



County Welfare Directors Association of California
2015 Conference
Navigating a Journey of Change and Hope

October 14-16, 2015
Hyatt Regency Monterey Hotel

Program Guide

Thanks To Our Sponsors

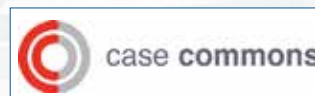
Platinum



Gold



Bronze



On behalf of CWDA – the County Welfare Directors Association of California – we welcome you to our 2015 Conference: *Navigating a Journey of Change and Hope*.

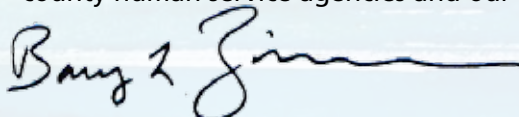
We are honored that more than 850 people are gathered here with the same mission in mind: to advocate, collaborate and educate one another on behalf of the children, families and individuals we collectively serve to help improve their well-being and the well-being of our communities.

There is much work ahead to change the harsh realities our children and families face each day. According to the latest U.S. Census Bureau's figures released last month, nearly one in six Californians and more than one in five California children lived in poverty in 2014.

Still, we have hope. We know that public supports, such as tax credits for working families with low incomes, food assistance and housing supports coupled with job training and placement make a difference. When we provide foster children and youth safe, loving and permanent homes, they thrive.

Over the next three days, we will learn how we can expand on successful programs such as the CalWORKs Housing Support Program that in the first year led to more than 3,000 homeless families being placed in permanent homes. You will hear about opportunities to promote the state's new tax credit for low-income working families – the California Earned Income Tax Credit (EITC) while providing opportunities for subsidized employment placements and working with Volunteer Income Tax Assistance (VITA). Riverside and Sonoma counties will share how they have gone beyond serving foster youth and are integrating them into critical decision making and planning efforts. Hear the latest on promising practices in coordinating care for aging and older adults. And get up to speed on the latest in social media and why this can be another valuable tool for communicating with clients and the public.

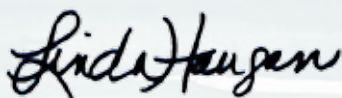
We thank you for joining us and continuing the journey to fight and end poverty with CWDA, county human service agencies and our many partners.



Barry Zimmerman
CWDA President
Director, Ventura County Human Services Agency



Cathi Grams
CWDA Conference Co-Chair
Director, Butte County Department of Employment and Social Services



Linda Haugan
CWDA Conference Co-Chair
Assistant Executive Officer, San Bernardino County Human Services Agency

Day One: Wednesday, October 14, 2015

8:30 a.m. – 10:00 a.m.	Registration	Regency Foyer
8:30 a.m. – 5:00 p.m.	Retired Directors	Windjammer I
8:00 a.m. – 9:00 a.m.	VIP & Platinum Sponsor Breakfast (Invite Only)	TusCA Ristorante Private Dining Room
8:30 a.m.	Sponsor Exhibits Open	Regency Foyer, Mark Thomas Foyer & Oak Tree
8:30 a.m. – 12:30 p.m.	Platinum Sponsors One-On-One Client Meetings	
10:00 a.m. – 12:00 p.m.	Opening General Session	Regency Grand Ballroom
12:00 p.m. – 12:20 p.m.	Break	Regency Foyer, Mark Thomas Foyer & Oak Tree
12:20 p.m. – 1:10 p.m.	Lunch	Monterey Ballroom
1:00 p.m. – 5:00 p.m.	Platinum Sponsors One-On-One Client Meetings	
1:10 p.m. – 1:30 p.m.	Break	Regency Foyer, Mark Thomas Foyer & Oak Tree
1:30 p.m. – 3:00 p.m.	Breakout Session One <i>(see pages 5-6 for speakers & descriptions)</i>	
	Integrating Youth Partners to Improve Service Delivery and Outcomes in Child Welfare	Regency Main
	Fiscal Essentials 101	Regency IV, V, VI
	Kids for Cash Documentary Screening and Discussion – Part I of II	Big Sur
	Creating Effective and Lasting Faith-Based Collaboration: Faith in Motion	Cypress
	The Role of Adult Services in a Changing Environment: Opportunity for Leadership	Spyglass
3:00 p.m. – 3:20 p.m.	Break	Regency Foyer, Mark Thomas Foyer & Oak Tree
3:20 p.m. – 4:50 p.m.	Breakout Session Two <i>(see pages 7-8 for speakers & descriptions)</i>	
	Screening and Referral in Child Welfare for Effective Mental Health and Trauma Support: Lessons Learned from Early Adopter Counties	Regency Main
	Good Fences Make Good Neighbors but What About Good Partnerships? Lessons Learned in Year One of the Housing Support Program	Regency IV, V, VI
	Kids for Cash – Part II of II	Big Sur
	Utilizing SNAP-Ed Funding to Support and Enhance Local Healthy Food Systems for Low-Income Residents	Cypress
	Acutely Vulnerable Adults: A New Tool for Identification and Intervention with Adult Protective Services' Most At-Risk Clients	Spyglass
5:00 p.m. – 6:30 p.m.	Reception	Garden Terrace Courtyard

Day Two: Thursday, October 15, 2015

7:45 a.m. – 8:30 a.m.	Breakfast	Regency Foyer, Mark Thomas Foyer & Oak Tree
7:45 a.m.	Sponsor Exhibits Open	Regency Foyer, Mark Thomas Foyer & Oak Tree
8:30 a.m. – 12:30 p.m.	Platinum Sponsors One-On-One Client Meetings	
8:30 a.m. – 10:30 a.m.	Day Two General Session	Regency Grand Ballroom

10:30 a.m. – 10:50 a.m.	Break	Regency Foyer, Mark Thomas Foyer & Oak Tree
10:50 a.m. – 12:10 p.m.	Breakout Session Three <i>(see pages 9-11 for speakers & descriptions)</i> Customer Journey Mapping – The Missing Link in Designing Outstanding Customer Experiences	Regency Main
	The Realities of the New Aging: Innovative and Strategic County Responses to Growing Vulnerabilities	Regency I, II, III
	Many Birds, One Stone – Opportunities in the New State Earned Income Tax Credit	Regency IV, V, VI
	The Impact of Mindfulness Education for Social Workers	Cypress
	Data to Action – CalFresh Outreach	Big Sur
12:10 p.m. – 12:20 p.m.	Break	Regency Foyer, Mark Thomas Foyer & Oak Tree
12:20 p.m. – 1:10 p.m.	Lunch	Monterey Ballroom
1:00 p.m. – 5:00 p.m.	Platinum Sponsors One-On-One Client Meetings	
1:10 p.m. – 1:30 p.m.	Break	Regency Foyer, Mark Thomas Foyer & Oak Tree
1:30 p.m. – 3:00 p.m.	General Session Three	Regency Grand Ballroom
3:00 p.m. – 3:20 p.m.	Break	Regency Foyer, Mark Thomas Foyer & Oak Tree
3:20 p.m. – 4:50 p.m.	Breakout Session Four <i>(see pages 12-14 for speakers & descriptions)</i> Using Behavioral Interventions to Improve Customer Experience	Regency Main
	Capacity Building and Continuing the Fight to End Commercial Sexual Exploitation of Children	Regency I, II, III
	So We’ve Implemented ACA: Now What?	Regency IV, V, VI
	Fiscal Essentials 102	Cypress
	Community Leadership: Aging Together	Big Sur

Day Three: Friday, October 16, 2015

7:30 a.m. – 8:30 a.m.	Breakfast	Regency Foyer, Mark Thomas Foyer & Oak Tree
7:30 a.m.	Sponsor Exhibits Open	Regency Foyer, Mark Thomas Foyer & Oak Tree
8:30 a.m. – 10:00 a.m.	Breakout Session Five <i>(see pages 14-15 for speakers & descriptions)</i> Mastering Social Media Basics for Effective Outreach through Content, Consistency and Connection	Regency Main
	Child Welfare Continuum of Care Reform	Regency IV, V, VI
	Systems Approaches to Accessing Quality Early Care for High Risk Populations	Big Sur
10:00 a.m. – 10:15 a.m.	Break	Regency Foyer, Mark Thomas Foyer & Oak Tree
10:15 a.m. – 12:00 p.m.	Closing General Session	Regency Grand Ballroom

Day One: Wednesday, October 14, 2015

- 8:30 a.m. – 10:00 a.m. **Registration** Regency Foyer
- 8:30 a.m. – 5:00 p.m. **Retired Directors** Windjammer I
- 8:00 a.m. – 9:00 a.m. **VIP & Platinum Sponsor Breakfast (Invite Only)** TusCA Ristorante
Private Dining Room
- 8:30 a.m. **Sponsor Exhibits Open** Regency Foyer, Mark Thomas Foyer & Oak Tree
- 8:30 a.m. – 12:30 p.m. **Platinum Sponsors One-On-One Client Meetings**
Northwoods Windjammer II
Unisys Windjammer III
Accenture Windjammer IV
- 9:40 p.m. – 10:00 a.m. **Break** Regency Foyer, Mark Thomas Foyer & Oak Tree
Regency Foyer Refreshments sponsored by Northwoods
Mark Thomas Foyer Refreshments sponsored by HP
- 10:00 a.m. – 12:00 p.m. **Opening General Session** Regency Grand Ballroom
*Moderator: **Barry Zimmerman**, Director,
Ventura County Human Services Agency & CWDA President*
Simón Salinas, Monterey County Board of Supervisors Chair, District 3
- The American Dream: Making it Real**
Richard Reeves, Policy Director, Center on Children and Families,
Brookings Institution
- The prospect of opportunity is at the heart of American ideas of equality. But there are wide gaps in opportunity by background in terms of income, gender and race. In this session, Brookings expert Richard V. Reeves will share the latest data and thinking on what the President has called the ‘defining challenge of our time’ – rising inequality and lack of upward mobility. What can be done to narrow opportunity gaps? What is the role for policy and practice? Is the American Dream still within reach? Focusing specifically on the ‘inheritance of inequality’, Reeves will present findings on intergenerational patterns of poverty and affluence, highlight the primary causes of the opportunity gap, and point to potential solutions, big and small.
- 12:00 p.m. – 12:20 p.m. **Break** Regency Foyer, Mark Thomas Foyer & Oak Tree
- 12:20 p.m. – 1:10 p.m. **Lunch** Monterey Ballroom
- 1:00 p.m. – 5:00 p.m. **Platinum Sponsors One-On-One Client Meetings**
Deloitte Windjammer II
HP Windjammer III
IBM Windjammer IV
- 1:10 p.m. – 1:30 p.m. **Break** Regency Foyer, Mark Thomas Foyer & Oak Tree
Regency Foyer Refreshments sponsored by Accenture
Mark Thomas Foyer Refreshments sponsored by Deloitte

1:30 p.m. – 3:00 p.m. **Breakout Session One**

Integrating Youth Partners to Improve Service Delivery and Outcomes in Child Welfare Regency Main

Angelica De La Torre, VOICES
Nick Honey, Division Director, Family, Youth & Children’s Services,
 Sonoma County Human Services Department
Yali Lincroft, Program Officer, Walter S. Johnson Foundation
Crystal Shackelford, Assistant Regional Manager, Riverside Department of
 Public Social Services
Amber Twitchell, Program Director, VOICES
Dennis Tyler-StClair, VOICES

Sonoma and Riverside counties will describe the role of Youth Partners in planning, service delivery, and evaluation in order to positively impact outcomes for youth and young adults such as: placement stabilization, increased school completion, successful emancipation, and improved youth satisfaction. Youth Partners in each county will share their experiences including participation in planning and decision making, direct practice with youth and young adults, and outcome evaluation. Sonoma will share their innovative partnership with VOICES and the Walter S. Johnson Foundation to identify service gaps and develop improvements, and Riverside will share how they’ve integrated Youth Partners as county employees.

Fiscal Essentials 101 Regency IV, V, VI

Monica Bentley, Fiscal Manager, Riverside County
 Department of Public Social Services
Terrie Concellos, Deputy Director, Department of Social Services,
 County of Santa Barbara
Robert Manchia, Chief Financial Officer, San Mateo County
 Human Services Agency
Amy Thompson, Assistant Finance Director, San Diego County
 Health and Human Services Agency

Back by popular demand, and under two unique and separate sessions, learn the essentials of human services financing. This 101 session will provide a high-level overview on how human services is budgeted, information as to how programs are funded, 1991 and 2011 realignment, and various creative ways counties are using these funding streams to provide unique opportunities to their clients.

Kids for Cash Documentary Screening and Discussion – Part I of II Big Sur

Moderator: **Jerry Dunn**, Director, Sonoma County
 Human Services Department

Kids for Cash is a documentary covering a Pennsylvania County judge’s harsh sentencing of youth for petty crimes and the long-term consequences for those youth, and how judges were also receiving payments from the privately owned juvenile detention centers where the youth were incarcerated. The documentary is riveting and intense in its depiction of the youth inadvertently caught in this public policy web and the thoughts and beliefs of the judges involved. Workshop attendees will view the documentary and have an opportunity to discuss its many themes and relevance to their own programs following the viewing. ****Please note this is a two-part session.**

Day One: Wednesday, October 14, 2015 (cont.)

Creating Effective and Lasting Faith-Based Collaboration: Faith in Motion Cypress

Moderator: Michael McConnell, Regional Manager, Riverside County Department of Public Social Services

Roylyn Burton, Community Program Specialist, Orange County Children and Family Services

Jim Deming, Senior Social Services Supervisor, Orange County Children and Family Services

Susan Mahoney, Regional Manager, Riverside County Department of Public Social Services

Beth Vangsness, Faith-Based Partner

Presenters from Orange and Riverside counties present a model for creating effective and lasting faith-based collaboration entitled Faith in Motion. Faith in Motion in Riverside County was a recipient of a Bright Ideas award from Harvard University's Ash Center for Democratic Governance and Innovation. Faith in Motion fills in resource and service gaps by connecting the local faith community to the needs of neglected and abused children, families, elderly and dependent adults. It also establishes lasting relationships for clients through foster parent recruitment, visitation of socially isolated seniors and dependent adults, and mentorship for foster youth and young adults.

The Role of Adult Services in a Changing Environment: Opportunity for Leadership Spyglass

Moderator: Juliet Webb, Director, Tulare County Human Services Agency

Chris Mathias, Trainer, Bay Area Academy

Lisa Shiner, Assistant Director, Riverside County Department of Public Social Services

Victoria Tolbert, Division Director, Adult, Aging and Medi-Cal Department, Area Agency on Aging, Alameda County Social Services Agency

This workshop presentation will begin with an overview of a model that was developed through the expertise of The Child and Family Policy Institute of California, California Social Work Education Center and Alameda County Social Services Agency. The presenters will share promising practices in coordinating care for aging and older adults and will describe the optimal use of social workers in a team-based approach to provide the highest quality of care for older adults along a continuum a physical and psychosocial needs. Alameda and Riverside counties have both implemented their tailored version of the model and will share their successes, challenges, lessons learned and next steps to continuous practice improvement.

3:00 p.m. – 3:20 p.m. **Break** Regency Foyer, Mark Thomas Foyer & Oak Tree
Regency Foyer Refreshments sponsored by Unisys
Mark Thomas Foyer Refreshments sponsored by Unisys

3:20 p.m. – 4:50 p.m. **Breakout Session Two**

Screening and Referral in Child Welfare for Effective Mental Health and Trauma Support: Lessons Learned from Early Adopter Counties Regency Main

*Moderator: **Brent Crandal**, Clinical Psychologist and Grant Investigator, Chadwick Center at Rady Children’s Hospital*

***Natalie Bolin**, Program Manager, Child Welfare Services, Tulare County Human Services Agency*

***Andrea Hazen**, Research Scientist, Chadwick Center at Rady Children’s Hospital*

Effectively screening to identify children with mental health and trauma needs is a cornerstone for promoting well-being in child welfare settings. This presentation offers lessons learned from five early adopter counties in California who implemented an evidence-informed screening process to identify mental health and trauma related concerns in their child welfare system. Presenters will describe experiences with implementing evidence-informed screening, including issues related to tool selection, staff training and supervision, information sharing, data tracking and monitoring, and quality assurance, as well as how screening information can be leveraged for court reporting, case planning, making informed referrals to services, and for child and family teaming.

Good Fences Make Good Neighbors but What About Good Partnerships? Lessons Learned in Year One of the Housing Support Program Regency IV, V, VI

*Moderator: **John Bauters**, Policy Director, Housing California*

***Beetle Barbour**, Housing Resource Director, Amador-Tuolumne Community Action Agency*

***Denise Boland**, Director, Employment and Benefits Services, Santa Clara County Social Services Agency*

***Rebecca Espino**, Program Manager, Tuolumne County Human Services Agency*

***Lisa Jones**, Deputy Director, Housing Authority of the County of San Bernardino*

***Gilbert Ramos**, Assistant Director, Transitional Assistance Department, San Bernardino County Human Services*

***Maria Razo**, Deputy Executive Director, Housing Authority of the County of San Bernardino*

***Vivian Wan**, Associate Director, Abode Services, Allied Housing & HIP*

As we enter the second year of the CalWORKs Housing Support Program, we know that one of the most critical components of a successful program is a strong partnership between the human services agency and housing providers. In this session, we will explore some of the partnership lessons learned in year one. Housing Support Program counties and housing providers will share their success, their challenges and what future changes they plan to make. This session is designed for current and new housing support counties, housing partners, and others with an interest in the Housing Support Program.

Day One: Wednesday, October 14, 2015 (cont.)

Kids for Cash – Part II of II Big Sur

This is the second part of the Kids for Cash documentary screening and discussion.

*Moderator: **Jerry Dunn**, Director, Sonoma County Human Services Department*

Utilizing SNAP-Ed Funding to Support and Enhance Local Healthy Food Systems for Low-Income Residents Cypress

***Amy Delisio**, Deputy Director, Public Health Institute Center for Wellness and Nutrition*

***Tawny Macedo**, Manager, CalFresh Nutrition Education, California Department of Social Services*

***Linda Patterson**, Director, Placer County Department of Human Services*

As part of an interactive discussion and group activities, learn how Placer County is increasing EBT acceptance at Farmers' Markets and working with Veterans and Foster Family Agencies on food access projects, while weaving in policy, systems, and environmental change strategies into county healthy food access objectives. The county will also share how collaboration with the California Department of Social Services and Public Health Institute Center for Wellness and Nutrition has been instrumental in these efforts. Learn how the foundation for these strategies is based on using county SNAP-Ed funding, as well as outlining critical other funding streams to complement this work.

Acutely Vulnerable Adults: A New Tool for Identification and Intervention with Adult Protective Services' Most At-Risk Clients Spyglass

***LaShaunda Gaines**, Supervisor, Adult Protective Services, San Diego County Health and Human Services Agency*

***Auxie Connell Zuniga**, Field Investigator, Adult Protective Services, San Diego County Health and Human Services Agency*

***Carlos Morales**, Supervisor, Adult Protective Services, San Diego County Health and Human Services Agency*

Adult Protective Services in San Diego County established a workgroup in January 2012 to determine who are most at risk ("the acutely vulnerable"), and how to most effectively work to reduce risk for future abuse or neglect. The workshop will present a tool for identifying clients who are considered to be the most vulnerable due to their severe cognitive or communication deficits. The protocol employs a broad range of interventions targeted to not only address and resolve the protective issue(s), but also to enhance the overall safety and well-being of the client. This session will describe how these tools and protocols have been effectively implemented in cases of victims of neglect and abuse.

5:00 p.m. – 6:30 p.m. **Reception** Garden Terrace Courtyard

Day Two: Thursday, October 15, 2015

7:45 a.m. – 8:30 a.m. **Breakfast** Regency Foyer, Mark Thomas Foyer & Oak Tree

7:45 a.m. **Sponsor Exhibits Open** Regency Foyer, Mark Thomas Foyer & Oak Tree

8:10 a.m. – 8:30 a.m. **Break** Regency Foyer, Mark Thomas Foyer & Oak Tree
Regency Foyer Refreshments sponsored by Kofax/Western Integrated
Mark Thomas Foyer Refreshments sponsored by Deloitte

8:30 a.m. – 12:30 p.m. **Platinum Sponsors One-On-One Client Meetings**
Deloitte Windjammer II
HP Windjammer III
IBM Windjammer IV

8:30 a.m. – 10:30 a.m. **General Session** Regency Grand Ballroom
Day Two Welcome
Barry Zimmerman, Director,
Ventura County Human Services Agency & CWDA President
Frank Mecca, Executive Director, CWDA
Moderator: **Cathi Grams**, Director, Butte County
Department of Employment and Social Services

The Spirit of a Child: From Rejection to Connection to Direction
Derek Clark, Author, *Never Limit Your Life and I Will Never Give Up* book series
Derek Clark's life is one of resilience and redemption. As a child he suffered unthinkable child abuse and emotional distress before being abandoned at an emergency psychiatric facility at age five. His 13 years in the foster care system reflected an early life of aggression, emotional distress, overwhelming anxiety and being wrongfully labeled. With amazing help from his foster parents and a great social worker, he has defied the artificial limitations imposed upon him. Clark knows firsthand how to cope with adversity and overcoming hardship. He has turned his situation from a victim to a victor.

10:30 a.m. – 10:50 a.m. **Break** Regency Foyer, Mark Thomas Foyer & Oak Tree
Regency Foyer Refreshments sponsored by Accenture
Mark Thomas Foyer Refreshments sponsored by Northwoods

10:50 a.m. – 12:10 p.m. **Breakout Session Three**
Customer Journey Mapping – The Missing Link in Designing Outstanding Customer Experiences Regency Main
Moderator: **Jo Weber**, County Human Services Consultant
Kouji Nakata, Organizational Consultant
Adriana Ramirez, Staff Development Coordinator, San Diego County Health and Human Services Agency
Susan Shippelhoute, Administrative Analyst Associate, Butte County Department of Employment and Social Services
Cynthia Sottana, Clerical Operations Manager, Solano County Human Services
Are you looking for ways to significantly improve the experience of people who come to you for help while also improving staff experience and streamlining service delivery? The method used by world class customer experience organizations today is called Customer Journey Mapping. Journey mapping involves observing and listening to what customers actually experience, which turns out to be more insightful than our typical administrative approach. Come and hear how Solano, San Diego and Butte counties dramatically improved experiences for their customers and staff by using this new methodology, and how you might use this powerful tool in your own situation.

Day Two: Thursday, October 15, 2015 (cont.)

The Realities of the New Aging: Innovative and Strategic County Responses to Growing Vulnerabilities

Regency I, II, III

Moderator: Kelly Woodard, Director, Madera County Department of Social Services

Fernando Torres-Gil, Professor and Director, Center for Policy Research on Aging, UCLA

The opportunities of increased life spans is juxtaposed with the realities of social and economic disparities. Never before have we had the opportunities for living longer, yet we may face with the aging of baby boomers the new realities of vulnerabilities in old age. A recent UCLA report gives a more complex understanding of the realities facing the next cohort of older persons across the nation and in California. By utilizing a more realistic “Elder Index Poverty Measure,” UCLA research demonstrates that the official poverty index underestimates the actual levels of economic insecurity and poverty level among older Californians. To the extent that this report’s estimation of growing numbers of “unofficially” poor elders is accurate, California will face major challenges in addressing the social, economic, health and long-term care needs of the new generation of older Californians. This presentation uses the UCLA report to provide a context by which county government can assess their strategic and operational responses to the aging of their local populations; assess how county resources can assist older persons, their families and caregivers; and how county public officials might draw on the electoral influence and moral authority of senior citizens in their midst.

Many Birds, One Stone – Opportunities in the New State Earned Income Tax Credit

Regency IV, V, VI

Moderator: Erin Horgan, Senior Policy Analyst, CWDA

Enrique Arreola, Deputy Director, San Benito County Health and Human Services Agency

Mark Callahan, Statewide Volunteer Program Coordinator, Franchise Tax Board

Albert Cendejas, Assistant Director, Community Initiatives, Community Services Employment Training

Samantha Ferrero, former VITA and CalWORKs recipient, Community Services Aid, Tehama County Community Action Agency

Amanda Sharp, Director, Tehama County Department of Social Services

The newly created state Earned Income Tax Credit provides a modest tax credit for low income Californians – but only if they file a tax return. This session will focus on partnerships between county human services agencies and local community action agencies and how these partnerships can be leveraged to increase use of Volunteer Income Tax Assistance (VITA) and provide opportunities for subsidized employment placements and work experience. A former CalWORKs client will share her experience, community action agencies will talk about their outreach efforts and services, Tehama and San Benito counties will discuss their local partnerships, and the Franchise Tax Board will provide information about EITC eligibility, outreach, and marketing materials.

The Impact of Mindfulness Education for Social Workers . . . Cypress

Moderator: **Susan von Zabern**, Director, Riverside County
Department of Public Social Services

Geovanna Asturias, Social Services Supervisor, Children’s Services,
Riverside County Department of Public Social Services

Aisa Diaz, Social Service Planner, Children’s Services,
Riverside County Department of Public Social Services

Renda Dionne, Mindfulness Trainer/Facilitator,
Indian Child Family Services Division

Monah Hanson, Regional Manager, Children’s Services,
Riverside County Department of Public Social Services

Inspired by research shared from Public Child Welfare Training Academy, and in partnership with Dr. Renda Dionne, the Riverside County Department of Public Social Services developed a pilot Mindfulness Training Program for staff, focusing on case-carrying social workers with significantly higher levels of secondary trauma and tailored curriculum for child welfare staff. Weekly training includes improving bodily/ cognitive/emotional awareness, developing healthy compassion for self and others, engaging in mindful behaviors and choices, and all with the foundation of simple meditation techniques to become more aware of experiences in the present moment. Mindfulness classes counted toward training hours and their time was protected to ensure a continued culture of learning within our regions.

Data to Action – CalFresh Outreach Big Sur

Moderator: **Leo O’Farrell**, CalFresh Program Director,
San Francisco Human Services Agency

Aynalem Adugna, Chief, Federal Data Reporting & Analysis Bureau,
California Department of Social Services

Diana Jensen, San Francisco Marin Food Bank

Akhtar Khan, Chief, Research Services Branch, California
Department of Social Services

Arthur Lomboy, Data Development Manager, Monterey County
Department of Social Services

Carlos Portillo, Human Services Administrator, Los Angeles County
Department of Public Social Services

This session features a three-part discussion on taking data to action in CalFresh. Part one of the discussion features a presentation from the San Francisco Marin Food Bank on a toolkit they’ve built using data from the CalFresh data dashboard to help set local goals for strengthening outcomes. Part two features Monterey County and the California Department of Social Services discussing the analytics of geocoding CalFresh enrollment and bringing mapping tools to life in a mid-sized county. Part three will feature Los Angeles County’s work to bring geocoded data to action by informing local outreach strategies.

12:10 p.m. – 12:20 p.m. **Break** Regency Foyer, Mark Thomas Foyer & Oak Tree

12:20 p.m. – 1:10 p.m. **Lunch** Monterey Ballroom

1:00 p.m. – 5:00 p.m. **Platinum Sponsors One-On-One Client Meetings**
Northwoods Windjammer II
Unisys Windjammer III
Accenture Windjammer IV

1:10 p.m. – 1:30 p.m. **Break** Regency Foyer, Mark Thomas Foyer & Oak Tree
Regency Foyer Refreshments sponsored by CGI
Mark Thomas Foyer Refreshments sponsored by IBM

Day Two: Thursday, October 15, 2015 (cont.)

1:30 p.m. – 3:00 p.m. **General Session Three**Regency Grand Ballroom
*Moderator: **Linda Haugan**, Assistant Executive Officer,
 San Bernardino County Human Services Agency*

What a Difference a Generation Makes!

Lynne Lancaster, Co-Founder, Bridgeworks

It used to be that older workers had all the answers and the younger ones followed orders. How things have changed! Now, with four generations vying for a place at the conference table roles are being rewritten, and rules are all over the map. More importantly, every generation wants to make a contribution, to do work they care about, and to be understood and engaged at work. Lynne Lancaster is an expert on generations, workplace issues, and social trends. Whether you're a seasoned veteran leading those younger than you are, an experienced Gen Xer juggling multiple generations, a skilled Millennial managing upward, or a leader struggling to connect with all the generations, Lancaster's practical and entertaining insights will help you:

- Understand who the generations are
- Spot the latest generational trends hitting your workplace
- Recognize and quantify generational gaps
- Lead more effectively by learning how to engage each generation.

3:00 p.m. – 3:20 p.m. **Break** Regency Foyer, Mark Thomas Foyer & Oak Tree
*Regency Foyer Refreshments sponsored by HP
 Mark Thomas Foyer Refreshments sponsored by IBM*

3:20 p.m. – 4:50 p.m. **Breakout Session Four**
Using Behavioral Interventions to Improve Customer ExperienceRegency Main

*Moderator: **Mark Woo**, Consultant*

Nadine Dechausay, Research Associate, MDRC

Nate Higgins, Fellow, Behavioral and Social Science Team,
 White House Office of Science and Technology

Jacob Solomon, Code for America

The field of behavioral economics has identified common psychological barriers that all individuals face, including limited attention, status quo bias, and planning fallacy, which are exacerbated by the cognitive burdens of poverty. Policymakers and administrators are increasingly applying evidence from behavioral economics to improve social services outreach and programs. The goal of this session is to present project findings and share concrete examples of how behavioral economics can be used to better serve local populations. Utilizing this approach can help counties improve service delivery outcomes such as increasing CalFresh participation rates and reducing Welfare-to-Work sanction rates without increasing operating costs.

Capacity Building and Continuing the Fight to End Commercial Sexual Exploitation of Children Regency I, II, III

*Moderator: **Ronna L. Bright**, Statewide PACT Project Director,
Child and Family Policy Institute of California*

Tasha Dunham, Child Welfare Division Chief, San Joaquin County
Human Services Agency

Anne-Michelle Ellis, Coalition Against Sexual Exploitation Coordinator,
San Bernardino County Children’s Network

Elizabeth Gaedtke, Child Welfare Division Chief, San Joaquin County
Human Services Agency

John Greco, Deputy Director, Children’s Services, San Joaquin County
Human Services Agency

Helen Parrott, Deputy Director and Coalition Against Sexual
Exploitation Liaison, San Bernardino County Human Services Agency

Kate Walker, Staff Attorney Mental Health/Juvenile Justice,
National Center for Youth Law

This session will discuss current trends and capacity-building efforts statewide, and two counties’ efforts in response to fight the commercial sexual exploitation of children. The California’s Child Welfare Council Commercial Sexual Exploitation of Children Action Team will provide an overview of statewide efforts. San Bernardino and San Joaquin county child welfare agencies will lead an in-depth discussion, highlighting their successes, challenges, and future plans to build capacity within their agencies and with stakeholders. San Bernardino County has an established history in their collaborative efforts, while San Joaquin County is just beginning their process. Wherever your county is in the fight to better serve children who have been traumatized by sex trafficking, you won’t want to miss this information-sharing and discussion session.

So We’ve Implemented ACA: Now What? Regency IV, V, VI

*Moderator: **Cathy Senderling-McDonald**,
Deputy Executive Director, CWDA*

René Mollow, Deputy Director, Health Care Benefits and Eligibility,
California Department of Health Care Services

Sarah Muller, Vice President of External Affairs,
California Association of Public Hospitals and Health Systems

Katie Ravel, Program Policy, Evaluation and Research Director,
Covered California

Anthony Wright, Executive Director, Health Access

Two years into the Affordable Care Act and millions of enrollments later, where exactly is California’s population on the spectrum of healthcare? The panel of experts in this workshop will provide insight on key topics and issues of healthcare access and services in California. Ever wonder where California is with network adequacy, whole person care, waivers, and other key access to care topics? Join us for this exciting workshop to learn more about California’s successes and challenges in these fundamental areas that impact millions of Californians.

Day Two: Thursday, October 15, 2015 (cont.)

Fiscal Essentials 102 Cypress

Terrie Concellos, Deputy Director, Santa Barbara County
Department of Social Services

Robert Manchia, Chief Financial Officer,
San Mateo County Human Services Agency

This session will provide a high-level overview on how the “Super Circular” and Statewide Cost Allocation Plan affects California Department of Social Services claiming, how time studies drive the allocation of costs to various funding sources, why salary costs charged to your program do not always represent the salary of your actual employee, how vacation time affects your level of funding and how overhead costs are allocated to programs.

Community Leadership: Aging Together Big Sur

Moderator: **Diane Kaljian**, Adult and Aging Services, Sonoma County
Human Services Department

Shireen McSpadden, Deputy Director, San Francisco Department of
Aging and Adult Services

Randy Morris, Assistant Agency Director, Alameda County
Social Services Agency

Lee Pullen, Program Manager, Marin County Health & Human Services

James Ramoni, Aging and Adult Services Department Director,
Santa Clara County Social Services Agency

How can we raise community awareness and proactively address the needs of the growing aging population? County human and health services agencies are engaging decision makers, business, local governments, and the broader community in identifying community priorities including housing, transportation, healthy aging, and community-based social services. Counties are providing leadership to their communities in championing initiatives focused on establishing stronger supports and dedicating new resources for aging services and building community-wide commitment to their shared agenda. Alameda, Marin, Santa Clara, and Sonoma counties will present on their community leadership initiatives and programs.

Day Three: Friday, October 16, 2015

7:30 a.m. – 8:30 a.m. **Breakfast** Regency Foyer, Mark Thomas Foyer & Oak Tree
Regency Foyer Refreshments sponsored by Time Study Buddy
Mark Thomas Foyer Refreshments sponsored by Diona

7:30 a.m. **Sponsor Exhibits Open** Regency Foyer, Mark Thomas Foyer & Oak Tree

8:30 a.m. – 10:00 a.m. **Breakout Session Five**
Mastering Social Media Basics for Effective Outreach through Content, Consistency and Connection Regency Main
Kerry Shearer, Social Media & Communications Consultant

Social media is no longer an add-on to the way we communicate: it IS the way we communicate! More people get their information from mobile devices than desktop computers, and video use is exploding across social media platforms. People turn to Facebook, Twitter and YouTube for news, and live-streaming is skyrocketing in 2015. How to make sense of it all? In this dynamic, interactive session, Kerry Shearer will help you understand the current state of social media and how you can use it effectively. He'll cover how create compelling content, explain why posting consistency is critical (and how to make it easy!), and how social media can build connection with the people you serve. Shearer will bring his toolbox of social media tips and accessories for live demos that will energize, inspire, and encourage you to take the next step in your outreach!

Child Welfare Continuum of Care Reform Regency IV, V, VI

Moderator: **Diana Boyer**, Senior Policy Analyst, CWDA

Sylvia DePorto, Deputy Director, San Francisco County Human Services Agency

Karen Gunderson, Chief, Child and Youth Permanency Branch, California Department of Social Services

Jessie Wood, Continuum of Care Liaison, California Department of Social Services

In September 2012, the California Department of Social Services in partnership with CWDA launched the Continuum of Care Reform (CCR) effort, a focused and monumental effort to improve outcomes of children and families served through the foster care system. The effort culminated into a set of recommendations to revise the state's current rate setting system, services and programs. This workshop will provide an overview of CCR, identify implementation goals and challenges, and link to existing efforts including the California Child Welfare Core Practice Model and Resource Family Recruitment and Retention efforts. The workshop will also share relevant lessons learned from other efforts, including San Francisco County's Residentially Based Services Pilot Program and the Resource Family Approval process.

Systems Approaches to Accessing Quality Early Care for High Risk Populations Big Sur

Moderator: **Anne Edwards**, Director, Sacramento County Department of Human Assistance

Michele Rutherford, Deputy Director, San Francisco Office of Early Care & Education

Alyson Lee-Suzuki, Chief Program Officer, Wu Yee Children's Services

Research supports the social and financial benefits of ensuring quality early education for young children, particularly those most at-risk. San Francisco will provide an overview of the city/county's Quality Circle – a system strategy taken to connect families and children to quality child care experiences. The presentation will highlight over a decade of quality assessment and quality improvement efforts, as well as more recent efforts, including the development of a Family Child Care Quality Network to enroll infants and toddlers from homeless families and child welfare cases. The workshop will emphasize: 1) components of the Quality Circle, 2) the community partner process for developing the system, and 3) exigent issues related to CalWORKs vouchered child care.

10:00 a.m. – 10:15 a.m. **Break** Regency Foyer, Mark Thomas Foyer & Oak Tree

10:15 a.m. – 12:00 p.m. **Closing General Session** Regency Grand Ballroom

Moderator: **Trent Rhorer**, Executive Director, San Francisco Human Services Agency

State-County Partnership & Collaboration – Looking Ahead to 2016

Jennifer Kent, Director, California Department of Health Care Services

Will Lightbourne, Director, California Department of Social Services

Why are We Doing this Job Anyhow?

Naomi Haines Griffith, Child Welfare Consultant, Family Systems Specialist, President, Red Clay & Vinegar, LLP

With more seriously impaired families, constantly shrinking resources, and increasing pressure to meet higher standards, it is necessary to examine our work and ourselves with a different perspective, indeed different eyes. This presentation will focus on the value of our work, why we chose it, as well as a recommitment to service. Using humor and practicality, this keynote will encourage the group to reconnect to the passion that brought them to the job, seeing themselves in a vital, exciting, and enjoyable vocation.

Day One: Wednesday, October 14, 2015



Supervisor Simón Salinas
Monterey County
Board of Supervisors
Chair, District Three

Supervisor Simón Salinas was born in Slayton, Texas – one of 12 children of migrant farmworkers. He graduated from Watsonville High School and then attended Claremont McKenna College where he received a Bachelor of Arts in Political Science and Latin American Studies. Salinas went on to earn a Bilingual Teaching Credential from San Jose State University and in 1984 graduated with a Jurisprudence Doctorate from Santa Clara Law School. Supervisor Salinas has taught 6th grade in California’s classrooms, giving him hands-on experience in the state’s educational system. He followed his elementary classroom years as a professor at Hartnell Community College from 1989 through 1993. Supervisor Salinas began his public service career in June 1989 when he was elected as the first Mexican-American to serve on the Salinas City Council. During his tenure with the City of Salinas, the Supervisor served as Mayor Pro-Tem. Supervisor Salinas was first elected to the Monterey County Board of Supervisors in 1993, representing District One, and was reelected in 1997. During his second term, he was elected Chair of the Board and was the first Mexican-American to serve on the Monterey County Board of Supervisors in more than 100 years. Supervisor Salinas was sworn in to represent the 28th District in the California State Assembly

on December 4, 2000, where he served for six years before term limits took effect. His impressive record in the State Assembly included legislation addressing issues in affordable housing, agriculture, healthcare, public safety, transportation, local government, and education. For his leadership on these and other issues, he was named “Legislator of the Year” by numerous organizations, including Skills USA-VICA, California Transit Association, the League of California Cities, and the American Planning Association. On January 9, 2007, Salinas once again took the oath of office to become a Monterey County Supervisor, this time representing District Three. Reflecting the most pressing needs of the Third District, Supervisor Salinas has concentrated his efforts on the issues of affordable housing, transportation, community safety, economic development, health care and agricultural viability. He has one son who is a graduate of Cal Poly San Luis Obispo.



Richard Reeves
Policy Director, Center
on Children and Families,
Brookings Institution

Richard V. Reeves is a senior fellow in Economic Studies, policy director of the Center on Children and Families, and editor-in-chief of the Social Mobility Memos blog with the Brookings Institution. His research focuses on social mobility, inequality, and family change. Prior to joining Brookings, he was director of strategy to the UK’s Deputy Prime Minister. Reeves’ publications for Brookings include *Saving Horatio Alger: Equality, Opportunity, and the American Dream* (2014), *Character and Opportunity* (2014), *The Glass Floor* (2013), and *The Parenting Gap* (2014). He is also a contributor to *The Atlantic*, *National Affairs*, *Democracy Journal*, the *Wall Street Journal* and *The New York Times*. His previous roles include director of Demos, the London-based political think-tank; director of futures at the Work Foundation; principal policy advisor to the Minister for Welfare Reform, research fellow at the Institute for Public Policy Research, and researcher at the Institute of Psychiatry, University of London. He is also a former European Business Speaker of the Year. He earned a bachelor’s degree from Oxford University and a doctorate from Warwick University. With co-author Isabel V. Sawhill, he was recipient of the “Best Policy Paper” 2014 ranking in the University of Pennsylvania’s annual Think Tank Awards.

Day Two: Thursday, October 15, 2015



Derek Clark
Author, *Never Limit Your Life* and *I Will Never Give Up* book series

Derek Clark is an inspiring motivational speaker and the author of *Never Limit Your Life* and the critically acclaimed *I Will Never Give Up* book series. As the founder of several successful corporations, Clark knows that attitude, vision, leadership, teamwork and a fresh perspective play critical roles in the success of any organization. Clark knows first-hand the power of attitude in coping with adversity and overcoming hardship. At five years of age, his mother and stepfather (his biological father was in prison) turned him over to the California foster care system, where he would spend the next 13 years of his life, contending with rejection, humiliation, emotional distress and overwhelming anxiety. Yet through it all, Clark never gave up, and went from victim to victor by defying the artificial limitations imposed on him. He literally took a disadvantage in life and turned it into an advantage. His remarkable story is one of resilience and redemption, from his personal to professional life. His life mission has become helping others find the mental strength to recognize and take advantage of opportunities. His keynotes are based on true-life trials and triumphs, and have inspired thousands of listeners to have the mental strength to overcome adversity and fear. His purpose is to cultivate drive, focus, and the courage to take action. Clark is an inspiring motivation-

al speaker/trainer, an internet sensation as the Rapping Dad in the viral video hit, a featured expert on CNN Headline News, The Ricki Lake Show and The Steve Harvey TV Show. Google ranks him #1 for “stories about never giving up” out of 25 million results. As a speaker, author and singer/songwriter, Clark has spoken and performed his music from Australia to Canada including a President of the United States.



Lynne Lancaster
Co-Founder, BridgeWorks

Lynne Lancaster is a sought-after expert on workplace and social trends, and sees herself as a “cultural translator”. She not only makes the world of today’s generations come alive but shares with audiences what they can do to bridge the gaps at work—and have fun doing it. Known for her energy and humor as well as her insights into generational dynamics, Lancaster is co-founder of the consultancy BridgeWorks. She is co-author of the best-sellers *When Generations Collide* (HarperCollins), and *The M-Factor: How the Millennial Generation is Rocking the Workplace* (HarperBusiness). Lancaster has been a guest commentator on CNN, CNBC and National Public Radio, and has appeared in numerous publications including *Fast Company*, *Nation’s Business*, *The Los Angeles Times*, *Public Management*, *The New York Times*, *TIME*, *The Wall Street Journal*, and *The Washington Post*. Her clients include many of America’s top companies (Cisco, Coca-Cola, Disney, General Mills, and Wells Fargo to name a few) as well as many public sector organizations. Lancaster is a Phi Beta Kappa, summa cum laude graduate of University of Minnesota.

Day Three: Friday, October 16, 2015



Naomi Haines Griffith
Child Welfare Consultant,
Family Systems Specialist,
President, Red Clay &
Vinegar

Naomi Haines Griffith is a national speaker and consultant on child welfare issues, speaking at conferences throughout the United States and Canada. A well-known storyteller and family systems specialist, she uses humor and her own experiences to challenge and inspire audiences in business, education, juvenile justice, mental health, child abuse prevention, and family violence systems. Griffith is a true Southerner, having grown up in Alabama and Mississippi. She holds a Bachelor of Science from the University of North Alabama, a Master of Arts from George Peabody College of Vanderbilt University, and a Master of Social Work from the University of Alabama. She worked in the North Carolina and Alabama child welfare systems and became Executive Director of PACT, a pioneer child abuse prevention agency she helped to found. She has also served on the State Board of the Alabama Department of Human Resources. Griffith is a former board member for the Alabama Children's Trust Fund and has worked as a consultant to and trainer for Prevent Child Abuse America. She is the President of Red Clay & Vinegar, LLP. It has been noted that: "Naomi weaves her common sense pragmatism and 30 years of experience working with children and families into inspirational and heart-warming stories that motivate her audiences both personally and professionally." She is the author of Red Clay and

Vinegar: Looking at Family through the eyes of a Southern Child and the co-author of *The Unkindest Cut - The Emotional Maltreatment of Children*.

Aynalem Adugna is the California Department of Social Services' Chief of the Federal Data Reporting and Analysis Bureau. He holds doctorate in demography and has extensive university teaching and research experience. He is the lead researcher on a project exploring CalFresh access at county and below-county levels. He has made extensive use of geocoding to assign geographical references to recipient addresses to investigate community-level participation in the context of local socioeconomic environments. Adugna has also developed indirect methods for estimating the number of individuals barred from receiving CalFresh benefits due to their citizenship status. This has allowed a more accurate measurement of access to CalFresh. The improved methodology – also known as the Program Reach Index, PRI – is being used to make CalFresh participation maps that reflect the true eligible population and true participation rates. These maps are being used to better target outreach to areas of highest need.

Enrique Arreola is Deputy Director for San Benito County Health and Human Services Agency. Arreola is charged with leading the Community Services and Workforce Development Department. Under this Department, he serves as the Executive Director for the Workforce Development Board and the Community Action Agency of San Benito County. Over the last five years, the Community Action Agency has been implementing the Volunteer Income Tax Assistance (VITA) Program at multiple sites to low-income residents through several partnerships including the IRS, the San Benito County Food Bank, apartment complexes and other businesses and organizations. Arreola was successful in securing funding for the operation of the program last year, which greatly benefited the program with the purchase of equipment and for the recruitment of committed and consistent tax preparer volunteers.

Geovanna Asturias is a Social Services Supervisor for Children's Services with the Riverside County Department of Public Social Services. She is a bilingual (English and Spanish) front-end, investigative services supervisor. She has served families and the county for more than 13 years. She currently oversees a staff of six, who on average each carry 14 referrals a month.

Margaret (Beetle) Barbour is the director of Housing Resources for the Amador Tuolumne Community Action Agency. She leads a four-county effort to develop and implement services and housing for homeless in the central Sierra foothill counties of Amador, Calaveras, Mariposa and Tuolumne. Housing staff at the Community Action Agency run emergency shelters in Sonora, Tuolumne County, and in Jackson, Amador County. Barbour's energetic housing staff also provides multiple types of rental

assistance, including rapid re-housing for persons who are homeless, homelessness prevention for persons at imminent risk of losing their housing, and – most recently – the CalWORKS Housing Support program. In 2007, Barbour worked with services providers in three counties to create the Central Sierra Continuum of Care, a 60-member cross-program and cross-agency planning group that works to prevent and end homelessness. Central Sierra CoC performs an annual survey of homeless persons, those residing in shelters and living on the streets.

John Bauters is policy director at Housing California, a policy advocacy leader on homelessness and affordable home development issues in the Capitol. Bauters comes from a background of nearly ten years as a legal aid attorney providing direct representation to people experiencing homelessness. In his current role, he has worked to broaden the integration of homeless and housing assistance programs with social and human services programs. His work includes helping shape and develop housing opportunities for families in the CalWORKS Housing Support Program, removing educational barriers for homeless children and youth and partnering closely with leaders in the criminal justice reform community to make housing, employment and mental health treatment key services made available to formerly incarcerated individuals. He is the former Director of Housing Law at Cabrini Green Legal Aid in Chicago, IL.

Monica L. Bentley has been a Fiscal Manager for the Riverside County Department of Public Social Services for 12 years. In this position she has managed the following functions: department budgets, administrative and assistance claims, revenue accounting, services and administrative contract payments, and asset tracking. In her previous six years with the department, she served as a senior administrative analyst and an accountant preparing the County Expense Claim and developing program reporting and analysis. She also worked for five years in the private sector doing accounting for manufacturing companies. Bentley has her Bachelor of Science degree in Business Administration with a concentration in Accounting and a master's degree in Public Administration, both obtained from California State University, San Bernardino. She is also a member of the CWDA Fiscal Committee and Financial and Data Systems Sub-committee.

Denise Boland is the Director of the Department of Employment and Benefit Services for Santa Clara County. She has worked for Santa Clara County Social Services Agency for more than 30 years, focusing on developing, implementing and improving employment related programs both within the Department of Employment

and Benefit Services and in the Department of Children and Families. She is deeply committed to working with the community to improve county services and performance. For the past several years, she has co-chaired the local safety net committee with Second Harvest, chaired the local Youth Council Committee with Work2Future, served as an active member on the Work2Future executive board while also facilitating the monthly social services CalWORKs advisory meetings. Boland holds a master's degree in Counseling from Santa Clara University and a Bachelor of Arts in Sociology with an emphasis in Social Welfare from California State University, Hayward.

Natalie Bolin is a manager with Tulare County Child Welfare Services, overseeing continuing services that includes Family Maintenance, Family Reunification, Group Home Unit, AB12 and the Independent Living Program. She is a field instructor with California State University, Fresno Social Work Department. The past two years, Bolin has been instrumental in establishing trauma-informed screening and assessment in Tulare County with the help and guidance from the California Screening, Assessment and Treatment Initiative within the Chadwick Center for Children and Families at Rady Children's Hospital-San Diego. Bolin is also an adjunct faculty member with Fresno Pacific University in the Social Work Department and teaches through the College of the Sequoias. She is trained in Trauma Focused Cognitive Behavior Therapy and Eye Movement Desensitization & Reprocessing, and has a small private practice as a trauma therapist.

Diana Boyer is a Senior Policy Analyst for CWDA. She joined CWDA in 2005, and specializes in the program areas of In-Home Supportive Services, Adult Protective Services, Child Welfare, and Foster Care. Prior to joining CWDA, she served as a program planner/specialist for Sacramento County Department of Health and Human Services, and as legislative analyst and director of governmental relations for Santa Clara County Social Services Agency. Boyer earned her bachelor's degree from the University of California, Davis, and a master's degree in Public Administration from the University of Southern California.

Ronna Bright is the statewide Preventing and Addressing Child Trafficking Project Director, working for Child and Family Police Institute of California. In this role, she provides technical assistance to California's child welfare system as they build capacity and systemic change to address child trafficking. She holds a master's degree in Social Work and a bachelor's degree in Criminology, both from California State University, Fresno. Bright is the former Program Manager of Fresno EOC's Central Valley Against Human Trafficking and Central Valley Freedom Coalition where she led and implemented capacity building

and collaboration of anti-trafficking efforts across the Central San Joaquin Valley. Bright currently serves on the advisory board of the Central Valley Justice Coalition and the advisory board of Mollie's House. She previously served on Fresno Police Department's Human Trafficking Taskforce, California Attorney General Kamala Harris' Human Trafficking Workgroup, and California's Blue Ribbon Commission on Domestic Violence and Child Welfare.

Roylyn Burton has been with the Orange County Social Services Agency's Children and Family Services for 16 years serving as a community program specialist. Her primary focus is to raise awareness in Orange County for the need of foster and adoptive homes, primarily through the Faith in Motion program. She has led the program since its inception in 2006 and has garnered the involvement and support of more than 50 faith and community organizations. In addition, Burton has lent technical support in assisting neighboring counties and other states in implementing their own Faith in Motion program. She graduated from California State University, Fullerton with a bachelor's degree in Communications and is currently working on a master's degree in Public Relations at California Baptist University.

Albert Cendejas is Assistant Director of Community Initiatives with the Community Services Employment Training in Visalia. He is bilingual in English and Spanish, and holds a Bachelor of Science degree in Business Administration, Finance from California State University, Fresno. As a young farmworker growing up in the small rural town of Parlier in Fresno County, he has committed his career to assisting low-income people by addressing their financial needs. He has provided oversight and coordination for the VITA program in previous years as a site coordinator for the Visalia location, volunteer recruitment, and has also functioned as a quality reviewer, intake/greeter, and electronic remittance originator. He has completed training in the EITC Platform Quality Review and is a certified TaxWise site coordinator.

Terrie Concellos is the Deputy Director of Administration for the Santa Barbara County Social Services Department. She has a master's degree in Business Administration, a Bachelor's of Science degree in Accounting, and has more than 20 years of experience in social services financing. In her current role, Concellos has oversight of Finance, Information Technology Systems, Facility and Disaster Response Administration, Staff Development, Human Resources, and Compliance. She has taught social services financing at both UC Davis and for the Leaders in Action program. She has worked on a number of state and county workgroups to support new program initiatives and the development of allocations. She is a member of the CWDA's Fiscal Committee and Financial Analysis and Data Systems Sub-committee.

Auxie Connell Zuniga is a field investigator with Adult Protective Services. Prior to her current employment she worked as a crisis counselor and victim advocate for people with intellectual and developmental disabilities for 18 years. Connell Zuniga provided support in navigating the criminal justice system and sought justice for the most vulnerable individuals. She holds a master's degree in Counseling Psychology and has practiced counseling in private practice. One of her strengths is the responsibility she takes when helping and protecting others. She is an altruistic person as she committed herself to eight years of volunteer work as a crisis interventionist for the San Diego Police Department. She is bilingual in Spanish and English.

Brent Crandal is a clinical psychologist and research investigator at the Chadwick Center for Children and Families at Rady Children's Hospital-San Diego. As a clinician, he has offered or supervised evidence-based mental health treatments for children, youth, and families in outpatient, inpatient, pediatric, military, and community settings. He also co-authored Modular CBT for Children and Adolescents with Depression: A Clinician's Guide to Individualized Treatment. As a research investigator, he helped develop a measurement approach for evaluating treatment outcomes in family therapy, has created strategies to promote family engagement in services, and more recently has been researching ways to screen and assess mental health needs for children and youth impacted by trauma. Through the California Screening, Assessment and Treatment Initiative, Dr. Crandal is working with California state and county leadership to develop policies and practices that enhance well-being for children and youth in California's Child Welfare and Behavioral Health systems.

Angelica De La Torre currently works with VOICES Sonoma in Santa Rosa and is passionate about advocating for systems improvement and enhancing the supportive environment in Sonoma County for Extended Foster Care. She works both as an AB12 Subject Matter Expert with the VOICES AB12 Cohort and as a Youth Advocate Intern focusing on health and wellness with a goal of bringing awareness to holistic methods of self-care and healing to current and former foster youth throughout Sonoma County.

Nadine Dechausay is a Research Associate in MDRC's Low-Wage Workers and Communities Policy Area. She specializes in the applications of behavioral science to social programs, rapid cycle evaluation, data-driven technical assistance, implementation research, and project management. She is Project Manager and site lead for pilots in the Behavioral Interventions to Advance Self-Sufficiency and Behavioral Interventions for Child Support Services projects. She has worked with state and local child support, childcare, and self-sufficiency programs

to diagnose behavioral bottlenecks to program performance, design solutions that incorporate behavioral insights, and test these solutions using quick and iterative RCTs. She is leading the implementation study of the Social Innovation Fund's Family Rewards Program, a conditional cash transfer program that offers cash incentives to low-income families who make investments in their human capital. She holds a law degree and master's degrees in Criminology and Applied Psychology from the University of Toronto.

Amy DeLisio is the Deputy Director at the Public Health Institute Center for Wellness and Nutrition with more than 10 years of experience working in nutrition education, social marketing, and obesity prevention programs serving vulnerable populations. DeLisio oversees a broad range of initiatives and major focus areas of the Center include healthy retail initiatives, worksite wellness interventions, policy, system and environmental change strategies and partnership engagement and development. DeLisio has worked with retailers across California to reach consumers in underserved communities using a variety of strategies, such as retail marketing and merchandising, food demonstrations and sampling, store tours, healthy check-out lanes, and increased availability and visibility of fruits and vegetables at corner stores. DeLisio is a Registered Dietitian with a master's degree in Public Health from the University of Southern California.

Sylvia Deporto is the Deputy Director of the Family and Children's Services Division of the Human Services Agency for the City and County of San Francisco. Prior to this position, she was the assistant director for the Children's Services Division for the Riverside County Department of Public Social Services; she spent 21 years in Riverside County serving in the capacity of social worker, supervisor, trainer, manager and director. Deporto received her bachelor's degree in Psychology from the University of California, Riverside and a master's degree in Counseling from California State University, San Bernardino. She has more than 27 years of experience in the field of social work, including child protective services, services to elderly, blind and disabled adults, and services to developmentally delayed children.

Jim Deming is Senior Social Services Supervisor for the Orange County Social Service Agency, supervising Resource Family Recruitment and Training. With 28 years of county experience, Deming has worked in a variety of programs including, the Orangewood Children & Family Center, with group homes, Families & Communities Together, human resources and foster care licensing. In 2005, Deming led his team in the development and launch of a strategic new recruitment initiative, "Faith in Motion," building a bridge with the faith community to raise awareness of the needs of

dependent children and their caregivers, as well as recruit new resource families. Since its inception, Faith in Motion has further galvanized county partnerships, expanding to include support, training and basic needs for children and resource families. Faith in Motion has firmly established itself as a best practice, recognized by the California Department of Social Services in a 2013 audit, while providing technical assistance to other counties and states.

Aisa Diaz is a Social Service Planner with the Riverside County Department of Public Social Services, Children's Services Division. Her role is to assist with the evaluation of division programs and services in relation to service delivery, program development and sustainment, fiscal and budgetary matters, and evidence-based outcome measures. Previously, she worked for the Southern California Tribal Chairman's Association in San Diego and Santa Barbara counties. She holds a master's degree in Business Administration.

Renda Dionne is Turtle Mountain Chippewa. She completed training at UCLA's Mindfulness Awareness Research Center and is a certified Mindfulness Trainer/Facilitator. Other mindfulness trainings include the Inner Kids program and the ".b Program." She works closely with Riverside County Department of Public Social Services and provides Mindfulness Training for social workers. Additionally, she teaches Mindfulness classes on topics including stress relief, Mindfulness and Decolonization for American Indian parents, Mindful Parenting, Mindfulness and Compassion, and Mindfulness youth programs. She holds a doctorate in Clinical Psychology.

Tasha Dunham is Child Welfare Division Chief with the San Joaquin County Human Services Agency. She is a social worker by education and profession with practical experience in child welfare as both a social worker and supervisor in San Joaquin County. She was recently promoted to Child Welfare Division Chief overseeing the System Improvement Plan implementation, the Extended Foster Care (non-minor dependent), Independent Living Program, Continuous Quality Improvement/Federal Case Review and other Child Welfare Programs. Dunham is also charged with the development and implementation of the Commercial Sexual Exploitation of Children program within San Joaquin County, which includes coordinating with stakeholders and developing policies and procedures. She is committed to the work that San Joaquin County is doing to implement elements of the California Child Welfare Core Practice Model that will provide a theoretical framework to support Child Welfare practice and allow for social work professionals to be more effective in their roles.

Jerry Dunn began serving as the Director of the Sonoma County Human Services Department in December 2011. He began his

career in Orange County, where he worked for a city matching low-income youth with government-subsidized jobs. When he experienced the power a job could have in turning a young person's life around, he was hooked into public service and has continued working in government for more 35 years. He joined Sonoma County in 1997 to oversee the implementation of federal welfare reform, and subsequently assumed responsibility for the Workforce Investment Board and SonomaWORKS. Both programs received national and state recognition under his leadership. He was promoted to assistant director and has directed budget development, human resources, contracts and purchasing, information technology, staff development, fair hearings, and fraud investigations. Dunn holds a bachelor's degree in Developmental Psychology from the University of California, Santa Barbara, and is a graduate of the University of California, Davis Executive Development Program.

Ann Edwards is Director of Sacramento County's Department of Human Assistance. She previously worked in Solano County as the director of the health and social services department. Before her time in Solano County, she served in a variety of positions within Sacramento County from mental health program coordinator in 1998 to the director of health and human services in 2009. She is a licensed mental health clinician, with a bachelor's degree in Social Work and a master's degree in Counselor Education from California State University, Sacramento. She is the co-chair of CWDA's Child Care Committee.

Anne-Michelle Ellis is Coordinator with the San Bernardino County Coalition Against Sexual Exploitation. Ellis was hired in December 2010 as the first coordinator for the Coalition, which had been active for nearly two years at the time. She previously worked for Operation SafeHouse, a shelter for runaway and homeless teenagers in Riverside, as a childcare worker, grant writer, fundraiser and education and employment coordinator and case manager. She also worked for Third Level Crisis Intervention Center in Traverse City, Michigan as a crisis hotline counselor and community resource manager. She was awarded a Bachelor of Arts degree in Religious Studies from the University of California, Riverside in 2003.

Rebecca Espino has worked for the Tuolumne County Human Services Agency for more than 25 years, initially starting out as a volunteer. She is a Program Manager, overseeing the areas of Eligibility, Employment Services, In-Home Supportive Services, Licensing, Independent Living Program, and THP-Plus. She has a bachelor's degree in Business Administration from California State University, Stanislaus. She serves on the Workforce Investment and School Attendance Review Boards. One of Espino's top priorities is serving the

community by fostering partnerships with external partners to leverage resources and efficiently deliver needed services.

Samantha Ferrero is a Community Services Aide for the Tehama County Community Action Agency, working with people in poverty to help them on their path to self sufficiency. A mother of two young boys, ages 6 and 3, and in the CalWORKs program, Ferrero completed the Work Force Academy program, Tehama County's version of job club. Ferrero obtained her high school GED and began work toward an associate's degree. She was placed at the Tehama County Community Action Agency as part of volunteer work in the CalWORKs work experience program. Ferrero obtained many skills including certification to the basic level in the VITA tax preparation program that then led to an offer for a subsidized employment position with the agency. Her subsidized position as a special projects coordinator included duties such as organizing community events, coordinating volunteers for multiple programs, and guiding customers to needed resources. Upon completion for her subsidized term, Ferrero interviewed and was hired into a full time position as an employee of the Tehama County Community Action Agency.

Libby Gaedtke is Child Welfare Division Chief with the San Joaquin County Human Services Agency. She has worked in various programs throughout Child Welfare for more than 35 years. As a Child Welfare Division Chief, Gaedtke is responsible for the investigations units in the county as well as the Family Maintenance program, which will take a lead role in working with families who have children involved in or are at high risk of becoming involved in commercial sex trafficking. She is also a member of San Joaquin County's Human Trafficking task force, whose membership includes representatives from governmental and non-governmental agencies throughout the county.

LaShaunda Gaines has been with the Adult Protective Services Program in San Diego County for 14 years. She worked in the field for 13 years and is currently a Supervisor within the agency. She is a strong and experienced advocate for the elderly and dependent adults. She has a passion for protecting others while balancing a person's right of self-determination. She has worked with the military providing crisis intervention in response to victims of domestic violence.

Cathi Grams is the Director and Public Guardian/Public Administrator for the Butte County Department of Employment and Social Services. She earned a bachelor's degree from Chico State University in Social Welfare and a master's degree in Public Administration. She has spent the past 35 years of her career in the field of human services serving the children and families of Butte County. Grams serves on CWDA's Executive Committee and is a co-chair of the Fiscal Committee.

John Greco is Deputy Director of the Children's Services Bureau with the San Joaquin County Human Services Agency. He began his social work career in 1974 in Merced County as a child protective services social worker. After a detour of 20 years in the private sector, he returned to child protective services work in San Joaquin County in 2000. In 2009 he became a child welfare division chief overseeing the functions of Permanent Placement, Residential Treatment, Adoptions, County Foster Licensing, Guardianship, Independent Living, and Relative Assessment. Greco has served as Deputy Director for Children's Services in San Joaquin County since January 2, 2011. He has a passion for promoting emerging practices within, and increasing the scope of social service delivery provided by, his agency.

Karen Gunderson is leading the Continuum of Care Reform team for the California Department of Social Services. She has worked principally in the field of child welfare in California since 1976, including direct service in congregate care with probation youth, county child welfare services and state adoption services. During her 25 years with California Department of Social Services, her work in policy and program development has spanned child welfare, focusing on mainly on permanency and foster care. Gunderson has had key responsibility for various implementation efforts including the After 18 (AB 12) program the Residentially-Based Services Reform pilot, the Resource Family Approval process and a federal grant to reduce disparity in foster care. Currently, she is launching the department's implementation of the Continuum of Care Reform and Assembly Bill 403.

Monah Hanson is Regional Manager with the Riverside County Department of Public Social Services Children's Services Division. She has been with Riverside County Children's Services since 2000. She started as a social worker. Hanson's region was the first to pilot Mindfulness training for social workers and child welfare staff. She currently oversees an operational region in Southwest Riverside County with 50 social workers, nine Supervisors, and 15 support staff. She holds a master's degree in Social Work.

Linda Haugan is the Assistant Executive Officer of Human Services for San Bernardino County. Her responsibilities include overseeing Transitional Assistance, Children and Family Services, Department of Aging, Child Support, Preschool Services, Public Health, Behavioral Health and Veteran's Affairs. Haugan has more than 34 years of experiences in human services, and began her career as an eligibility worker. Since then, she's held various positions within the agency. She received a bachelor's degree in Community Development from Penn State University, and a master's degree in Business

Administration from Cal Poly Pomona. She serves on CWDA's Executive Committee as the Secretary/Treasurer.

Andrea L. Hazen is a Research Scientist at Rady Children's Hospital in San Diego. Her current work focuses on mental health and trauma screening, assessment and treatment for children and families involved with child welfare services. She is the principal investigator for the evaluation on federal grants awarded to the Chadwick Center for Children and Families from the Administration for Children and Families and the Substance Abuse and Mental Health Services Administration. Dr. Hazen has published on maltreatment experiences and mental health service use of children involved with public service systems and on intimate partner violence experienced by families involved with child welfare services.

Nate Higgins is an Economist with the Resource and Rural Economics Division, Economic Research Service, United States Department of Agriculture. In September 2013, he became the first government representative to join the White House Office of Science and Technology's Social and Behavioral Sciences Team. Higgins completed his doctorate in Agricultural and Resource Economics at the University of Maryland. Higgins uses experimental and computational economics to study problems in market design, especially problems related to the design of USDA agri-environmental programs. He has published articles on the design of auctions, behavioral economics, and commodities prices, and consulted in the design of auctions for spectrum and airport landing slots. His research has appeared in outlets such as the American Journal of Agricultural Economics, the Canadian Journal of Agricultural Economics, the European Journal of Agricultural Economics, and Environmental Science and Technology.

Nick Honey has been the Director of the Sonoma County Family, Youth and Children's Division since 2007. He has a master's degree in Social Work from San Francisco State University and qualified as a social worker in England at the University of Bradford in 1985. He has been working in Child Welfare in Sonoma County since 1996, and also has experience working with children and families in different capacities since 1981 including eight years in residential treatment with children and teens. Honey has worked in partnership with VOICES for many years and is inspired by the leadership provided by the youth of Sonoma County.

Erin Horgan is a Senior Policy Analyst with CWDA, where she focuses on self sufficiency, including California's CalFresh, CalWORKs, and state subsidized child care programs. Prior to joining CWDA in 2012, Horgan was a research manager in behavioral and environmental epidemiology at the UC Davis School of Medicine, and began her career as a social worker for Yolo County's Department of

Employment and Social Services. She obtained her undergraduate degree in Psychology from Simpson University in Redding, California, and holds a master's degree in Public Health and master's degree of Social Work from Tulane University in New Orleans.

Diana Jensen joined the SF-Marín Food Bank's Policy and Advocacy team in August 2014. She brings 15 years of experience working in food security and other social service program areas, including a previous stint at the San Francisco Food Bank from 2000 to 2003, as well as eight years as a planning analyst at the San Francisco Human Services Agency. Jensen holds a master's degree in Public Policy from UC Berkeley's Goldman School. Her current work focuses on systems analysis and data visualization to inform advocacy on state and local policy issues related to CalFresh.

Lisa Jones is Deputy Director of the Housing Authority of the County of San Bernardino. She has more than 13 years of experience in the affordable housing industry with a focus on homeless populations and programs. Her housing career began at the Citizen's Advice Bureau, a national non-profit based in England. For the past 5 years at the Housing Authority, she oversees the Housing Services Department, including voucher subsidized Moving to Work programs, Special Population Homeless programs and the agencies Program Integrity division. Jones is also Acting Executive Director of the Authority's affiliate non-profit, KEYS, which was formed to fill a service gap within the county of providing rapid rehousing services to individuals/families experiencing homelessness. Jones' priorities are to develop and implement programs that increase affordable housing options and accessibility and develop innovative local programs that serve those in highest need. She holds a bachelor's degree in Public Administration and a master's degree in Business Administration from the University of East Anglia, England.

Diane Kaljian is Director of the Sonoma County Human Services Department Adult and Aging Division. The division includes In-Home Supportive Services, Adult Protective Services, Multipurpose Senior Services Program, Linkages, Veterans Services, Public Authority, and Public Administrator, Guardian, Conservator and the Area Agency on Aging. Kaljian has a bachelor's degree in Social Work with a Gerontology minor from California State University, Fresno, and a master's degree in Social Work with an Aging Services emphasis from San Diego State University. She is a licensed clinical social worker.

Jennifer Kent was appointed by Governor Brown as Director of the California Department of Health Care Services on January 26, 2015. Kent oversees a staff of 3,700 individuals at the department, which is responsible for the operation of Medi-Cal, the state's Medicaid program. The

department manages the spending of more than \$90 billion annually in public funds that support the health of more than 12.5 million Californians. Kent had served as executive director of Local Health Plans of California since September 2013. Prior to that, she was principal with Health Management Associates Inc., from 2011 through 2013, where she advised clients on issues of health care reform. Her previous California government service included leadership roles in legislative, intergovernmental, financial and health policy areas with the Office of the Governor, the Health and Human Services Agency, and at the Department of Health Care Services.

Akhtar Khan is Chief of the Research Services Branch with the California Department of Social Services. He holds a doctorate in Agricultural Economics and has more than 20 years of experience in socio-economic research. As the Research Services Branch Chief, he directs analysts in social welfare research, data collection, federal reporting and performance evaluation of social welfare programs and advises administrators and external stakeholders on complex statistical protocols related to research, federal program performance indices and federal sanction methodologies. Before joining the department, Khan was a research section chief in the California Department of Health Care Services, where he led research and audits to detect and deter fraud, abuse and waste in health care programs. Khan's state employment includes research on wage mobility, farm labor needs assessment and development of labor demand-supply indicators at the Employment Development Department and the design and development of statistical projects for the California Department of Education.

Alyson Lee-Suzuki has devoted her career to serving families for the past 18 years. Since 2005, she has been with Wu Yee Children's Services, a nonprofit organization serving San Francisco families with comprehensive family support services. As the Chief Programs Officer, Lee-Suzuki develops and leads programs that serve more than 3,000 low-income families annually. Programs include: the Joy Lok Family Resource Center, Single Stop, Food Program, Child Care Resource & Referral, Subsidies, Provider Services, and Early Head Start and Head Start programs. Before joining Wu Yee, Lee-Suzuki was the executive director of the Chinatown Community Children's Center, child care director of the YMCA, program director of the Chinese-American Planning Council and assistant development director of Hamilton-Madison House. She is a former board member of the San Francisco and Marin YWCA, and Pets are Wonderful Support. She holds a bachelor's degree in Psychology and an Early Childhood Director's permit. In 2003, Lee-Suzuki was the recipient of the Governor's Scholarship for Women for Public Service.

Will Lightbourne has been Director of the California Department of Social Services since 2011. Having served as the director of three county social services agencies as well as being a member of numerous commissions, councils, boards and nonprofits, over the past four decades, he has been deeply involved in a wide range of social welfare issues in California.

Yali Lincroft has spent more than 25 years working on children's policy issues. Her early career focused on early childhood issues, working for the California Child Care Resource and Referral Network and the San Francisco Department of Children, Youth, and Family. She was a national child welfare policy consultant for the Annie E. Casey Foundation and First Focus. Lincroft helped develop federal and state child welfare legislation and has written several publications to aid policymakers and social workers. She is the founding member and co-chair of the Center on Immigrants and Child Welfare housed at the University of Houston. Along with the Stuart Foundation, the Walter S. Johnson Foundation is a lead funder for the California College Pathways Initiative. In 2013, she was awarded the White House Champion for Change award and the San Francisco Commission on the Status of Women award for her advocacy on behalf of immigrant families in the child welfare system.

Arthur B. Lomboy is the Data Development Manager at Monterey County Department of Social and Employment Services. He helped start and develop data analytics/reporting for the county in 2002, specializing in child welfare analytics, business intelligence and program development. Lomboy served as director of information systems for Central Coast Community Health Care until September 2002. He has 25 years of experience in information systems, including database development, business intelligence, networking, and programming.

Tawny Macedo is a CalFresh Nutrition Education Manager at the California Department of Social Services and oversees the development and implementation for California's SNAP-Ed State Plan. Previously, she was a CalFresh Policy Analyst with the Department and subject matter expert on Semi-Annual Reporting. She earned a Bachelor of Arts degree from the University of the Pacific and a master's degree in Public Health from the University of California, Davis.

Susan Mahoney is Regional Manager with the Children's Services Division of the Riverside County Department of Public Social Services. She began working for the division in 1995 as an emergency response worker. She was promoted to supervisor in 2003, then to assistant regional manager in 2005. In addition to Mahoney's current position, she has actively facilitated Riverside County's

Faith in Motion collaborative since 2010. She presents Faith in Motion throughout Riverside County to community partners, as well as to newly hired staff within the children's division. Mahoney co-facilitates the Faith in Motion program in Riverside County with Michael McConnell from Adult Services Division. She also works closely with Faith in Motion collaboratives in surrounding counties.

Robert Manchia is the Chief Financial Officer for the San Mateo County Human Services Agency. He started his career with the agency in November 1996, overseeing the Vocational Rehabilitation Services Division where he expanded the existing business model to further assist clients in securing employment. In 2004, he was selected as the budget and revenue enhancement manager and in August 2012, he assumed the role of deputy director of finance. Blending his private and public sector experience with his intimate knowledge of both program and finance arenas, he has developed methods of braiding and leveraging funds to maximize revenue for the agency. He has experience leading collaborative efforts with the Board of Supervisors, other government agencies and staff organizations. He is the chair of the CWDA Financial Analysis and Data Systems Sub-committee and is a Certified County Senior Executive through the California State Association of Counties, where he also serves as an instructor.

Chris Mathias leads the Bay Area Academy, a Regional Training Academy that supports the professional development of Bay Area social services, specifically in child welfare. She is the former director of the Title IV-E Stipend Program at the California Social Work Education Center, a consortium of 22 schools of social work, county welfare directors, mental health directors, National Association of Social Workers and the California Department of Social Services. Previously, she worked with children in out-of-home care starting in 1986 first providing direct care, case management, family engagement, case planning and wraparound services. Her work focuses on the strategic use of partnerships and the development, implementation and evaluation of the workforce development strategies and approaches to improve child welfare and social services. She also provides technical assistance to developing nations in the areas of social work education, training and professional development.

Michael McConnell is a Regional Manager with Riverside County's Adult Services Division in the Department of Public Social Services. He started as a social worker in the Children's Services Division of the department in 1994 and became a manager in 2005. He currently manages a community engagement program and call center operations for the Adult Services Division. In his community

engagement role, McConnell brings together interagency teams to address and prevent elder abuse and abuse to disabled adults. He collaborates with community and faith-based partners to give clients a better quality of life. He manages an educational and training program that informs the community and empowers seniors and disabled adults. The call center he manages for Adult Services includes an abuse hotline, an information line for In-Home Supportive Services, and after-hours operations.

Shireen McSpadden is the Deputy Director of the San Francisco Department of Aging and Adult Services. She has more than 25 years of experience providing services to older adults and adults with disabilities. She has served on the executive board of the California Association of Public Administrators, Public Guardians and Public Conservators as well as local boards of directors in San Francisco. McSpadden received a bachelor's degree in Psychology from the College of Wooster and a master's degree from the University of San Francisco. She is an alumna of Leadership San Francisco, Class of 2006.

Frank Mecca is Executive Director of CWDA. He has served in that role for more than 20 years, during which he has helped establish CWDA as a leading advocacy and policy organization in the field of public human services. Prior to joining CWDA, Mecca served as a fiscal and policy analyst for the California Legislative Analyst's Office, where he had oversight responsibility for most child welfare programs, including Child Welfare Services, Foster Care and Adoptions. He holds a master's degree in Public Affairs with a concentration in social welfare policy from the Lyndon B. Johnson School of Public Affairs at the University of Texas, Austin. He earned his undergraduate degree in Government and Economics from Franklin and Marshall College in Lancaster, Pennsylvania.

René Mollow has been with the California Department of Health Care Services since 1995, working primarily with Medi-Cal, California's version of Medicaid. She is the Deputy Director for Health Care Benefits and Eligibility. She is responsible for the planning, development, promotion, implementation, and evaluation of health care services and delivery systems under Medi-Cal. Her area is comprised of five divisions and one office: Benefits, Eligibility, Pharmacy Benefits, Primary and Rural Health, Medi-Cal Dental Services and the Office of Family Planning. Mollow directs and coordinates programs and activities to ensure uniform program administration in accordance with state and federal requirements. Additionally, she assists the department director and State Legislature in determining program direction consistent with legislative intent and consults with the director concerning issues of significant policy impact.

Carlos Morales is the Assignment Supervisor for Adult Protective Services in San Diego County. He has been with the program for more than 15 years. During his career, Morales has had the chance to work with diverse communities. He has a passion for advocating for the safety and wellbeing of vulnerable adults using a trauma informed approach. He is a strong communicator with a background in education, and as a result he provides regular trainings on mandated reporting, elder abuse, domestic violence and the characteristics of dependent adults to other social service organizations, law enforcement and health care providers. He is the Coordinator for the Elder and Dependent Adult Death Review Team in San Diego County, a participating member of the San Diego Domestic Violence Council as well as in the Meth Strike Force.

Randy Morris is the Assistant Agency Director of the Adult, Aging, & Medi-Cal Services Department of the Alameda County Social Services Agency. He has worked for the Agency since 1994, where he started as a child welfare worker. He worked in the Child Welfare Department until 2011 when he was promoted to his current position. In addition to the Medi-Cal program, his department administers the In-Home Supportive Services and Adult Protective Services programs, as well as the Public Administrator, Guardian and Conservator programs, Veteran's Service office, and Area Agency on Aging. As part of the department's Area Agency on Aging Senior planning responsibilities, Alameda County embarked upon a significantly expanded senior planning effort in 2014. The planning process integrates the public Health Care Agency and other key public and community partners with the goal of developing a comprehensive and integrated plan for seniors.

Sarah Muller is the Vice President of External Affairs and has served as the Director of Government Affairs for the California Association of Public Hospitals and Health Systems since January 2011. The non-profit trade association represents California's 21 public health care systems, which serves as the core of the state's health care safety net. Muller leads the communications and advocacy work that includes helping advance the organization's policy work and legislative platform, and building relationships with key stakeholders at the state and federal level. Prior to joining the association, Muller was the director of health care policy and community development at Working Partnerships USA, a non-profit organization in San Jose, where she helped develop and implement local health coverage programs for low-income families. She has a master's degree in Applied Economics and Finance, and bachelor's degree in Global Economics from the University of California, Santa Cruz.

Kouji Nakata is an organizational development and customer experience consultant specializing in organizational and technology change, strategic planning and customer experience management. He is working with human services consultant Jo Weber in implementing a CWDA sponsored program to assist counties in changing their culture to achieve higher customer satisfaction and improved customer experience. He is also the strategic planning and customer experience consultant to CalWIN/WCDS. Previously he has worked extensively in customer experience management in both the private and public sectors. He has a doctorate from the Andersen School of Management at UCLA.

Leo O'Farrell is the CalFresh Program Director for the San Francisco Human Services Agency. He has worked in human services since 1981, and with San Francisco since 1992. He is particularly interested in using technology and other innovations (service centers, nutrition education websites, on-line and mobile applications) to improve nutrition and reduce hunger in our society.

Linda Patterson is the Human Services Director for Placer County. She worked for the California Department of Social Services and Department of Child Support Services for more than 25 years. In the past, she held the following positions: CalFresh Branch Chief, legislative coordinator for all California Health and Human Services Agency departments, and manager of state and federal legislation for the Department of Child Support Services where she had responsibility for data and various policy areas, including implementation of the very successful state Paternity Opportunity Program. She served as manager of the corrective action function at the California Department of Social Services to improve performance in the welfare and food stamp programs, program manager in the Placer County Welfare Department where she managed all eligibility programs and two offices, and an eligibility worker in Placer and Riverside counties. She received her Bachelor of Arts degree from University of California, Irvine.

Carlos Portillo is a Human Services Administrator of the CalFresh Program for the Los Angeles County Department of Public Social Services. He is also one of the key players in the Department's CalFresh Outreach Program. He has been responsible for the planning of the CalFresh Awareness Month Campaign in Los Angeles County for the last two years, and he has been working alongside eligibility staff and community partners to carry out many outreach efforts. He began his career with Los Angeles County as an intake eligibility worker in March 2000.

Lee Pullen joined Marin County in 2013 as the Director of Aging and Adult Services and the Area Agency on Aging. Lee has a Master of Science degree in Clinical Psychology

from San Francisco State University and has worked in the non-profit and public sectors of aging for more than 17 years. He has held a number of mental health, social work, managerial, and executive management positions during the course of his career. He previously served as director of aging and adult services for Santa Clara County. Pullen has been a leader in community-wide planning and policy development; has sponsored state legislation aimed at elder abuse protections; and has collaborated with non-profits, municipalities and healthcare organizations to develop connected systems of long term services and supports. His expertise lies in building and strengthening aging services networks.

Adriana Ramirez is a Staff Development Coordinator for the San Diego County Health and Human Services Agency. In this role she works as the eligibility training manager and oversees the hiring process for all eligibility workers. Ramirez has 16 years of experience working in the field of social services at the county level, covering all public assistance programs in administrative and management functions. As the eligibility training manager, she continues to look for ways to improve the eligibility worker training experience while focusing on customer service delivery. Her goal is to provide support and empower line staff in providing essential services that help our customers live healthy, safe and thriving lives.

James Ramoni is the Director of Aging and Adult Services for the Santa Clara County Social Services Agency. Ramoni's entire professional career has been with the Santa Clara County Social Services Agency, dating back to 1990 as an entry level social worker in child welfare. Throughout the 1990s, he devoted his work to children and families in crisis and supervised social work staff in innovative programs including the agency's multicultural family resource centers and led the department in the family conferencing initiative providing families a voice in child welfare decision making. In 1999, Ramoni moved to the newly created department of Aging and Adult Services serving as the manager of the Senior Nutrition Program as well as the In-Home Supportive Services Program. He was appointed Director of the Department of Aging and Adult Services in 2013.

Gilbert Ramos is the Assistant Director of the San Bernardino County Transitional Assistance Department. He began his career with the county as an eligibility worker in 1992. He has held various positions within the agency, including supervisor, district manager, program specialist, assistant to the director and deputy director until becoming Assistant Director in 2013. Ramos provides direction, oversight and administration of the Eligibility and Welfare to Work workforce providing the public assistance programs for eligible residents of the county. Through

collaboration with the department's executive team and the Housing Authority of the County of San Bernardino, he provided direction and guidance to the successful implementation of the Housing Support Program. Ramos completed his college education at California State University, San Bernardino and holds a bachelor's degree in Business Administration.

Maria Razo is Deputy Executive Director of the Housing Authority of the County of San Bernardino (HACSB). She has more than 19 years of experience working in the affordable housing industry. Her affordable housing career began at the Housing Authority and Redevelopment Agency of the County of Riverside. The most recent 10 years of her career have been with HACSB where she oversees the finance, purchasing and information technology departments along with the agency's various Housing Services and Moving to Work programs. Under her direction, HACSB has successfully implemented 12 innovative housing programs. Razo holds a bachelor's degree in Business Administration from the University of California, Riverside and a master's degree in Public Administration from the California State University, San Bernardino.

Trent Rhorer has served as Executive Director of the Human Services Agency of San Francisco since 2000, when he was appointed by former Mayor Willie Brown. Prior to this appointment, Rhorer served as the executive director's chief of staff and was the chief policy analyst for the department, where he has worked since 1996. For four years, Rhorer served as former Mayor Gavin Newsom's point person on homelessness as well as chair of the Mayor's Interagency Homeless Cabinet. Prior to joining the Human Services Agency, Rhorer led community and program planning for San Francisco's non-profit Community Action Agency and also worked as a consultant to public housing agencies. He has a bachelor's degree in Political Science from University of California, Los Angeles, and a master's degree in Public Policy from the Kennedy School of Government at Harvard University. Rhorer serves on CWDA's Executive Committee as the association's Vice President.

Michele Rutherford is the Deputy Director of San Francisco's newly formed Office of Early Care and Education. She holds a Bachelor of Arts from Olivet College and a Master of Social Work in Policy, Planning, and Administration. She has worked in human services for more than 35 years. She began her work in child welfare, and in the advent of welfare reform, planned and implemented a robust portfolio of child care subsidy programs and Early Care Education workforce supports, and implemented San Francisco's first Early Care Education quality assessment process. Rutherford has been active in local, state, federal policy related to Early Care Education for more than 17 years. She Co-Chairs the CWDA Child

Care committee and was a long-time San Francisco First 5 Commissioner. In 2012-13, Rutherford was named the San Francisco Human Services Agency Manager of the Year, honored by the San Francisco Providers Association, the San Francisco Family Child Care Providers Association, San Francisco Parent Voices and the San Francisco Board of Supervisors.

Cathy Senderling-McDonald is the Deputy Executive Director for CWDA. In that role, she works with the Association's executive director and the welfare directors in all 58 of California's counties to promote legislative, budget and policy changes that improve human services programs and the delivery of those services. Senderling-McDonald joined CWDA in August 2000 as the Association's legislative advocate and later became senior legislative advocate until her promotion to deputy executive director in July 2010. Prior to joining CWDA, she served as the California Senate Budget Committee consultant for social services programs and a fiscal and policy analyst for the California Legislative Analyst's Office. She has a bachelor's degree in Journalism from the University of Missouri at Columbia, and a master's degree from the Heinz School of Public Policy and Management in Pittsburgh, Pennsylvania.

Crystal Shackelford has been with Riverside County Department of Public Social Services, Children's Services Division for more than 18 years. She began her career in child welfare as a social work graduate student intern, and has held a variety of positions from children's social service worker to supervisor to staff development officer. She is an Assistant Regional Manager over a variety of programs and services, including Medically Fragile Services, Professional Intern Units, Interstate Compact for the Placement of Children, Forensic Interviewing team, and the Youth and Parent Partner programs.

Amanda Sharp is Director of the Tehama County Department of Social Services and Community Action Agency. Recently selected as Director after five years with the Agency, she earned her master's degree in Business Administration from Chico State University in 2011. During the last five years, Tehama County Department of Social Services built a successful Earned Income Tax Credit outreach and Volunteer Income Tax Assistance (VITA) program through public outreach, multi-agency collaboration and innovative leverage of the CalWORKs Work Experience and Subsidized Employment programs to provide workers at tax prep sites who serve low income tax payers with free tax filing services. Efforts in this low cost project resulted in nearly \$1.7 million in economic impact to the county.

Kerry Shearer has a diverse communications background as a broadcaster, public information officer, video producer/editor, crisis communicator, social

media and live-streaming specialist. Shearer's broadcast experience includes news reporting for KFBK NewsRadio 1530 in Sacramento and on-camera TV hosting for KVIE-6. He has served as communications specialist for Sacramento's electrical utility, SMUD, the County of Sacramento, and the Sacramento Metropolitan Air Quality Management District, responding to thousands of media inquiries. At Sacramento County Public Health, he implemented cutting-edge social media strategies to communicate during the H1N1 flu pandemic. That included Skype for live TV interviews, fast-turn videos, live webcasts, Twitter/Facebook/YouTube, and creation of a compact web TV studio for live and recorded video. Today, Shearer energetically provides communications, traditional and social media, and crisis response training, as well as web video production, to local, state and federal agencies, associations and businesses.

Lisa Shiner is Assistant Director with the Riverside County Department of Public Social Services. She is responsible for the administration of the county's In-Home Supportive Services, Adult Protective Services, IHSS Public Authority, and Homeless Programs. She earned her bachelor's degree in Social Work and went on to earn her master's degree of Social Work in 1991 from Temple University. She also earned an Advanced Management Certificate from University of Riverside and Certificate in Gerontology from Boston University. Shiner's work experience includes: psychiatric social work; medical social work; social work staff development; university social work education; and, administration over multiple social services programs. She has received recognition from Riverside County for her significant contributions to the development and implementation of collaborative service programs targeted at addressing the social, behavioral, and health needs of a wide range of clients.

Susan Shippelhouse is an Administrative Analyst Associate with Butte County Department of Employment and Social Services. She provides support to eligibility staff and programs and has been with Butte County for 15 years. She started as an eligibility worker before becoming an employment and eligibility supervisor, and has been in her current position for two years. She has provided excellent customer service to clients in several programs including CalWORKs, CalFresh, and Medi-Cal. It is now her focus to learn new ways of improving customer service and sharing knowledge with her peers.

Jacob Solomon is building technology to make CalFresh more accessible at Code for America. In 2013, he was a Code for America fellow with the San Francisco Human Services Agency, where he focused on reducing churn in the CalFresh program. Previously, he studied Economics at Occidental College, worked as a Forward

Deployed Engineer at Palantir Technologies, and supported health care policy research at the RAND Corporation.

Cynthia (Cindy) Sottana is the Countywide Clerical Operations Manager for Solano County Health and Social Services Employment and Eligibility Division. She is responsible for both front line and back office operations supporting five sites throughout Solano County. She is a staunch advocate for compassionate and efficient client service, and has led several county initiatives to improve lobby management and document processing workflows. She has been with Solano County for seven years, and the employment and eligibility division's clerical operations manager for the past four and a half years. She is a dedicated public servant with a passion for helping people. In her spare time she loves to work with different non-profit organizations, including the American Cancer Society and Remember a Vet, to help provide an awareness and a better quality of life for those in need.

Victoria Tolbert is the Division Director for Alameda County's Department of Adult, Aging and MediCal Services and the Director of the Area Agency on Aging. She is responsible for the general oversight of In-Home Supportive Services, Veterans Services and the Area Agency on Aging. She started her career as a program specialist and also served as the assistant director. She was responsible for the planning and administration of Older Americans Act, and Older Californians Act funds directed to the Planning Service Area as well as Veterans services. Prior to public service, Tolbert provided counseling support to substance abusing families, including intensive services for young children of substance abusers. She also worked extensively with children with disabilities and their families.

Fernando M. Torres-Gil is a Professor of Social Welfare and Public Policy at UCLA, Director of the UCLA Center for Policy Research on Aging and an Adjunct Professor of Gerontology at USC. He also has served as Acting Dean and Associate Dean at the UCLA School of Public Affairs, and most recently Chair of the Social Welfare Department. He has written six books and more than 100 publications, including *The New Aging: Politics and Change in America* (1992) and *Aging, Health and Longevity in the Mexican-Origin Population* (2012). He earned his first presidential appointment in 1978 when President Jimmy Carter appointed him to the Federal Council on Aging. He was selected as a White House Fellow and served under Joseph Califano, then Secretary of the U.S. Department of Health, Education, and Welfare (HEW), and continued as a Special Assistant to the subsequent Secretary of HEW, Patricia Harris. He was appointed by President Bill Clinton as the first-ever U.S. Assistant Secretary on Aging in the U.S. Department of Health and Human Services. In 2010, he received his third presidential

appointment when President Barack Obama appointed him as Vice Chair of the National Council on Disability. At the state level, he was appointed by former Governor Gray Davis to the Governor's Blue Ribbon Task Force on Veterans' Homes and by former Governor Arnold Schwarzenegger as a delegate to the 2005 White House Conference on Aging. Torres-Gil was born and raised in Salinas, California, the son of migrant farm workers. He attended Hartnell Community College, earned a bachelor's degree with honors in Political Science from San Jose State University, and a master's degree in Social Work and doctorate in Social Policy, Planning and Research from the Heller Graduate School in Social Policy and Management at Brandeis University.

Amber Twitchell has been working in the youth development field for more than 15 years. She serves as the Director of VOICES, a youth-developed, youth-led community center that provides services to former and current foster youth, homeless youth and other disconnected youth in our community. Her staff consists of 11 youth between the ages of 16 – 22 all of whom have direct experience in various systems of care. Twitchell views her primary role as the support to these youth as they learn how to manage, administer and report on the various programs and services offered through VOICES. She is a champion of intergenerational learning and works to ensure all youth have an authentic and rich experience while leaning essential work and leadership skills. A formerly homeless youth herself, she holds a special place in her heart for young people actively trying to improve their current situations.

Dennis Tyler-StClair is a former foster youth, and recently aged out of AB12 Extended Foster. He currently works with VOICES Sonoma in Santa Rosa. Tyler-StClair is an active member in the VOICES AB12 Cohort, a youth-led research project that collaborates with county workers and program directors to help enhance Extended Foster Care in Sonoma County and statewide. He entered the system in 2010 and aged out in September 2015. He achieved an Optician's license after taking classes at the local junior college and continues to work in this field while actively participating in community activities aimed at supporting foster youth throughout the county.

Beth Vangness graduated from University of California, San Diego and California State University, Fullerton with a master's degree in Counseling. She has been a community volunteer for more than 20 years. She currently mentors an amazing young lady who is a former emancipated youth. She is a member of Immanuel Lutheran Church in Riverside where she is currently the Director of Christian Outreach. She has been a member of the Riverside County Faith in Motion collaborative for five years and credits her involvement there as a catalyst to a very

vibrant foster care ministry in her church. She was a volunteer staff member at Today's Urban Renewal Network (TURN) for six years. She and her husband have three young adult children and are brand new empty nesters.

Kate Walker Brown is an attorney at the National Center for Youth Law (NCYL) in Oakland, California. Her legal career has been devoted to examining the commercial sexual exploitation of children (CSEC) in the U.S. and its intersection with the child welfare system. She currently serves as Project Director for the statewide CSEC Action Team charged with improving the services and support for exploited and at-risk children receive in the state. She has worked with several counties to develop and implement interagency protocols to more effectively serve CSEC, including Los Angeles' Law Enforcement First Responder Protocol for CSEC. Walker Brown was the primary author of the report *Ending the Commercial Sexual Exploitation of Children: A Call for Multi-System Collaboration in California*. She received her undergraduate degree in Public Policy with a focus in Psychology from Pomona College and her law degree from University of Iowa College of Law.

Vivian Wan is the associate director for Abode Services, one of the largest and most effective housing and homeless service providers in the San Francisco Bay Area. In her role, she promotes affordable housing for the most at risk in our community – individuals and families who are homeless, most of whom have significant disabilities. She oversees more than 40 programs, helps build new supportive housing developments, and administers more than \$12 million in subsidies each year, all of which keeps more than 2,100 people in homes each night. Wan holds a master's degree in Social Welfare from University of California, Berkeley in the area of Management and Planning. Before coming to Abode Services in 2006, she worked extensively in the areas of homelessness, foster care, community development, and is a former Peace Corps Volunteer. She has devoted her career to assisting people with multiple barriers succeed in their housing, health, and economic goals.

Juliet Webb is the Director of Human Services for Tulare County Health and Human Services Agency. Prior to this appointment, she served as Tulare County's Deputy Director and Division Manager for Child Welfare Services for six years. During Webb's tenure, Tulare County Child Welfare Services has partnered on several occasions with the Chadwick Center for Children and Families at Rady Children's Hospital for the purpose of exploring, expanding and sustaining trauma-informed, evidence-based practices in Tulare County. Webb holds a bachelor's degree in Communication and will receive her master's in Public Administration from Arkansas State University in December. She is the co-chair of the CWDA Adult Services Committee.

Jo Weber, a retired Sonoma County Human Services director, currently provides consulting services to California's 58 County Human Services Departments through CWDA and the Child and Family Policy Institute of California. Weber's more than 35 years in social services includes experience at the state and local levels, covering all human services programs and administrative functions. For the past two and a half years, she has worked with CWDA and the Child and Family Policy Institute to support county efforts in improving the customer experience for the people who come to us for help. Her passion is finding ways to support and lift our staff and our customers, improving their health and enhancing their lives.

Mark Woo is currently a private consultant. In his most recent position, he was an Assistant Manager for Quality Management with the Napa County Health and Human Services Agency and was part of the Bay Area Social Services Consortium's (BASSC) Research, Planning and Evaluation workgroup that seeks to build program knowledge and expertise amongst the Bay Area counties. This BASSC workgroup initiated an effort to integrate the concepts of behavioral economics into the design and operation of public assistance programs. Previously he worked at the Alameda County Social Services Agency and at public health and low-income housing government agencies. He has a bachelor's degree from the University of Chicago and a master's degree in Public Administration from the University of Illinois at Chicago.

Jessie Wood is the Continuum of Care Reform Liaison with the California Department of Social Services. She earned both her bachelor's and master's degree in Social Work from Humboldt State University. She has worked in Juvenile Probation Services, Medical Rehabilitation Services, and Child Welfare Services. She served as a court and ongoing services supervisor in child welfare, and has specialized training in forensic child interviewing and foster youth education policy and implementation. Prior to joining the CCR team, she had served the children, families, and the community of Humboldt County the past 11 years.

Kelly Woodard is Director of the Madera County Department of Social Services. She was born and raised in the California Central San Joaquin Valley. She received a bachelor's degree in Criminology and a master's degree in Social Work. Her professional experiences include public guardian/public administrator/conservator for Madera County; social worker in Child Welfare; administrative analyst working with emerging refugee populations; administrator over Child Welfare; and various roles in CalWORKs, Cal Learn, and Adult Protective Services programs. She teaches at California State University, Fresno in the health and social work department. Woodard is an active member of CWDA, serving this year as Vice President of Services.

Anthony Wright has served as Executive Director for Health Access California, the statewide health care consumer advocacy coalition since 2002, leading state and national efforts to win consumer protections, expand coverage, fight budget cuts to our safety-net, and advance comprehensive health reforms. Wright organized California's coalition efforts to help pass the Affordable Care Act and state laws to implement and improve it, and campaigns to pass first-in-the-nation laws to ensure timely access to care, and stop hospital overcharging of the uninsured. Widely quoted in state and national media, Wright has also worked for New Jersey Citizen Action, the Center for Media Education, The Nation magazine, and in Vice President Gore's office in the White House. Born and raised in the Bronx, Wright graduated from Amherst College magna cum laude in both English and Sociology. He lives in Davis with his wife Jessica, his son Jefferson, and their bearded dragon Spike.

Susan von Zabern is Director of the Riverside County Department of Public Social Services. She was hired by the Riverside County in 1991 and joined the Department of Public Social Services in 1999. She has held several positions in the Department through the years, and was appointed as Director in September 2007. She has a bachelor's degree in Political Science and Administrative Studies from the University of California, Riverside, as well as a master's degree in Leadership and Organizational Studies from California Baptist University. She serves on the CWDA Executive Committee as the Executive Officer and previously served as president of the association.

Barry L. Zimmerman is Director of the Ventura County Human Services Agency, which employs approximately 1,400 people and provides a wide range of social services to more than 180,000 residents. Zimmerman has held numerous leadership positions with the county for the past 18 years, including in the County Executive Office, Human Resources Division and Human Services Agency. He also has experience working with the federal government as well as the private sector in areas of defense and the hazardous waste industries. He is President of CWDA, and previously led various CWDA committees and leadership posts, including chair of the IT Committee and Vice President at Large.



Northwoods' only focus is helping state and county human services agencies increase client service levels and productivity while cutting costs — allowing them to do more with less. Over 4,000 California human services workers rely on Northwoods' software solutions every day. We understand the processes, and the pains, of these human services agencies intimately. That's why we specialize in providing human services technology and social services software solutions for state and county public assistance, child and adult protective services, and child support agencies.

Northwoods' human services software solutions are designed around caseworkers and social workers, not simply data collection. Our Compass® products for desktop productivity, mobile productivity, and appointment management, automate the flow of client and case information based on a caseworker's role. By streamlining tasks and dramatically reducing paperwork, our solutions have proven to save our customers an average of 2 hours per day, per worker. Northwoods' solutions provide the right tools in the office and the field to eliminate duplicative work, automate processes, and reduce stress, which ultimately leads to helping caseworkers and social workers have more time to accomplish their mission: protecting families.



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Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies,

Accenture collaborates with clients to help them become high-performance businesses and governments. Our health and human services professionals combine proven solutions, innovative technologies and delivery excellence to help agencies put families first. Visit www.accenture.com/humanservices.



Unisys is a global information technology company that solves complex IT challenges at the intersection of modern and mission critical. We work with many of the world's largest companies and government organizations to secure and keep their mission critical operations running at peak performance; streamline and transform their business processes; enhance support to their end users and constituents; and modernize their enterprise applications. We do this while protecting and building on their legacy IT investments.

The Unisys Health and Human Services offerings are innovative, Commercial Off The Shelf (COTS) modular solutions that meet or exceed all federal standards in support of state and local agencies. Unisys solutions include core processing, mobile applications and business intelligence, provided with traditional on-site, cloud or hybrid implementations. Options are available for flexible licensing to meet individual state and agency needs. Leveraging decades of experience in Health and Human Services, Unisys provides best practice approaches, processes and resources to organizations to improve services, reduce costs, and empower citizens through



For over 50 years Deloitte has helped agencies and departments within the state, local and federal government implement and manage complex systems, including multiple health and human service programs that promote the health, safety and well-being of citizens.

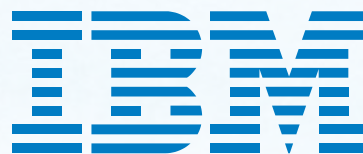
Our dedicated public sector consultants understand the business of government and help our clients deliver proven results to program recipients and taxpayers through improved business operations, accessibility, and responsiveness.

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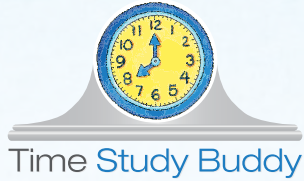


Technology hasn't always been a welcome partner in Health and Human Services programs. Siloed systems, disparate data and cumbersome workflows impacted productivity and left little time for program innovation. Today, organizations are finding that technologies can create a catalyst for innovation in HHS programs. Many of these organizations are turning to IBM.

IBM's technologies enable robust master data management, case management, and collaboration between agencies to help you create a unified view of the client across programs. This can help coordinate delivery of services, reduce costs and increase program integrity.

California human services professionals make life and death decisions about children and families every day. Caseworkers often juggle caseloads of 20, 30, or more at any time. Agencies might serve tens, hundreds or thousands of individuals. To solve the issues facing California caseworkers and clients, IBM offers solutions that meet your needs today and in the future creating a catalyst for innovation of child welfare and other programs.

IBM has a proven commitment to California since 1914. With over 400 employees serving public sector clients, we have successfully delivered some of the largest solutions in the State.



The Time Study Buddy™ is a web-based time study 'service' founded five years ago by a former county fiscal officer. We host the hardware and software and county workers access our platform using a computer with Internet access.

Our design goals include making it easy and intuitive for the worker and providing powerful tools for the fiscal staff to help them successfully manage the revenue that time studies generate.

Every quarter we listen to county suggestions for improvements and have implemented many of them. We are currently working with 20 counties in California with several thousand worker accounts.

For more information please visit us here at the conference, exhibit #15.



Diona provides innovative mobility solutions and consulting services for Health & Human Services agencies around the world.

Diona's family of mobility enterprise software, Diona Mobility, turns mobile phones and tablets into tools to achieve better outcomes by helping agencies serve people more effectively while improving how their employees work and collaborate. Diona's services organization helps partners and customers design and deliver successful Health & Human Services projects at the city, local, state and national level through their extensive product knowledge and domain expertise.

Diona partners with companies such as Accenture, Capgemini, CGI, Gulf Business Machines (GBM), HP, IBM, and SAP and also works with like-minded innovative software companies such as WCC Smart Search & Match to deliver next-generation, design-driven solutions for customers.

Diona's founders and key employees have long and distinguished backgrounds in the Health & Human Services industry. With more than 130 employees and more than 800 years of collective experience in working with governments to deliver technologies that improve the lives of clients and families in need, Diona is the thought leader for bringing mobility to Health & Human Services.



Health and human services agencies are tasked with protecting the well-being of citizens, adapting to a constantly changing regulatory environment and coordinating efforts across multiple stakeholders and systems. CGI provides the experience, vision and technology for modernizing and integrating operations to better serve the public's needs. In child welfare, we are committed to helping clients build innovative systems that support, inform and improve services delivery and results, including: more time spent with children and families—less on paperwork, quicker intakes, accelerated service delivery, better allocation of resources, improved reporting accuracy, enhanced accountability for staff and providers and up-to-date list of available services.

More than 35,000 users depend on CGI-implemented child welfare systems every day. We take an active approach to listening to our clients to fully understand their needs and requirements. That is why we consider the approval of caseworkers to be the most important recognition we receive.

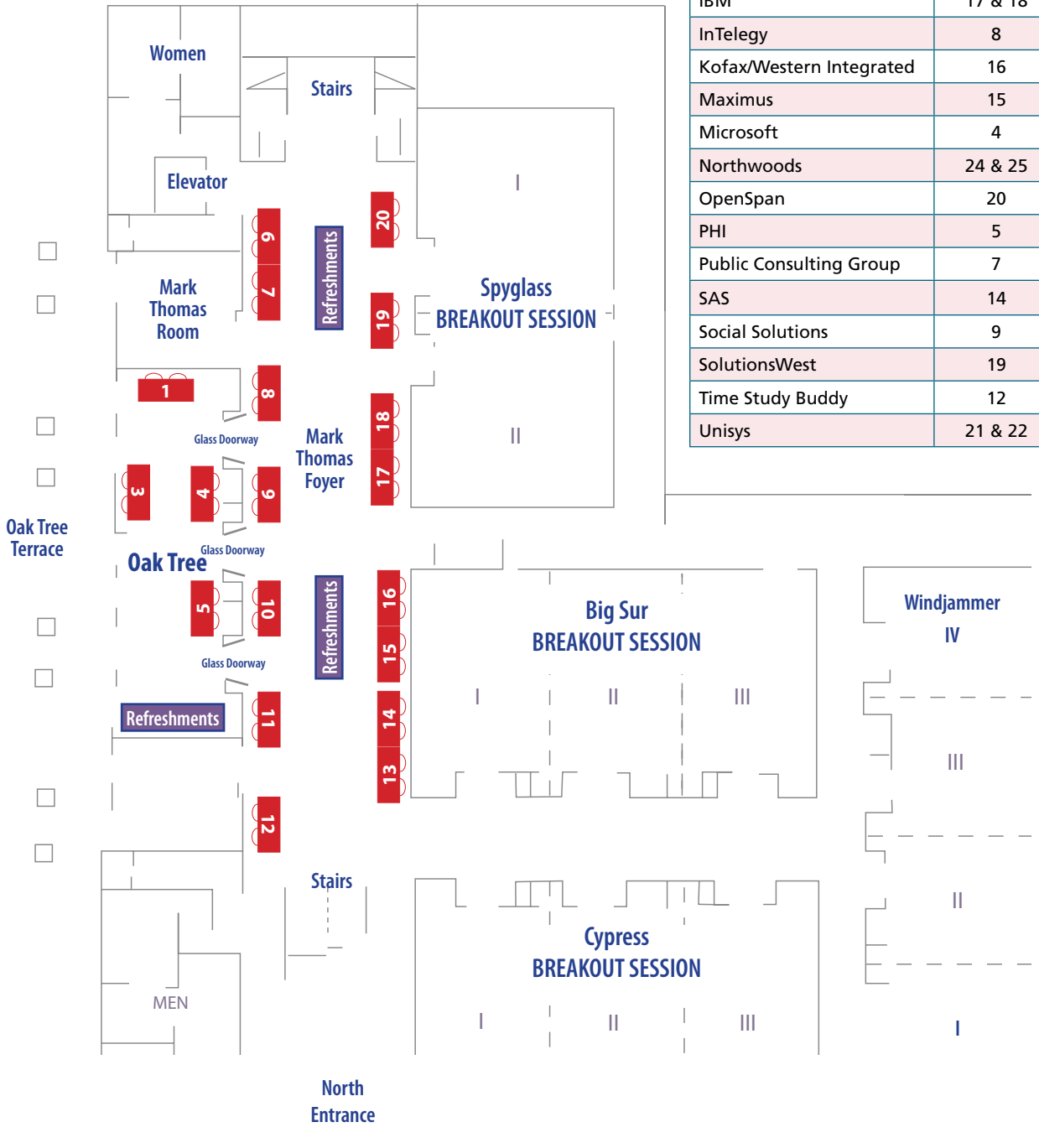
Founded in 1976, CGI is a global IT and business process services provider delivering high-quality business consulting, systems integration and managed services. With 68,000 professionals in 40 countries, CGI has an industry-leading track record of delivering 95% of projects on time and within budget, aligning our teams with clients' business strategies to achieve top-to-bottom line results.



Kofax® is a leading provider of software to simplify and transform the First Mile™ of customer engagement. It does this by helping organizations automate information-intensive processes to keep pace with rising customer expectations. Our flagship product, Kofax TotalAgility®, combines award-winning capture, process management, data integration, mobile, e-signature and analytics capabilities into a unified process automation development and deployment platform. Common processes like new accounts, claims, patient admissions, mortgage applications, citizen benefits, accounts payable and more can be automated, streamlined and accelerated for better customer engagement. More than 20,000 customers globally rely on Kofax software to improve the customer experience, reduce operating costs, differentiate and grow. For more information, please visit www.kofax.com.

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