evidence-informed Practice from Our Sites

Dr. Yvette Lamb, Promising Pathways Initiative Director

Session Description:

This session will discuss concepts and lessons learned from the Promising Pathways Initiative based on the interaction with and the technical assistance provided to the 10 sites. Detailed information on the unique learning from each site will be shared and discussed.

Session Goals:

- To demonstrate the depth of understanding regarding capacity-building for evidence-informed practice based on interaction with and technical assistance provided to the 10 Promising Pathways sites.
- To discuss lessons learned for applying capacity-building for other agencies serving TANF and other low-income populations.

Session Products and Tools:

- The Ten FACES of Promising Pathways Innovation

9:45 am – 10:30 am

Opening Presentation

Cathy and Ron Tijerina, The RIDGE Project

Session Description:

During this session, participants will learn about and discuss how the RIDGE Project uses evidence-based practice to inform their program development and replicate its program. The RIDGE Project was founded in 2000 as a 501(c)(3) nonprofit dedicated to serving the youth and families of Ohio. The RIDGE Project offers a variety of classes and activities designed specifically to empower youth, marriages, and families so they can withstand and overcome negative influences. Participants will receive additional insights and inspiration on how to continue building a strong program using data to create evidence-informed and/or evidence-based practices.

Session Goals:

- To better understand the value of evidence, the importance of data, and the need for strategic coordination of each to better inform program development and practice.
- To discuss how data and evidence can be incorporated in the work of the 10 participating sites.

Session Products and Tools:

- Program logic model

10:30 am – 10:45 am **Break**

10:45 am – 12:15 pm **Site Networking Insights on Selection**

Facilitators: **James Butler**, Office of Family Assistance
Peter Kilde, WestCap Jumpstart
Brian Holler, Pennsylvania KEYS

Session Description:

After an initial networking exercise, Promising Pathways sites will have the opportunity to network with each other through a facilitated exercise. Additionally, each team member will have the opportunity to provide an initial overview of their program, partners, and why they were selected for the Promising Pathways Initiative.

Session Goal(s):

- To provide sites with an opportunity to meet other site representatives.
- To engage in dialog around their programs and why they were selected.

Session Products and Tools:

- Networking Punch Card Tracking Sheet

12:15 pm – 1:30 pm **Working Lunch: Communicating Your Mission and Telling Your Story**

Facilitators: **Lisa Washington-Thomas**, Office of Family Assistance
Selena A. Ramkeesoon, Principal, Strategic Communications, ICF International
Jeffrey Faulkner, Ways to Work, Alliance for Children and Families

Session Description:

Communication is a critical skill in sharing internally and externally the evidence and "proof" of the quality and impact of a program. This working session will continue the initial messaging practice begun at the Promising Pathways orientation in October 2011. Participants will learn about methods and strategies for communicating their program's outcomes, mission, and other information to a variety of stakeholders. Participants will have the opportunity to dialog around strategies they use and key areas that they can enhance in communicating their program's evidence and outcomes in verbal or written communications. Participants will also hear from one program, Ways to Work, a national federation organization that assists TANF and low-income populations to achieve economic self-sufficiency. Every three years, Ways to Work undertakes an evaluation of their program. The goal of the 2011 Program Evaluation was to demonstrate the impact of Ways to Work's approach to building family economic security, which is to offer low-interest car loans to low-income parents to increase their transportation options and help them build a stronger credit history.

Session Goal(s):

- To provide tools to enhance communication capacity of Promising Pathways sites.
- To dialogue about potential strategies to address messaging challenges encountered by Promising Pathways sites in their local settings.

Session Products and Tools:

- Communications Tools Package

1:30 pm – 1:45 pm **Transition**

1:45 pm – 2:45 pm **Concurrent Breakout Sessions** ***(Capital Room)***

Session One: Measuring Return On Investment (ROI) for State Government

Facilitators: **CLIMB Wyoming**
(First Concurrent Breakout Session)
Arkansas Career Pathways Initiative
(Second Concurrent Breakout Session)
Dominic Modicamore, ICF International
Nanette Antwi-Donkor, ICF International

Session Description

Successful workforce development programs often provide significant fiscal benefits to State government, and hence the taxpayer. As workers gain new skills in high demand occupations, they often benefit from a significant rise in income; which translates into greater tax revenue for State and local government. This session will focus on developing Return on Investment (ROI) measures for Promising Pathway programs, a useful tool for measuring the fiscal impact that these programs have on State government budgets. Two programs will be highlighted, CLIMB Wyoming and Arkansas Career Pathways Initiative (CPI). The interactive sessions will begin with a discussion of the ROI concept, methodology, data requirements, and how program activities map to outcomes and ROI indicators. CPI and CLIMB staff will then discuss their experiences with the ROI process, and its benefits and challenges. CPI, a program run through Arkansas' Community Colleges, relied on data provided by State agencies, such as unemployment insurance (UI) data, to track program participant progress, while CLIMB, a nonprofit organization, used surveys to collect data.

Session Goal:

The goal of this session is to discuss ROI as a new framework and approach of demonstrating program success based on the experiences of two Promising Pathway Sites - *CLIMB Wyoming* and *Arkansas Career Pathways Initiative*. Participants will be engaged in a discussion on:

- The added value of calculating an ROI;

- Determining the appropriate level of complexity in calculating the ROI;
- Identifying the stakeholders to involve in the ROI process; and
- Defining components of the ROI framework.

Session Products & Tools:

- Glossary of ROI Terms
- ROI/Logic Model template
- Potential source list for valuing indicators

Note: Participants are encouraged to bring their logic models with indicators to the session to help facilitate the discussion on valuing indicators and identifying data sources.

Session Two: Mapping the Assets in Your Community
(Landmark Restaurant)

Facilitators: **Dr. Micah Gilmer**, BCT Partners
Brent Schondelmeyer, Local Investment Commission (LINC)

Session Description:

LINC is a Promising Pathway site that works closely with community partners to implement their program. BCT Partners provides strategic support to community based organizations to increase their capacity to understand and connect with community clients. Their community mapping processes are grounded in evidence-based approaches focused on identifying a community's strengths. During this interactive session participants will receive an overview of practical strategies for mapping community assets—including keys to determining potential partners, leveraging various funding sources, and determining areas for program expansion. Participants will be taken through five key steps of community asset mapping: 1) community needs assessment, 2) community asset mapping, 3) community surveys and interviews, 4) community assets profile/gap analysis, and 5) community assets mobilization. Participants will engage other Promising Pathways sites on strategies employed at the local level to strengthen the available "Web of resources" needed to comprehensively serve families.

Session Goal(s):

- Demonstrate the multiple resources available within a community to assist in serving TANF and low-income populations.
- Provide information and practices in utilizing an organization's existing infrastructure to create strategies and tools to connect with community assets.

Session Products and Tools:

- Community Asset Mapping Toolkit
- Annotated resources for community asset mapping

Session Three: Making Data Useful ***(Potomac I-III)***

Facilitators: **Dr. Ann Doucette**, George Washington University
Representatives, Dorcas Place and Tanana Chiefs Conference

Session Description:

Dorcas Place and Tanana Chiefs Conference are Promising Pathways sites with solid infrastructures in place to collect program data. Their data however, must serve multiple reporting purposes and document multiple programs and interventions. Dr. Ann Doucette, through her teaching and program evaluation work, focuses on utilizing data for understanding complex environments. Interventions and programs are often implemented within complex environments that present challenges for collecting program performance information. Participants in this session will be provided with hands-on support in examining performance measurement strategies that support actionable data. During this session participants will be introduced to complex adaptive systems (CAS) thinking and learn strategies for choosing actionable performance measures. Participants will be able to engage each other on the keys to making changes in practices that are linked to improved outcomes and sustained impact.

Session Goal:

- To provide information on using data in complex environments addressing the needs of Promising Pathways sites.

Session Products and Tools:

- Making Data Useful (Templates and Tools)

2:45 pm – 3:00 pm **Transition Time**

3:00 pm – 4:00 pm **Repeat: Concurrent Breakout Sessions**

Session One: Conducting a Return on Investment (ROI) Study ***(Capitol Room)***

Session Two: Mapping the Assets in Your Community ***(Landmark Restaurant)***

Session Three: Making Data Useful ***(Potomac I, II, III)***

3:45 pm – 4:00 pm **Afternoon Break**

4:00 pm – 5:30 pm **Site Recognition and Informal Stakeholder Networking** ***(Landmark Restaurant)***

Innovation Institute Agenda

March 13 -14, 2012

Day Two: Wednesday, March 14, 2012

Interaction and activities for Day Two will provide Promising Pathways participants with the opportunity to engage in small group dialogue and interaction.

8:45 am — **Day Two Welcome and Review of Day One**

Lisa Washington Thomas, Office of Family Assistance

9:00 am – 10:00 am — **Individual Team Time**

James Butler, Office of Family Assistance

Session Description:

Individual Site Teams will meet with their Technical Assistance Team during this time to share and reflect on the breakout sessions and information gleaned from the first day of the Innovation Institute. Prior to the Institute; Coaches and Site Teams will have reached out to each individual site to develop a plan for how they would like to use this team time (e.g., complete TA projects, focus on a particular theme, meet 1:1 with another site).

Session Goal:

- To provide individual team time to complete any unfinished tasks as determined by pre-Institute feedback.

Session Products and Tools:

- Individual team tools pertinent to the interests of individual teams

10:00 am – 10:15 am — **Morning Break**

10:15 am – 11:45 am — **Breakout Sessions**

Session Overview:

In these facilitated breakout sessions, each of the 10 Promising Pathways sites will have the opportunity to focus on one of three areas where they are doing the majority of their work and share and highlight strengths, challenges, insights, and lessons learned:

1) subsidized employment;
2) career pathways and skill building; and
3) work supports to TANF participants and other low-income individuals will be highlighted and shared.

Breakout Group on Subsidized Employment *(Capitol Room)*

Representatives, SEE Hawaii Work (HI)
Representatives, Tanana Chiefs Conference (AK)

Session Description:

Two of the 10 Promising Pathways sites have demonstrated success in implementing subsidized employment programs for TANF and low-income populations. Each program, however, utilizes different strategies and operates in very unique settings. Shared knowledge gained from dialogue and interaction among these successful sites will increase their individual site capacity to better serve their clients, but will also provide valuable knowledge and strategies for technical assistance that can be provided to similar programs.

Session Goal(s):

- To share program models and strategies focused on subsidized employment.
- To explore common areas, challenges, and solutions related to program implementation.
- To share data collection strategies including indicators, measures and methods of data reporting.
- To make recommendations on capacity-building technical assistance for subsidized employment programs serving TANF and low-income populations.

Session Products and Tools:

- Program and/or logic models
- A generated list of potential strategies for technical assistance

Breakout Group on Career Pathways, Skill Building, and Community Colleges *(Potomac I)*

Representative, Keystone Education Yields Success (KEYS) Program (PA)
Representatives, Kentucky Community and Technical Colleges (KY)
Representatives, Arkansas Career Pathways Initiative (AR)

Session Description:

Achieving self-sufficiency for TANF and low-income populations is intricately linked to the ability to have a livable wage through meaningful employment. Career Pathways that build skills and provide entre into lifelong employment is deemed a critical element through which at-risk populations can take first steps to success. Three of the 10 Promising Pathways sites are based in community colleges. During this session, these sites will share their models, explore strategies, and develop recommendations for technical assistance that other community college career pathways programs can pursue.

Session Goal(s)

- To share program models and strategies focused on career pathways, skill building, and community colleges.
- To explore common areas, challenges and solutions related to program implementation
- To share data collection strategies including indicators, measures and methods of data reporting.
- To make recommendations on capacity-building technical assistance for career pathways programs in community colleges that serve TANF and low-income populations.

Session Products and Tools:

- Program and/or logic models
- A generated list of potential strategies for technical assistance

Breakout Group on Employment and Work Supports
(Potomac III)

Representatives, Dorcas Place (RI)
Representatives, West CAP JumpStart (WI)
Representatives, Local Investment Commission (LINC) (MO)
Representatives, Climb Wyoming (WY)

Session Description:

What does it take to get a TANF or low-income individual to be able to fully participate in employment opportunities? Four of the 10 Promising Pathways sites work directly with participants to support them through this process. These sites will share program models and strategies and examine commonalities and challenges facing their program and participants. They will explore meaningful strategies and innovations for technical assistance for similar programs.

Session Goals:

- To share program models and strategies focused on employment and work supports.
- To explore common areas, challenges, and solutions related to program implementation.
- To share data collection strategies including indicators, measures, and methods of data reporting.
- To make recommendations on capacity-building technical assistance for employment and work support program serving TANF and low-income populations.

Session Products and Tools:

- Program and/or logic models
- A generated list of potential strategies for technical assistance

12:00 pm – 1:00 pm Networking Luncheon

Making Stronger Connections with TANF Agencies

Panel Discussion: **James Butler**, Office of Family Assistance
Todd Trapp, TANF representative, Kentucky/Cabinet for Health and Family Services
Elroy Willoughby, Arkansas TANF representative, Arkansas Department of Workforce Services
Pankaj Bhanot and Scott Nakasone, SEE Hawaii Work

***Moderator: Robyn Cenizal**, ICF International*

Session Description:

How can Promising Pathways sites make stronger linkages with their local TANF agency in order to create a stronger safety network for participants? These panelists will discuss their strategies and engage the audience in exploring multiple options for maximizing the connection between service providers and TANF agencies.

1:00 pm – 2:00 pm Round Robin Site Sessions: Building Connections Across the Sites

Lisa Washington-Thomas, Office of Family Assistance

Session Description:

This time will allow Promising Pathways Teams with the opportunity to engage in peer-to-peer learning, question and answer, and share dialogue around promising strategies, tools, and resources used in delivering their programs' services to clients. One member from each team will staff the **team meeting table** while the other team members will rotate among the various team meeting tables during this time. The purpose of this session is to foster the formation of new partnerships and collaborations, while creating peer-to-peer networks. Additionally speakers and Promising Pathways TA Team Members will circulate amongst the teams to provide input, feedback, and facilitate conversations.

Session Goal(s):

- To continue networking and sharing between each of the 10 Promising Pathways sites.

Session Products and Tools:

- Site specific materials will be shared with participants

2:00 pm – 2:15 pm Break

2:15 pm-3:30 pm Moving Innovation Forward

Panel Speakers: **John Wilcox**, Executive Director and Chief Operating Officer, Corporate Voices for Working Families
Leslie Crutchfield, Senior Advisor, Foundation Strategy Group
Melissa Basque, Associate, Foundation Strategy Group
Renée Wilson-Simmons, Associate Director, Evidence-Based Practice Group, Annie E. Casey Foundation

***Moderator: Jeanette Hercik**, ICF International*

Session Description:

Innovation and evidence-based are concepts that serve as cornerstones for moving a program or strategy toward replication. Public and private entities have championed these concepts in order to ensure that programs are meeting the needs of participants and are accountable for outcomes. Corporate Voices for Working Families, Foundation Strategy Group and Annie E. Casey Foundation, are knowledge leaders for nonprofit business, and community driven initiatives around innovation and evidence. This panel will focus on perspectives from foundations, businesses, and government on evidence-based practice and using data systematically to improve programs and measure program performance. The panel will interact with participants and provide lessons learned and highlights of the practices of high-impact organizations, creating dynamic leadership, and moving towards innovation.

Session Goal(s):

- To share perspectives on innovation and evidence-based practice with Promising Pathways sites.
- To engage sites and panelists in dialog around the successes and challenges to innovation and becoming evidence-informed.

Session Products and Tools:

- Background information and reading on innovation

3:30pm - 4:00 pm Reflecting on the Promising Pathways Experience

Facilitators: **CLIMB Wyoming**
Dr. Nicole Bossard, ICF International

Session Description:

CLIMB uses a reflective practice as central to helping participants achieve individual goals. Site staff will lead Institute participants in a reflective exercise to gain understanding and clarity around the impact of participation in the Promising Pathways Initiative.

4:00 pm — Closing and Adjournment

Dr. Earl Johnson, Director, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services

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

Participating Sites:

Region I:	Dorcas Place (RI)	Region VI:	Arkansas Career Pathways Initiative (AR)
Region II:	Placing Individuals in Vital Opportunity Training (PIVOT) Program (NY)	Region VII:	Local Investment Commission (LINC) (MO)
Region III:	Keystone Education Yields Success (KEYS) Program (PA)	Region VIII:	Climb Wyoming (WY)
Region IV:	Kentucky Community and Technical Colleges (KY)	Region IX:	SEE Hawaii Work (HI)
Region V:	West Cap JumpStart (WI)	Region X:	Tanana Chiefs Conference (AK)

Technical Assistance Team Coaches:

Dr. Yvette Lamb, ICF International

Mack Storrs, ICF International

Dr. Katherine Boswell, ICF International

Dr. Nicole Bossard, ICF International

William Brumfield, ICF International

Dr. Mary Hyde, ICF International

Appendix B: Participant List

Innovation Institute Site Representatives
March 13 -14, 2012

Arkansas Career Pathways Initiative

Mark Lane
Program Specialist
Arkansas Department of Higher Education
Arkansas Career Pathways Initiative
114 East Capitol
Little Rock, Arkansas 72201
Phone: 501-371-2085
Email: mark.lane@adhe.edu

Karon Rosa
Program Director for Career Pathways
Arkansas Department of Higher Education
Arkansas Career Pathways Initiative
114 East Capitol
Little Rock, Arkansas 72201
Phone: 501-371-2083
Email: karon.rosa@adhe.edu

Jeanie Toombs
Data Program Specialist
Arkansas Department of Higher Education
Arkansas Career Pathways Initiative
114 East Capitol
Little Rock, Arkansas 72201
Phone: 501-371-2216
Email: jeanie.toombs@adhe.edu

Jake Walker, PhD
Project Director
Arkansas Research Center
Arkansas Career Pathways Initiative
1355 Dave Ward Drive
Suite 102
Conway, Arkansas 72034
Phone: 501-852-0107
Email: jake.walker@arkansas.gov

Elroy Willoughby
TANF Program Division Chief
Arkansas Department of Workforce Services
Arkansas Career Pathways Initiative
2 Capitol Mall
Little Rock, Arkansas 72201
Phone: 501-371-1023
Email: elroy.willoughby@arkansas.gov

CLIMB Wyoming

Colleen Cherrett
Statewide Director of Programs
CLIMB Wyoming
PO Box 680908
1534 April Mountain Drive
Park City, Utah 84068
Phone: 307-413-2335
Email: colleen@climbwyoming.org

Ray Fleming Dinneen
Executive Director
CLIMB Wyoming
1001 West 31st Street
Cheyenne, Wyoming 82001
Phone: 307-778-4126 ext. 17
Email: ray@climbwyoming.org

Donna Nelson
Statewide Fiscal Operations Director
CLIMB Wyoming
1001 West 31st Street
Cheyenne, Wyoming 82001
Phone: 307-778-4126 ext. 11
Email: donna@climbwyoming.org

Corrine Livers
TANF Program Manager
Wyoming Department of Family Services
CLIMB Wyoming
2300 Capitol Ave
Cheyenne, Wyoming 82001
Phone: 307-777-5841
Email: corrine.livers@wyo.gov

Dorcas Place Adult and Family Learning Center

Carol Holmquist
President
Dorcas Place Adult and Family Learning Center
220 Elmwood Avenue
Providence, Rhode Island 02907
Phone: 401-273-8866 ext. 106
Email: cholmquist@dorcasplace.org

Manuela Raposo
Director of Workforce
Dorcas Place Adult and Family Learning Center
220 Elmwood Avenue
Providence, Rhode Island 02907
Phone: 401-273-8866
Email: mraposo@dorcasplace.org

Jeff Walker
Director of Education
Dorcas Place Adult and Family Learning Center
220 Elmwood Avenue
Providence, Rhode Island 02907
Phone: 401-273-8866
Email: jwalker@dorcasplace.org

Kentucky Community and Technical Colleges

Todd Trapp
PDB/Community Support Section Supervisor
Kentucky Cabinet for Health and
Family Services
275 East Main Street
Frankfort, Kentucky 40621
Phone: 502-564-3440 ext. 4266
Email: todd.trapp@ky.gov

Shauna King-Simms
Director, Transitions Programs
Kentucky Community and Technical
College System
300 North Main Street
Versailles, Kentucky 40383
Phone: 859-256-3301
Email: shauna.king-simms@kctcs.edu

Keystone Education Yields Success (KEYS) Program

Brian Holler
Human Services Program Supervisor
Bureau of Employment and Training Programs
Keystone Education Yields Success (KEYS) Program
625 Forster Street
2nd Floor West
Harrisburg, Pennsylvania 17105
Phone: 717-787-8255
Email: bholler@pa.gov

Local Investment Commission (LINC) – LINCWorks, Missouri

Tom Jakopchek
LINCWorks Director
Local Investment Commision (LINC)
3100 Broadway
Suite 1114
Kansas City, Missouri 64111
Phone: 816-303-0681
Email: tjakopchek@lincworks.org

David Buchmann
Communications Department
Local Investment Commission (LINC)
3100 Broadway
Suite 1100
Kansas City, Missouri 64111
Phone: 816-410-8365
Email: buchmann@kclinc.org

Marge Randle
Regional Administrator
Missouri Family Support Division,
Kansas City Region
Local Investment Commission (LINC)
615 East 13th Street
Room 406
Kansas City, Missouri 64106
Phone: 816-550-9886
Email: Marge.Randle@dss.mo.gov

Brent Schondelmeyer
Director of Communications
Local Investment Commission (LINC)
3100 Broadway
Suite 1100
Kansas City, Missouri 64111
Phone: 816-889-5050
Email: bschonde@kclinc.org

SEE Hawaii Work

Lori Lau
Program Manager
Goodwill Industries of Hawaii, Inc.
SEE Hawaii Work
820 Mililani Sreet, Suite 606
Honolulu, Hawaii 96813
Phone: 808-586-7188
Email: llau@higoodwill.org

Danielle Moskowitz
Vice President
Goodwill Industries of Hawaii, Inc.
SEE Hawaii Work
820 Mililani Sreet, Suite 606
Honolulu, Hawaii 96813
Phone: 808-586-7188
Email: dmoskowitz@higoodwill.org

Pankaj Bhanot
Division Administrator
State of Hawaii - DHS/BESSD
SEE Hawaii Work
820 Mililani Sreet, Suite 606
Honolulu, Hawaii 96813
Phone: 808-586-7188
Email: pbhanot@dhs.hawaii.gov

Scott Nakasone
Employment and Training Program Administrator
State of Hawaii/DHS/ETPO
SEE Hawaii Work
820 Mililani Sreet, Suite 606
Honolulu, Hawaii 96813
Phone: 808-586-7188
Email: snakasone2@dhs.hawaii.gov

Tanana Chiefs Conference

Keith Bowman
Clent Development and Systems Coordinator
Tanana Chiefs Conference
122 First Avenue
Fairbanks, Alaska 99701
Phone: 907-452-8251 ext. 3072
Email: keith.bowman@tananachiefs.org

West Central Wisconsin Community Action Agency, Inc. (West CAP), JumpStart Program

Peter Kilde
Executive Director
West Central Wisconsin Community Action Agency, Inc. (West CAP)
JumpStart
525 Second Street
PO Box 308
Glenwood City, Wisconsin 54013
Phone: 715-265-4271 ext. 1328
Email: pkilde@wcap.org

Theresa Milune
West CAP JumpStart Program Specialist
West Central Wisconsin Community Action Agency, Inc. (West CAP)
JumpStart
315 Misy Lane
Glenwood City, Wisconsin 54013
Phone: 715-265-4271 ext. 1267
Email: temilune@wcap.org

Robyn Thibado
Social Assets Director
West Central Wisconsin Community Action Agency, Inc. (West CAP)
JumpStart
525 Second Street
PO Box 308
Glenwood City, Wisconsin 54013
Phone: 715-265-4271 ext. 1330
Email: rthibado@wcap.org

Innovation Institute Speakers
March 13 -14, 2012

Robyn Cenizal
Project Director
National Resource Center for Healthy Marriage and Families
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 904-304-3089
Email: rcenizal@icfi.com

Leslie Crutchfield
Senior Advisor
Foundation Strategy Group (FSG)
1001 Connecticut Ave, NW
Suite 925
Washington, DC 20036
Phone: 202-469-7543
Email: leslie.crutchfield@fsg.org

Ann Doucette, PhD
Professor and Director
Midge Smith Center for Evaluation Effectiveness
George Washington University (GWU)
1922 F Street NW
Suite 407-B
Washington, DC 20052
Phone: 202-994-8112
Email: doucette@gwu.edu

Jeffrey Faulkner
President
Ways to Work, Inc.
11700 W. Lake Park Drive
Milwaukee, Wisconsin 53224
Phone: 414-359-6541
Email: jfaulkner@waystowork.org

Micah Gilmer, PhD
Senior Partner
Frontline Solutions
331 W. Main St
Suite 611
Durham, North Carolina 27701
Phone: 919-408-7477
Email: mgilmer@frontlinesol.com

Selena Ramkeesoon, PMP
Principal
ICF International
11420 Rockville Pike
Rockville, Maryland 20852
Phone: 240-747-4962
Email: sramkeesoon@icfi.com

Ron Tijerina
Co-Founder and Co-Director
The RIDGE Project, Inc.
717 Perry Street
Defiance, Ohio 43512
Phone: 419-439-3025
Email: ron@theridegeproject.com

Cathy Tijerina
Co-Founder and Co-Director
The RIDGE Project, Inc.
717 Perry Street
Defiance, Ohio 43512
Phone: 419-789-0704
Email: catherine@theridgeproject.com

John Wilcox
Executive Director
Corporate Voices for Working Families
1020 19th Street, NW
Suite 750
Washington, District of Columbia 20036
Phone: 202-467-8132
Email: jwilcox@corporatevoices.org

Renée Wilson-Simmons, PhD
Associate Director
Evidence-Based Practice Group
Annie E. Casey Foundation
701 Saint Paul Street
Baltimore, Maryland 21202
Phone: 410-547-3690
Email: Rwilson-Simmons@aecf.org

Innovation Institute Federal Staff

March 13 -14, 2012

James Butler
Family Assistance Program Specialist
U.S. Department of Health and
Human Services,
Administration for Children and Families,
Office of Family Assistance
370 L'Enfant Promenade SW
5th Floor East
Washington, DC 20447
Phone: 202-401-9284
Email: James.Butler@acf.hhs.gov

Nora Gilligan
Special Assistant to the Director
U.S. Department of Health and
Human Services,
Office of Family Assistance
370 L'Enfant Promenade SW
5th Floor East
Washington, DC 20447
Phone: 202-401-9283
Email: Nora.Gilligan@acf.hhs.gov

Earl S. Johnson, PhD
Director
U.S. Department of Health and
Human Services,
Administration for Children and Families
Office of Family Assistance
370 L'Enfant Promenade SW
5th Floor East
Washington, DC 20447
Phone: 202-401-9276
Email: Earl.Johnson@acf.hhs.gov

Lisa Washington-Thomas
Technical Assistance Brunch Chief
U.S. Department of Health and
Human Services,
Administration for Children and Families,
Office of Family Assistance
370 L'Enfant Promenade SW
5th Floor East
Washington, DC 20447
Phone: 202-401-5141
Email: LWashington-Thomas@acf.hhs.gov

Innovation Institute
Technical Assistance Team Coaches
March 13 -14, 2012

Nicole Bossard, PhD
Site Coach
Promising Pathways
403 12th St, NE
Washington, District of Columbia 20002
Phone: 202-236-6526
Email: mylifejoy.nb@gmail.com

Katherine Boswell, PhD
President
Education Policy Associates
6336 Seville Rd.
Salt Lake City, Utah 84121
Phone: 801-278-0713
Email: kaboswell@gmail.com

William Brumfield
Expert Counsult
ICF International
1500 N Mitchell Canyon Rd
Clayton, California 94517
Phone: 925-524-0288
Email: wbrumfield@icfi.com

Yvette Lamb, PhD
Principal
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-225-2177
Email: ylamb@icfi.com

Mack Storrs
Site Coach
Storrs Consulting
115 Emmen Road
New Bern, North Carolina 28562
Phone: 252-633-0677
Email: mstorrs100@suddenlink.net

Innovation Institute Technical Assistance Team

March 13 -14, 2012

Technical Assistance Team Members

Nanette Antwi-Donkor
Senior Associate
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-225-2249
Email: nantwi-donkor@icfi.com

Emily Appel-Newby
Senior Associate
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-225-2409
Email: eAppel-Newby@icfi.com

Stephanie Barr
Senior Associate
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-225-2282
Email: sbarr@icfi.com

Lynn Carrier
Analyst
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-225-2185
Email: lcarrier@icfi.com

Sue Eisenfeld
Consultant
ICF International
5405 S. Third Street
Arlington, Virginia 22204
Phone: 703-933-0223
Email: seisenfeld@icfi.com

Rebecca Fairchild
Analyst
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-934-3001
Email: rfairchild@icfi.com

Benjamin Kushner
Expert Consultant
ICF International
1619 North Curson Ave
Los Angeles, California 90046
Phone: 917-593-8500
Email: sohoben@gmail.com

Dominic Modicamore
Senior Technical Specialist
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-225-2289
Email: DModicamore@icfi.com

Jackie Rhodes
Analyst
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-225-2176
Email: jrhodes@icfi.com

Lesley Smith
Project Manager
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-225-2163
Email: lesleysmith@icfi.com

Ellen Simon
Analyst
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-225-2272
Email: esimon@icfi.com

Colleen Wolfe
Associate
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-225-2430
Email: colleenwolfe@icfi.com

Technical Assistance Team, Key Leadership Support Staff

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

Louisa Jones, PMP
Senior Project Manager
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-839-6299
Email: louisajones@icfi.com

Mary Hyde, PhD
Principal
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-225-2299
Email: mhyde@icfi.com

Yvette Lamb, PhD
Principal
ICF International
9300 Lee Highway
Fairfax, Virginia 22031
Phone: 703-225-2177
Email: ylamb@icfi.com

Innovation Institute Staff
March 13 -14, 2012

The Fain Group

Leslie Fain
Principal
The Fain Group
P.O. Box 1579
Lexington, Virginia 24450
Phone: 301-942-5579
Email: leslie@faingroup.com

Kirk Carmichael
Conference Coordinator
The Fain Group
P.O. Box 1579
Lexington, Virginia 24450
Phone: 805-459-9958
Email: kirk@faingroup.com

The Welfare Peer TA Technical Assistance Team

Patricia Strong
BLH Technologies
Project Director
Welfare Peer TA Team/BLH Technologies
1803 Research Blvd., Suite 615
Rockville, Maryland 20850
Phone: 240-399-8738
Email: pstrong@blhtech.com

Kamille Beye
BLH Technologies
Deputy Project Director
Welfare Peer TA Team/BLH Technologies
1803 Research Blvd., Suite 615
Rockville, Maryland 20850
Phone: 240-399-8462
Email: kbeye@blhtech.com

AFYA, Inc.

Sheritta Cooper Porter
Information Support Services Division Director
AFYA, Inc.
8101 Sandy Spring Road, Third Floor
Laurel, Maryland 20707
Phone: 301-957-3040 ext. 262
Email: sporter@afyainc.com

The RIDGE Project, Inc.

Christopher Pierce
Media Relations Director
The RIDGE Project, Inc.
717 Perry St.
Defiance, Ohio 43512
Phone: 419-782-1511