

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

U.S. Department of Education
U.S. Department of Agriculture
U.S. Department of Justice
U.S. Interagency Council on Homelessness

Improving Access to Mainstream Services for Families with Children Experiencing Homelessness

Intercontinental Hotel
Houston, Texas
April 20-22, 2005

Background Information

Presenters/Resource Persons

Lynnette S. Araki is a Senior Health Policy Analyst in the Office of Planning and Evaluation in the 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 workplan to address homelessness in HRSA programs. Other crosscutting projects for which Ms. Araki is responsible include coordinating the Agency's input to the Secretary's Workgroup on Ending Chronic Homelessness and the HRSA Pacific Basin Initiative.

Diana Bowman directs the National Center for Homeless Education (NCHE) at SERVE in Greensboro, North Carolina. NCHE provides information and resources to help educators, service providers, and other stakeholders improve educational opportunities for children and youth experiencing homelessness. Ms. Bowman has presented workshops on meeting the educational needs of homeless children and youth at national and State conferences and has conducted trainings for local homeless education liaisons across the Nation. She has facilitated national symposia on the transportation needs of homeless children and youth, collaboration between Title I and homeless education programs, and the role and responsibilities of State coordinators for homeless education in implementing the McKinney-Vento Act. She has authored a variety of practitioner-oriented publications and articles in the areas of homeless education, collaborative program planning, and meeting the needs of children at risk.

Formerly, Ms. Bowman was employed at Appalachia Educational Laboratory (AEL) in Charleston, West Virginia, where her responsibilities included program coordination and strategic planning to help schools and school districts address the needs of at-risk children. Before her work at AEL, Diana worked in various classroom settings with at-risk children and youth and conducted workshops on adult literacy. She holds a master's degree in public administration from the Kennedy School of Government at Harvard University, master's degrees from Marshall University and the University of Akron, and a bachelor's degree from the College of William and Mary.

Charlotte Bristow is a Children and Families Program Specialist for the Administration for Children and Families, Region VI, in Dallas, Texas. She works with Texas Health and Human Services Commission and the Texas Workforce Commission on their Temporary Assistance for Needy Families (TANF) program and with the Arkansas Department of Human Services on their Child Care Development Fund program. She serves as the lead TANF policy specialist in the Regional Office and is active on the Positive Youth Development Team.

Before coming to the Regional Office in 1998, Ms. Bristow was a legislative analyst in ACF's Office Legislative Affairs and Budget in Washington, D.C., where she tracked development of the Family Support Act of 1988 and the Personal Responsibility and Work Opportunity Reconciliation Act of 1996. She also worked with legislation for Community Services and Refugee Resettlement programs.

Ms. Bristow received her bachelor's degree in Psychology from the College of William and Mary in Williamsburg, Virginia. She is working toward a master's degree in public affairs degree at the University of Texas at Dallas.

Barbara Broman is the Acting Deputy Assistant Secretary for Human Services Policy within the Office of the Assistant Secretary for Planning and Evaluation, U.S. Department of Health and Human Services (HHS). The Office of Human Services Policy is responsible for policy development, research and evaluation related to welfare reform; supports for low-income families; and services for families, children, and youth.

Ms. Broman has served in other management positions in the Department where she analyzed and developed policies, and conducted and coordinated research and evaluation, specifically focused on children and youth issues; coordinated the formulation of the Department's legislative proposals; and directed the legislation, regulations, and public affairs activities for the HHS Office of Inspector General.

Patricia Carlile, Deputy Assistant Secretary for Special Needs for HUD's Office of Community Planning and 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 at high risk of becoming homeless. Many of these individuals are mentally ill, addicted to drugs and alcohol, or infected with HIV/AIDS or related diseases. Ms. Carlile is working with 20 other agencies to help achieve the Administration's goal of ending chronic homelessness.

Ms. Carlile also served in several other senior level positions in the Federal Government. For the first Bush Administration, she was Executive Director of the Interagency Council on the Homeless, coordinating the homeless activities of 17 Federal agencies. For the Reagan White House, she directed the recruitment of executives for presidential appointments. During the national energy embargo, Ms. Carlile helped staff the new Federal Energy Administration. She later moved to the Department of Treasury to work on international issues.

Prior to joining the current Administration, Ms. Carlile owned her own management consulting and executive search firm. She provided assistance in strategic planning, organizational development, and human resources to the affordable housing, real estate development, health care, financial services, high technology, and manufacturing industries, as well as associations.

Previously, she was a partner of an international executive search firm and established the Washington, D.C. office. Ms. Carlile began her consulting career in health care and human resources with Arthur Young.

Ms. Carlile received her master's degree in liberal studies from Georgetown University and her bachelor of arts degree from Pace University in New York City. She is originally from Texas.

George Castillo attended St. Mary's University in San Antonio and later graduated from Our Lady of the Lake University in 1973 with a bachelor of science degree in social work. He received his master's degree from Worden School of Social Work, Our Lady of the Lake University in 1975 and completed his graduate social work internship at Audie Murphy VA Medical Center in San Antonio that same year.

After graduate school, Mr. Castillo began his professional social work career at Bexar County Hospital in San Antonio, Texas, where he was assigned to a General Medicine Unit. From 1976 to 1978, he worked at the Villa Rosa Psychiatric Center in San Antonio before starting his VA career at Loma Linda VA Medical Center (VAMC) in May, 1978. In 1980, he transferred to the VA Medical Center in Houston, where, during the first 6 years he worked in various Medical units with a concentration in Physical Medicine and Rehabilitation Service. He began his mental health career with the Houston VAMC in 1986 working as psychiatry social worker on a general mental health unit. From 1987 to 1990, he worked in the Psychiatric Evaluation and Assessment Clinic (PEAC).

Mr. Castillo joined the Health Care for Homeless Veterans Program (HCHV) in 1991, and under his leadership, the program has grown from a 2.5 FTEs to its current level of 13 FTEs. The HCHV Program with its multiple continuum of care components, is responsible for a program budget of nearly \$1.9 million dollars, and is serving over 1,500 homeless veterans annually.

Charles S. (Chick) Ciccolella is the Deputy Assistant Secretary for the Veterans' Employment and Training Service (VETS) at the U.S. Department of Labor. VETS is the agency responsible for helping veterans secure employment and protecting their rights and benefits through a variety of existing and new programs.

Prior to coming to the Department of Labor, Mr. Ciccolella served for 3-1/2 years in the U.S. Senate, first as the Chief of Operations for the Senate Sergeant At Arms and later as the Director of Information Technology Policy for the Senate Committee on Rules and Administration. He also served as the Deputy Capitol Coordinator for the Joint Congressional Inaugural Committee and helped plan the 2001 Inaugural Ceremony. Before coming to the Senate, Mr. Ciccolella served as an Assistant Director on the national staff of the American Legion, the Nation's largest veterans' service organization. He is a member of American Legion Post 68 in Washington, D.C.

Mr. Ciccolella spent 28 years in the United States Army from 1968 to 1996. Before leaving the Army as an Infantry Colonel, he was the Senior Military Advisor for the Arms Control and Disarmament Agency at the Department of State. He began his military service as an Infantry Lieutenant. He fought in combat with the 101st Airborne Division in Vietnam in 1969 and 1970. During his military career, he held numerous troop command and staff positions, including assignments to high-level joint service staff. His awards include the Silver Star, the Defense Superior Service Medal, and the Bronze Star for Valor. He is a recipient of the Department of

State's Superior Honor Award. Mr. Ciccolella received his bachelor's degree in secondary education from Auburn University. He holds a master's degree in Business management and supervision from Central Michigan University and is a graduate of the National War College.

Randy Cooper is a Senior Policy Advisor in the U.S. Department of Labor, Office of Disability Employment Policy.

Bob Davis has been Executive Director of the Snohomish County Housing Authority for the past 10 years. Prior to joining the housing authority, Bob was an executive with a company that built and sold manufactured housing. Mr. Davis' experience also includes several years of development management with the King County Housing Authority. His career in housing began 30 years ago with the Citizens Housing and Planning Council of New York, the New York City Office of Management and Budget and the New York City Department of City Planning.

The Snohomish County Housing Authority serves a suburban rural area north of the city of Seattle. The authority manages a wide range of programs including public housing, rural development, and project-based section 8 and bond-financed affordable housing. In addition to these 1,600 units of housing, the authority manages a 3,000-household Section 8 voucher program.

The Housing Authority has a long history of working with non-profit service providers in the community culminating in the agency's participation in the Gates Foundation funded Sound Families Program.

Deborah Dennis is Vice President for Technical Assistance at Policy Research Associates (PRA) in Delmar, New York. She manages all of PRA's projects related to homelessness and housing, including HRSA's Health Care for the Homeless Information Resource Center (since 1996), the Substance Abuse and Mental Health Services Administration's (SAMHSA) National Resource Center on Homelessness and Mental Illness (1988-2004), the CMHS Supported Housing Initiative, and SAMHSA's Homeless Families Program, and contracts to provide technical assistance for the PATH program, the Policy Academies on Homelessness, and HUD's McKinney-Vento and PHASES (chronic homelessness) grantees. She has written extensively on the housing and support service needs of persons who have been homeless and who have behavioral health disorders. Prior to joining PRA in 1988, she worked as a research scientist in the New York State Office of Mental Health, where she evaluated programs for people with serious mental illnesses who were homeless.

Judith Dobbins has spent over 30 years in Washington, D.C., in the design, development and management of human service programs that respond to the needs of children, youth, and families in the metropolitan area. With a master's degree in social work from Howard University, she began her career at the Children's National Medical Center as coordinator of a program designed to determine the impact of methadone treatment on pregnancies and the neonatal outcomes for mothers addicted to heroin. Following this, she joined the Washington Urban League, where she had an opportunity as Director of Youth and Families to develop and implement a citywide program designed to divert pre-adjudicated youth from the juvenile justice system.

In the early '90s, Ms. Dobbins became Executive Director of the District's Coalition for the Homeless, the second-largest provider of shelter and essential services to over 5,000 individuals (children and families) annually who were homeless in the District of Columbia. She served 8 years as Director of Programs for Covenant House Washington which provides shelter, housing and support services to homeless and disadvantaged youth in the Washington Metropolitan Area. She was recently appointed Executive Director of Covenant House Washington with a vision to improve access to affordable housing for youth and young adults and to seek increased vocational training opportunities that will prepare them to earn a living wage. She serves on several boards and collaboratives that share missions for improving the quality of life for the most needy and disadvantaged in the Washington, D.C., community.

Mary Ann Donovan is the Executive Assistant to the Administrator for the Employment and Training Administration's (ETA) Office of Policy and Research. In this capacity, she is responsible for representing ETA on the Department of Labor Working Group to End Chronic Homelessness. She also represents ETA on the Interagency Working Group to Improve Human Services Transportation Coordination. In addition to these two interagency initiatives, she focuses on such varied policy areas as the needs of at-risk youth and enhancing their educational opportunities, prisoner reentry, and workforce development legislation. Prior to working in the Office of Policy Development, Ms. Donovan was a policy analyst in the Office of Youth Services and the Departments of Education and Labor National School-to-Work Office.

Peter Hansen Dougherty is the Director of Homeless Veterans Programs for the 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 VA, receiving the Meritorious Service Award in 2001.

Kate Fink is a Program Analyst in the Office of Analysis, Nutrition, and Evaluation at the Food and Nutrition Service within U.S. Department of Agriculture. She is responsible for the coordination of Agency activities for the U.S. Interagency Council on Homelessness. Ms. Fink also conducts program analysis and assessment that informs the Food Stamp Program's budget and legislative process which she coordinates for her office. Ms. Fink has a bachelor's degree from the University of Wisconsin at Stevens Point and a master's degree from Georgetown University.

Charlene Moran Flaherty is Community Services Program Administrator for the Arizona Department of Economic Security. In this capacity, she is responsible for homeless, domestic violence, refugee resettlement, hunger, and community action policy and program development.

Prior to her current position, Ms. Moran Flaherty served as Arizona State Homeless Coordinator and as Homeless Planner for the Maricopa Association of Governments, where she developed the Maricopa Regional Plan To End Homelessness. She also has served as Director of Medicaid Programs for Prudential Health Plan of New York and New Jersey, Director of Development for

the Society of St. Vincent de Paul for Central and Northern Arizona, and Analyst for Health & Welfare and Appropriations Committees of the Pennsylvania House of Representatives.

Ms. Moran Flaherty has a bachelor's degree in Psychology from La Salle University, Philadelphia, and an master's degree in Political Science from the Eagleton Institute of Politics, Rutgers University, New Jersey. She was named the 2002 Advocate of the Year by the Arizona Coalition To End Homelessness.

Anne Fletcher is a Presidential Management Fellow working in the HHS Office of the Assistant Secretary for Planning and Evaluation. As an analyst working in the Office of Human Services Policy, she is responsible for projects that have an impact on the policy area of homelessness and immigration. Previous work experience includes the National Institutes of Health; consultant and researcher with the New York City Department of Mental Health; analyst with the U.S. General Accounting Office; social worker with Big Brothers Big Sisters of NYC; and case manager in outpatient psychiatry at Harlem Hospital, New York City. She received both her degrees from Columbia University.

Michael German is the United States Interagency Council Region IV Coordinator (serving Kentucky, Tennessee, North Carolina, South Carolina, Georgia, Alabama, Mississippi, Florida, and Puerto Rico) and is advancing the development of State interagency councils on homelessness and 10-year plans to end chronic homelessness around the country. Region IV currently has the largest number of 10-Year planning processes in the country. Mr. German joined the Interagency Council from the HUD's Atlanta Field Office, where he served as the Regional Director's Liaison. Prior to his work at HUD, he served as District Manager for a member of the U.S. House of Representatives. Previously he created and directed the Office of Grants Development for the City of Atlanta under former Atlanta Mayor Maynard Jackson. He served as Deputy Executive Director of the Atlanta Housing Authority, the fourth largest public housing agency in the Nation. Mr. German's career includes 15 years' service with the Federal Emergency Management Agency (FEMA), managing over 20 major disaster operations.

Jennifer Goodman is an Account Supervisor from Ketchum representing HHS in an effort to research, identify, and educate potential users of FirstStep, a Web-based interactive tool for helping individuals who are homeless access Federal benefits programs.

FirstStep contains useful information pertaining to income assistance, food assistance, employment services, child care, mental health and counseling services, health care assistance, housing assistance, alcohol and drug abuse treatment, life skills, and HIV/AIDS services. FirstStep was developed by HHS and the U.S. Department of Housing and Urban Development through partnership with Federal agencies and can be accessed at <http://aspe.hhs.gov/homeless/index.shtml> and <http://www.hud.gov/offices/cpd/homeless/index.cfm>.

Janice Grady is a native Washingtonian who attended school in the Washington area. She is a single mother who is helping to raise her teenage granddaughter. She graduated from Catholic University in May 1999, with a bachelor of arts degree in General Studies with a concentration in social work. She has been employed as a professional nurse, a substance abuse rehabilitation specialist, a construction worker (job training in humility), and a field organizer for the National Coalition for the Homeless. She was employed at Community Connections as a

consumer/survivor/recovery/advocate researcher and director of the Women's Support and Empowerment Center. She currently works as a Training Specialist with the Office of Organizational Development at the DMH Training Institute, Washington, D.C.

Her life paths have traveled many obstacles, such as homelessness, substance abuse, mental illness, and trauma. She is a trauma survivor whose goal is to encourage others to become survivors.

Jamie Hart, Practice Area Director at Health Systems Research, Inc. (HSR), 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, has 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, 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 SAMHSA's Center for Substance Abuse Treatment, Centers for Disease Control and Prevention, and HRSA 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 degree of public health in health behavior and health education, along with a master of arts degree and Ph.D. in African American history.

Clarese V. Holden is a Public Health Advisor for SAMHSA's Center for Substance Abuse Prevention (CSAP). She currently works in the Division of State and Community Assistance (DSCA), and she serves on the SAMHSA Homelessness Workgroup with the emphasis/focus on the prevention of homelessness. With almost 22 years of Federal service and experience in the alcohol and substance abuse prevention and treatment field, she has been a Public Health Analyst, Public Health Advisor, and Project Officer on several Federal grant programs and government contracts, including Juvenile Justice, Violence Prevention, Homelessness, Women and Their Children, Community Partnerships, Community Youth Activities, Rural and Isolated Populations, Critical Populations, Comprehensive Child Development Planning, Risk, Protective and Resiliency Assessment, Needs Assessment, Epidemiology, Technical Assistance, and Training, State Incentive Grants (SIG), and the Prevention set-a-side portion of the SAPT State Block Grant. Presently, her area of expertise and responsibility is being well-utilized in four southeastern States, including part of the Appalachian region, and two territories (Puerto Rico and the Virgin Islands).

Ms. Holden was a Brookings Institute Fellow and has worked in the congressional offices on Capitol Hill with a portfolio that included meeting the needs of homeless families with children.

Anne Hopewell is a Senior Policy Associate at HSR in Washington, D.C., where she has served as Project Manager for the previous six Homeless Policy Academies. In addition, she is the Project Director of a national oral health project funded by the Maternal and Child Health Bureau to develop partnerships between Head Start Programs and local communities to increase

access to dental care and improve oral health education for underserved children and their families.

Prior to coming to HSR, Ms. Hopewell managed community relations for the Kaiser Permanente Foundation of the MidAtlantic States, developing health resources for uninsured populations in the Washington, D.C. area. From 1996 to 2000, as Executive Director of United Way of Virginia, she provided training and technical assistance to United Way organizations throughout the Commonwealth and served as a registered lobbyist at the Virginia General Assembly on behalf of United Ways and their affiliated agencies.

Frances Isbell is the Executive Director of Healthcare for the Homeless – Houston (HHH), whose mission is to promote health, hope, and dignity for Houston’s homeless through accessible and comprehensive care. As the first Executive Director of HHH, beginning in 1999, Ms. Isbell has been instrumental in bringing together a large number of community-based agencies, health care clinicians, educational institutions, and public organizations to forge a common strategic plan to effectively address the health needs of the homeless. In 2002, HHH was deemed a Federally Qualified Health Center.

Previous to this position, Ms. Isbell taught sociology at Houston Community College, North Harris College, and Sam Houston State University. Her teaching was focused in three areas: research, organizational structures, and marriage and family systems. She also has worked as a consultant in organizational development, has maintained a private counseling practice for 15 years, and has experience in clinical administration.

Ms. Isbell is a graduate of Sam Houston State University with a bachelor of science degree in social rehabilitation and an master’s degree in behavioral sciences.

Judith Jerald is the National Coordinator of the Early Head Start Program at the Head Start Bureau in Washington, D.C. In her work at the Bureau, she is charged with helping to develop and clarify Early Head Start policy, initiate training and technical assistance activities that will encourage capacity building in the Federal regions and within the Early Head Start training and technical assistance system, support the Early Head Start research activities, and provide general oversight for Early Head Start as the program develops and expands throughout the country.

Before joining the Bureau in 1999, Ms. Jerald was the founder and Director of Early Education Services, an umbrella agency that provides comprehensive services to young children and their families throughout Windham County, Vermont. She administered a variety of early childhood and family support programs, including Early Head Start, preschool Head Start, Even Start, State welfare reform and child care contracts, and school district preschool programs. Her work in Vermont included participation in several research projects, including the Early Head Start National Evaluation Study.

Ms. Jerald was an appointee to the National Advisory Committee on Services to Families with Infants and Toddlers, the group who designed Early Head Start in 1994. Because of her experience in directing comprehensive infant/toddler programs, Ms. Jerald was asked to join the Head Start Bureau to help implement and expand Early Head Start nationally.

Ms. Jerald has also worked as a high school English teacher and an elementary school social worker. She owned and operated a farmstand in Vermont, served with the Peace Corps in Turkey and Iran, and lived in El Salvador with her family.

George A. Kanuck is a Public Health Analyst in the Co-occurring and Homeless Branch of the Division of State and Community Assistance at SAMHSA's Center for Substance Abuse Treatment. Mr. Kanuck's areas of expertise involve policy development, organizational management, strategic planning, and coordination of inter- and intra-agency activities across the spectrum of substance abuse and mental health issues. He has participated in the Homeless Policy Academies since their inception, providing planning and support for the conduct of the Academies, and has served as a technical resource expert on a range of substance abuse issues, with extensive experience related to the Substance Abuse Prevention and Treatment (SAPT) Block Grant. He also serves as the lead Federal Project Officer for SAMHSA's Co-occurring Center for Excellence.

Bessy M. Kong has served as the Deputy Assistant Secretary for the Office of Policy at the Programs and Legislative Initiatives in Public and Indian Housing since Spring 2003. In this capacity, she is responsible for the development and implementation of policy initiatives as well as regulatory actions that affect all Public and Indian Housing clients.

Prior to her current position, Ms. Kong served as a Special Assistant to the Assistant Secretary for Public and Indian Housing. She led the Rental Housing Integrity Improvement Project (RHIP) tasked with reducing the error rate in income and rent calculation affecting all of HUD's assisted housing programs.

Prior to joining HUD, Ms. Kong served with the Peace Corps, where she was the Country Director in Namibia responsible for a program with over 100 volunteers. She also served as the Assistant Director of Management, responsible for the administrative functions of the agency as well as program budget.

Ms. Kong has spent much of her career outside government and was the founder and president of Kong & Associates, a land use and environmental consulting firm based in Los Angeles. She worked with numerous private and institutional developers in the predevelopment phase of their projects. The firm provided environmental, land use, plan design, surveying, and engineering services to a range of clients.

Margaret Lassiter is the project coordinator for two projects related to housing and homelessness at PRA. These projects include coordinating the Center for Mental Health Services' contract to provide technical assistance to the PATH program and coordinating the technical assistance provided to States that have attended a Federal Policy Academy on homelessness. She also was responsible for coordinating (with Vanderbilt University) aspects of the Center for Mental Health Services' Supported Housing Initiative, a multisite study of housing approaches for persons with serious mental illness. Prior to joining PRA, Ms. Lassiter was responsible for conducting program evaluations of education initiatives across New York State, including magnet schools, Goals 2000 programs, School-to-Work initiatives, implementation of New York State standards, bilingual education, and family literacy.

Rebecca Lucero is the Executive Assistant to the Regional Administrator of the Food and Nutrition Service Southwest Region and primarily coordinates and promotes the Administration's nutrition assistance priorities for the five-State region. She works extensively with Federal, State, and local government; faith-based and community organizations; schools; and others working to eliminate hunger in our communities. She has held this position since July 2003.

Ms. Lucero has worked for the Food and Nutrition Service (FNS) for over 25 years, starting in the Southeast and transferring to the Southwest in 1992. While at FNS, she has held positions in each of the major FNS Programs, including WIC; Child Nutrition; and Food Stamps, where she served as Nutritionist and Management Analyst. Rebecca has also served as the region's Civil Rights/EEO Specialist and has been appointed to countless special project teams.

Prior to beginning her FNS career, Ms. Lucero worked as a dietitian in an Atlanta, Georgia, hospital, and as a restaurant manager in El Paso, Texas. Ms. Lucero, a native Texan, earned her undergraduate degree in food and nutrition, with a minor in marketing, from New Mexico State University.

David M. Mandell is a native Houstonian who has dedicated his career to serving those who are suffering and underprivileged through helping them gain access to affordable housing, quality living standards, health care, and associated services.

After graduation from Texas A&M University with concentrations in Public Administration, business, and economics, Mr. Mandell focused his professional career on the governmental and nonprofit sector interfacing with providers of social services and leaders of the community in execution of worthwhile programs and delivery of meaningful assistance.

Mr. Mandell has served in many roles over his 15-year professional career helping create change in the lives of those in need. His initiatives have created, developed, and implemented innovative programs providing comprehensive social services while both creating and employing creating best practice models. He has been consistently recognized by both professional alliances and the community for his outstanding dedication and excellence. Most recently, he was named one of the *Five Outstanding Young Houstonians* as well as one of the *Five Outstanding Young Texans*. He serves on several national nonprofit boards and is a highly sought speaker at conferences where he shares best practices with others in the field. Mr. Mandell currently serves as CEO of Integrated Community Solutions, a consulting firm dedicated to creating positive community change.

Philip F. Mangano is the Executive Director of the United States Interagency Council on Homelessness (USICH). Mr. Mangano was appointed by President Bush to lead the Council in March 2002. The Interagency Council is responsible for creating the Federal strategy and coordinate the response to achieve the realization of the President's commitment to end chronic homelessness in 10 years. Under Mr. Mangano's leadership, the Council, which is comprised of 20 Cabinet Secretaries and agency heads, has forwarded a strategy of intraagency, interagency, intra-governmental, intergovernmental, and intercommunity collaborations to end homelessness. Governors of 51 States and Territories have taken steps to create State Interagency Councils on Homelessness, while over 180 Mayors and County Executives are working on a 10-Year Plan to End Chronic Homelessness or have completed a Plan. Since Mr. Mangano's appointment, the

Council has convened the Federal agencies as Regional Interagency Councils on Homelessness in the Federal regions. Each Council is supported by a Regional Coordinator, who provides technical assistance and support to States, cities, and counties in their jurisdictional initiatives. The Council has prioritized prevention as a central theme of homelessness policy and encouraged strategies based on the President's Management Agenda: evidence based, customer responsive, and results oriented.

Prior to his appointment by President Bush to lead the Interagency Council, Mr. Mangano was the founding Executive Director of the Massachusetts Housing and Shelter Alliance (MHSA), a statewide coalition of 80 agencies which operate over 200 programs. During the 12 years of Mr. Mangano's tenure, MHSA developed statewide strategies to reduce and end homelessness in Massachusetts. Mr. Mangano also participated in the creation and development of a variety of community-based organizations including a social justice group in Los Angeles and Social Action Ministries of Greater Boston. For several years, he was a full-time volunteer on St. Anthony's breadline in downtown Boston and subsequently became the Director of Homeless Services for the City of Cambridge.

Jacque Mason serves as the Department of Labor's Principal on Homelessness and works directly for Secretary Chao and her Policy Liaison to the United States Interagency Council on Homelessness (ICH), an entity under the White House Domestic Policy Council. Secretary of Labor Elaine Chao became Vice Chairman of ICH on April 1, 2004. In this position, Ms. Mason provides department-wide coordination of policy development and facilitates policy integration with the Department of Labor's interdepartmental Workgroup on Homelessness as well as 22 other Federal and State entities. She serves as the spokesperson and point of contact for all reports, studies, and grants on homelessness. In addition, Ms. Mason served in the Office of the Assistant Secretary for Policy as acting Chief of Staff with oversight for the Department of Labor's Policy Planning Board.

Ms. Mason has over 20 years in congressional field management, communications, and policy creation. As president of Strategy & Communication, Inc., a public relations firm from 1983 to 2003, Ms. Mason served as a senior field communications and grassroots consultant in over 400 local, State, and congressional programs in 45 States. In 2003, she was a Vice President of the National Federation of Independent Business in Washington, D.C. She was also a Vice President at Bonner and Associates, a D.C.-based, grassroots-lobbying firm. Prior to going to K Street, Ms. Mason served on the House Government Reform Committee for Congressman Tom Davis (Virginia) and previously held Hill positions as Press Secretary for Congressman Ken Kramer (Colorado) and Public Affairs Officer for Congressman Carroll Campbell (Virginia). In the late 1970s, she covered local affairs as a newspaper and radio reporter in Virginia.

Ms. Mason has distinguished work as an award-winning author, speaker, congressional media consultant, and field trainer. Her training videos for various national organizations have won various awards, including the 1996 Telly Award from the American Association of Advertisers. Her training manuals have been published in 25 languages. She has taught for many associations and lectured at American and Regent Universities and was a founding faculty member of the American Campaign Academy. She graduated with honors from the University of Virginia and completed honors graduate work at Indiana University.

Joan McAllister has worked with the North Carolina Independent Living program since 1995 and is the State coordinator of NC LINKS, the name of the program since 2000. A passionate advocate on behalf of youth and young adults who have been in foster care, Joan provides leadership to the 100 county Departments of Social Services in regard to effective programs, appropriate use of the county allocations and LINKS Special Funds, and information about other agencies that provide services to current and former foster youth.

Ms. McAllister is a 1970 graduate of the University of North Carolina School of Social Work. In addition to her work at the North Carolina Division of Social Services, she serves as a consultant for the National Resource Center for Youth Development, Casey Family Programs, the Urban Institute, and other national youth-serving organizations. With Barbara Bergman, she has helped to provide leadership to the newly formed North Carolina Collaborative on Youth in Transition, which seeks to improve information sharing and service delivery to youth transitioning to adulthood from public service systems. Joan has also served with the Discharge Planning Task Force of the North Carolina Plan to End Homelessness.

Alicia McCarthy obtained a bachelor of science degree in psychology from the University of Houston – Clear Lake in 1996, after leaving the U.S. Air Force with an applied sciences degree in 1994. She has worked for the Texas Department of Human Services for 2.5 years as an Eligibility Specialist for Food Stamps, Temporary Assistance for Needy Families, and Medicaid programs. Ms. McCarthy graduated from the University of Houston May 2000 with a master of arts degree in social work. She has worked for the Michael E. DeBakey Veteran’s Affairs Medical Center since July 2000 and for the Healthcare for Homeless Veteran’s program for the past 4.5 years. In her current position, she reaches out to homeless female veterans with a history of addiction, chronic mental illness, or HIV.

Leon R. McCowan serves as the Regional Administrator for the Administration for Children and Families (ACF), Region VI, in Dallas, Texas. He provides executive leadership, direction, and coordination for all ACF programs in the region, consisting of the states of Arkansas, Louisiana, New Mexico, Oklahoma, and Texas. The ACF is responsible for programs that promote the social and economic well-being of children and families. The following ACF programs are under his direction: Head Start, Child Care, TANF, Child Support Enforcement, tribal programs, Developmental Disabilities, child welfare programs, youth programs, and community service programs. Nationally, he serves as the Lead Regional Administrator for Child Support Enforcement, Technology, and Positive Youth Development.

With more than 30 years of professional Federal service, Mr. McCowan began his career in the Department of Agriculture’s FNS. He has held various program and management positions within HHS, including Regional Hub Director for the West-Central Hub, Deputy Program Manager for the Office of Family Assistance, and Deputy Regional Representative for Child Support Enforcement. In 2001, Mr. McCowan was recognized with the prestigious Presidential Rank Award for Meritorious Executives and was presented with two Secretary’s Awards for Distinguished Service by HHS. The first award commended his creativity, initiative, and vision in developing approaches to partnerships for results with Hub stakeholders and inventing a model organizational strategy for the West-Central Hub. The second lauded his efforts with the HHS National Fatherhood Initiative. He received the Secretary’s Award in 2000 as well, for outstanding performance of Y2K activities.

Mr. McCowan is a member of the International Who's Who of Professionals. The North Texas Chapter of Blacks in Government honored Mr. McCowan with a Career Achievement Award. He was named Manager of the Year by the National Treasury Employees Union and was presented the Unsung Hero Award by the Dallas Chapter of Federally Employed Women.

Mr. McCowan received his bachelor's degree in sociology from Wiley College in Marshall, Texas, and his master's degree in public administration from the University of North Texas in Denton.

Robin Y. McDonald serves as Special Assistant to the Secretary in the U.S. Department of Labor's Center for Faith-Based and Community Initiatives and is responsible for ex-offender re-entry initiatives, including Ready4Work (R4W), a \$32.5 million ex-offender re-entry workforce development demonstration initiative, and the Prisoner Re-Entry Initiative (PRI), the \$300 million re-entry expansion announced by President Bush in the 2004 State of the Union.

Both PRI and R4W draw on the unique strengths of faith-based and community organizations (FBCOs) and rely on them as a primary partner for social service delivery to ex-prisoners by providing a direct link into the communities to which they are returning, working together for the sustainable ex-offender re-entry, and improving outcomes for ex-offenders and the communities in which they live. From 2003 to 2005, Ms. McDonald was assigned to R4W's pilot site in Jacksonville, Florida, and was responsible for project development and implementation.

Prior to her current position, Ms. McDonald worked as senior staff member in the United States Senate on community renewal and economic empowerment issues. Ms. McDonald is also former Executive Director of a faith-based nonprofit organization meeting the needs of women and their families in Washington, D.C. Ms. McDonald is admitted to the Maryland State Bar.

Stephen Metraux is Assistant Professor of Health Policy at the University of the Sciences in Philadelphia. He received his Ph.D. in sociology in 2002 at the University of Pennsylvania, and his research interests include homelessness and housing policy, mental illness, urban poverty, and research applications for administrative datasets. Dr. Metraux's current research includes a geographic analysis of community integration among persons with mental illness, community outcomes of released prisoners, and HIV/AIDS risks among indigent people with alcohol and drug problems.

Margie Milenkiewicz, Senior Consultant at the Colorado Department of Education currently serves as the State Coordinator for the Education of Homeless Children and Youth. In partnership with a private foundation, her office sponsored participatory action research for the development of educational practices for homeless and highly mobile students. This pilot project is currently in development as a Web-based professional development tool, with funding from six Federal education initiatives. Ms. Milenkiewicz has been in the field of education for 20 years, primarily working in community-based organizations, collaborating with schools that serve the most disadvantaged students. As the Colorado State Coordinator and member of the National Association for the Education of Homeless Children and Youth, Ms. Milenkiewicz has authored multiple publications and presented at numerous national and State conferences. Her work focuses on statewide Systems Change and Resource Development utilizing national, State, and local school and community-based partnerships to address the educational needs of homeless and highly mobile students. She currently chairs the Families with Children and Unaccompanied

Youth Committee for the Colorado Interagency Council on Homelessness and manages a statewide AmeriCorps program that serves homeless children, youth, and families.

Jennifer Mintz has over 15 years of experience, education, and specialized training in the workforce development and social services arenas. She has focused on serving specialized populations such as the homeless, the mentally ill, the disabled, ex-offenders, veterans, substance abusers, and at-risk youth. She is active in all facets of program management, including grant writing, program design, and direct service provision. Ms. Mintz played a key role in designing and implementing SEARCH's current Employment and Education Center (EEC) and was with the program at its inception in 1990. In 2000, she left SEARCH and was employed at the largest One-Stop operator in Houston, Texas. There she designed, implemented, and coordinated special projects such as the Department of Labor funded Youth Offender Demonstration Project, as well as helping implement four inner-city WorkSource Youth Opportunity Centers. Ms. Mintz recently returned to SEARCH to manage its Resource Center. This program serves 200 homeless individuals and families 5 days a week through the provision of basic services to meet the daily survival needs of Houston's homeless street population as well as linking them to long-term programs and opportunities that lead to self-sufficiency. Ms. Mintz has worked with the homeless population for over ten years in an effort to help end homelessness.

Sandra Miyoshi has been Administrator of Hawaii State Homeless Programs for 9 years, has been facilitator of the Hawaii Policy Academy for 2 years, and 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 6 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 bachelor of science degree 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 HUD 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 an 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.

Cheri Nolan has a long and distinguished career in the criminal justice field. She has served four Attorneys General and three Presidents and was appointed Deputy Assistant Attorney General for the Office of Justice Programs (OJP) in July 2001. OJP comprises five program bureaus and various program and administrative offices that provide Federal leadership in developing the Nation's capacity to prevent and control crime, administer justice, and assist crime victims. Ms. Nolan's responsibilities include oversight of the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, and the Office for Victims of Crime. In addition, she led the development and release of the Serious and Violent Offender Reentry Initiative, a government-wide initiative to help reduce recidivism.

Prior to her appointment at OJP, Ms. Nolan was affiliated with the television show *America's Most Wanted*. As executive assistant to John Walsh, the program's host, she continued the work she had begun in her previous assignment at the Department of Justice, working with State and local law enforcement, elected officials, and crime victims.

Ms. Nolan's extensive work in the justice field was preceded by distinguished service on the White House staff of President Ronald Reagan and in various Cabinet agencies, including the Departments of Commerce, Energy, and the Treasury. She joined the Department of Justice for the first time in 1987 on a temporary assignment for then-Attorney General Edwin Meese. This became a permanent assignment when she was named Deputy Director of the Office of Liaison Services for successive Attorneys General Richard Thornburgh and William P. Barr. In that capacity, she was involved in some of the most important crime issues of the late 1980s and early 1990s.

Crucita Nuñez-Ochoa was initially introduced to Chicanos Por La Causa, Inc. (CPLC), as a participant of the CPLC Via de Amistad Employment and Training Center for Women. In 1986, Ms. Nuñez-Ochoa became an employee of the organization. Since then, Ms. Nuñez-Ochoa has worked her way up the corporate ladder from receptionist to her current position of Director of Domestic Violence Programs for CPLC. She has held the position since 1996. Her work experience with CPLC includes everything from answering phones and conducting case management and client advocacy to developing and managing programs. As Director of Domestic Violence Programs, Ms. Nuñez-Ochoa is responsible for fundraising, managing contracts and finance, supervising and providing staff training, and carrying out the day-to-day operations of the center. She holds a national certification in Domestic Violence Counseling. Ms. Nuñez-Ochoa is currently serving as interim president of the Arizona Coalition Against Domestic Violence Board of Directors. She also serves on the The Regional Homeless Council Board.

Michael J. O'Grady is the Assistant Secretary for Planning and Evaluation (ASPE) at HHS. The ASPE is the principal advisor to the Secretary of Health and Human Services on policy development in health, disability, aging, human services, and science and data and provides advice and analysis on economic policy.

Prior to his appointment, Dr. O'Grady most recently served as the Senior Health Economist on the majority staff of the Joint Economic Committee of the U.S. Congress. At the Committee, his work focused primarily on Medicare reform, the uninsured, and other national health issues. Prior to joining the Joint Economic Committee, Dr. O'Grady was a Senior Research Director at Project Hope's Center for Health Affairs, where his work focused on Medicare reform issues.

Dr. O'Grady also served as a health analyst with the Senate Finance Committee's majority staff under Chairman Bill Roth (R-Delaware). His work at Finance dealt with Medicare issues, including the implications of moving to a more market-based approach to Medicare, prescription drug proposals, the Medicare+Choice Program, and Medicare's long-term solvency and financial viability.

Before joining the staff of the Senate Finance Committee, he was a Senior Analyst with the Bipartisan Commission on the Future of Medicare. He also has worked at the Medicare Payment

Advisory Commission (MedPAC), the Physician Payment Review Commission (PPRC), the Congressional Research Service (CRS) of the Library of Congress, and the Office for Civil Rights in both the Department of Health Education and Welfare and the Department of Education. He holds a doctorate in political science from the University of Rochester.

J. P. Peters currently serves a dual role as the State Representative and National Account Representative for the State of Texas. She is responsible for the overall monitoring and oversight of the Medicaid Program in the State for CMS. Prior to this position, Ms. Peters served as the National Medicaid Fraud and Abuse Liaison. She had the leadership responsibility for the overall management and coordination of the Medicaid Fraud and Abuse strategic goals for CMS' 10 regional offices.

She began her government career with the Social Security Administration (SSA), where she served in a variety of program and administrative positions in SSA's Dallas Regional Office, States of Oklahoma, Arkansas, and Texas. In March 1995, she began working with CMS in the Program Operations Branch of Medicaid. Ms. Peters has a wide range of experience in Medicaid program areas, e.g., eligibility, managed care, dual eligibles, fraud, and abuse.

Ms. Peters is a native of Arkansas, where she attended the University of Arkansas in Fayetteville, majoring in political science. During her career in Federal service, her leadership qualities have been recognized through many honors and awards, one of which was the HHS's award for her work with the homeless population.

Patricia A. Post is a Policy Analyst and Communications Manager for the National Health Care for the Homeless Council, a membership organization of health care providers working with homeless people across the United States, based in Nashville, Tennessee. She is the author of a monograph on Medicaid enrollment barriers for eligible homeless people (*Casualties of Complexity: Why Eligible Homeless People Are Not Enrolled in Medicaid*, 2001) and a report on health problems and health care access barriers experienced by homeless people in rural America (*Hard to Reach: Rural Homelessness & Health Care*, 2002). Last year, she oversaw the production of a manual to educate clinicians about appropriate documentation of medical impairments in support of their patients' applications for Federal disability benefits (*Documenting Disability: Simple Strategies for Medical Providers*, 2004). These documents were published by the National Council with support from HRSA's Bureau of Primary Health Care. Ms. Post also edits a bimonthly clinical newsletter for the Health Care for the Homeless Clinicians' Network (*Healing Hands*) and a series of recommended clinical practice adaptations to optimize care for individuals who are homeless.

Ms. Post staffs the National Council's SSI Task Force and directs the TennCare Shelter Enrollment Project, an outreach initiative to improve health care access for sheltered homeless children in Tennessee. She is the former president of a statewide health care consumer group in Tennessee that advocates for medically underserved populations and works to maximize the effectiveness of TennCare, Tennessee's Medicaid managed care demonstration program. Before joining the National Council, she served as Executive Director of the Tennessee Perinatal Association, as a consultant to the Vanderbilt University Center for Health Services' Maternal Infant Health Outreach Worker (MIHOW) project, and as the director of a center for education and research in orthopaedics at Vanderbilt University Medical Center.

Edward Pringle is the Senior HUD Official in Houston, Texas, serving as the Field Office Director within the Field Policy Management Division. His primary responsibilities include oversight and management of the Houston Field Office, its employees and customers within a 35 county jurisdiction and over 7 million residents. Mr. Pringle served over 28 years with the United States Air Force, retiring as a Chief Master Sergeant (E-9) and later teaching business management courses at City University in Seattle, Washington, to graduate and undergraduate students. He served as Vice President for Solitare Technologies, a computer company in Washington State; Vice President for the East Texas Investment Corporation, Inc. in Tyler, Texas; and later as one of the original 10 Texas State Coordinators serving Region IV Prevention Resource Center. In 1998, he was awarded the Community Leader of the Year by the Top Teens of America. He is also listed in Who's Who in International Business.

Mr. Pringle earned an associate's degree in business management; a bachelor's degree in vocational education (training and teaching strategies); a master's degree in human resource development (with concentrations in training and development); and a doctorate degree in management. He is also a graduate of several U.S. Air Force Academies dealing with senior level management policies and procedures. He is a certified trainer for Single Family Housing Loss Mitigation Programs. He attended and completed HUD's Community Builder's training conducted at Harvard University's Kennedy School of Government and was assigned as a Community Builder Fellow.

Robert Rowlands is currently the Community Liaison for Pierce County Housing Authority. Recently, he was the Chairman for the Tacoma/Pierce County Coalition for the homeless. He was also the previous Housing Services Director for Catholic Community Services, where he served homeless families with children. Mr. Rowlands holds a bachelor's degree in psychology and a master's degree in business with a certificate in organizational leadership.

Gary Rutkin is the Federal Program Manager for the McKinney-Vento Education for Homeless Children and Youth Program. He has worked in the areas of education and health and human services for the past 35 years. Previously, he worked with the U.S. Department of Education's Office of Post-Secondary Education in the Preparing Tomorrow's Teachers to Use Technology (PT3) Program. Before coming to the Department, Mr. Rutkin managed projects for the Center for Substance Abuse Prevention (CSAP) to implement a youth substance abuse prevention initiative. He also served as the Deputy Director of the Federal Resource Center for Special Education, where he managed activities with States, regional centers, and other national technical assistance providers for the U.S. Office of Special Education Programs (OSEP).

Mr. Rutkin's professional career includes being a teacher and administrator of special education programs and projects. He was a member of county advisory boards that developed a continuum of care for juvenile justice, and interagency family preservation services and served on the executive committee for model family service integration programs.

Jay Sanchez is the Program Director of El Centro del Barrio, a Health Care for the Homeless site in San Antonio, Texas, where she coordinates services for a predominantly Hispanic, medically underserved population of homeless individuals and families. She is also an Adjunct Faculty Member of the Worden School of Social Work. Throughout her career, Ms. Sanchez has served as an advocate for the homeless and persons with HIV. She is a noted speaker on issues of cultural competency and integrated service delivery for the uninsured and underinsured. She is a

member of the San Antonio Area Homeless Action Council, the City of San Antonio Continuum of Care, and the Health Care for the Homeless Clinicians Network.

Carol Shapiro has been a catalyst for criminal justice reform, focusing specifically on the development of innovative approaches to criminal justice supervision, victim support, substance abuse treatment, and mental health care for the past 30 years. Ms. Shapiro is the founding Director and President of Family Justice, a national nonprofit that taps family supports, in partnership with government, to improve the success of individuals under justice system supervision and the well-being of their families. Family Justice is a spinoff of the Vera Institute of Justice, where Ms. Shapiro founded La Bodega de la Familia. Ms. Shapiro's innovative work with government, the private sector, and community-based partners has been recognized by Harvard's Kennedy School of Government's Innovations in American Government Award and a fellowship from Ashoka Innovators for the Public.

Ms. Shapiro also served as an Assistant Commissioner for the New York City Department of Corrections, where her responsibilities included overall management and operation of correctional policies and programs for the Nation's largest jail system. She served as a consultant to Her Majesty's Home Office in London, where she initiated applied research and reform strategies to address women and crime issues around the United Kingdom. Ms. Shapiro currently serves on numerous advisory boards and provides technical assistance and consulting services on policy, planning, and implementation of justice and drug policy reform initiatives to Federal, State, and local governments; nonprofits; and the media.

Marybeth (Beth) Shinn is Professor of Psychology and former Chair of the Psychology Department at New York University. Her work focuses on poverty; homelessness; and the community, institutional, and policy environments that affect individual well-being. She and her colleagues have conducted numerous studies of homelessness in New York City. These include a 5-year study of homeless and housed poor families, a study of alternative models for sheltering homeless families, and an evaluation of the Department of Homeless Services' census of people living on the streets. She has also worked on experimental evaluations of a program in New York to house homeless individuals with mental illness and chemical dependencies in their own apartments, directly from the street, and a program in Westchester County to get families out of shelters and into housing with structured, time-limited services. Other current research interests include welfare reform, prevention of homelessness, and methods for assessing the social contexts of people's lives.

Ms. Shinn received her Ph.D. in social and community psychology from the University of Michigan in 1978, and her bachelor of arts degree in social relations from Radcliffe College, Harvard University in 1973. She has worked actively with various government agencies, including the Department of Homeless Services, the Human Resources Administration, the Department of Health in New York, and the Federal Interagency Council on Homelessness. In more academic circles, she served as President of the Society for Community Research and Action and received that organization's award for Distinguished Contributions to Theory and Research. She is currently president-elect of the Society for the Psychological Study of Social Issues.

Velma Simpson came to HUD's Office of Special Needs Assistance Programs in August 2002 as a Presidential Management Fellow. She now serves as a Program Specialist, Desk Officer for the New York City and State of Ohio field offices, and Coordinator of Technical Assistance.

Having served on boards of directors for a foster care agency, a life skills and transitional housing organization, and the Girl Scouts in Colorado, she brings knowledge and experience of grassroots' issues to the Federal perspective. Functional analysis of process is her area of interest, having obtained a master's degree from University of Oklahoma in administrative leadership and organizational analysis.

Sharon Stearns joined the Georgia Department of Human Resources (DHR), Division of Family and Children Services in January 2005 as the Manager of the Family Violence Unit. Ms. Stearns has a master's degree in social work from the University of Georgia and will complete her dissertation for a doctorate in psychology this summer. Prior to joining DHR, Sharon was with the Fulton County Solicitor General for 8 years as Director of the Family Violence Program. Ms. Stearns has been qualified as an expert witness in both Family Violence and Stalking. She has provided family violence training for judges, law enforcement, attorneys, medical personnel, and community agencies throughout Georgia. Ms. Stearns's prior professional experience includes social work in psychiatric inpatient facilities and hospital emergency rooms as well as battered women's shelters. She serves on the Georgia Fatality Review Advisory Committee, is vice chair of the Fulton County Family Violence Task Force, and is a member of the Criminal Justice Coordinating Council's Advisory Committee on Violence Against Women Act funds and the Georgia Commission on Family Violence Intervention Program Committee.

John Wagner comes to the Department of Transitional Assistance (DTA) with an extensive background in welfare-related issues both in Massachusetts and Wisconsin. In Wisconsin, he served at HHS, where he helped to craft and implement the state's welfare reform program with then-Governor Tommy Thompson.

Mr. Wagner came to the Massachusetts Executive Office of Health and Human Services (EOHHS) in January 1995. At EOHHS, he served as chief of staff and undersecretary. He was responsible for overseeing the overall administrative functions of EOHHS as well as human service policies and initiatives, including welfare reform, homelessness and workforce development.

Governor Swift appointed Mr. Wagner DTA Commissioner in April 2002. Governor Romney reappointed him in January 2003. DTA manages over \$1 billion in State and Federal spending, including cash assistance, Food Stamps, Supplemental Security Income, Employment Services, and sheltering programs for the homeless. DTA currently has approximately 1,600 employees.

Since being appointed, Mr. Wagner has focused on three priorities: increasing access to the Food Stamp Program, redesigning services and programs to the homeless, and crafting welfare reforms that will replace the current State program when the Commonwealth's welfare waiver expires in 2005.

In September 2004, Massachusetts Health and Human Services' Secretary Ronald Preston named Wagner the Assistant Secretary for Children, Youth, and Families. In addition to being DTA Commissioner, Mr. Wagner is charged with coordinating policies for children and families across Massachusetts' health and human services system.

A graduate of Marquette University, Mr. Wagner holds a master's degree in public policy from Georgetown University and a master's degree in public administration from the John F. Kennedy School of Government at Harvard.

Linda Weinreb is Vice Chair of the Department Family Medicine and Community Health and Professor of Family Medicine and Community Health and Pediatrics at the University of Massachusetts Medical School. A board certified family physician, Dr. Weinreb has extensive experience as a medical educator, clinician, and researcher. In her role as Vice Chair, Dr. Weinreb oversees the Department's research efforts and a range of community health-related service activities.

Dr. Weinreb has extensive expertise in the development, implementation, and evaluation of comprehensive service interventions for homeless and low-income housed families and children. Prior to coming to Massachusetts, Dr. Weinreb directed San Francisco's St. Anthony Foundation Medical Clinic, an urban health and support services program for homeless adults and families that was recognized by the Institute of Medicine for its innovative model. For the past 17 years, Dr. Weinreb has provided oversight and direction to the nationally recognized Worcester Homeless Families Program (WHFP). The WHFP, based at the Family Health Center, a federally funded community health center, provides integrated and family-centered health, mental health, and support services to the community's homeless mothers and their children. Dr. Weinreb is currently Principal Investigator of a SAMHSA grant to evaluate the efficacy of the WHFP model and leads one of the model sites identified as part of this national initiative. Dr. Weinreb was recently Principal Investigator of another SAMHSA grant to expand and integrate adult and child mental health services into primary health care for homeless families as well as a grant from the Health Foundation of Central Massachusetts to develop a pilot training curriculum for shelter staff working with clients who are victims of violence.

Dr. Weinreb is recognized nationally as an expert on the health and support needs of homeless families. In addition to her extensive program development and evaluation experience, Dr. Weinreb served as Co-Principal Investigator of a 7-year, National Institute of Mental Health funded, longitudinal study conducted from 1991-1998 of homeless and low income housed mothers and children in Worcester, Massachusetts. Dr. Weinreb also has substantial expertise in approaches to integrate mental health care into primary health care settings and is Principal Investigator of a Robert Wood Johnson grant to implement effective treatment models for depression in primary care. Dr. Weinreb has published extensively in journals, including *JAMA*, *American Journal of Public Health*, and *Pediatrics*, and is frequently invited to speak at national meetings.

Marsha Werner is the Federal Project Officer for the Policy Academy on Homeless Families with Children. She also is the Federal manager for the Social Services Block Grant program at the Office of Community Services at the HHS Administration for Children and Families. She has extensive experience as a program and management analyst.

Rebecca Widom joined the Homeless Outreach and Prevention Project in April 2003 to build the project's policy research component, after spending 4 years studying welfare reform at MDRC. At the Urban Justice Center, her research has focused primarily on improving access to Food Stamps in New York City. At MDRC, she co-authored several reports including *Post-TANF Food Stamp and Medicaid Benefits: Factors That Aid or Impede Their Receipt* and *Is Work*

Enough? The Experiences of Current and Former Welfare Mothers Who Work. Ms. Widom received a master's degree in sociology from the University of Arizona in 1999.

B. Diane Williams was named President of Safer Foundation in February 1996. The Safer Foundation is one of the Nation's largest private nonprofit providers of social services, education programs, and employment training and placement exclusively targeting offenders and ex-offenders. Under her leadership, the Safer Foundation has incorporated the "What Works" principles, adopting evidence-based program designs and evaluations. Under contract with the Illinois Department of Corrections, Safer manages two large adult transition centers with a total of 550 beds. University research acknowledges the success of these programs through low recidivism rates—Safer's employment program boasts a 27-percentage-point differential compared with the same-year Illinois State prison releases.

Ms. Williams has an undergraduate degree in Education. She also has a master's degree in business administration from Northwestern University's Kellogg School of Management. She has over 20 years of management experience in the telecommunications industry. Since her appointment to the Safer Foundation, Ms. Williams has served in consulting roles for the U.S. Department of Labor, Department of Justice, HHS, HUD, the Council of State Governments Reentry Initiative, and the National Treatment Plan Criminal Justice Workgroup of the Center for Substance Abuse Treatment. She is a member of the National Institute of Corrections Advisory Board and is frequently called upon to lead and participate in reentry programs and planning.

Francine Williams is a Senior Project Associate at PRA in Delmar, New York. In this capacity, she directs and coordinates multiple projects within PRA's Homeless and Housing Division including national technical assistance contracts for the Policy Academies on Homelessness and HUD's McKinney-Vento and PHASES (chronic homelessness) grantees. She is also the former Director of the National Resource Center on Homelessness and Mental Illness which was operated by PRA under contract to the U.S. Center for Mental Health Services for 16 years. Ms. Williams also served as PRA's Homeless and Housing Division Manager, with oversight and management responsibility for all of PRA's homeless and housing projects. Prior to coming to PRA in 1997, Ms. Williams worked in employment and residential programs for people with mental illnesses, many of whom had been homeless.

Phyllis Wolfe has been a Special Expert in the Homeless Programs Branch, Center for Mental Health Services, Substance Abuse and Mental Health Services Administration, U.S. Department of Health and Human Services for the past 5 years. She has over 25 years of direct work in support of individuals who are homeless, including policy, program, practice, research, and advocacy areas. Ms. Wolfe planned and implemented the initial Health Care for the Homeless Project in Washington, D.C., after initiating one of the first publicly funded mental health programs for people who were homeless in the District of Columbia. Ms. Wolfe also served as the national spokesperson for the release of the IOM study *Health, Homelessness and Human Need*, 1989.

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, Ms. 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 stigma related to HIV/AIDS and homelessness. She served for 8 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 SAMHSA for 3 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. Ms. Aligata also served for 4 years as Project Director of a substance abuse and infectious disease cross-training initiative funded by the Center for Substance Abuse Treatment, Centers for Disease Control and Prevention, and the HRSA. 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.

Sharon D. Chappelle is President of Chappelle Consulting & Training Services, based in Middletown Connecticut. Ms. Chappelle and her husband Fred provide a wide array of training and consultation services to local and national organizations in the areas of managing diversity, multicultural education, organizational development, sexual harassment, ATOD prevention, intervention, and treatment; clinical supervision, focus groups, curriculum design, and delivery.

Ms. Chappelle has a master’s degree and a doctorate in social work, with over 25 years of experience in the clinical arena. Most recently, Ms. Chappelle facilitated the presentation of research findings for the Connecticut Homeless Families Initiative, one of eight interventions of the CMHS/CSAT Homeless Families Initiative that involve outreach to substance-abusing homeless mothers at risk for losing custody of their children because of failure to attend treatment. She has served as the Clinical Director of a community mental health clinic, Lead Trainer for NASW’s HIV/AIDS Training Initiative, and Trainer for ETP, Inc. and The Center, a Connecticut-based training facility for professionals in pursuit of counselor credential. In addition, she has provided training and consultation under the auspices of the CSAP-Health Care Delivery System and CAST-HIV/AIDS Cross Training, panel member Group Therapy TIP, and the National Alliance for Model State Drug Laws. Ms. Chappelle has provided training workshops on diversity for Towers Perrin, Connecticut State Department of Mental Health and Addiction Services, and the University of Connecticut.

Ms. Chappelle has appeared on local television and radio stations discussing issues such as prevention, diversity, couples and women in management. In addition Ms. Chappelle is the co-author of the book “Diversity In Action” and a Visiting Professor in Human Development at Connecticut College as well as an adjunct faculty member at The University of Connecticut School of Social Work.

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.

Ann Denton has nearly 20 years experience working with and for people with disabilities. In that work, Ms. Denton has focused on the housing needs of people with disabilities, particularly people with serious mental illness. She has worked with communities and State agencies throughout the country on Continuum of Care planning and creating housing for people who are homeless. She has provided leadership in the area of targeting resources to people who are most in need, especially people making 30 percent or less of the household median area income, and targeting resources to people who are homeless.

Ms. Denton provides leadership at the State level in all these areas. She has served as the past Chair of the Texas Interagency Council for the Homeless and is a founding member and a current Board member of the Texas Homeless Network. She helped to create and implement the Supported Housing Initiative, an activity of the Texas Department of Mental Health and Mental Retardation, which has been identified as a "best practice." At present, she advises advocacy groups throughout Texas on the local Consolidated Planning Process and provides energetic input to the State ConPlan.

Ms. Denton is the Director of the Austin office of The Enterprise Foundation, a national foundation devoted to the development of affordable housing and decent and safe communities. Ms. Denton's office operates a statewide training and technical assistance project with the goal of increasing the number of housing units that are affordable, available, and accessible for people with disabilities. Also, the Austin office operates a leadership training project for people with disabilities. This project provides training to people with disabilities in 12 communities over 5 years, resulting in new leaders and measurable system change at the local level.

Martha (Marty) Fleetwood 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 aspect 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 towards 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 community-wide 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-based 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 bachelor of arts degree from the University of California at Irvine and a juris doctorate from Harvard Law School.

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 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 he has directed the development of policy reports and studies assessing the effectiveness of HUD programs, including reports to Congress.

Michael Sanders serves as a trainer and consultant for numerous child welfare agencies. With nearly 15 years' experience in both public and private child welfare systems, he applies his enthusiasm for children and families in a humorous and exciting presentation. He has written and trained numerous curriculums for social workers, foster parents, and youth and community partners. Mr. Sanders provides technical assistance for the Annie E. Casey Foundation, with the Family-to-Family Initiative in the area of redesigning the processes of recruitment, training, and support and retention of resource families. His career has focused on adolescent issues; therefore, his passion has been developing a youth involvement initiative within child welfare practice.

Jamie Taylor has worked in planning, implementing and funding nonprofit programs for over 20 years. She has coordinated planning services for mental health care, housing, case management, employment, substance abuse prevention, and HIV/AIDS services, as well as public policy, legislative advocacy, peace, and community organizing projects. Ms. Taylor has worked with collaborative planning teams to develop projects for housing and support services for special needs and homeless populations, as well as successful health care programs for families who are uninsured. She provides technical planning and facilitation assistance to a broad variety of nonprofit organizations in Connecticut.