

## **Improving Access to Mainstream Services for People Experiencing Homelessness: Focus on Homeless Families with Children**

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### **Background Information**

#### **Presenters/Resource Persons**

Regina F. Alexander is the Veterans Homeless Outreach Coordinator (VHOC) for the St. Petersburg Veterans Affairs Regional Office (VARO). She is an advocate for veterans through her work filing various claims, including compensation and pension claims for veterans. Ms. Alexander also provides information, presentations and literature on Department of Veterans Affairs (VA) benefits. She visits organizations, homeless agencies, and shelters to provide VA assistance and resources as well as determine eligibility for the wide range of VA benefits.

Ms. Alexander's past experience includes service as a Veteran Service Representative and Veteran Benefits Counselor for the St. Petersburg VARO. In St. Louis, Missouri, she was a dental technician at the Veterans Administration Medical Center, Jefferson Barracks and veterans benefits counselor at St. Louis VARO. She holds a Bachelor of Science in Social Work from the University of Missouri-St. Louis and an Associate Degree in Science, Dental Hygiene, from St. Phillips College, Texas.

Sherry L. Allen, M.Ed., is the Executive Director of the National Network for Youth and the Southeastern Network of Youth and Family Services. She is a graduate of Vanderbilt University with a Bachelor of Science in Mathematics and a Masters in Human Development Counseling. She has over 20 years of experience in working with youth and families as a teacher, youth worker, and counselor. Ms. Allen is a Licensed Professional Counselor in the State of Tennessee. She has provided trainings and consultation throughout the Southern and Northeastern United States and Western Europe, with an emphasis on youth development, community youth development, runaway and homeless youth issues, parenting, leadership, and organizational development.

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 cross-cutting 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 cross-cutting projects for which Ms. Araki is responsible include the

HRSA Pacific Basin Initiative and the Agency's External Emergency Response Team to assure continuity of essential functions during a crisis or emergency.

Daniel Armstrong, Ph.D., is a Professor of Pediatrics and Psychology at the University of Miami, where he is Associate Chair of the Department of Pediatrics and Director of the Mailman Center for Child Development. This Center is the University Center of Excellence in Developmental Disabilities Education, Research, and Services in Florida, the Maternal and Child Health Bureau Leadership Education in Neurodevelopmental Disabilities program in Florida, and one of the Dyson Community Pediatrics Training Initiative sites. He has served as the liaison to the American Academy of Pediatrics Committee on Psychosocial Aspects of Child and Family Health since 1995, and is lead or contributing author on more than 12 AAP Policy Statements related to children and child policy. He was a representative to the 1999 AAP-sponsored Consensus Conference on Children's Access to Mental Health Services, and served as a consultant on two occasions to the Institute of Medicine of the National Academies of Sciences, and to several institutes at the NIH. He is a member of the NCI's PDQ Supportive Care Editorial Board. Dr. Armstrong has a particular interest in services for children of diverse ethnic and/or linguistic backgrounds, and in service delivery models for children living in poverty.

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 is often 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.

Patricia Carlile is the Deputy Assistant Secretary for Special Needs responsible for managing approximately \$3 billion in new and existing HUD grants that serve homeless people and others who are at risk of becoming homeless, along with persons with HIV/AIDS. She oversees the annual Continuum of Care homeless assistance competition that entails the review of over 4,000 applications. The programs that she administers provide for a continuum of assistance that includes permanent supportive housing, transitional housing, emergency shelter, supportive services, and prevention. The President's goal to end chronic homelessness within ten years is a primary focus of the office. Earlier, under the first Bush Administration, Ms. Carlile was Executive Director of the Interagency Council on the Homeless, coordinating the homeless

activities of 17 Federal agencies. She has served in several other senior positions in the Federal Government.

Previously, Ms. Carlile owned her own management and executive search consulting firm, providing advice and guidance to corporate executives in an array of industries, including health care, high technology, housing, manufacturing, and real estate development, as well as associations and the Federal government. She created the congressionally mandated, industry-sponsored Commodities Futures Regulatory Association and helped to restructure an international affordable housing systems engineering company. Ms. Carlile later became a partner of an international executive search firm and opened its Washington, D.C. office. She began her consulting career with Ernst & Young, an international management consulting firm. Ms. Carlile received her Bachelor of Arts from Pace University and a Masters of Liberal Studies at Georgetown University. She is originally from Texas.

Clarence L. Carter was appointed to serve as Director of the Federal Office of Community Services (OCS) by President George Bush on June 25, 2001. As chief executive, Mr. Carter provides the Agency with direction and leadership in its provision of community-based support services for low-income Americans.

The Office of Community Services is a \$5 billion Federal agency, within the U.S. Department of Health and Human Services. The 12 programs of OCS build the capacity of low-income people and strengthen communities. Among the programs are: the Community Services Block Grant, the Social Services Block Grant, the Community Economic Development Program, the Individual Development Account Program, and the Community Food & Nutrition Program.

For the past 20 years, Mr. Carter has had the distinction of being appointed to serve the administrations of two Presidents and three Governors in various senior-level positions in a variety of State and Federal agencies. Prior to the OCS appointment, Mr. Carter was appointed by Virginia Governor James S. Gilmore in January 2000 to serve as the first Executive Director of the Virginia Tobacco Settlement Foundation. Before that, Mr. Carter served as Commissioner of the Virginia Department of Social Services. In that capacity, he was responsible for the administration of a statewide organization with 1,500 employees and an annual operating budget in excess of \$1 billion. The hallmark of his Social Services tenure was the successful implementation of the Commonwealth's landmark welfare reform initiatives. Fully implemented two years ahead of schedule, the program was instrumental in cutting the public assistance roles by more than half, from an all-time high of 74,000 families receiving AFDC/TANF to a 30-year low of 31,000. In the first five years of the program, more than 25,000 public assistance recipients obtained gainful employment, earning in excess of \$200 million.

Mr. Carter is frequently asked to comment on public issues and has been a guest on CNN's Crossfire, and Both Sides with Jesse Jackson, C-SPAN's Morning Roundtable, and BET's Our Voices and Lead Story. He has testified before congressional committees on a number of human service topics including the restructuring of the Food Stamps Program and the future of the Personal Responsibility and Work Reconciliation Opportunity Act (PRWROA). Mr. Carter has also served as an adjunct instructor at Virginia Union University, teaching a class on welfare reform and the role of the church and community-based organizations.

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.

Jose Cintron is the Senior Public Trust Officer of HOPE VI grants and serves on a team that manages all matters concerning seven HOPE VI grants at five public housing authorities. Mr. Cintron works closely with housing authorities, local organizations, and residents' councils to ensure that program functions are operating and on schedule. As Office Development Coordinator, he works with public housing authorities on the development and acquisition of affordable housing, including assisted living facilities and homes. Mr. Cintron's duties include financial literacy programs for low-income residents. He is part of a team working on a special Federal Deposit Insurance Corporation Smart Money Initiative.

Previously, Mr. Cintron served as the HUD Florida State Coordinator since 1995. In that role, he managed an expansion of the Miami HUD Office that more than doubled in size and now provides full service to all of HUD's partners in South Florida. Before becoming the HUD Florida State Coordinator, Mr. Cintron served as the Secretary's Representative for New York and New Jersey. Based in New York City, he was responsible for coordinating the work of five offices located in the two States. Prior to his HUD experience, Mr. Cintron devoted more than 17 years of his professional career to serving the people of the City of New York.

Emily Cooper is an Associate with Technical Assistance Collaborative, Inc. (TAC). Ms. Cooper's focus is affordable housing for homeless people and people with disabilities. She works with nonprofit agencies to troubleshoot and evaluate supportive housing programs and helps local and State governments develop and implement strategic plans to address the needs of vulnerable populations. She also provides customized trainings, develops comprehensive publications, and disseminates information on housing policy. Prior to joining TAC, Ms. Cooper administered multiple service-enriched housing programs for homeless and disabled persons for the Massachusetts Department of Housing and Community Development; was a U.S. Public Health Service intern with the Federal Center for Mental Health Services; and directly provided services for families and individuals living in shelters, inpatient facilities, and low-income housing.

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

Anne Cory currently serves as the President and Chief Professional Officer of the United Way of Northern Nevada and the Sierra, a United Way working in collaboration with 70 partner agencies and raising \$3.25 million annually. Ms. Cory provides human services leadership for northern Nevada and the Lake Tahoe Basin in a variety of ways. She attended the first Policy Academy on homeless families with children, as well as the fifth Policy Academy on the chronically homeless. Since its inception, Ms. Cory has facilitated the Policy Academy Team of Nevada in

her role as Vice Chair. She also represents homeless services providers in the northern part of the State as the leader of the Reno Area Alliance for the Homeless.

Prior to serving at United Way, Ms. Cory worked as the Vice President of Planned Parenthood of Mar Monte with a focus on Community and Business Development and was a freelance human services consultant. As a private consultant, she created a new primary care association; organized and acquired funding for a “new start” Community Health Center; managed a pilot project for National Health Service Corps, placing medical students in underserved communities; and provided grant writing, strategic planning, and program development consultation for nonprofit agencies throughout Nevada.

Janet Coscarelli, Director of the Tennessee Head Start State Collaboration Office, has been in this position for the last three years and is highly conversant with the philosophy, history, performance standards, and administration of Head Start programs. Prior to joining the Collaboration Office, she was the Assistant Executive Director of the Tennessee Commission on Children and Youth, a statewide child advocacy agency. She also directed a Tennessee Department of Health statewide program for children with disabilities and served as a Department of Health and Human Services Head Start Fellow stationed in Washington, D.C. She has served on the faculty of Vanderbilt University, Nashville and taught courses to masters-level students. Ms. Coscarelli has a Masters degree from Vanderbilt University and holds dual certification in Speech-Language Pathology and Audiology from the American Speech-Language Hearing Association. She has 20 years experience providing diagnostic, therapeutic, and rehabilitative services to young children with communication and hearing disorders.

Ms. Coscarelli is a recognized speaker and trainer and has presented at international, national and State conferences. She is a published author and has developed appropriate materials for teachers’ use in early childhood classrooms that focus on speech-language enrichment and reading readiness.

Rayanne F. Darensbourg, M.P.A., is a Family and Youth Program Specialist with the Administration for Children and Families at the U.S. Department of Health and Human Services. Her responsibilities include grants management for the Runaway and Homeless Youth and the Mentoring Children of Prisoners Programs. Prior to her service at DHHS, she was a Presidential Management Fellow at the U.S. Department of Housing and Urban Development. At HUD, she worked with homeless grant programs administered through the Office of Community Planning and Development.

Prior to her Federal service, Ms. Darensbourg served as Program Director for a community-based pilot summer program for children with disabilities at Dillard University in New Orleans and interned with the City of Newport News, Office on Youth Development in Virginia. She has also taught students with disabilities at local public schools in New Orleans and Norfolk.

Amy Davis is responsible for the McKinney-Vento Homeless Education Assistance Program at the Oklahoma State Department of Education. Her role as the State Coordinator for Homeless Education is to provide technical assistance to 541 school districts regarding the McKinney-Vento Act, which ensures that homeless children and youth have access to the same educational opportunities as other students. Responsibilities also include overseeing subgrant programs for

six districts under the Act. Additional duties within the agency include monitoring ten counties under Title I, Part A and 19 Even Start family literacy programs under *No Child Left Behind*.

Deborah Dennis, M.A., is Vice President for Technical Assistance at Policy Research Associates (PRA) in Delmar, New York. She is the project manager on PRA's contracts and subcontracts related to homelessness and housing, including the National Resource Center on Homelessness and Mental Illness (since 1988), the Health Care for the Homeless Information Resource Center (since 1996), the CMHS Supported Housing Initiative, the CMHS/CSAT Homeless Families Program, and the PATH Technical Assistance Program. 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.

Peter Hansen Dougherty serves as 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 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 veterans 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.

Anne Fletcher, M.P.A., M.S.W., is a Presidential Management Fellow working in the Office of the Assistant Secretary for Planning and Evaluation, U.S. Department of Health and Human Services. As an analyst working in the Office of Human Services Policy, she is responsible for projects that have an impact on the policy arena 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.

Kay C. Floyd is Director of the Head Start State Collaboration Office, in the Oklahoma Association of Community Action Agencies, which facilitates partnerships with housing, homelessness, substance abuse, mental health, and other community programs. As director of this project, she works with leaders of State agencies, statewide groups, and communities to initiate and support collaboration within the project's eight priority areas that include improvement of Head Start services for children and families experiencing homelessness. She served two terms on the Oklahoma City Board of Education and ten years on the Board of Directors of The Referral Center for Drug and Alcohol Treatment for Central Oklahoma. Previous employment includes five years as the lobbyist and director of board development for the Oklahoma State School Boards Association and seven years as a registered medical technologist.

John Garrity, M.P.A., is the Director of the Office of Special Needs Assistance Programs (SNAPs) at the U.S. Department of Housing and Urban Development (HUD). Mr. Garrity brings over 20 years of experience administering a variety of housing programs, including the former Urban Homesteading and HOPE III Programs. He currently oversees policy and program development for the six McKinney-Vento Act homeless assistance programs administered by HUD. Mr. Garrity is also responsible for implementing the award-winning “Continuum of Care” community-based planning process. Selected as the winner of the Harvard University/Ford Foundation “Innovations in Government” award in 1999, local Continuum of Care systems are competitively funded through the award of over \$1.2 billion in HUD’s homeless assistance program grants annually.

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, 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 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, 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.

Traci Gruenberger is the Director of Operations at Lutheran Social Ministry of the Southwest (LSMS) in Arizona. She has been with LSMS since 1998 and has worked in a variety of capacities within the organization. She has worked in social services for over 12 years in Arizona, as well as Wisconsin and New York . During this time, she has worked with a variety of populations, including low-income individuals and families, in need of services.

Beth Garriss Hardy, Ph.D., has 35+ years of experience as an educator, including special education and general education classroom teaching, leadership, and management positions in public and private schools, and college/university teaching. Most recently, she was Program Director for the Children, Families and Communities program at SERVE, the Regional Educational Laboratory serving the Southeast. While at SERVE, Dr. Hardy was responsible for the management of several projects addressing the educational needs of marginalized student populations, including preschool, migrant, special education, Title 1, homeless, and other highly mobile and/or at-risk children and youth. Dr. Hardy was an original author of the plan to create the National Center for Homeless Education (NCHE), a national clearinghouse of research, information and resources related to the educational needs of homeless children and youth, funded by the U.S. Department of Education, Office of Elementary and Secondary Education. She is currently serving as NCHE’s Interim Director. Dr. Hardy holds a Ph.D. from the University of North Carolina at Greensboro in Curriculum and Instruction, with a specialization in the education of exceptional students.

Jane Harper is the President/CEO, Family Resources, Inc. Since 1980, Jane has been a community and state advocate, committed to promoting policies and practices that strengthen youth and families. During that time she has played a strong leadership role in the development and positioning of Family Resources to carry out its mission in support of children, youth and families. In addition to providing services in runaway/youth crisis shelters, counseling and in-home services, Family Resources provides a variety of services in the public schools and the community.

Jane has had a passion and been a visionary for Family Resources for more than 22 years. As a consultant, counselor, coordinator, director, and now president, Jane has been an advocate for youth and families on both local and state levels since her early years. Focusing on the care and development of youth, she has assisted families to understand the cause and effect of their problems and become more productive in the community. Jane has been honored for her dedication, service, outstanding contributions, leadership, professional achievement and creativity on behalf of children and introducing much-needed programs to Pinellas County.

Jane currently serves as the Florida representative to the Southeastern Network for Youth and Family Services and from that network was appointed to serve on the National Council for Youth Policy committee of the National Network for Youth. She is also a board member for the Florida Network of Youth & Family Services and currently serves as the Secretary/Treasurer of the Juvenile Welfare Board Council of Executives. She is past president of the United Way Council of Agency Executives and has served as Chairperson of the locally sponsored Abuse, Neglect and Dependency Committee. Jane has also served on the District V Task Force for Runaway and Troubled Youth, the Youth Suicide Prevention Task Force and the District's Task Force on Child Abuse and Neglect Prevention. She is a graduate of the 1996 Class of Leadership St. Pete. Jane celebrated her 22<sup>nd</sup> year with Family Resources and her 13<sup>th</sup> year as President/CEO in 2002.

Jean L. Hochron, M.P.H., is the Team Leader for Special Populations in the Bureau of Primary Health Care, Health Resources and Services Administration in the U.S. Department of Health and Human Services. As Team Leader, she oversees targeted programs that enhance the delivery of health care services for individuals with special barriers to access. Prior to her appointment to this position, she was the Director of the Health Care for the Homeless (HCH) Program, a \$130 million grant program which supports the delivery of primary care and related services to over 550,000 homeless persons per year through grants to local provider organizations. In 1992-1994, Ms. Hochron was responsible for the Projects for Assistance in Transition from Homelessness (PATH) Program, a Federal formula grant program that supports the provision of mental health and support services to homeless persons with serious mental illnesses.

Mary Ellen Hombs is Deputy Director of the United States Interagency Council on Homelessness. The Interagency Council on Homelessness is part of the Domestic Policy Council with the Executive Office of the President and is responsible for coordination of 20 Federal agencies in their response to reduce and end homelessness. Prior to joining the Council, Ms. Hombs was Executive Director of the Massachusetts Housing and Shelter Alliance, a statewide coalition of 85 agencies that operate over 250 programs for homeless people. She has more than 25 years of experience in homeless advocacy and programs. She is author of numerous books and articles on homelessness and holds a master's degree in city planning.

Mark Johnston, M.P.A., is the Deputy Director of the U.S. Department of Housing and Urban Development's Office of Special Needs Assistance Programs, which administers HUD's homeless assistance programs. Among other responsibilities, he has served as Deputy Director of the Federal Interagency Council on the Homeless. He has a Masters Degree in Public Affairs from Indiana University at Bloomington, and a Bachelors Degree in public policy from Brigham Young University.

Sean Kelly is a Workforce Development Analyst for the Office of Workforce Investment, Employment and Training Administration, U.S. Department of Labor. Mr. Kelly works on the Policy and Planning Team for the Division of One-Stop Operations, where he is primarily responsible for processing state WIA waiver requests. Prior to joining DOL, Sean worked for a partner agency in the Washington, D.C. One-Stop system.

Brian Kennedy has been with Job Corps for over three years. Just prior to moving to the Department of Labor, Mr. Kennedy worked at the White House, where he was a Special Assistant to the President for Economic Policy, at the National Economic Counsel. He advised the President on job training, higher education, and labor policy.

Prior to working at the White House, Mr. Kennedy worked for more than ten years on job training, labor, and education policy in the United States Senate and the U.S. House of Representatives. After two years serving as the General Counsel to United States Senator Harry Reid, he moved to the Senate Committee on Labor and Human Resources, where he served as Senator Paul Simon's Staff Director of the Subcommittee on Employment and Productivity. The Subcommittee had jurisdiction over Federal job training programs. While he served as Staff Director, Mr. Kennedy led Senate efforts to pass Job Training Partnership Act Amendments, and the School-to-Work Opportunities Act. In 1995, after Senator Simon announced his retirement, Mr. Kennedy moved to the House of Representatives' Committee on Education Workforce, where he served as Labor Coordinator and Counsel. During his tenure in the House of Representatives, Mr. Kennedy was instrumental in the passage of the Workforce Investment Act. Mr. Kennedy received his Bachelor of Science Degree from James Madison University in 1982, where he graduated with honors. He received his law degree from the University of Virginia School of Law in 1985.

Kate King, M.P.A., has managed Medicaid programs or conducted health policy analysis on issues related to the organization, financing, or service delivery for long-term care and other special populations for 27 years. As a Health Insurance Specialist at the Centers for Medicare & Medicaid Services (CMS) in Baltimore, she is currently working on several projects under the President's New Freedom Initiative. Prior to Federal service, she served in the Maryland Medicaid program for 17 years, consulted at major health organizations while completing her doctoral residency at Brandeis University, and was a policy analyst at the Institute of Medicine for five years. She currently has a fellowship on Balancing Long-Term Care Systems sponsored by the Robert Wood Johnson Foundation.

Margaret Lassiter is the project coordinator for multiple projects related to housing and homelessness at Policy Research Associates, Inc. (PRA). Her current projects include coordinating the Center for Mental Health Services' contract to provide technical assistance to the Projects for Assistance in Transition from Homelessness (PATH) program; coordinating the technical assistance provided to States that have attended a Federal Policy Academy on

homelessness (under subcontract to Health Systems Research, Inc.); and 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.

Walter Leginski, Ph.D., is on assignment to the Office of the Assistant Secretary for Planning and Evaluation (ASPE), U.S. Department of Health and Human Services (DHHS), as a Senior Advisor on Homelessness. He is located within ASPE's Office of Human Services Policy and is responsible for the coordination and development of policies that address homelessness throughout the programs of the Department.

Prior to his assignment in ASPE, Dr. Leginski served for seven years as the chief of homeless programs for persons with mental illnesses in the Substance Abuse and Mental Health Services Administration, DHHS. His career in the National Institute of Mental Health was directed to improving the ability of States and localities to manage and evaluate mental health delivery systems by the application of information systems technologies. Dr. Leginski received his Ph.D. from Vanderbilt University and held positions in academia and health consulting prior to joining Federal service.

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 statewide 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 statewide 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 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.

Stephen Metraux, Ph.D., 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.

Ruby Neville is a senior public health advisor and project officer for the Substance Abuse Prevention and Treatment Block Grant Program in the Substance Abuse and Mental Health Services Administration's Center for Substance Abuse Treatment (SAMHSA/CSAT), Division of State and Community Assistance. Since 1994, her Federal career in the public health service includes her work with the Health Resources Services Administration's (HRSA's) former Community Health Centers Program and the later Health Centers Consolidation Program. During her tenure at HRSA, Ms. Neville worked as a project officer for the Health Care for the Homeless Program, the Outreach and Primary Health Services for Homeless Children Program, the Public Housing Health Care Program, and the Healthy Schools, Healthy Communities Program targeting children at risk of homelessness. She has been engaged in numerous efforts to build Federal collaboration among advocacy organizations seeking to improve the health status of vulnerable populations. Such efforts have led to Ms. Neville's involvement in SAMHSA-HRSA activities to support and enhance the integration of comprehensive health care services for vulnerable populations to foster quality outcomes in asthma management, mental health, substance abuse, and primary care.

Jane Nystrom is the Special Projects Coordinator for the Department of Health and Human Services, Administration for Children and Families, Office of Community Services (OCS). She leads major initiatives for the OCS and Faith-Based and Community Initiatives (FBCI) and is Lead Regional Administrator working on national projects in both OCS and FBCI. Ms. Nystrom coordinates activities that provide program funding and resources as well as specific outreach resources and activities to faith-based and community organizations working with the OCS Liaisons and FBCI Lead Liaisons housed in the 10 DHHS Regional Offices. Most recently, Ms. Nystrom has also been working with the Administration for Children and Families (ACF) Healthy Marriage Initiative and the African American Healthy Marriage Initiative.

Ms. Nystrom has been with the Federal government for over 29 years, working with stakeholders and partners at the Federal, State and local levels in such areas as welfare, job training and partnership, child care, Medicaid, emergency assistance, refugee assistance, Head Start, Community Services Block Grant, and other areas that assist families in need.

Ms. Nystrom received her Bachelors Degree from the University of Texas and completed graduate work at Boston, Northeastern, and Denver Universities, and has completed coursework in mediation and arbitration training.

Richard Nystrom, M.A., is a Management Analyst for the Health and Human Services, Administration for Children and Families (ACF) Region V, Chicago. He plans, controls, and accounts for the results of assigned projects. As the Office of Community Services Liaison for ACF Region V Project Officer and Contract Officer's Technical Representative, he controls and directs contractor staff through the contractor task leader. He contributes his analytical skills to regional and national plans and projects. He has led many grantee selection and contract technical review panels. He advises and assists ACF Region V procurement processes. Mr. Nystrom has been the Executive Officer in ACF Region VIII Denver, Program Liaison Specialist in Region V Chicago, Supervisory Child and Families Program Specialist, Head Start Program Specialist and has held several positions in the Social Security Administration. He has managed and supervised program, financial management, administrative, and computer systems staff. He was a caseworker and taught in an urban elementary school in Chicago. At various times, he has represented and advised both labor and management in grievance proceedings and labor negotiations. Mr. Nystrom has lectured and has provided technical assistance to Federal grantees extensively. He also has represented the Federal position on radio, television, and in the print media.

Mr. Nystrom has a Bachelor of Arts in Political Science, a Master of Arts in History, and is a Head Start Johnson & Johnson Management Fellow. He has done graduate studies in urban education, the psychology and sociology of poverty, and social work. He has served as a volunteer and on the Boards of social service, faith-based, and community organizations.

Charles "Chuck" O'Malley, Ph.D., currently serves as consultant to the Office of the Deputy Secretary, U.S. Department of Education. His responsibilities include representing the Department of Education at Interagency Council on Homelessness (ICH) Senior Policy meetings and drafting the Department's strategic plan for addressing chronic homelessness.

He was previously employed as a consultant to Sylvan Educational Services and was one of the founders of the National Council for Private School Accreditation. Dr. O'Malley served as NCPSA Executive Director (1993-1998) and as Executive Assistant for Private Education to three U.S. Secretaries of Education: Terrell "Ted" Bell, William Bennett, and Lauro Cavazos. He also served as Coordinator of Private Education Services for the Florida Department of Education, Coordinator of Education for the Florida Catholic Conference, and Assistant Superintendent for Governmental Programs, Catholic Archdiocese of Miami.

Dr. O'Malley has also taught school and served as an athletic director, athletic and debate coach, and physical education instructor with schools in Ft. Lauderdale, Florida and Chicago, Illinois. He held positions as an adjunct professor at the University of San Francisco, and visiting lecturer at Lynchburg College, Virginia, Georgia Southern University, and the University of South Carolina.

He has served as a contributing editor with the Center for Research in Private Education and the National Rural and Small Schools Consortium. His many articles have appeared in such publications as Education Week, Private School Quarterly, Today's Catholic Teacher, Jewish Education, the Kappan, Momentum, Journal of Christian Education, Manhattan Institute Network News & Views, Private School Administrator, and Private School Monitor. He holds a Doctorate in Postsecondary Education Leadership from Florida State University.

Patricia A. Post, M.P.A., 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). Both documents were published by the National Council, with support from the Bureau of Primary Health Care, Health Resources and Services Administration, U.S. Department of Health and Human Services. She 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 Medicaid Reform Committee 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 and as a consultant to the Vanderbilt University Center for Health Services' Maternal Infant Health Outreach Worker (MIHOW) project.

Captain Melissa Rael is an Officer with the United States Public Health Service in the Nurse Category. She has been with SAMHSA/CSAT for eleven years and has worked with Women and Children discretionary grant programs, including Residential Substance Abuse Treatment for Pregnant Women and Postpartum Women and their Infants and Children and Residential Substance Abuse Treatment for Women and their Children. She was the lead Project Officer for a SAMHSA three-Center Federally-funded knowledge development project for five years, Women, Co-Occurring Disorders with Histories of Violence, and an adjunct children's study with the children of the women who participated in the project. Currently, she is a Project Officer for CSAT's Homeless Treatment grants with a specific grantee cluster comprising grantee sites targeting homeless families, women, and children, and is the CSAT Project Officer for a Center for Mental Health Services/CSAT collaborative on a Federally-funded knowledge development project, the Homeless Families Program.

Brenda Lee Richardson, M.S.W., a resident of Washington, D.C. and an eco-feminist, has been working on welfare reform, environmental justice, economic development, and health for the past 20 years. Ms. Richardson is President of Women Like Us, Inc., where she champions women's issues and environmental stewardship. Women Like Us has operated the largest family shelter, the Park Road Facility, in the District of Columbia for the last two and a half years. The shelter provides transitional housing for 45 homeless families for 90 to 180 days. The services provided to families are case management, housing coordination, and community building. Ms. Richardson has also served on the Mayor's Task Force on Transportation and Economic Development, the Mayor's Health Policy Council, and the Mayor's Environmental Council. She has a Bachelor of Arts in Political Science from the University of Michigan and a Masters in Social Work from the University of Maryland.

Lawrence Rickards, Ph.D., is the Director of Clinical Initiatives in the Homeless Programs Branch of the Center for Mental Health Services (CMHS). In this role, he is responsible for developing and monitoring programs to meet the treatment and support services needs of homeless persons with mental illnesses and with co-occurring substance use disorder and mental illness. He also is the Co-Occurring Disorders Program Manager for CMHS initiatives that address co-occurring mental illness and substance abuse. Currently, Dr. Rickards is the team leader for the CMHS/Center for Substance Abuse Treatment collaboration that is evaluating interventions targeted to homeless women with psychiatric and/or substance use disorders who are caring for their dependent children. He has been at CMHS since 1992. He earned a Doctorate in Counseling Psychology from the University of Maryland.

Betty S. Ritchie is the Administration for Children and Families, Region IV Program Specialist working with the State and Tribal TANF and Child Care Development Funds (CCDF) programs. She is responsible for oversight of the Alabama and Florida TANF and CCDF programs and the Poarch Band of Creek Indians and the Miccosukee Tribal CCDF programs. She is also the HHS representative for the Regional Interagency Council on Homelessness.

Daniel M. Robbin, L.C.S.W., works for the Department of Veterans Affairs (VA) in the Miami VA Medical Center where he serves as the VISN 8 Network Homeless Coordinator. Mr. Robbins works closely with the local Health Care for Homeless Veterans programs (HCHV) in Florida and Southern Georgia. He also serves as the point of contact for the VA Community Homeless Providers Grant and Per Diem programs.

Vicky T. Robinson, M.B.A., is a native of Tacoma, Washington. Ms. Robinson began her career in public service for the State of Washington's Department of Social and Health Services. Ms. Robinson helped train staff on Food Stamp, Temporary Assistance for Needy Families, and Medicaid program policies and provided policy clarifications. She also created a Food Stamp Program accuracy unit to help reduce the State's error rate and aided the design of a food stamp assessment to establish the training needs of program staff. As a program manager for Washington State, Ms. Robinson wrote administrative rules and developed issue briefs for management. Ms. Robinson also lead the Simplified New Application Project (SNAP) by creating a cross-divisional workgroup to shorten and simplify Washington State's application for benefits form to help improve client service and to increase program access.

As a program analyst for the Food and Nutrition Service, Ms. Robinson participated in the implementation of the restoration of Food Stamp Program benefits to legal immigrants established under the 2002 Farm Bill and helped develop and deliver training to New York program staff. She is currently creating a Homeless Access Guide for stakeholders and implementing an e-business plan to bring the Program Development Division's Certification Policy Branch current in using available technology to improve program administration. Ms. Robinson has a Masters of Business Administration from Auburn University and a Bachelor of Science from Jacksonville State University.

Debra J. Rog, Ph.D., is a Senior Research Associate with Vanderbilt University's Institute for Public Policy Studies (VIPPS) and has been the director of the Washington office of the Center for Mental Health Policy since 1990. Dr. Rog received her Ph.D. in Social Psychology from Vanderbilt University and has over 20 years of experience designing and implementing evaluation and applied research studies in a range of settings involving issues of mental health,

poverty, homelessness, housing, and services for vulnerable populations. Prior to joining VIPPS, she served as the Associate Director in the National Institute of Mental Health Office of Programs for the Homeless Mentally Ill on a three-year special expert appointment. In this post, she developed the first research and multi-site evaluation initiatives for programs serving homeless persons with severe mental illness funded under the Stewart B. McKinney Act. Currently, she is the Principal Investigator of a Coordinating Center for the Center for Mental Services' Housing Initiative for Persons with Serious Mental Illness, a Coordinating Center for the Centers for Mental Health Services and for the Center for Substance Abuse Treatment's Homeless Families Initiative, and two foundation-funded cross-site evaluations of local collaboratives focused on violence prevention.

A recognized methodologist and evaluator, Dr. Rog has to her credit numerous publications on evaluation methodology, housing, homelessness, poverty, mental health, and program and policy development. She has been co-editor of the *Applied Social Research Methods Series* since 1980, a series that has produced over 50 volumes on both quantitative and qualitative research topics. She is also the co-editor of the *Handbook of Applied Social Research Methods* and a co-author of a book on *Applied Research Design*. She is on the editorial board of several evaluation and research journals and on two current encyclopedias (one on homelessness; one on evaluation) and is a frequent reviewer of grant proposals for the Substance Abuse and Mental Health Services Administration (SAMHSA), Robert Wood Johnson Foundation, and others. She has served on the Board of Directors of the American Evaluation Association and is a member of the American Psychological Association, the American Psychological Society, and the American Public Health Association. She completed an appointment on the Advisory Committee of Women's Services for SAMHSA, and has been recognized for her evaluation work by the National Institute of Mental Health, the American Evaluation Association, the Eastern Evaluation Research Society, and the Knowledge Utilization Society.

Marianne Savarese-Feliciano is the coordinator of the Health Care for the Homeless (HCH) program that is affiliated with the City of Manchester Health Department in New Hampshire and is attending as part of the New Hampshire State Team. In addition to her many years of experience in New Hampshire, she was part of the HCH movement at its very beginning (when it was a Robert Wood Johnson demonstration) and is an editor of one of the very first books about homeless health care, *Under the Safety Net*.

Starleen Scott-Robbins, M.S.W., L.C.S.W., has been in the substance abuse field since 1985 and has worked in various treatment modalities over the past 19 years. She has worked for the North Carolina Division of Mental Health, Developmental Disabilities, and Substance Abuse Services since December 1994. In her role with the division, Ms. Robbins is responsible for the management of State and Federal funds that support several statewide initiatives designed to provide specialized substance abuse services to women, coordination of a statewide capacity management system for pregnant women and women with dependent children, and provision of technical assistance to programs statewide. She is currently serving as the lead on the implementation of the new service standards package, which supports the reform efforts in North Carolina's mental health system.

Ms. Robbins has participated in several national projects including the Center for Substance Abuse Treatment (CSAT) National Consensus Panel: Substance Abuse Treatment: Addressing the Special Needs of Women; the National Center on Addiction and Substance Abuse at

Columbia University CASAWORKS for Families National Advisory Board; and the CSAT National Consensus Panel: Screening, Assessment and Outreach for Welfare Recipients.

She received her Bachelor of Science in Psychology from St. Lawrence University in Canton, New York and her Masters in Social Work from Adelphi University.

Barbara Singleton, L.C.S.W., has worked with homeless women for many years in her current position at the Miami VA Medical Center and other positions in Social Work. Her role has included providing a wide range of social services for homeless women (i.e. housing/shelter, transportation, food, financial assistance, accessing VA benefits and care, and therapist/group facilitating in substance abuse treatment, in addition to referrals for mental health and substance abuse treatment, and advocacy. Ms. Singleton has been extensively involved in providing clinical assessments and referrals for military and civilian sexual trauma and domestic violence. Additionally, she provides training for VA staff on identifying, making assessments, and referrals for abuse, neglect and exploitation for veterans, which includes homeless women. Her role as the Women Veterans Program Manager involves networking and case management with the VA Mental Health Outreach Program (Homeless Veterans Program). Ms. Singleton has also coordinated outreach activities with local homeless shelters, domestic violence and other community programs to assist women veterans in accessing appropriate services.

Leslie Spencer-Applewhite is a psychiatric nurse practitioner. She is the Coordinator of the Miami VA Medical Center Health Care for Homeless Veterans Program. Ms. Spencer-Applewhite has worked with homeless veterans for the past 10 years. She has also worked with dually diagnosed veterans.

Mack Storrs is a Senior Policy Analyst in the Office of Family Assistance (OFA), Administration for Children and Families, U.S. Department of Health and Human Services, responsible for providing policy guidance for the Temporary Assistance for Needy Families (TANF) Program. From 1991 through 1999, he was the Director of the Division of Self-Sufficiency in OFA, with responsibility for Federal oversight of the TANF program and the former programs of Aid to Families with Dependent Children (AFDC), Job Opportunities and Basic Skills (JOBS), and Emergency Assistance programs.

Prior to that, Mack served as a management analyst in the Office of the Assistant Secretary for Management and Budget and in the Executive Office of Management and Budget. He was the Executive Assistant to the Associate Commissioner, Office of Hearings and Appeal in the Social Security Administration. Earlier, he was the Director of Program Operations in the Office of Child Support Enforcement (OCSE). His career with the Department began as the Chief of AFDC Quality Control in the San Francisco Regional Office. He holds a Bachelor of Arts in Political Science from Utah State University and has conducted graduate work at the University of Arizona.

Jane A. Taylor, Ph.D., began serving as the Chief of the Co-occurring and Homeless Activities Branch, Division of State and Community Assistance, Center for Substance Abuse Treatment (CSAT), Substance Abuse and Mental Health Services Administration (SAMHSA), Department of Health and Human Services in 2002. From 1997-2002, Dr. Taylor served as the Director of the Division of Practice and Systems Development, SAMHSA/CSAT. She is responsible for developing, planning, implementing, and monitoring targeted capacity expansion and other

services activities and studies designed to increase the identification, adoption, and implementation of best practices, and services capacity. These activities are conducted to improve substance abuse treatment for the homeless and co-occurring disorders populations, both clinical interventions and systems of care, throughout the United States. Dr. Taylor's previous Federal experience includes serving as public health advisor, health science administrator, and psychologist for the National Institute on Alcohol Abuse and Alcoholism. She also has held several other positions within SAMHSA, including Director of the Office of Extramural Activities Review. Prior to entering the Federal service, Dr. Taylor completed her postdoctoral residency at St. Elizabeth's Hospital in Washington, D.C. In Columbia, South Carolina, she served as the Chief Addictions Specialist and Branch Chief for Outreach, Aftercare, and Follow-up at the Earle E. Morris, Jr. Alcohol and Drug Addiction Treatment Center, and also served as a probation officer in the Richland County Family Court. She holds a Bachelors Degree in Psychology from the University of North Carolina and a Masters and Doctorate in Counselor Education from the University of South Carolina.

Bill Vanderwall is statewide Director of Housing Services at Lutheran Social Service (LSS) of Minnesota. The Housing Services department at LSS works with many partners including government, faith groups, and other organizations in assisting homeless families, people at risk of homelessness, and low income families in finding and securing affordable housing. LSS Housing Services works in many ways to connect people with housing - from case management of families in crisis, to creating relationships with rental property owners, by partnering with other organizations, and by participating in the development of housing units.

Bill also is President of the Phillips-Park Initiative, a community housing development initiative in the Phillips neighborhood of Minneapolis now under construction, and Board Vice Chair of the HousingLink, a nonprofit organization dedicated to connecting low income renters with available housing opportunities in the Twin City area.

Linda Weinreb, M.D., 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 current role, Dr. Weinreb oversees the department's research efforts and community health-related education and 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 two grants from the Substance Abuse and Mental Health Services Administration, one to evaluate the efficacy of the WHFP model, and the other, to expand and integrate additional adult and child mental health services into the WHFP.

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 seven-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 integrating 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 the *Journal of the American Medical Association*, *American Journal of Public Health*, and *Pediatrics*, and is frequently invited to speak at national meetings.

Marsha Werner is the Federal manager for the Social Services Block Grant program at the Office of Community Services, Administration for Children and Families, U.S. Department of Health and Human Services. She has extensive experience as a program and management analyst and has a Bachelor of Arts from Simmons College.

Carol Wilkins, M.P.P., is the Director of Intergovernmental Policy with the Corporation for Supportive Housing, where she works to develop and support the implementation of policy solutions to end long-term homelessness for people who have complex health needs and multiple barriers to employment. She has more than 20 years of experience in public finance, human services, and policy work, including work with the California Legislature's Office of the Legislative Analyst and the State Assembly Ways and Means Committee, as Deputy Mayor of Finance in San Francisco, and as Finance Director for the San Francisco Housing Authority. She is the author of "Building a Model Managed Care System for Homeless Adults with Special Needs: The Health, Housing and Integrated Services Network" in *Current Issues in Public Health* and co-author of the chapter "Making Homeless Programs Accountable to Consumers, Funders and the Public," presented at the 1998 National Symposium on Homelessness Research and published by the U.S. Departments of Housing and Urban Development and Health and Human Services. She was a member of the expert panel convened by the General Accounting Office on homelessness and barriers to using mainstream programs.

Carlis V. Williams serves as the Southeast Regional Administrator for the Department of Health and Human Services/Administration for Children and Families (ACF) based in Atlanta, Georgia. She leads a staff of 85, and oversees an annual budget of over \$6 billion. She is responsible for ACF human service programs including Head Start, Child Welfare, Foster Care, Adoption, Child Care, Developmental Disabilities, Temporary Assistance to Needy Families, Child Support, and Runaway and Homeless Youth.

Before assuming her present position, Ms. Williams was the Executive Assistant to the Governor for Human Services in the State of Indiana. She was the Governor's chief policy advisor in human service areas and had responsibility for four major agencies: Family and Social Services Administration, the Governor's Council on Disabilities, the Governor's Council on Protection and Advocacy, and the Governor's Council on Sports and Fitness. She was instrumental in launching Indiana's nationally recognized Children's Health Insurance Program, Hoosier Healthwise, which enrolled over 120,000 children in its first year. She was also the catalyst for major changes in the areas of early childhood development, adoption, fatherhood, and support for low-income working families in the State of Indiana.

Previously, Ms. Williams served as Deputy Director for the Indiana Family and Social Services Administration, Division of Family and Children, and was responsible for programs related to family resources: Temporary Assistance for Needy Families, Food Stamps, Medicaid, Job Opportunities and Basic Skills Training, and Housing and Community Services. She also had lead responsibility for the design and implementation of welfare reform in the State.

Ms. Williams has worked in the community for many years as a volunteer in the areas of education and mental health. She has been on numerous boards and committees that focus on issues surrounding race relations, parenting, education, economic development, community involvement, and many others. She has experience in the private sector as a consultant in marketing and telecommunications. She has also been in private practice as a counselor/therapist in areas related to personal growth and positive functioning. Ms. Williams is a graduate of Ball State University with a Bachelor of Science Degree in Psychology and Master of Arts Degrees in Social Psychology and Counseling and Guidance.

Francine Williams, M.A., is the Center Director for the National Resource Center on Homelessness and Mental Illness, operated by Policy Research Associates, Inc. (PRA) in Delmar, New York, under contract to the U.S. Center for Mental Health Services. She is responsible for managing and overseeing all of the Resource Center's technical assistance, knowledge synthesis and knowledge application activities. Prior to this, Ms. Williams 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.

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, supports 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.

Phyllis Wolfe, M.A., L.C.S.W., is 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. She has over 25 years of direct work in support of individuals who are homeless, including policy, program, practice, research, and advocacy areas.

Girley A. Wright is a Program Analyst in the Office of Planning, Research, and Evaluation at the Administration for Children and Families. She serves as the project officer for a major initiative to assess the effectiveness of programs designed to enhance employment outcomes for TANF recipients and other low-income parents who have demonstrated difficulty entering and sustaining employment.

## Facilitators

Donna Aligata is President of Gold Cottage Industries LLC, a diverse team of homebased 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.

Anne Cory currently serves as the President and Chief Professional Officer of the United Way of Northern Nevada and the Sierra, a United Way working in collaboration with 70 partner agencies and raising \$3.25 million annually. Ms. Cory provides human services leadership for northern Nevada and the Lake Tahoe Basin in a variety of ways. She attended the first Policy Academy on homeless families with children, as well as the fifth Policy Academy on the chronically homeless. Since its inception, Ms. Cory has facilitated the Policy Academy Team of Nevada in her role as Vice Chair. She also represents homeless services providers in the northern part of the State as the leader of the Reno Area Alliance for the Homeless.

Prior to serving at United Way, Ms. Cory worked as the Vice President of Planned Parenthood of Mar Monte with a focus on Community and Business Development and was a freelance human services consultant. As a private consultant, she created a new primary care association; organized and acquired funding for a “new start” Community Health Center; managed a pilot project for National Health Service Corps, placing medical students in underserved communities; and provided grant writing, strategic planning, and program development consultation for nonprofit agencies throughout Nevada.

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 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 multi-service 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 and grass-roots 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 from the University of California at Irvine and a Juris Doctorate from Harvard Law School.

Kathryn “Ka” Flewellen, M.S., is currently the CEO of Change Strategies, Inc., an organization development consulting firm. Ms. Flewellen has provided facilitation, strategic planning, board training, and program and development planning for nonprofit organizations since 1995. After a decade of service to the Peace Development Fund, a small national public foundation, as Chair of the Board and Program Committee Chair, Ms. Flewellen spent the last year assisting the foundation to launch its new capacity-building initiative for special grantees in two program areas: environmental justice and criminal justice. Committed to strengthening citizen input in governance, Ms. Flewellen served as a senior research assistant at the University of Maryland’s Democracy Collaborative Project. She formerly directed the Preamble Center, a small Washington think tank that focused on economic issues, from globalization and the Multi-lateral Agreement on Investment to working with environmental justice communities seeking redress from discriminatory sitings of toxic facilities. Ms. Flewellen has a media background and worked as a news reporter for Howard University’s radio station WHUR-FM, the local Pacifica affiliate, WPFW, and the national Pacifica network. She holds a Master of Science Degree from American University in organization development and is currently a doctoral student at the

Fielding Graduate Institute in Santa Barbara, California, specializing in Human and Organization Development.

Jamie Hart, Ph.D., M.P.H., Practice Area Director 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 Administration's 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 an Master of Public Health in health behavior and health education, along with a Master of Arts and Ph.D. in African American history.

Ravinia Hayes-Cozier is a Former Assistant Commissioner for the Bureau of HIV Program Services for New York City, with more than 20 years of experience as a program developer, manager, administrator, training specialist, and educator. Ms. Hayes-Cozier was responsible for monitoring and evaluating all of New York City's HIV prevention programs. She has worked extensively in diverse areas of marketing, health, substance abuse treatment and prevention, community development, education, and training. She has developed programs and proposals, provided technical assistance, negotiated contracts, managed projects, conducted evaluations, provide fiscal management, and supervised staff. Ms. Hayes-Cozier is also a training specialist with particular expertise focusing on the design and implementation of major training and technical assistance efforts that maximize participant communication and learning. In addition, she has authored and co-authored many technical reports and professional papers. Ms. Cozier received certification as a national trainer from the National Institute of Drug Abuse Training System in Washington, D.C. Prior to joining IQ Solutions, she was deputy directory of the Knowledge Development and Application (KDA) project for Northrop Grumman IT, Government Solutions. This project was funded through the Substance Abuse and Mental Health Services Administration's Center for Substance Abuse Treatment (SAMHSA/CSAT). In this role, she was responsible for the overall program implementation and administration, directed technical assistance with CSAT grantees, supervised KDA staff, developed program funding and training, and coordinated services with CSAT project officers.

Ms. Cozier was also the Executive Director of the Harlem Directors Group for two years, responsible for the administration and program development of all activities, including organization, supervision of staff, development and guidance of information management systems, human resources/staff development, and development of the Prevention Planning Group/Planning Council for New York City and New York State. She also developed policies

and strategies on local, city, State, and national social welfare policy issues affecting people living with HIV/AIDS and communities of color. Ms. Cozier also served as assistant commissioner to the New York City Department of Health where she planned, developed, and administered public health programs, with over 350 diverse staff in five boroughs. She increased the budget within two years from \$15 million to \$19 million. She also served in two other positions with the New York City Department of Health, including Director of Education and Community Development and, previously, Coordinator of Education and Community Development. She also has served as a training specialist/officer and director to a number of State agencies, school systems, and organizations. Ms. Cozier holds a Bachelor of Science degree from the Northern Illinois University in Dekalb.

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 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. Ms. Taylor provides technical planning and facilitation assistance to a broad variety of nonprofit organizations in Connecticut.

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 has also 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 on-line faculty member for the Addictions Transfer of Technology Center–New England at Brown University. Mr. Wuelfing received his Bachelor of Arts 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.