

*U.S. Department of Health and Human Services  
U.S. Department of Housing and Urban Development  
U.S. Department of Veterans Affairs  
U.S. Department of Labor*

## **Increasing Access to Mainstream Services for Individuals and Families Experiencing Homelessness: National Learning Meeting**

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*Hyatt Regency Crystal City  
Arlington, VA  
October 7 - 8, 2004*

### **Bios of Presenters and Facilitators**

#### ***Presenters***

**Amy Apitz** graduated from Washburn University with a B.A. in Political Science; she currently works at the Kansas Housing Resources Corporation managing the State's Emergency Shelter Grant program. Prior to this position Ms. Apitz managed a transitional housing program for homeless working families in Topeka, Kansas. She is the co-founder of the Kansas State-wide Homeless Coalition and has over nine years experience working with homeless issues in Kansas. Ms. Apitz currently chairs the Kansas Interagency Council on Homelessness and serves on the Emergency Food and Shelter Board. Ms. Apitz has been a speaker with the United Way Speakers Bureau and has presented numerous workshops and speaking engagements on homeless issues affecting Kansans.

**Lynnette S. Araki, M.P.H.**, is a Senior Health Policy Analyst in the Office of Planning and Evaluation, Health Resources and Services Administration (HRSA) and serves as the lead staff on several crosscutting projects for the agency, including the joint Federal agency contract to improve access to mainstream programs for people who are homeless or at risk of homelessness. Ms. Araki is the lead staff for the HRSA Work Group on Homelessness, which is responsible for developing and monitoring implementation of the Agency's work plan to address homelessness in HRSA programs. Other crosscutting projects for which Ms. Araki is responsible include the HRSA Pacific Basin Initiative and the Agency's External Emergency Response Team to ensure continuity of essential functions during a crisis or emergency.

**Jeff Barnes** is currently the Director of Shelter Services for the New York State Office of Temporary and Disability Assistance. In this role, he is responsible for overseeing homeless service systems and shelters in New York State's 58 local social services districts. For the majority of his 22 years of government service, Mr. Barnes supervised client surveys, research, and program evaluation projects as Director of Operations Research, Senior Research Scientist and Strategic Planning Director. He also served as the New York City Department of Homeless Service's Assistance Commissioner for Information Technology.

**Lawrence Bartlett, Ph.D.**, is the Director of Health Systems Research, Inc., a firm that helps national, State, and local policymakers weigh their options and make more informed decisions concerning health and human service policies and programs. The firm works collaboratively with

its public and private sector clients to develop and implement innovative strategies to improve the health and social well-being of individuals, families, and communities. Dr. Bartlett is an economist who brings to these efforts more than 25 years of experience in health services research, evaluation, and policy analysis and in providing hands-on technical assistance to State and local governments and private sector clients. Because Dr. Bartlett's technical expertise is combined with strong group facilitation skills, he often is called upon to provide assistance to Governors' blue ribbon commissions, legislative task forces, and local health care coalitions.

In addition to his work with numerous States and localities, Dr. Bartlett has served as a consultant to a variety of national organizations, including the National Governors' Association, the National Conference of State Legislators, the American Association of Retired Persons, the Federal Agency for Healthcare Research and Quality, and the U.S. Senate Finance Committee. He formerly was the staff director of the State Medicaid Directors' Association and the director of the National Governors' Association's State Medicaid Information Center. Dr. Bartlett holds a Doctorate in Economics and a Master's in Health Services Administration.

**Karia Lee Basta** has a Master's in Justice Studies from Arizona State University. She has been in the housing field, both public and private for the past 13 years, 10 years in behavioral health, the last five as Housing Director for the Department of Mental Health in Missouri, the previous five in Arizona, and four years in multifamily property management in Colorado, New Mexico, and Arizona. She is past Chair of the Governor's Committee to End Homelessness, serves on the Missouri Association Social Welfare Committee on Homelessness, the Steering Committee for the Homeless Missouri Information System (HMIS), and facilitates the State Continuum of Care which covers 94 of 115 counties in Missouri. Her certifications include Certified Apartment Manager (CAM), Public Housing Manager (PHM), and Housing Development Finance Professional.

**Patricia Carlile**, Deputy Assistant Secretary for Special Needs in the Office of Community Planning and Development at the Department of Housing and Urban Development, is responsible for annually managing over \$3 billion in new and existing HUD grants. These funds provide both housing and supportive services to families and individuals who are homeless or who are at high risk of becoming homeless. Many of these individuals are mentally ill or addicted to drugs and alcohol, or have HIV/AIDS or related diseases. Ms. Carlile works with 20 other agencies to help achieve the Administration's goal of ending chronic homelessness.

Ms. Carlile also has served in several other senior level positions in the Federal Government, including serving as the Executive Director of the Interagency Council on the Homeless, directing the recruitment of executives for Presidential appointments, and helping to staff the new Federal Energy Administration. Prior to joining the current Administration, Ms. Carlile owned her own management consulting and executive search firm. Previously, she was a partner of an international executive search firm and established the Washington, DC, office. Ms. Carlile began her consulting career in health care and human resources with Arthur Young. She received her Master's of Liberal Studies from Georgetown University and her Bachelor of Arts from Pace University in New York City.

**Harry Carver** is the Supportive Housing Policy Coordinator for Kentucky Housing Corporation. Funded by a grant from the Corporation for Supportive Housing, Mr. Carver's primary responsibility is to promote the development of permanent supportive housing for chronically

homeless special needs populations, focusing on systems change through public education along with interagency and public-private partnerships.

Prior to this position, Mr. Carver served as Special Assistant to then-Kentucky Governor Paul E. Patton. Mr. Carver represented the Governor's Office on the Kentucky team that attended the first national Homeless Policy Academy sponsored by the U.S. Departments of Health and Human Services and Housing and Urban Development in Santa Fe in 2001. Soon after this, he was involved in the creation of the Kentucky Council on Homeless Policy and has continued to be an active participant. During his time on Governor's Patton staff, Mr. Carver also coordinated the Governor's Smart Growth Initiative. Before moving to Kentucky, Mr. Carver served as Director of Public Services and Information for the Virginia Department of Labor and Industry. He also spent two legislative sessions working for the Virginia State Senate. Mr. Carver is a graduate of Virginia Tech with a B.A. in Urban Affairs.

**Jean Chicoine** is the Program Specialist for the Nebraska Homeless Assistance Program in the Nebraska Department of Health and Human Services – Office of Economic and Family Support. As program specialist, she is responsible for monitoring the program and providing support and technical assistance to the State's seven regional continuums of care. Members from each regional continuum serve on the State continuum of care, which is the advisory committee to the Nebraska Homeless Assistance Program.

Ms. Chicoine is a graduate of the University of Nebraska – Lincoln. She was a buyer with Bullocks Department Stores in California and also owned her own business at Embarcadero Center in San Francisco. She returned to her native State in 1991 and served as Executive Director of The Gathering Place, a community service agency and soup kitchen, in Lincoln, NE. Jean received her M.S. in 1996 in Family and Consumer Sciences, with a certificate in Gerontology. Her Ph.D. is from the College of Education and Human Sciences. Her research interests are community formation and housing across the lifespan.

**Charles S. (Chick) Ciccolella** is the Deputy Assistant Secretary for Veterans Employment and Training at the U.S. Department of Labor. His agency, VETS, is responsible for helping veterans secure employment and for protecting their rights and benefits through a variety of new and existing programs. Prior to coming to the Department of Labor, he served in the U.S. Senate as the Chief of Operations for the Senate Sergeant at Arms and later as Assistant Staff Director and Director of Information Technology Policy at the Senate Rules Committee. Before coming to the Senate, Mr. Ciccolella spent 28 years in the U.S. Army, including service in Vietnam, Germany, and Panama, leaving as a full colonel.

**Tracy D'Alanno** is the Unit Manager of Homeless and Resource Development Programs for the Division of Supportive Housing and Homeless Programs at the Colorado Department of Human Services. Ms. D'Alanno has over 15 years of experience in developing and implementing coordinated housing and homeless service delivery systems at the public and private level. She has supervised and conducted analysis for five homeless point-in-time surveys and participated in researching the homeless through three homeless studies utilizing sampling methodologies. She is currently supervising the development, implementation, and maintenance of a new online Web-based computerized client data collection system that is being integrated with Colorado's 211 system.

**Mark Dalton** is the Administrator of the Belltown Community Services Office (CSO) of the Washington State Department of Social and Health Services (DSHS). The Belltown CSO is located in downtown Seattle and serves the largest population of homeless and disabled adults in the State. Mr. Dalton has worked within the welfare system since completing his undergraduate degree in 1972, and has worked for DSHS since 1974 at the local, regional, and headquarters levels as a line worker, supervisor, program manager, and CSO administrator. His continuing education has included extensive management training from the University of Washington and Western Washington University, and post-graduate courses in social work, mental health counseling, and addictions treatment. He is licensed as a Chemical Dependency Professional, has worked with the DSHS Division of Alcohol and Substance Abuse as a Referral and Monitoring Agency program manager in the Seattle area, and was nationally recognized by the Social Security Administration for his innovative work in that arena. Mr. Dalton is known throughout Washington State as an expert in the delivery and design of publicly-funded services to homeless and disabled adults, has been repeatedly called to give legislative testimony in this area, and has been a principal in the development of a number of innovative and interrelated programs for opening access to Federal disability benefits for homeless people in the Seattle area, several of which he will discuss at this conference.

**Deborah De Santis** is the New Jersey Director for the Corporation for Supportive Housing. Previously, she served as Senior Vice President of National Community Development Corp. (NCD). NCD specializes in developing and managing senior campuses across seven states. Prior to her employment with NCD, Ms. De Santis was the Executive Director of the New Jersey Housing and Mortgage Finance Agency (NJHMFA) from 1998 –2002. Among her many accomplishments at the NJHMFA was the creation of the Affordable Housing Subsidy Loan Program. Her public sector experience in New Jersey also includes appointments as Deputy Commissioner of the Department of Community Affairs, Deputy Chief of Staff to former Governor Whitman, and the Chief of Staff to State Senator Sinagra and Assembly members Harriet Derman and Jeff Warsh. Ms. De Santis serves as a trustee of the New Jersey Supportive Housing Association and as Co-Chair of the New Jersey Policy Academy to End Homelessness. She also serves on the Fannie Mae New Jersey Advisory Board and is on the New Jersey steering committee for the Women in Housing and Finance Association.

**Michael R. DeVos** has been the Director of Development at the Maine State Housing Authority since 1995. His responsibilities include policy development in the homeless area along with the creation and administration of programs for multifamily housing and supportive housing. Mr. DeVos serves on the interagency team which recently completed Maine's Action Plan to End Homelessness. Previously, he wrote *Ending Homelessness: Maine's Strategic Plan*.

**Barbara DiPietro** is Special Assistant to the Deputy Secretary for Public Health Services at the Maryland Department of Health and Mental Hygiene, and coordinates policy development and project management across public health administrations. She also is the liaison to the Governor's Office for Children, Youth, and Families where primary issues include coordinating interagency services for children in out-of-home placements and developing policies to better facilitate interagency collaboration. She serves as staff support to the Interagency Council on Homelessness, and is a member of the Maryland Policy Academy team.

Previously Ms. DiPietro served as Special Assistant to the Governor, coordinating human services, and disability and aging policies. Integration between State departments was a major

focus in order to streamline how services were delivered to some of the State's most vulnerable citizens. Ms. DiPietro holds a Master's degree in Public Policy and is working on a Ph.D. in Public Health Policy, examining mental health issues among homeless women.

**Peter Hansen Dougherty** is the Director of Homeless Veterans Programs for the U.S. Department of Veterans Affairs (VA). He serves as the Department's principal advisor on homelessness and oversees the VA's internal homeless working group and the Department's Advisory Committee on Homeless Veterans. Prior to joining VA, he worked on both the U.S. House and U.S. Senate Committees on Veterans Affairs, where he prepared oversight and legislative hearings for a variety of programs, including housing, insurance, claims adjudication, mental health, and homelessness. He drafted legislation on a number of VA programs related to housing, employment, and homelessness. Mr. Dougherty has been recognized for his work on veteran's issues by the National Coalition for Homeless Veterans, the Substance Abuse and Mental Health Services Administration, and the VA, receiving the Meritorious Service Award in 2001.

**Sherrie Downing** is the owner of Sherrie Downing Consulting. Along with Jim Nolan, Chief of the Intergovernmental Human Services Bureau, she serves as staff to the new Montana Council on Homelessness. Sherrie's professional focuses include homelessness, poverty, low-income housing, substance abuse, mental health, and prevention. Among other tasks, she writes and mentors grants, is the editor of the state-wide *Prevention Connection* newsletter, the new *Montana Council on Homelessness e-News*, and numerous other publications. She was responsible for creating *Homeless in Montana*, the report released by Governor Judy Martz upon formation of the Montana Council on Homelessness in June.

**Julie Dworkin** is the Associate Director of Policy at the Chicago Coalition for the Homeless (CCH). CCH is an advocacy organization that works to address the root causes of homelessness. She has been with CCH for eight years and focuses on youth homelessness and affordable housing policy. Since 1998, Ms. Dworkin has been leading a state-wide legislative campaign to prevent and reduce family homelessness called, *It Takes a Home to Raise a Child*. The campaign succeeded in passing legislation that resulted in a state-wide homelessness prevention program that has prevented 25,000 families in Illinois from becoming homeless. The campaign is currently working to create a state-wide rental subsidy program to provide affordable housing for 5,500 households. Before coming to CCH, she worked for three years as a case manager in transitional housing programs for homeless families. She graduated from Vassar College in 1993 with a B.A. in Sociology.

**Rev. Micheal Elliott** is the President and CEO of Union Mission, Inc. in Savannah, Georgia. Union Mission is a series of housing and supportive services for homeless persons and those living with HIV/AIDS. Under his leadership, Union Mission has grown from one facility in 1987 to nine in 2003, providing housing and assistance to 350 every day, and the annual operations budget grew from \$40,000 to over \$6 million. Prior to Union Mission, Mr. Elliott served as the Executive Director of the Louisville Coalition for the Homeless in Louisville, Kentucky (1986–1987), and as the Pastor/Director of the Jefferson Street Baptist Chapel also in Louisville (1970–1986).

Mr. Elliott has published seven books, including *Why the Homeless Don't Have Homes and What to do About it*, which was recognized as paperback of the year by the Mid-America Book Achievement Awards. His first novel, *Tour of Homes*, will be released in October 2004. He is the

winner of numerous awards including the Community Health Leadership Award from the Robert Wood Johnson Foundation. He also was selected as a Community Hero to carry the Olympic Torch for the 1996 Olympics.

Mr. Elliott is a graduate of Georgia Southern University and received a Master's of Divinity and a Master's in Social Work from the Southern Baptist Theological Seminary.

**George Epp** is a 30+ year law enforcement veteran with extensive experience in patrol, investigations, jail operations and management, management of wild land fire, public safety communications, and emergency management. He served 18 years in various capacities as a deputy sheriff in Boulder County, Colorado, and 12 years as sheriff. Mr. Epp is now the Executive Director of the County Sheriffs of Colorado.

Mr. Epp is known as a collaborative problem solver with a history of bringing diverse groups together to form creative solutions to complex problems. He has served on a variety of boards and commissions dealing with issues ranging from law enforcement standards and training to appropriation of Federal grant dollars. Mr. Epp has been involved as a board member of nonprofit corporations including State and national professional organizations and local charitable groups.

Mr. Epp is a member of Colorado's Juvenile Parole Board, Colorado's Drug Control and System Improvement Board, and the Board of Directors of the National Criminal Justice Association. He served on Governor Bill Owens' Columbine Review Commission and the National Task Force on Radio Interoperability, Colorado's Peace Officer Standards and Training Board, and the Boulder Regional Public Safety Telephone Service Authority. Mr. Epp is a past president of the County Sheriffs of Colorado, former chair of the association's Legislative Committee, and is a member of the board of directors of the Boulder Shelter for the Homeless.

**Joe Finn** was named Executive Director of the Massachusetts Housing Shelter Alliance (MHSA) on October, 14, 2004. Mr. Finn was the Executive Director of Shelter, Inc. in Cambridge, Massachusetts, from 1998 until beginning his work at MHSA. Prior to coming to Shelter, he served as the executive director to Quincy Interfaith Shelter Coalition and its shelter program, Father Bill's Place. Mr. Finn has dedicated the last 15 years to working in the area of homelessness and is committed to the challenge of ending homelessness. In both these positions, he concentrated on the expansion of permanent supportive housing opportunities for individuals, including chronic homeless individuals. Mr. Finn served as Chair of the Board of Directors at the Massachusetts Shelter and Housing Alliance until 1999. A 1978 graduate of Siena College, Mr. Finn also earned a M.A. Theology from the Washington Theological Union, a M.A. in Sociology from the New School for Social Research, a J.D. from the New England School of Law, and an Honorary Doctor of Humanities from Bentley College. He also was elected in 2001 as a City Councilor for the City of Quincy.

**Charlene Flaherty** currently serves as the State Homeless Coordinator of the Department of Economic Security in the Community Services Administration. She formerly served as the Homeless Planner for the Maricopa Association of Governments (MAG), a regional agency charged with developing regional policies and plans for 24 incorporated cities in central Arizona. Ms. Flaherty is responsible for coordinating activities for the Regional Continuum of Care

Committee on Homelessness, including identifying best practices, developing a regional plan for homeless services, and preparing the HUD application.

**Brenda Hanbury** is the Chief of the Bureau of Homeless Services and Supportive Housing for the Illinois Department of Human Services. In this capacity she oversees the more than \$9.4 million Emergency Food and Shelter program, the State's largest General Revenue Fund program for assisting homeless persons. In addition, Ms. Hanbury administers the \$3.6 million Supportive Housing program, the Assistance to the Homeless fund, and the \$5 million Homeless Prevention program. The Federal Emergency Food program and the Food Stamp Nutrition Education program are also under her direction. Ms. Hanbury is a graduate of Augusta State University where she earned degrees in both education and psychology.

**Lawrence Hatton**, Chief of Planning, Office of Planning and Evaluation, New Jersey Department of Human Services (DHS), oversees the DHS Office of Planning which plays a key role in planning, coordinating, and developing programs for people served by DHS and other State and local departments and agencies. The Office of Planning has been involved in planning and development of the New Jersey Homeless Policy Academy and a state-wide plan to end homelessness; special needs housing and service initiatives; implementation of the Hunger Prevention and Nutrition Assistance Program and oversight of a hunger study by Rutgers University, Olmstead Act implementation; DHS resource development initiatives; State transportation initiatives for low-income families and individuals; child welfare reform initiatives; the Long Term Support Program; Emergency Food and Shelter Study; and numerous special projects that respond to the goals and objectives of the Department. Mr. Hatton currently represents the DHS Commissioner on the New Jersey Housing and Mortgage Finance Agency Board and the New Jersey Redevelopment Authority Board and Hunger Advisory Committee.

Prior to 1998, Mr. Hatton served as the Division of Mental Health Service's Housing Specialist, where he coordinated the Division's program and policy development in the area of community housing and services for people who suffer from mental illness. During the 1980s, Mr. Hatton supervised the Institutional, Residential, and Support Services Unit in the Office of the Commissioner, Department of Human Services. During that period Mr. Hatton's office established a state-wide system to address the local coordination of services to the homeless known as the Comprehensive Emergency Assistance System (CEAS), and directed the work of the Governor's Task Force on the Homeless (1983) and the Commission on Hunger (1985). In the 1970s, Mr. Hatton served as a caseworker at the Union County Welfare Agency in Plainfield, New Jersey, and as a caseworker for the Division of Youth and Family Services, Newark, New Jersey.

**Michelle Hayes, M.A.** has provided training and technical assistance to communities implementing Homeless Management Information Systems (HMIS) for over eight years and has published extensively in the field. Prior to becoming the project director of the current national HMIS technical assistance initiative for the Department of Housing and Urban Development (HUD), she was a Senior Research Associate and Director of Technical Assistance at the Center for Social Policy (CSP), John W. McCormack Graduate School of Policy Studies, University of Massachusetts-Boston. During her tenure at UMass, Ms. Hayes was responsible for the oversight and development of the Center for Social Policy's technical assistance work focusing on the application of technological tools to improve the delivery of human services. Ms. Hayes directed a state-wide Web-based homeless information technology research project and managed a two-

year HUD-funded Moving to Work evaluation project assessing the role of subsidized housing and employment in moving families out of homelessness and toward self sufficiency. Ms. Hayes also collaborated on various research projects within CSP and co-authored various publications on assessing the impact of cuts and changes in social service programs and the effect on the populations they serve.

**Les Hoelewyn** joined Arkansas Supportive Housing Network (ASHN) in 1997 and served as the Office Manager until June 2002. Mr. Hoelewyn came to ASHN with an extensive background in management and has been instrumental in developing and implementing Arkansas' first state-wide Homeless Management Information System. He now serves as the Chief Information Officer for Arkansas Management Information System.

**Natalie Hutcheson** is Director of the Specialized Housing Resources Department at Kentucky Housing Corporation (KHC). She is responsible for development, implementation, and coordination of policies and procedures relating to the Housing Opportunities for Persons With AIDS (HOPWA) Program, Affordable Housing Trust Fund (AHTF), Appalachian Regional Commission (ARC) Program, Emergency Shelter Grant (ESG) Program, and the U.S. Department of Housing and Urban Development Continuum of Care Programs. She is additionally responsible for developing new partnerships and housing solutions for homeless and special needs populations in Kentucky. Ms. Hutcheson has served as a consultant to the U.S. Census Bureau, U.S. Department of Housing and Urban Development, and the Urban Institute on issues related to rural homelessness. Before joining KHC, she served as director of the state-wide Homeless and Housing Coalition of Kentucky and the Appalachia Service Project home repair program. She earned her Bachelors degree from Auburn University in Auburn, Alabama.

**Walter Jabzanka** has over 30 years of experience in Federal, State, and local government, including at HUD in Washington, DC. He has been Director of Community Systems at the Massachusetts Department of Mental Health (DMH) for the last 11 years. At DMH he oversees the Department's state-wide housing, employment, and other community-based programs. Mr. Jabzanka's areas of responsibility include coordinating the management of several major state-wide homeless programs, serving as the State's PATH Contact, and representing the State in the Federal Policy Academy on Chronic Homelessness. Mr. Jabzanka holds an M.S.W. from the University of Michigan and an M.P.A. from Harvard University.

**Gwendolyn Kenner-Johnson** is the Associate Director of Family Support Services for the Illinois Department of Human Services (DHS). She is responsible for over 80 staff and has oversees a budget of \$810 million. Ms. Kenner-Johnson is responsible for Illinois' child care program for working families. She oversees Illinois' state-wide network of services for homeless families and individuals which includes shelters, transitional and permanent housing, along with supportive services, soup kitchens, pantries, and the distribution of commodities. She also administers the Federal social services block grant and is responsible for the State's role in the Federal empowerment zones/enterprise communities initiative which operates in Chicago and other Illinois cities.

Ms. Kenner-Johnson has a wide range of experiences in the management and administration of early care and education programs and social service programs in California and Illinois. She has an undergraduate degree in Psychology from Spelman College in Atlanta, Georgia, and a Master's degree in Education from Northeastern Illinois University in Chicago.

The civic side of Mrs. Kenner-Johnson is as active as her professional one. She is immediate past President of Links Inc.-Lake Shore Chapter; Parliamentarian, National Association of Alumnae of Spelman College-Chicago Chapter; member of Delta Sigma Theta-Chicago Alumnae Chapter; and a member of Sanctuary Choir, Trinity United Church of Christ. She has received awards from Spelman College Alumnae, Chicago Metropolitan YMCA, United Negro College Fund, and YMCA Black and Hispanic Achievers. She has been honored as founding Co-Chair of Site Administrated Child Care Programs, and has been featured in an Ebony Magazine article on raising drug-free children.

**María Fernanda Levis-Peralta** currently serves as the Executive Director of the Chana Goldstein and Samuel Levis Foundation. Ms. Levis-Peralta was chosen as a nonprofit community partner for her experience and active participation in the development of San Juan's Continuum of Care and the Coalition for Continued Support of the Homeless in San Juan. Ms. Levis is well versed in the Continuum of Care system and its components, both in practice and in theory, and has a vast knowledge about local service providers. As the Executive Director of the Chana Goldstein and Samuel Levis Foundation, she is spearheading the development of the first HMIS (Homeless Management Information System) in Puerto Rico. Ms. Levis' participation in the academy enhances nonprofit participation in public policy debates, and fosters the linkages between government and the nonprofit sector in community problem solving.

**Philip F. Mangano** is the Executive Director of the United States Interagency Council on Homelessness (ICH). The Interagency Council is under the authority of the Assistant to the President for Domestic Policy within the Executive Office of the President. Members of the Council are cabinet secretaries. ICH coordinates the activities of 15 Federal agencies to improve the delivery of housing and services to homeless individuals and families. Congress established the ICH in 1987 to help streamline the Government's approach to homelessness by coordinating multiple efforts of Federal agencies and other designated groups. ICH can recommend improvements in programs and activities conducted by Federal, State, and local government as well as local and volunteer organizations. The Interagency Council is charged with the prevention and reduction of homelessness.

Prior to his appointment by President Bush to lead the Interagency Council on Homelessness, Mr. Mangano was the founding Executive Director of the Massachusetts Housing and Shelter Alliance (MHSA), a state-wide coalition of 80 agencies which operate over 200 programs that serve homeless people through permanent housing, transitional programs, emergency shelters, outreach, economic development, and health programs. During the 12 years Mr. Mangano led MHSA, the organization coordinated a state-wide continuum of care strategy for prevention and intervention. This strategy focused on the provision of next-step residential, housing, service, and employment options for homeless individuals. MHSA was awarded the 2001 Nonprofit Sector Achievement Award from the National Alliance to End Homelessness.

For his work with homeless people, Mr. Mangano has received numerous awards and recognitions from media outlets, State agencies, and community organizations. He has been named a City Light by the Boston Globe, and has received many community achievement recognitions, including citations and awards from the Commonwealth of Massachusetts, the City of Boston, the City of Cambridge, the Massachusetts Department of Mental Health and Public Health, United Way, Social Action Ministries, the Boston Rescue Mission, and the Black Pastors of Cambridge.

**Gordon H. Mansfield**, Deputy Secretary of Veterans Affairs, serves as the chief operating officer of the federal government's second largest department, responsible for a nationwide system of health care services, benefits programs and national cemeteries for America's veterans and their dependents. With a budget of \$64 billion for fiscal year 2004, VA employs approximately 230,000 people at facilities nationwide.

Mr. Mansfield was nominated to serve as Deputy Secretary by President George W. Bush on November 3, 2003, and confirmed by the Senate on January 22, 2004. He previously served as VA Assistant Secretary for Congressional and Legislative Affairs since August 1, 2001.

Prior to his appointment, Mr. Mansfield served as the legislative advisor to the Secretary of Veterans Affairs and was responsible for VA's Congressional relations and for representing VA programs, policies, investigations and legislative agenda to Congress.

Prior to joining VA, Mr. Mansfield served as executive director of the Paralyzed Veterans of America (PVA) since April 1993. In that position, the highly decorated Vietnam veteran oversaw daily operation of PVA's national office in Washington, D.C. Mr. Mansfield held a number of positions at PVA from 1981 to 1989, and served as the organization's first associate executive director of Government Relations.

Mr. Mansfield served as Assistant Secretary for Fair Housing and Equal Opportunity at the Department of Housing and Urban Development from 1989 to 1993 under President George H. W. Bush's Administration. Prior to 1981, he practiced law in Ocala, Florida.

Mr. Mansfield received his undergraduate degree from Villanova University and law degree from the University of Miami. Following his 1964 enlistment in the Army, Mr. Mansfield served two tours of duty in Vietnam. While serving as company commander with the 101st Airborne Division during his second tour, he was wounded during the Tet Offensive of 1968 sustaining a spinal cord injury. For his actions while his unit was under fire, he was decorated with the Distinguished Service Cross. He was medically retired by the U.S. Army at the grade of Captain. His other combat decorations include the Bronze Star, two Purple Hearts, the Combat Infantryman's Badge and the Presidential Unit Citation.

Mr. Mansfield also is a recipient of the Presidential Distinguished Service Award and the Villanova University Alumni Human Relations Medal. He was inducted into the U.S. Army Officer Candidate School Hall of Fame in 1997.

**Pamela S. McCrory, L.S.W., M.P.H.**, serves as Manager of the Supported Housing and Special Needs Unit at the New Jersey Housing and Mortgage Finance Agency, Co-Chair of the New Jersey State Policy Academy to End Homelessness, and Project Director for the New Jersey State-wide Homeless Management Information System Collaborative serving 17 counties in New Jersey. She has 10 years experience with a state-wide, not-for-profit mental health consumer-operated agency developing supportive housing projects and programs for individuals and families in New Jersey, including development of financial services for residents and property management operations for scattered site housing. Her professional training includes a Master's in Public Health from Columbia University, a Master's in Social Work from the University of Chicago, and a graduate internship at the 1996 PRATT Institute for Community and Environmental Development Intern Program. She is a U.S. Department of Housing and

Urban Development Certified Assisted Housing Manager and CHAM Nonprofit Housing Management Specialist. Ms. McCrory has over 20 years experience in the social services and housing development fields in New Jersey.

**Rita McElhany** has worked in the HIV environment as a case manager and program administrator since 1994. Previously she was a nursing home administrator managing both skilled and residential facilities. After serving as the Ryan White Title II supportive services and Housing Opportunities for Persons With AIDS (HOPWA) program manager for the Missouri Department of Health and Senior Services, she now serves as the Interagency Liaison for HIV/STD for the Department and works to develop coordination between Federal, State, and local programs to expand options to meet the needs of HIV-positive Missourians.

**Catherine Devaney McKay, M.C.**, is the founder and Chief Executive Officer of Connections Community Support Programs, Inc., a JCAHO-and CARF-accredited not-for-profit behavioral healthcare organization where she has worked since 1986. Connections Community Support Programs, Inc., provides a comprehensive array of community-based treatment, support, housing, and rehabilitation services for people recovering from a range of conditions, including mental illness and substance abuse.

Prior to her work at Connections, Ms. McKay worked as a mental health and substance abuse counselor, as the substance abuse prevention coordinator for the Catholic Diocese of Wilmington, as the national director of program development for Big Brothers/Big Sisters of America, and as the executive director of CONTACT Delaware, where she founded Rape Crisis CONTACT.

Ms. McKay is a consultant for Programs of Assertive Community Treatment (PACT), working to promote the development of PACT programs to serve adults with severe and persistent mental illness nationwide. She is the immediate past president of the Delaware Homeless Planning Council, the current president of the Delaware Association of Rehabilitation Facilities, a member of the Delaware Governors Advisory Council on Alcoholism, Drug Abuse, and Mental Health, and the past president of the Delaware Mental Health Counselors Association. Ms. McKay has been the recipient of the American Psychiatric Association Warren Williams Speakers Award and the Agenda for Delaware Womens Trailblazer Award. She has a Master's in counseling, a B.A. in English and in Sociology, and a certificate in Nonprofit Management, all from the University of Delaware. She has authored articles for publication in professional journals such as the *Community Mental Health Journal* and the *Journal of Psychiatric Practice* pertaining to community-based treatment and rehabilitation of persons with serious mental illness and substance use disorders, and has presented workshops and keynote addresses on the same subject at more than 30 national and international conferences.

**Leticia Medina** is the Director for the State Community Services Office. As director of Community Services, she administers over 10 million dollars of Federal and State funds to address poverty and homelessness in the State of Utah.

She advocates for families who are under-served, and provides training to various organizations and families on diversity, gang intervention and prevention, drug and alcohol prevention, and vocational program development throughout the country. She serves on numerous boards and advisory committees that deal with education, housing, law enforcement, youth, and family

issues. She is the recipient of the Good Housing Keeping's Women in Government Award for 2002 and the 2003 National FBI Director's Community Leadership award.

**Sandra Miyoshi** has been Administrator of Hawaii State Homeless Programs for nine years, has been facilitator of the Hawaii Policy Academy for two years, and also facilitates the Hawaii State Interagency Council on Homelessness. She previously served as Director of Government Affairs for the Hawaii State Chamber of Commerce, specializing in tax, housing, and land use planning. Her community services include board member of the Neighborhood Board No. 2, facilitator of the Great Diamond Head Cleanup for six years, and member of the School/Community-Based Management team for Kaiser High School.

**Steven Nelson** has served as Director of Employment Services at the Jackson Employment Center for over 14 years. He has a B.S. in Public Management and Accounting from the University of Arizona. He also serves as an Eller College Associate at the University of Arizona. Mr. Nelson has served three terms as Chair of the Tucson Planning Council for the Homeless, which is the lead entity for the Continuum of Care planning process in the City of Tucson/Pima County. He developed the Department of Housing and Urban Development Supportive Housing Program "La Casita" to provide young adults and parenting teens employment assistance with vocational training and transitional housing assistance to fill the gap in services to youth. La Casita was awarded a HUD National Best Practice award in August, 2000. Mr. Nelson has played a lead role in developing employment programs for special populations within the One Stop System in Pima County.

**Lloyd S. Pendelton** is currently on loan from the Church of Jesus Christ of Latter-Day Saints (LDS) to the State of Utah for 12 months to draft the 10-year plan to end chronic homelessness and facilitate the organizational structure for implementing the 10-year plan. Following receiving his Bachelors in Political Science and M.B.A. from Brigham Young University, Mr. Pendelton worked in Ford Motor finance in the Detroit area. He has worked for the LDS Church for the last 23 years and has been involved in implementing a worldwide humanitarian program.

**Thomas Pierce** was appointed by Governor Jeb Bush as Executive Director of the Office on Homelessness in August 2001. As Executive Director, Mr. Pierce is responsible for coordinating the resources of State agencies to ensure access for the homeless to all potential benefits. The Office works in partnership with the local homeless coalitions and the local continuum of care efforts to ensure that services are available to assist the individual or family to end their episode of homelessness and obtain permanent housing.

The Florida Council on Homelessness, a 15 member interagency council, assists the Office in developing State policies and recommendations to reduce homelessness. The Office also manages over \$13 million a year in targeted homeless assistance grants, to help non-profit providers and the local continuums of care to serve those in need and carry out integrated service plans. These programs include the Federal Emergency Shelter Grant, and the State funded initiatives of the homeless Challenge Grant, and the Homeless Housing Assistance Grant.

Prior to accepting this appointment, Mr. Pierce served for 11 years with the Florida Department of Community Affairs. He served as the Director of the Division of Housing and Community Development, and was responsible for programs such as the Community Services Block Grant, the Community Development Block Grant, weatherization and emergency home repair

programs, the State building code, and energy assistance efforts. Before coming to State government, Mr. Pierce served for over 15 years at local government with the City of Tallahassee in the areas of city-county planning, community development, housing and neighborhood improvement.

**Linda Povlich** has been involved in the work of the North Carolina Commission on Volunteerism and Community Service since October 1997, when she became Director, Citizen Services and Volunteerism under Governor James B. Hunt, Jr. In September 1999, she was appointed Deputy Chief of Staff to the Governor and continued her oversight responsibilities for the Commission staff and her *ex officio* membership. Governor Hunt appointed Ms. Povlich as a voting member of the Commission in December 2000, and she was re-elected Chair in October 2003.

Ms. Povlich is now semi-retired from North Carolina State Government where she continues to work part-time as Senior Advisor to the Secretary of Health and Human Services. She also chairs the North Carolina Interagency Coordinating Council on Homeless Programs and has been asked by Governor Michael Easley to Chair North Carolina's first Citizen Corps Council.

**Tina Orwall Shamseldin** works at the City of Seattle, Office of Housing as the Taking Health Care Coordinator for a Robert Wood Johnson Foundation and Corporation for Supportive Housing Initiative. This grant is to align housing and service dollars to create permanent supportive housing for persons with disabilities who have long histories of homelessness. She has worked in several counties in Washington State to create and oversee integrated supportive housing, triage, and homeless outreach services aimed to improve the lives of persons who are homeless and disabled. During the duration of the ACCESS Federal Demonstration project, she worked closely with SSA, DDDS, and outreach staff to do a presumptive eligibility pilot to expedite homeless persons with mental illness directly onto SSI/SSDI.

**Greg Shupe** is Co-Leader for Maryland's Policy Academy Team. He also provides staff support to the Maryland Interagency Council on Homelessness and is the State liaison to the U.S. Interagency Council on Homelessness. Since June 2000, he has been the Director of the Office of Transitional Services in the Department of Human Resources. This office administers nine homelessness and hunger programs for the Department and also supports local efforts in the HUD Supportive Housing Program. Mr. Shupe has helped coordinate the state-wide effort to implement the Homeless Management Information System. For the previous eight years he worked in the Homeless and Environmental Services Unit of the Baltimore City Department of Social Services (BCDSS), serving first as Supervisor of Outreach and Housing, and later as Program Manager. Prior to transferring to DHR, he also served as Assistant Director for Adult and Family Services at BCDSS. Mr. Shupe is a Licensed Clinical Social Worker with an M.S.W. degree from West Virginia University.

**Jeff Singer** is the President and Chief Executive Officer of Health Care for the Homeless of Maryland. A clinical social worker, he has experience in child and adult protective services, mental health and addiction services, street outreach, and community organizing. In 1983, Mr. Singer helped establish HIV/AIDS and homeless services at the Baltimore City Department of Social Services. In 1987, he moved to Health Care for the Homeless to organize that agency's social work and addiction services. Mr. Singer served as Director of Community Relations for that agency, before becoming President and CEO in 1998. Mr. Singer also has served as the

national policy staffer and lobbyist for the National Health Care for the Homeless Council, where he is now president. He has written about health care, poverty, addictions, and homelessness from both the State and national perspectives. Mr. Singer has shared team leadership of the Maryland Policy Academy Team with Greg Shupe from the Maryland Department of Human Resources.

**Vicki Skryha** is the Housing Development Coordinator for the Office of Mental Health and Addiction Services (OMHAS), Oregon Department of Human Services. She has provided leadership on housing issues for the past 12 years. She leads the OMHAS housing team, co-chairs the interagency Oregon Homeless Policy Team, serves as State PATH Contact, and is responsible for expanding housing opportunities for persons with mental illness and or in recovery from substance use disorders. Over the past 20 years, she has worked as director of the Oregon Supportive Housing Evaluation Project, comprehensive mental health service system planner, HUD Section 811 housing consultant, and in various other capacities at the national, State, and local levels.

**Sharon L. Sprague** is Regional Director for the Maine Department of Health and Human Services. She has a Bachelors in Behavioral Science and a Master's in Community Development. Her career began in Virginia directing a shelter for battered women and then moved into a blended case management system for mental retardation, mental health, and substance abuse services. She has provided and administrated case management, crisis, substance abuse, and dual diagnosis services. She is currently responsible for the delivery of services to children, adults with mental illness, and people with mental retardation. In her current role she is also chair of her region's Homeless Council.

**Laura E. Thielen** is currently a student at the University of Hawaii in the Master's Program for Social Work. Most recently, she has worked as the Project Coordinator and Acting Project Director for the Kalihi-Palama Health Center's Health Care for the Homeless Project. Ms. Thielen worked at the Health Care for the Homeless Project for more than six years, starting out as an outreach worker. She grew up in Canada and California, and finished her undergraduate work at Dominican College in the San Francisco Bay Area. She has worked with homeless individuals and families in Sacramento, San Francisco, and Hawaii since she was 15 years old. She has worked on legislative issues and with the public and private sector to raise awareness regarding homelessness and to promote positive solutions ending homelessness in Hawaii. Ms. Thielen has worked extensively on the Hawaii Action Plan to End Homelessness and the Hawaii Homeless Policy Academy's Plan to End Chronic Homelessness.

**Ivette Pérez Toro** is the Special Assistant on Federal Affairs to the Secretary of the Puerto Rico Department of the Family (formerly known as Department of Social Services).

Ivette received her BS in Education and Sociology from Emporia State University in Emporia, Kansas in 1977. She has continued her studies and has completed a certification in Management of Non-Profit Corporations from the University of Texas in Austin and the Governors Leadership Training in Texas, among others.

Her work has always been guided by her desire to help those most in need. This has taken Ivette to do work for populations as diverse as migrant and seasonal farm-workers, high-school drop-outs, single mothers, teen parents, people living with HIV/AIDS, dislocated workers, IV drug

users, mentally ill patients, night workers, immigrants and other sub-groups that are rejected daily because of social stigmas.

She serves as Leader of the Puerto Rico Policy Academy Team and the liaison between the Governors Office and the Inter-Agency Council on Homelessness. She has also served as a Board Member for Bill's Kitchen, an Organization serving the HIV/AIDS population, a member of the Ryan White Title I HIV/AIDS Planning Council, a member of the Texas Workforce Investment Board, and a member of the Texas Private Industry Council.

**Noel Tyler** is Administrator for the Oklahoma Disability Determination Division (DDD), a division of the Oklahoma Department of Rehabilitation Services. Ms. Tyler directs all operations responsible for medical eligibility for the Social Security Administration's Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) programs for the State of Oklahoma. These responsibilities include supervision of 208 professional and support staff as well as an annual budget in excess of \$17 million. She has a B.A. in Liberal Studies from the University of Oklahoma.

Ms. Tyler has been involved in community mental health and healthcare-related issues for 14 years. She serves as a member of the Governor's Interagency Council on Homelessness and has served on the national and local boards of the Susan G. Komen Breast Cancer Foundation. She currently serves as board member for Project Woman Coalition, an organization whose mission is to provide breast health services for Oklahoma women who lack sufficient resources. She is founder of kidlink, Kids Helping Kids, a free support system for children ages five to 18 who have or have had a loved one with cancer or a life threatening illness.

**Don Winstead** is the Deputy Assistant Secretary for Human Services Policy in the Office of the Assistant Secretary for Planning and Evaluation at the Department of Health and Human Services (DHHS). The Office of Human Services Policy is responsible for policy development, research, and evaluation related to welfare reform, support for low-income families, and services for families, children, and youth.

Prior to joining DHHS in 2001, Mr. Winstead worked for 30 years with the Florida Department of Children and Families. He began as a frontline caseworker and worked in a variety of direct service, administrative, and managerial positions in Florida, ranging from social worker to deputy secretary. Since 1995, he has served as Welfare Reform Administrator and coordinated the agency's successful implementation of the Temporary Assistance for Needy Families program. Mr. Winstead also coordinated the agency's work on implementation of the State Children's Health Insurance Program and led a team that developed legislation leading to a comprehensive reorganization of the department.

## **Facilitators**

**Donna Aligata** is President of Gold Cottage Industries, LLC, a diverse team of home-based consultants committed to "Building and Sustaining the Community Through Collaboration." Gold Cottage Industries provides its clients with a variety of technical services, including strategic planning, program design, training, facilitation, executive coaching, and technical assistance.

For the past 30 years, Mrs. Aligata has worked to facilitate cross agency collaboration; form strategic alliances; improve program outcomes; and design programs related to the recovery community, mental health consumers, and those dealing with stigma related to HIV/AIDS and homelessness. She served for eight years as Director of Development and Chief Operating Officer for a national nonprofit health services firm. She also served as Director of the Prison Technical Assistance and Training Project for the Substance Abuse and Mental Health Services Administration (SAMHSA) for three years. Subsequently, she successfully leveraged over \$1 million to found “The Center,” a State of Connecticut addiction counselor training institute where she served as Director. “The Center” provides 250 courses annually for developing certified counselors to work in the community. Mrs. Aligata also served for four years as Project Director of a substance abuse and infectious disease Cross-Training Initiative, funded by SAMHSA’s Center for Substance Abuse Treatment, Centers for Disease Control and Prevention, and the Health Resources and Services Administration. On this project, she led a team of multidisciplinary trainers working in 32 States, and facilitated a Federal interagency advisory group’s collaborative process for bringing agencies together to create policy change.

**Martha “Marty” Fleetwood, J.D.**, is Founder and Executive Director of HomeBase, a legal and technical services provider on the myriad issues of homelessness. She has participated in developing local, regional, and national strategies to bring mainstream resources into the homelessness response, and most recently designed a comprehensive technical assistance conference on all aspects of mainstreaming for California, Arizona, and Nevada. She has worked with several San Francisco Bay area communities to develop plans to end chronic homelessness. Ms. Fleetwood is an advocate for the creation of discharge planning at the local level, convening several venues for State and regional dialogues on this issue, and providing legal and technical assistance to various communities on their discharge strategies and responses, including jail re-entry.

Ms. Fleetwood has worked toward increasing Federal and State resources for homelessness prevention and programs; removing health and mental health care barriers faced by homeless people; guaranteeing homeless civil rights; providing housing for homeless families; and bringing new technology to the fight against homelessness. Since 1986, she has led HomeBase in numerous community planning engagements, i.e., shaping the Bay Area Regional Initiative to Reduce Homelessness, which joined 14 jurisdictions; designing a multiservice center to provide housing and services for homeless people (Alameda County); crafting communitywide responses in Phoenix, Arizona, and Contra Costa County, California, to meeting State and Federal mandates; and evaluating homeless grant programs for the San Francisco Foundation and homeless assistance programs for the City of San Francisco.

With a special interest in nurturing faith and grassroots efforts, Ms. Fleetwood has convened a number of these agencies to develop a training module on spiritual values in human service delivery that was delivered at the World Parliament of Religions in Cape Town, South Africa, in December 1999. She has led an effort to strengthen the Board of the Mary Ann Wright Foundation, done fund development for Project Outreach and Casa Vincenzia, chaired the long-range planning and programs committee of the Board of the St. Anthony’s Foundation, and conducted a seminar on welfare reform and homelessness for the FAITHS Initiative of the San Francisco Foundation. Ms. Fleetwood holds a B.A. from the University of California at Irvine and a J.D. from Harvard Law School.

**Jamie Hart, Ph.D., M.P.H.**, Director of the Intercultural Practice Area at Health Systems Research, Inc., has vast experience in training, technical assistance, facilitation, systems integration, curriculum design, evaluation, and cultural competency. Dr. Hart's work has consistently focused on integrating systems and improving access to health care for underserved populations, particularly for certain racial and ethnic populations, persons facing co-occurring disorders, and persons who are homeless. In her role as Project Director for the Homeless Policy Academies, she has facilitated Federal Interagency Planning Committee efforts, designed and facilitated pre-Academy site visits for a majority of the 45 States and Territories involved in the project, has served as a State team facilitator at the meetings, and is currently managing the day-to-day operations for the contract and is coordinating the provision of technical assistance to all participating States. In addition to this role, Dr. Hart also served as the Deputy Project Director of Substance Abuse and Infectious Disease: Cross-Training for Collaborative Systems of Prevention, Treatment and Care, a collaborative project funded by the Substance Abuse and Mental Health Services Administrations Center for Substance Abuse Treatment, Centers for Disease Control and Prevention, and the Health Resources and Services Administration, that provided resources for training, technical assistance, and systems integration to infectious disease, substance abuse, mental health, and public health practitioners. Dr. Hart holds a Master's of Public Health in health behavior and health education, along with an M.A. and Ph.D. in African American history.

**Patrick Moynahan**, Domestic Division Director of the QED Group, LLC, has more than 20 years of experience in the design, implementation, and assessment of social policy and programs for governmental agencies and nonprofit organizations, including housing, homelessness, and economic and community development. Mr. Moynahan directs QED's policy research and program evaluation work with domestic Federal agencies, including the U.S. Department of Housing and Urban Development (HUD). Recently, he supported HUD's Office of Special Needs Assistance Programs in assisting continuum of care communities to evaluate their Homeless Management Information Systems needs. Mr. Moynahan is an experienced trainer and technical assistance provider in HUD homeless assistance programs, and has directed the development of policy reports and studies assessing the effectiveness of HUD programs, including reports to Congress.

**Jim Wuelfing, CPP-R**, is owner of the New England Center, a company dedicated to quality training and technical assistance services. Mr. Wuelfing has many specialties including: community organizing, facilitation, prevention, spiritual growth, community awareness, curriculum development, peer education, stress management, and problem gambling prevention. He also has co-written and co-trained the highly praised workshop, Racism of the Well Intended. He has trained professionals around the country and in Europe. Mr. Wuelfing has been on the faculty of the New England School of Alcohol Studies for 11 years and has served on both the planning committee and the faculty of the New England School of Prevention Studies. He also serves as an online faculty member for the Addictions Transfer of Technology Center–New England at Brown University. Mr. Wuelfing received his B.A. from the College of the Holy Cross in Worcester, Massachusetts. He spent 13 years serving as Assistant and Associate Dean at his alma mater. He was also the Director of Prevention Services and Training Manager for ETP, Inc. for six years.