

# CWDA 2012 CONFERENCE

STRENGTHENING POLICY, IMPROVING PRACTICE, SUPPORTING COMMUNITIES

**OCTOBER 3—5, 2012**

THE WESTIN LONG BEACH HOTEL



County Welfare Directors Association of California



# Welcome

On behalf of the County Welfare Directors Association of California, we would like to extend our welcome to the CWDA 2012 Conference: Strengthening Policy, Improving Practice, Supporting Communities. At this Conference – the 4th conference in a series – CWDA invites our attendees to continue a conversation on poverty, and to consider the consequences and implications for families and the broader community.

The numbers are startling: among the 35 wealthiest countries in the world, only Romania has a child poverty rate higher than the United States. Even Spain and Greece, with their economic woes and austere solutions, have lower rates of child poverty. And we know that children raised in poverty are more likely than others to suffer ill health, to lag behind their peers in school, and to experience years of unemployment as adults.

Social mobility has become stagnant within our nation; divisions of “class” are becoming more akin to systems of caste, as children born into poverty are likely to remain poor as adults. Programs that serve the poor have come under attack, along with those who receive the assistance and those who provide it. The very subject of poverty is missing in the national debate – even in this election season when candidates’ positions should be illuminated and debated.

Yet much can be done by those who care – and much is being done. A recent Census Bureau report showed that if not for safety net programs, many more families would be falling into poverty. Our anti-poverty programs do work, and can be even more responsive when fully supported.

At this conference, we can consider existing safety net policies and strengthen them. We will discuss improvements in outreach for CalFresh, evidence-based practices in Child Welfare Services, and consistency within our state’s Adult Protective Services programs. We can examine current practice and improve it. We will examine programs that are sending former foster youth to college, and others that are addressing homelessness among those whose barriers may be the most difficult to overcome. We will envision the technology of the future, and how new approaches to our work may create not just greater efficiency but also greater effectiveness.

We can identify the greatest challenges facing our communities, and identify better means of supporting those who must depend upon their neighbors. We will consider the disproportionate impact of poverty upon women and upon communities of color, examine innovative programs that serve individuals who recently were incarcerated, strategize services for a changing demography, and discuss how one small county’s collaborative approach is making a difference.

CWDA has invited some of the most dynamic and knowledgeable speakers in the country to this conference, and we know that you will leave this event not just educated, but inspired. There is so much to do if we are to reverse the trends of poverty in our nation, in our state, and in our neighborhoods. It is up to us to advocate for stronger policy and improved practice that supports our communities.

Thank you for joining us in the challenge.

Bruce Wagstaff  
CWDA President  
Santa Clara County  
Social Services Agency Director

Leland W. Collins  
CWDA Conference Chair  
San Luis Obispo County  
Social Services Department Director



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# SCHEDULE AT A GLANCE

## WEDNESDAY | OCTOBER 3, 2012

9:00 AM — 10:00 AM	Registration
10:00 AM — 12:00 PM	<b>Opening General Session</b> <ul style="list-style-type: none"><li>• Keynote Speaker: <a href="#">Jaiya John</a>, Founder, Soul Water Rising <i>Illuminating Poverty – Shining a Constructive Light on Child Welfare</i></li></ul>
12:00 PM — 12:30 PM	<b>Book Signing &amp; Sponsors Exhibit Break</b>
12:30 PM — 1:15 PM	<b>Hosted Lunch</b>
1:15 PM — 1:45 PM	<b>Sponsors Exhibit Break</b>
1:45 PM — 3:00 PM	<b>Mini-Plenary Sessions</b>
3:00 PM — 3:30 PM	<b>Sponsors Exhibit Break</b>
3:30 PM — 5:00 PM	<b>Mini-Plenary Sessions</b>

## THURSDAY | OCTOBER 4, 2012

7:00 AM — 8:00 AM	<b>Continental Breakfast</b>
8:00 AM — 10:00 AM	<b>General Session</b> <ul style="list-style-type: none"><li>• Keynote Speaker: <a href="#">Elias Lopez</a>, Founder and CEO of GenerationNext <i>Empowering our Youth to Reach their Maximum Potential</i></li><li>• Keynote Speaker: <a href="#">Manuel Pastor</a>, Professor of American Studies and Ethnicity, University of Southern California; Director, USC Program for Environmental and Regional Equity <i>Looking Forward – Demographic Change, Economic Uncertainty, and the Future of the Golden State</i></li></ul>
10:00 AM — 10:30 AM	<b>Sponsors Exhibit Break</b>
10:30 AM — 12:00 PM	<b>General Session</b> <ul style="list-style-type: none"><li>• <a href="#">Will Lightbourne</a>, Director, California Department of Social Services</li><li>• <a href="#">Toby Douglas</a>, Director, California Department of Health Care Services</li><li>• <a href="#">George Sheldon</a>, Acting Assistant Secretary for the Administration, Children and Families, U.S. Department of Health and Human Services <i>The Road Ahead – State and Federal Perspectives on the Role of Social Services</i></li></ul>
12:00 PM — 12:30 PM	<b>Sponsors Exhibit Break</b>
12:30 PM — 1:30 PM	<b>Hosted Lunch</b>
1:30 PM — 2:00 PM	<b>Sponsors Exhibit Break</b>
2:00 PM — 3:30 PM	<b>Mini-Plenary Sessions</b>
3:30 PM — 4:00 PM	<b>Sponsors Exhibit Break</b>
4:00 PM — 5:30 PM	<b>Mini-Plenary Sessions</b>
6:00 PM — 7:30 PM	<b>Networking Reception</b>

## FRIDAY | OCTOBER 5, 2012

7:30 AM — 8:30 AM	<b>Breakfast Buffet</b>
8:30 AM — 10:00 AM	<b>Mini-Plenary Sessions</b>
10:00 AM — 10:15 AM	<b>Sponsors Exhibit Break</b>
10:15 AM — 12:00 PM	<b>Closing General Session</b> <ul style="list-style-type: none"><li>• Keynote Speaker: Witnesses to Hunger Participant <i>Living in Poverty and Refusing to be Counted Out</i></li></ul>

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# KEYNOTE SPEAKERS

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**Jaiya John** is the founder of Soul Water Rising, a global human mission based in Silver Spring, Maryland. He serves as a professional speaker, poet, author, and youth mentor and advocate. John has a doctorate in social psychology. He was previously a professor at Howard University, and an associate director for the National Center on Permanency for African American Children. John was born into foster care in Albuquerque, New Mexico. He attended Lewis & Clark College, and earned his doctorate from the University of California, Santa Cruz, focusing on identity development and intergroup relations. In 1988, he lived in the Himalayan nation of Nepal, where his study of Tibetan medicine provided insight into holistic concepts of physical, emotional, and spiritual health. Being of African and Native American descent, and having grown up immersed in New Mexico's American Indian and Latino cultures, John has a deep appreciation for the spiritual and communal passions that spring from these worlds. This spirit he ingrains in his messages about our social world.



**Elias Lopez** is the founder and CEO of GenerationNext, whose purpose is to develop the next generation of leaders from foster care and beyond. At just age 24, he is an accomplished, certified speaker, trainer, and coach. He discovered his skill as a teacher when he started leading martial arts classes at a young age. In his work now at GenerationNext he has partnered with many advocacy and nonprofit groups that equip youth in their personal development. Elias emancipated from foster care in 2008, and currently lives in Sacramento County. He is also pursuing his bachelor's degree at University of Phoenix.



**Manuel Pastor** is a professor of American Studies and Ethnicity at the University of Southern California, where he also directs the Program for Environmental and Regional Equity, and co-directs USC's Center for the Study of Immigrant Integration. His most recent book is *Just Growth: Inclusion and Prosperity in America's Metropolitan Regions* (co-authored with Chris Benner), which argues that growth and equity can and should be linked, offering a new path for a U.S. economy seeking to recover from economic crisis and distributional distress. Previous volumes include *Uncommon Common Ground: Race and America's Future* (co-authored with Angela Glover Blackwell and Stewart Kwoh), which documents the gap between progress in racial attitudes and racial realities and offers a new set of strategies for both talking about race and achieving racial equity. Pastor speaks frequently on issues of demographic change, economic inequality, and community empowerment and has contributed opinion pieces to such outlets as the *Los Angeles Times*, *San Jose Mercury News*, *San Francisco Chronicle*, *The Sacramento Bee*, *Huffington Post*, and many others. He earned a master's and doctorate degrees in economics at the University of Massachusetts, and a bachelor's in economics and creative writing from the University of California, Santa Cruz.

# PROGRAM AGENDA

WEDNESDAY — OCTOBER 3, 2012

- 9:00 AM — 10:00 AM    **Registration**.....Centennial Ballroom Foyer  
*Refreshments Sponsored by HP*
- 10:00 AM — 12:00 PM    **Opening General Session**.....Centennial Ballroom Salons A & B
- Welcome
    - **Bruce Wagstaff**, CWDA President; Director, Santa Clara County Social Services Agency
  - Introduction of Jaiya John
    - **Charlene Reid**, CWDA Vice President; Director, Tehama County Department of Social Services
  - Keynote Speaker
    - **Illuminating Poverty – Shining a Constructive Light on Child Welfare**  
**Jaiya John**, Founder, Soul Water Rising

Jaiya John’s poetic message celebrates the beauty and capacity of those living in poverty. He examines the role of child welfare in supporting these communities and asks key questions: What gifts within individuals can we tap in breaking generational cycles of dysfunction? How might our collective prejudices prevent us from recognizing these gifts, and potentially perpetuate harmful cycles? John argues that we honor the sanctity of children and families by *assuming* their beauty and normalcy, and proceeding from that foundation.
- 12:00 PM — 12:30 PM    **Book Signing & Sponsors Exhibit Break**.....Centennial Ballroom Foyer
- 12:30 PM — 1:15 PM    **Hosted Lunch**..... Centennial Ballroom Salons A & B
- 1:15 PM — 1:45 PM    **Sponsors Exhibit Break**..... Centennial Ballroom Foyer  
*Refreshments Sponsored by InTelegy*
- 1:45 PM — 3:00 PM    **Mini-Plenary Sessions**
- **Health Care Reform – Where are we and where are we going?**.....Centennial Ballroom Salon B
    - Implementing the Affordable Care Act is well underway in California, with the State continuing to lead the charge in bringing health care coverage to many more families and individuals starting January 2014. Hear the latest on implementation efforts and the role of counties as health care reform comes to our communities.
    - **Peter Lee**, Executive Director, California Health Benefit Exchange
    - **Cathy Senderling-McDonald**, Deputy Executive Director, CWDA
  - **To Higher Education, Vocational Training and Beyond – Helping Transitional-Age Youth**.....Centennial Ballroom Salon C
    - It’s now well known that foster youth, like all youth, need support beyond 18. For the last two years, a partnership between the San Luis Obispo Countys Department of Social Services and Family Care Network, Inc. has been addressing that need with the Transitional Aged Youth Financial Assistance Program (TAY-FAP), leveraging community resources, grants and a dedicated program fund to help youth enroll and attend higher education and/or vocational programs, with the ultimate goal of helping youth find meaningful employment.
    - **Jon Nibbio**, Chief Operations Officer and Director of Clinical Services, Family Care Network, Inc.
    - **Tracy Schiro**, Assistant Director, San Luis Obispo County Department of Social Services
    - **Vanessa Alvarado**, youth presenter
    - **Amber Davis**, youth presenter

■ **Leading the Way in Consistent, Quality Practices for Adult Protective Services .....Centennial Ballroom Salon D**

It's no secret that in the absence of federal mandates and funding, and reductions to state allocations, Adult Protective Services (APS) programs have struggled to develop and implement consistent and quality practices and services. In this dynamic panel presentation, learn how California counties have collaborated with researchers, APS practitioners, regional training academies, and aging and adult services partners to develop guidelines and tools to enhance consistency in APS practice—particularly important in light of realignment. Participants will learn how to access guidelines and tools, and participate in an interactive discussion on their roles in developing, disseminating and utilizing guidelines and best practice standards.

- **Jennifer Bransford-Koons**, *Assistant Deputy Director, North Region, San Diego County Health and Human Services Agency*
- **Kris Brown**, *Deputy Director, Aging and Disability Programs, Napa County Health and Human Services Agency*
- **Krista Brown**, *Project Coordinator, APS Training Project, Academy for Professional Excellence*
- **Mary Counihan**, *retired APS Manager, San Francisco Human Services Agency*

■ **Advances in Poverty Research – Quantifying Benefits of Safety Net Programs.....Ocean Ballroom**

For many decades, academic research on poverty in the United States was dominated by a view that additional transfers of resources to poor families produced few lasting benefits. Today, however, a growing body of research suggests that this view may not be correct. Ann Huff Stevens and David Grusky will discuss new research that quantifies the lasting benefits of providing support to poor families and children. Short- and long-term improvements in health, education, and intergenerational mobility may result from a variety of government programs aimed at low-income populations.

- **David Grusky**, *Professor of Sociology, Stanford University; Director, Center on Poverty and Inequality*
- **Ann Huff Stevens**, *Professor of Economics, UC Davis; Director, Center for Poverty Research*

■ **The Linkages Project – Connecting CalWORKs and Child Welfare .....Barcelona/Casablanca**

The Linkages Project is a collaborative practice between CalWORKS and Child Welfare Services to improve outcomes for families being served by both programs. Initially supported by private foundation funding and later federal and state funding, the collaboration has operated for more than 10 years in several counties. Hear how Los Angeles County has rolled out the innovative Linkages training, and learn how to bring the Linkages toolkit and practices into your county.

- **Danna Fabella**, *Project Director, Linkages*
- **Stuart Oppenheim**, *Executive Director, Child and Family Policy Institute of California*
- **Alma Vega**, *Linkages Coordinator and Welfare-to-Work Program Manager, Los Angeles County Department of Public Social Services*
- **David Yada**, *Linkages Coordinator and Child Welfare Services Manager, Los Angeles County Department of Children and Family Services*

3:00 PM — 3:30 PM

**Sponsors Exhibit Break.....Centennial Ballroom Foyer**  
*Refreshments Sponsored by Northwoods*

3:30 PM — 5:00 PM

**Mini-Plenary Sessions**

■ **New Opportunities for Working Together in a Realigned World.....Centennial Ballroom Salon B**

Public safety realignment has brought new possibilities to blend funding and integrate services. Diane Cummins outlines a vision for the opportunities counties have under realignment. Representatives from San Francisco share how they are taking advantage of those opportunities, including plans to help jail inmates find housing, job training and drivers' licenses before they hit the streets with a one-stop service center connected to social services.

- **Diane Cummins**, *Special Advisor to Governor Jerry Brown*
- **Trent Rhorer**, *Executive Director, San Francisco Human Services Agency*
- **Wendy Still**, *Chief Adult Probation Officer, City and County of San Francisco*

■ **When Ends Don't Meet – Debt and its Implications for Low-Income Women .....Centennial Ballroom Salon C**

The phrase “making ends meet,” often used to describe how low-income individuals get by financially, implies expenses and income should and could balance out. Yet, in reality, this is frequently not the case. Particularly during the Great Recession, when jobs were scarce, both accumulating and accruing debt can be used as a strategy to make very low-income stretch even farther. But given the increasing importance of credit scores and histories in U.S. life, this strategy can be potentially damaging. In this session, Kristin Seefeldt will discuss findings from her study of low-income women in Detroit, Michigan, focusing on the role debt plays in their lives and the ways in which social service agencies and policy could better assist them.

- **Kristin Seefeldt**, *Assistant Professor of Social Work, University of Michigan*

■ **Small County, Big Results – Reaching the Underserved.....Centennial Ballroom Salon D**

It's a familiar challenge—how do you reach out to families and individuals eligible for CalFresh benefits and other community services but who aren't utilizing the assistance? Calaveras County shares how a grant—one of just five awarded nationally—and a collaborative with four main partners came about to create a coordinated, rural network of diverse community access points to reach the underserved. And learn how local steering committees are providing ongoing program coordination to ensure sustainability.

**Moderator – Kathy Houle**, *Program Manager, Calaveras County Works and Human Services Agency*

- **Shelly Hance**, *Executive Director, Amador-Tuolumne Community Action Agency*
- **Jeannie Hayward**, *Director, The Resource Connection Food Bank*
- **Deldee Kittrell**, *Eligibility Supervisor, Calaveras County Works and Human Services Agency*
- **Karen Pekarcik**, *Executive Director, First 5 Calaveras*
- **Francis Yuen**, *Professor for the Division of Social Work, California State University, Sacramento*

■ **Racial and Ethnic Disparities –**

**Examining Risk Factors for Involvement with Child Welfare Services .....Ocean Ballroom**

Race and ethnicity is widely viewed as a marker for a complex interaction of economic, social, political, and environmental factors that influence the health of individuals and communities. In this session, Barbara Needell will explore differences in children's risk of maltreatment by race/ethnicity, socioeconomic indicators, and maternal nativity. Using a population-based dataset consisting of the entire cohort of children born in California in 2002, we will examine racial disparities in the rates of referrals received by Child Protective Services, as well as disparities in rates of substantiation and entries to foster care. Additionally, participants will be introduced to racial disparity indices published on the California Child Welfare Performance Indicators website that incorporate race-specific poverty rates.

- **Barbara Needell**, *Research Specialist, Center for Social Services Research at the University of California, Berkeley*

■ **Transforming Services for a Changing Population.....Barcelona/Casablanca**

It is well documented that California's demographics show a clear path toward demographic transformation. Currently, 11.5% of Californians are 65 or older; by 2030 that number will increase to 18%. This transformation coupled with an era of austerity, health care reform, and other major public policy changes will fuel unprecedented impacts on our safety net services. Andrew Scharlach and Fernando Torres-Gil provide an overview of the policy and demographic trends affecting older adults and our communities, describe the changing service needs of the aging population, and offer some considerations for designing cost-effective services for older adults while maintaining hope and the spirit of innovation in the face of these changes.

- **Chris Mathias**, *Director, Title IV-E Stipend Program, CalSWEC*
- **Andrew Scharlach**, *Professor of Social Welfare, University of California, Berkeley*
- **Fernando Torres-Gil**, *Professor of Social Welfare and Public Policy, University of California, Los Angeles; Director, UCLA Center for Policy Research on Aging*



# THURSDAY — OCTOBER 4, 2012

7:00 AM — 8:00 AM Continental Breakfast .....Centennial Ballroom Foyer

8:00 AM — 10:00 AM General Session.....Centennial Ballroom Salons A & B

- Opening Comments
  - **Bruce Wagstaff**, CWDA President; Director, Santa Clara County Social Services Agency
- Introduction of Elias Lopez
  - **Tracy Schiro**, Assistant Director, San Luis Obispo County Department of Social Services
- Keynote Speaker
  - **Empowering our Youth to Reach their Maximum Potential**  
**Elias Lopez**, Founder and CEO of GenerationNext  
 Youth who walk through our doors typically have an array of challenges. They also bring a great deal of potential. Elias Lopez shares simple, insightful ways to interact more positively with youth –and all others–to empower and inspire them to grow.
- Introduction of Manuel Pastor
  - **Cecilia Espinola**, Director, Santa Cruz County Human Services Department
- Keynote Speaker
  - **Looking Forward – Demographic Change, Economic Uncertainty, and the Future of the Golden State**  
**Manuel Pastor**, Professor of American Studies and Ethnicity, University of Southern California; Director, USC Program for Environmental and Regional Equity  
 We live in uncertain times: The economy continues to teeter-totter between recession and recovery, demographic shifts are causing political anxieties, and the ability to forge consensus on social policy is challenged. That, of course, describes the nation—but California has been through much of this before: our demographic change between 1980 and 2000 is what the U.S. will go through between 2000 and 2050, and the immigrant presence is actually falling statewide even as it continues to rise nationally. What does this mean for the Golden State and for creating a forward-looking framework that can help policy makers and agencies more effectively address reducing poverty, increasing civic engagement and creating shared understandings of our future? University of Southern California professor Manuel Pastor offers his highly-regarded research and ideas.

10:00 AM — 10:30 AM Sponsors Exhibit Break.....Centennial Ballroom Foyer  
*Refreshments Sponsored by Accenture*

10:30 AM — 12:00 PM General Session.....Centennial Ballroom Salons A & B

- **The Road Ahead—State and Federal Perspectives on the Role of Social Services**  
 In a few short weeks, we will know the result of the Presidential election and of a key State proposition that will impact social service programs. What can we expect in the coming year, as California and the nation grapple with the effects of the Great Recession? What new (or old) approaches might help families and children living in poverty? We ask key leaders to look forward and predict how we may be delivering critical human services in our communities.
  - **Introduction – Frank Mecca**, Executive Director, CWDA
  - **Will Lightbourne**, Director, California Department of Social Services
  - **Toby Douglas**, Director, California Department of Health Care Services
  - **George Sheldon**, Acting Assistant Secretary for the Administration Children and Families, U.S. Department of Health and Human Services

12:00 PM — 12:30 PM Break

12:30 PM — 1:30 PM Hosted Lunch.....Centennial Ballroom Salons A & B

1:30 PM — 2:00 PM Sponsors Exhibit Break.....Centennial Ballroom Foyer  
*Refreshments Sponsored by IBM*

2:00 PM — 3:30 PM Mini-Plenary Sessions

■ **There's an App for That.....Centennial Ballroom Salon B**

Meeting the demand for services with reduced funding has pushed many counties to find new ways of doing business, including incorporating an array of technology. Call centers and task-based management in Tulare County. An app helping families find fresh fruits and vegetables through their CalFresh benefits in San Francisco. The latest tools improving the experience for families visiting San Bernardino County offices. How the SAWS projects are making our services available via smartphones. And Ventura County social workers using tablets as they work with families. Hear how these counties are using some of the most cutting-edge technology to enhance customer service.

**Moderator – Barry Zimmerman, Director, Ventura County Human Services Agency**

- **Jason Britt, Director, Tulare County Human Services**
- **Laura Chavez, Information Technology Manager, Los Angeles Department of Public Social Services**
- **Nathaniel Rodriguez, Deputy Director, San Bernardino County Human Services – Transitional Assistance Department**
- **Angela Shing, CalWIN Manager, San Francisco Human Services Agency**

■ **Design Thinking for Human Services.....Centennial Ballroom Salon C**

Design thinking, a methodology for creative problem solving, has been at the heart of product/service breakthroughs in patient care at GE Healthcare, decreasing infant mortality in Nepal, and countless organizations and companies around the world. Phil Ansell, Acting Chief Deputy with the Los Angeles County Department of Public Social Services, will share his organization's exceptional experience using design thinking to create/modify programs and business processes based on how customers and line staff truly feel. Evelyn Huang, lecturer at the Stanford University d.school, will lead a hands-on workshop on design thinking that will give participants concrete tools for future design challenges. Creative confidence is built through learning-by-doing, so be ready to roll up your sleeves.

- **Phil Ansell, Acting Chief Deputy Director, Los Angeles County Department of Public Social Services**
- **Evelyn Huang, Lecturer, Stanford Hasso Plattner Institute of Design**

■ **Improving Medi-Cal Outcomes:**

**Coordinated Care Initiative and IHSS.....Centennial Ballroom Salon D**

What is the Coordinated Care Initiative (CCI) all about? Find out why this initiative matters to you and your county, and the interplay among CCI, In-Home Supportive Services and Managed Care to improve Medi-Cal outcomes. At the end of the workshop, participants will come away with a better understanding of: why this initiative is happening now and the timeline; the role of IHSS workers; and identifying the role of counties in preparing for the change and working with managed care.

**Moderator – Carol Mitchell, Deputy Director Adult Services, Orange County Social Services Agency**

- **Wendy Aquin, Division Director Adult Services and Assistance Programs, Orange County Social Services Agency**
- **Candice Gomez, Interim Executive Director Programs for Seniors and Persons with Disabilities, CalOptima**
- **Ellen Schmeding, Assistant Deputy Director Operations, San Diego County Health and Human Services Agency**

- **A Team Approach to Evaluating Out Child Welfare Services Referrals.....Ocean Ballroom**  
 This workshop will present information on a pilot project in San Bernardino County Children and Family Services North Desert Region regarding intensive screening for evaluated-out referrals by utilizing the Comprehensive Assessment Tool, past records (child welfare, criminal, probate and family law court, and Aid to Families with Dependent Children), contacting the reporter, collaterals, or the parents/caregivers for more information to aid in the decision making before deciding if a full in-person assessment is necessary. San Bernardino County is utilizing a team approach between frontline workers, supervisors and management in assessing if the referral merits an in-person investigation or a letter and community referrals. The criteria of screening process and benefits will be discussed.

- **Jim Rogers**, *Manager, San Bernardino County Children and Family Services*
- **Phillip Tardanico**, *Supervising Social Service Practitioner, San Bernardino County Children and Family Services*

- **CalFresh – Counties’ Efforts to Improve Access to Healthy Food.....Barcelona/Casablanca**  
 Changes to the CalFresh program to effectively enhance participation of eligible individuals coupled with the recent economic recession have resulted in unprecedented increases in the program’s caseload over the past few years. The California Legislative Analyst’s Office shares its findings on how some counties are implementing policy changes, reaching out to eligible individuals, and meeting the needs of new applicants and enrollees, all in the context of shrinking resources.

- Moderator – Linda Wright**, *Director, Trinity County Health and Human Services*
- **Kimberly Foley**, *2012 Health and Human Services Summer Intern, California Legislative Analyst’s Office*
  - **Erika Li**, *Senior Fiscal and Policy Analyst, California Legislative Analyst’s Office*
  - **Ryan Woolsey**, *Fiscal and Policy Analyst, California Legislative Analyst’s Office*

3:30 PM — 4:00 PM

**Sponsors Exhibit Break..... Centennial Ballroom Foyer**  
*Refreshments Sponsored by UNISYS*

4:00 PM — 5:30 PM

**Mini-Plenary Sessions**

- **How can we Increase Coverage of Poverty by the Media?.....Centennial Ballroom Salon B**  
 With more than 46 million Americans living in poverty, and 106 million Americans below twice the poverty line, why isn’t poverty a bigger story in the media? Greg Kaufmann will share the challenges of covering the issue – including getting readers to understand complex material, and trying to inspire them to get involved. He will provide tips on how county social service agencies can share stories about clients and the role of critical assistance services in their lives. Join the discussion on how we can work together to make poverty more visible in the media and public.

- Moderator – Michael Riley**, *Director, Orange County Social Services Agency*
- **Greg Kaufmann**, *Writer, The Nation magazine/This Week in Poverty blog*

- **Empowering the Child Welfare System – Exploration and Implementation of Evidence-Based Practices.....Centennial Ballroom Salon C**

This interactive workshop will assist attendees to clearly define evidence-based practices (EBP) and increase their ability to identify EBPs relevant to child welfare. Since understanding evidence-based practice is just the first step toward implementation, the workshop will also help participants navigate through the process of selecting and successfully deploying EBPs. The workshop will provide an opportunity to learn from the experiences of the California Evidence-Based Clearinghouse for Child Welfare in Florida and California, with a focus on Tulare County’s efforts to transform their service delivery into an evidence-based environment.

- **Juliet Webb**, *Deputy Director, Child Welfare Division, Tulare County Health and Human Service Agency*
- **Charles Wilson**, *Senior Director and Sam and Rose Stein Endowed Chair in Child Protection, Chadwick Center for Children and Families, Rady Children’s Hospital–San Diego*

■ **Increasing Student Retention and Graduation –  
ASAP Comprehensive Supports and Assessments .....Centennial Ballroom Salon D**

The City University of New York’s (CUNY) Accelerated Study in Associate Programs (ASAP) is committed to graduating at least 50% of its students within three years. ASAP is designed to improve graduation rates by removing barriers to full-time study, providing a structured pathway with comprehensive and coordinated support services, and building a sense of community among students. ASAP has proven to be one of the most successful community college programs in CUNY’s history, with an average 55% graduation rate since its inception in 2007. In this session, participants will hear about ASAP’s program design, enhanced assessment practices and student outcomes. We will discuss strategies for monitoring student engagement and progress, improving academic advisement, and implementing other targeted efforts to increase retention and graduation rates.

- **Daniela Boykin**, *Assistant Director, Accelerated Study in Associate Programs, City University of New York*
- **Lesley Leppert-McKeever**, *Director, Borough of Manhattan Community College, Accelerated Study in Associate Programs, City University of New York*

■ **CWS/CMS – Yes, No, or Maybe?.....Ocean Ballroom**

Not quite sure what to tell your county, agency or staff about CWS/CMS? This session will provide a brief history about CWS/CMS, SACWIS, and the current state of the CWS/CMS system. This includes a general overview of the current technology, available service offerings, missing functionality, key workarounds, and mobile devices. We will also cover recommendations to the Legislature for the buy/build option, including identified missing functionality in CWS/CMS, and external systems that exist today in counties. Join us as we think about next steps, ensuring success and the importance of child welfare services county leadership.

- Moderator – Penelope Clarke**, *Executive Liaison, CWS/CMS Automation, CWDA*
- **DeAnna Avey-Motikeit**, *Director, San Bernardino County Children and Family Service*
  - **Kevin Gaines**, *Chief Child Protection and Family Support Branch, California Department of Social Services*
  - **Cathy Turner**, *County Consultant, CWS-NS, Office of Systems Integration*

■ **Vocational Justice –  
Addressing the Employment Needs of Formerly Incarcerated People.....Barcelona/Casablanca**

For the first time in nearly 30 years, the number of people incarcerated in the United States has been decreasing. These people are primarily returning to low-income communities of color that often struggle to provide the support people need after release. This presentation will provide an overview of best practices in the field of reentry programming generally and employment services in particular. The presentation will emphasize the ways in which public systems, communities, service providers and, of course, the formerly incarcerated people themselves can work together to make the reentry process effective and successful. Finally, we will examine the impact of realignment (AB 109) and the opportunities this presents for implementing some of these promising practices.

- **Bill Heiser**, *Director of California Operations, Center for Employment Opportunities*

6:00 PM — 7:30 PM

**Networking Reception.....Centennial Ballroom Foyer/Ocean Terrace West**

# FRIDAY — OCTOBER 5, 2012

7:30 AM — 8:30 AM Breakfast Buffet.....Centennial Ballroom Foyer

8:30 AM — 10:00 AM Mini-Plenary Sessions

■ **Surviving the “Retirement Wave” –  
10 Lessons in Growing Our Successors.....Centennial Ballroom Salon B**

As a generation of baby boomer managers retires from local government, there are fewer numbers of Generation Xers ready and able to replace them. Learn about the demographic trends that have contributed to this leadership and brain drain crisis in the public sector and the talent development and succession planning strategies that can address the “Next Generation” challenge. The session will also identify 10 lessons learned from succession planning initiatives from local governments around the country.

- **Frank Benest**, *Former City Manager of Palo Alto, and Senior Advisor for Next Generation Initiatives for the International City/County Management Association*

■ **Designing New Office Workspaces for the Year 2020.....Centennial Ballroom Salon C**

This session features new Gartner research on design of offices and larger facilities given changes in technology and work styles expected by 2020. Includes mobility, hoteling, smart and secure buildings, environmental and privacy issues, the personal cloud, collaboration, pervasive smart devices, wireless everything (except power), robotics, new UIs, the twilight of VOIP, changing workforce dynamics and more. How will the places we work in influence how effectively we work? What technology trends will have the biggest impact on workspace design? And how should changes in the nature and culture of work influence workspace design?

- **Tom Austin**, *Vice President, Gartner*

■ **Reaching the Chronically Homeless.....Centennial Ballroom Salon D**

The chronically homeless has often been seen as one of the most challenging populations to serve. Hear how two counties are seeing some impressive results. In Santa Clara County, the answer has been in building and maintaining support among elected officials, community-based organizations, and executives of government agencies. In Los Angeles County, a collaborative effort known as Project 50 is shattering myths that the most entrenched homeless individuals do not want housing, cannot retain housing, and/or are service resistant – as well as leading to significant public cost savings through a reduction in the use of emergency services and a shift to less expensive care management.

**Moderator – Lori Cox**, *Director, Alameda County Social Services Agency*

- **Ky Le**, *Director of Homeless Systems, Santa Clara County*
- **Libby Boyce**, *Homeless Services Coordinator, Los Angeles County Chief Executive Office*
- **Flora Gil Krisiloff**, *Deputy on Homelessness and Mental Health, Office of Los Angeles County Supervisor Zev Yaroslavsky*

10:00 AM — 10:15 AM Sponsors Exhibit Break.....Centennial Ballroom Foyer  
*Refreshments Sponsored by Deloitte*

10:15 AM — 12:00 PM Closing General Session..... Centennial Ballroom Salon B

■ Introduction Witnesses to Hunger Participant

- **Michael Riley**

■ **Living in Poverty and Refusing to be Counted Out**

Started in Philadelphia in 2008, Witnesses to Hunger is a research and advocacy project partnering with the real experts on hunger – mothers and caregivers of young children who have experienced hunger and poverty. Through their photographs and stories, witnesses advocate for their own families and others, and seek to create lasting changes on a local, state and national level.

# Speaker Biographies

**Phil Ansell** has been the Acting Chief Deputy Director of the Los Angeles County Department of Public Social Services since September 2011. Previously, Ansell was the director of program and policy for the department. He is an active member of the American Public Human Services Association and CWDA, where he has co-chaired the self-sufficiency committee for many years. He was previously the division chief of the Strategic Planning and Governmental Relations Division, where he led the development and initial implementation of the Long-Term Family Self-Sufficiency Plan, and the director of the Office of Welfare Reform Strategy, where he coordinated the department's initial response to federal welfare reform in 1997-98. Prior to joining Los Angeles County in 1995, Ansell was an organizer and senior field representative for the Social Services Union for 11 years.

**Wendy Aquin** is the Orange County Social Services Agency Division Director for Adult Services and Assistance Programs, which includes administration of In-Home Supportive Services, Adult Protective Services, Medi-Cal, CalFresh, and General Relief. She has been actively involved in county efforts to improve integration of long-term care services for more than a decade. Aquin has been with the county for 25 years. She received a bachelor's degree from California State University, Fullerton.

**Tom Austin** is Vice President for technology research company Gartner, where he has been a fellow since 1997. He drives Gartner's research content incubator – the Maverick Program. Austin has been chief of research for social software, collaboration, communications, information management, business intelligence, and high-performance workplace research. Today, collaboration, social process support, cloud-based application services (such as Google vs. Microsoft), and Enterprise 2.0 are some of his specialties. Austin was a research executive for four years, directing Gartner's overall research agenda and process. In the 1990s, he was responsible for much of Gartner's early work on network computing and its immediate predecessor, client/server architectures. Prior to joining Gartner, Austin was with Digital Equipment, where he focused on strategic planning, line-of-business management, marketing, and software engineering. He has more than 40 years of experience in the IT industry.

**DeAnna Avey-Motikeit** is Director of the San Bernardino County Children and Family Services. She has 31 years of experience working within social services and health agency organizations. Prior to her appointment as the director in 2007, she served as the assistant director of the Department of Behavioral Health, and previous to that position, as the deputy director of Human Services Program Development Division. She is an active member of the CWDA's children's committee, has served as the co-chair of the CWS/CMS oversight committee since 2008, and serves as a member of the Katie A. negotiation and implementation workgroup. Avey-Motikeit holds a master's degree in clinical psychology, with an emphasis in research, and a dual bachelor's degree in psychology and speech communication.

**Frank Benest** is a noted consultant and trainer on right-sizing public organizations, entrepreneurial government, civic engagement, leadership development, and succession planning. Until August 2008, he served as the city manager of Palo Alto, California. Prior to his appointment in Palo Alto, Benest served as city manager in Brea and Colton, California. He has a doctorate in management from Brigham Young University, a master's degree in public administration from California State University, Long Beach, and a bachelor's degree from Yale University. Benest is a credentialed International City/County Management Association, past vice president of the association, and serves as the senior advisor to the association on Next Generation Initiatives. He also chairs the Cal-ICMA Coaching Program. He is past president of the California City Managers Department. He teaches at Stanford University, and has been inducted into the National Academy of Public Administration.

**Libby Boyce** is the Homeless Services Coordinator for the Los Angeles County Chief Executive Office, a position she has held since July 2010. Boyce, a licensed clinical social worker, worked as a medical social worker for people living with HIV/AIDS at Yale New Haven Hospital in New Haven, Connecticut, Cedar Sinai Medical Center in Los Angeles, and LA County+USC Medical Center in Los Angeles from 1987-1996. She then transferred to an administrative position at the LA County Office of AIDS Programs and Policy. She managed the social services and mental health unit until 1994. In 2004, Boyce transitioned into a newly implemented position as homeless services coordinator for the Los Angeles County Department of Health Services. Boyce has achieved many enhancements to LA County's homeless services delivery systems, including implementation of a hospital to home demonstration project known as Access to Housing for Health, founding of United Homeless Healthcare Partners, and facilitation of several projects under the Skid Row Homeless Healthcare Initiative.

**Daniela Boykin** is the Assistant Director of City University of New York's Accelerated Study in Associate Programs (ASAP). In addition to supporting college sites with programming, governance, operational and budgetary planning, she works closely with the ASAP evaluation team to develop streamlined systems for data collection and reporting, and plays a key role in promoting increased collaboration and resource sharing across college sites. She is responsible for coordinating professional development opportunities and cooperative projects across sites, designing and overseeing the ASAP Leadership Program, and developing and maintaining the ASAP marketing/social media vision and implementation strategy. Prior to joining ASAP, Boykin served as the program manager of The Achievement Award Program, a scholarship and retention program for underrepresented students at University of California, Berkeley. She holds a master's degree in urban policy analysis and management from the New School, and a bachelor's degree in clinical dietetics and nutrition from UC Berkeley.

**Jennifer Bransford-Koons** is the Assistant Deputy Director for the North Region of San Diego County. Until recently, she was the manager for the county's Adult Protective Services and senior mental health team. She has worked in the field of elder abuse for more than 14 years, and is a former chair of CWDA's protective services operations committee.

**Jason Britt** is Director of Human Services for Tulare County. Britt joined the county as an eligibility worker in 1994, and since has held a variety of positions including deputy director and public guardian/conservator. During his tenure, he has successfully led efforts in his county in the re-design of business processes for CalWIN, quality control, and document imaging systems, including establishment of a client contact center. He has served as the CWDA CalFresh committee chair, vice chair for the CalWIN Consortium Board of Directors, and is a board member with the Tulare County Workforce Investment Department. Britt has a bachelor's degree in liberal arts, and a master's degree in leadership from South University.

**Kris K. Brown** is Deputy Director for Aging and Disability Programs for Napa County's Health and Human Services Agency. She has been in the field of gerontology for more than 25 years. She first came to Adult Protective Services in 1998, when she participated in regional work groups leading up to the passage of Senate Bill 2199, the 1999 California legislation that led to the expansion of APS as a 24-hour/day program. She holds a master's degree in social work.

**Krista Brown** is Project Coordinator for APS Training Project, part of Project MASTER/Academy for Professional Excellence, and coordinates all aspects of the project in California. She is charged with developing standardized, competency-based training for Adult Protective Services staff and their multi-disciplinary partners. Brown serves on numerous statewide and national committees focused on adult service workforce development.

**Laura Chavez** is the Information Technology Manager for the Los Angeles County Department of Public Social Services. She has spent 18 years with the county. She is responsible for managing the help desk support, benefit issuance, benefit recovery, and all system interfaces, including integration of IVR, call center, self-service portal, mobile app, mobile van, and document imaging with the LEADER case management system.

**Penelope Clarke** is the CWDA Executive Liaison for CWS/CMS Automation. She brings 38 years of experience in human services programs. She started as a probation officer in 1970, handling child welfare, adoptions, juvenile and adult offenders. She made the move to human services as a deputy welfare director in Yolo County, where she managed child welfare programs and expanded to directing the internal administration of all programs. Sacramento County hired her in 1983 as a deputy welfare director responsible for administration and income maintenance programs. She became the welfare director for the county in 1990. In 1996, she became the administrator of the Countywide Services Agency in Sacramento County. Clarke's passion is child welfare, which led her to the CWDA position in 2009. She has a bachelor's degree in social work and corrections from California State University, Sacramento. She also

studied with the Family Therapy Institute of Marin, and completed the Harvard School of Government summer program.

**Mary Counihan** was the manager of Adult Protective Services for San Francisco from 1992 until retirement in May 2009. Under her direction, APS grew from a staff of four to nearly 60 social workers and nurses, developing into a model for provision of quality services through effective collaborations and partnerships. She was the chair of the protective services operations committee/protective services task force from 1996-2002, and served as the Western region representative to the National Adult Protective Services Association (NAPSA) from 2004-2008. Counihan is currently a member of the California Elder Justice Coalition and the president-elect of NAPSA. She holds a master's degree in social work.

**Lori Cox** is Director of the Alameda County Social Services Agency, a position she was appointed to in July 2011. In her 16 years with Alameda County, Cox has designed and implemented a number of highly successful programs, including: the Children's Assessment Center, participation in the Title IV-E waiver program, and adoption and implementation of the "Family to Family" child welfare model. She began working for the Alameda County Department of Children and Family Services in 1995, and held positions as a child welfare worker, child welfare supervisor, and program manager before relocating to Indiana in 2000. In the spring of 2001, she was recruited back to the department as a consultant, developing and implementing several new programs and helping them to successfully comply with a state audit that threatened to put the department under state receivership. Cox holds a bachelor's degree in psychology from the University of California, Berkeley, and a master's degree in counseling psychology from California State University, Hayward.

**Diane Cummins** currently serves as Special Advisor to the Governor on state-local realignment issues. Prior to her retirement in December 2009, she was the chief fiscal policy advisor to the president pro tem of the state Senate, a position she held since January 1999. Previous to that, she was the chief deputy director for budgets in the California Department of Finance. As part of her 21-year career in the Finance Department, she held numerous positions and specialized in local government and health and human services issues. She was the key Finance Department staff person on the 1991 realignment, the 1997 assumption of state trial court funding, and the 1997 welfare reform effort that resulted in the CalWORKs program.

**Toby Douglas** is Director of the California Department of Health Care Services, which he was appointed as in January 2011. Previously, Douglas had been chief deputy director since 2009, and held leadership positions in the department since 2005. From 2001 to 2005, Douglas was a senior manager of activities related to health access, policy and planning at the San Mateo County Health Department. Before that, he was a research associate at the Urban Institute, a non-partisan, social policy research organization in Washington, D.C., and an AmeriCorps VISTA volunteer. He graduated from the University of California, Berkeley with a bachelor's degree in economics. He also earned master's degrees in public health and public policy from UC Berkeley.

**Cecilia Espinola** is the Director of the Santa Cruz County Human Services Department. Prior to becoming the director in 1997, she served as the assistant department director, and has held a variety of department positions throughout her tenure, including serving as the first director of Adult and Long-Term Care Services. Espinola serves on the California Social Work Education Center Board, is a member of the Bay Area Social Services Consortium, and a founding commissioner of First 5 Santa Cruz County. She earned her master's degree in social welfare from University of California, Berkeley, with a specialization in the areas of administration, planning, and community organization and gerontology. She is the CWDA Vice President of Administration, and a past president.

**Danna Fabella** is the statewide Linkages Project Director under the Children and Family Policy Institute of California, where she has been since 2007. She received her master's degree in social work from the University of California, Berkeley. Fabella has worked in the field of public child welfare since 1980 beginning as a social worker and holding positions as supervisor, manager, and director. She worked in several California counties, including Alameda, Sonoma and Contra Costa. Her last 12 years of public service employment were with Contra Costa County, where she served as the child welfare director for 11 years, and during her final year with the county, held the interim agency director position.

**Kimberly Foley** is a master of public policy candidate at the Gerald R. Ford School of Public Policy at the University of Michigan, where she focuses on social policy and research methods. In summer 2012, she was a health and human services intern at the California Legislative Analyst's Office, where she completed a project on CalFresh access and participation rates. She holds a bachelor's degree in history and English from the University of Chicago. Prior to returning to graduate school, she worked in program evaluation at Social Policy Research Associates in Oakland, where she focused on social services and workforce development programs funded by the U.S. Department of Labor.

**Kevin Gaines** works at the California Department of Social Services, serving as Chief of the Child Protection and Family Support Branch. The branch's portfolio includes the development, implementation, and evaluation of policies and procedures related to child abuse prevention, family preservation and support, child abuse and neglect intake and services, county compliance, and program implementation. He also organizes, directs, and evaluates the activities of the Case Management System Support Branch, which is responsible for the Child Welfare Services/Case Management System (CWS/CMS). Prior to his appointment to state service in 2005, Gaines spent 15 years in local government, most recently in Yolo County, where he served as governmental affairs manager. Prior to moving to northern California, he served as assistant to the director of the Riverside County Department of Public Social Services, where he served as the department's state and federal legislative advocate, and its public information officer.

**Flora Gil Krisiloff**, is the Deputy on Homelessness and Mental Health for the Office of Los Angeles County Supervisor Zev Yaroslavsky. For the past five years, she has developed significant policies and

demonstration projects to address chronic homelessness in Los Angeles County. In 2007, Krisiloff developed Project 50 to successfully move the 50 most vulnerable chronically homeless individuals off of the streets of Skid Row and into permanent supportive housing. Through grants awarded by Supervisor Yaroslavsky, Krisiloff has continued to replicate the Project 50 model in collaboration with community-based service providers in Venice, Santa Monica, Hollywood and San Fernando Valley. She is also the supervisor's liaison to the VA Greater Los Angeles Healthcare System. She is a public health nurse and family nurse practitioner who earned her undergraduate and graduate nursing degrees and a master's degree in business administration from the University of California, Los Angeles.

**Candice Gomez** is the interim Executive Director of Programs for Seniors and Persons with Disabilities for CalOptima. She oversees CalOptima's long-term care integration department, a newly formed department focused on improving care coordination and addressing gaps in the continuum of care. She is responsible for managing current and future integration projects. Most recently, Gomez led the team that successfully completed the transition of Medi-Cal members to the Community-Based Adult Services program. Her top priority now is developing and implementing CalOptima's Duals Demonstration, a joint federal and state pilot program to coordinate care for Orange County residents who have Medicare and Medi-Cal coverage. In addition, she is overseeing the formation of Orange County's first Program of All-Inclusive Care for the Elderly. Prior to her integration-focused post, she served as director of CalOptima Kids, operating the Healthy Families program

**David B. Grusky** is professor of sociology at Stanford University, Director of the Center on Poverty and Inequality, coeditor of Pathways Magazine, and coeditor of the Stanford University Press Social Inequality Series. He is a fellow of the American Association for the Advancement of Science, recipient of the 2004 Max Weber Award, founder of the Cornell University Center for the Study of Inequality, and a former Presidential Young Investigator. His research takes on such questions as whether and why gender, racial, and class-based inequalities are growing stronger and how such differences are best measured. He has authored several books, most recently *The New Gilded Age* and *The Great Recession*. He earned a bachelor's degree in sociology from Reed College in Portland, Oregon, and a master's degree and doctorate in sociology from the University of Wisconsin, Madison.

**Shelly Hance** is the Executive Director of the Amador-Tuolumne Community Action Agency (ATCAA), a position she's held since 1991. She started with the organization in 1981. ATCAA has more than 50 public and private diverse contracts in community services and poverty work, and operates programs including Head Start, home weatherization, energy assistance, homeless and housing services, youth programs, drug and alcohol prevention, GED education and family learning/resource centers, foster youth and adult IDA programs, budget and mortgage foreclosure assistance, and child therapy. Hance has served on many local boards, including workforce investment boards, child abuse prevention councils, the regional homeless coalition, HIV/AIDS consortium, First 5, as well



as statewide positions in the California Nevada Community Action Association, and the Governor-appointed California Affordable Housing Task Force.

**Jeannie Hayward** has served as the Director of The Resource Connection Food Bank in Calaveras County since May 2009. Prior to that, she was employed by The Resource Connection as a project specialist overseeing the building of their new food bank. Under her, the Food Bank became of Partner Distribution Organization with Feeding America in 2010. The Food Bank also participates in the California Association of Food Bank's Nutrition Education and Food Stamp Outreach programs, USDA Commodities, and the Donate, Don't Dump program. Hayward continues to collaborate within her community by providing innovative programs such as the high school's energy bag program, the Children's Healthy Harvest Program, pet food voucher program, and the Kid's Farmers Market. Hayward also has an extensive business background, owning her own business and leaving the Americo Life Companies as a vice president after 16 years in the insurance industry.

**Bill Heiser** is Director of California Operations for the Center for Employment Opportunities (CEO). He joined CEO in 2010 to establish the organization's presence in California, beginning with the Golden State Works Project in Oakland and a second office in San Diego. He has more than seven years of experience in the reentry field. Prior to joining CEO, he served as the coordinator of the community safety and justice program at the Urban Strategies Council in Oakland where he managed a number of county-wide reentry and violence prevention initiatives. Heiser also has an extensive background in reentry research and policy analysis having focused on this issue while serving as a research associate at both the Illinois Division of Mental Health and the Columbus Children's Research Institute in Columbus, Ohio. He holds a bachelor's degree from Hampshire College and a master's degree from the University of Chicago.

**Kathleen Houle** is Program Manager of the Eligibility Unit of Calaveras Works and Human Services Agency, a position she's held since June 2006. She started with the county in 1990, first as an eligibility worker. She went on to hold various positions, including system support analyst and was responsible for the ISAWS computer system. Prior to her move to Calaveras County, she worked as an eligibility worker for Alameda County. Houle received her bachelor's degree in sociology from California State University, Hayward.

**Evelyn Huang** is a lecturer at the Hasso Plattner Institute of Design (aka "the d.school") at Stanford University, where she manages the Executive Education Program. She is immersed in the effort to bring design thinking to organizations around the world and to marry the creative with the analytical. Contrary to popular thought, these two are not mutually exclusive. In her prior lives, Huang has worked in product management in Silicon Valley startups, led a nonprofit microfinance program serving low-income immigrants and refugees, and cut her teeth in private equity. She studied public policy at Stanford, and holds a master's degree in business administration from the institution.

**Ann Huff Stevens** is Chair of the Department of Economics and Director of the Center for Poverty Research at the University of California, Davis. She received her doctorate degree from the University of Michigan in 1995. Her research interests include the incidence and effects of job loss, understanding connections between economic shocks and health, and poverty dynamics. Stevens served on the faculty at Rutgers and Yale universities prior to joining UC Davis in 2003. She has served as an investigator on several grants from the National Science Foundation, including a study currently underway to better understand the relationship between cyclical movements in unemployment and mortality. Stevens is also a faculty research associate with the National Bureau of Economic Research.

**Greg Kaufmann** is a *Nation* contributor covering poverty in America, primarily through his blog, *This Week in Poverty*. Through his writing he seeks to increase media coverage of poverty, share new research, elevate the voices of people living in poverty, and offer readers opportunities to get involved with organizations working to eradicate poverty. *Bill Moyers & Company* describes his work as offering "must-read stories" and syndicates it every Sunday. Kaufmann has spoken at numerous conferences and been a guest on NPR's *Here & Now*, *Your Call*, and *Radio Times with Marty Moss-Coane*, as well as various local radio programs. He serves as an advisor for Barbara Ehrenreich's Economic Hardship Reporting Project. His favorite job was as the education director for a Boys and Girls Club in Columbus, Ohio. He graduated from Dickinson College, and studied fiction writing at Miami University (Ohio).

**Deldee Kittrell** is Eligibility Supervisor for the Calaveras County Works and Human Services Agency. She also supervises six outreach stations. She worked extensively on a grant project in 2011 to present Cal Fresh materials and information throughout the county in new and creative ways. She's been with the agency for 11 years. Previously, she worked for Senior Nutrition Services in Sacramento for two years and developed a volunteer driver program. She also spent time with the Tuolumne County Department of Social Services. She attended California State University, Sacramento and California State University, Long Beach.

**Ky Le** is Director of Homeless Systems for Santa Clara County. In partnership with cities, government agencies, and community-based organizations, Le is responsible for developing and implementing inter-departmental strategies to end and prevent homelessness, especially chronic homelessness. Prior to his current role, he served as the county coordinator for the Mental Health Services Act and led housing programs for homeless men and women. A distinguished military graduate from the University of California, Davis, he holds a bachelor's degrees in history and political science.

**Peter Lee** is the Executive Director of the California Health Benefit Exchange, which he was appointed as in August 2011. Previously, he served as the deputy director for the Center for Medicare and Medicaid Innovation at the Centers for Medicare and Medicaid Services in Washington, D.C. Prior to that, he served as the director

of delivery system reform at the federal Health and Human Services' Office of Health Reform. From 2000-2008, he served as the executive director and chief executive officer of the Pacific Business Group on Health in San Francisco. From 1995-2000, he served as the executive director of the Center for Health Care Rights, and from 1993-1995, he practiced law at Tuttle and Taylor in Los Angeles. Lee holds a juris doctorate from the University of Southern California, and a bachelor's degree from the University of California, Berkeley.

**Lesley Leppert-McKeever** is Director of the City University of New York's Accelerated Study in Associate Programs (ASAP) for the Borough of Manhattan Community College (BMCC). Leppert-McKeever has been assisting urban, underrepresented populations with successfully navigating college for more than 15 years. As director, she develops, manages and implements components of a robust academic support and enrichment program including intensive academic advisement and interactive seminars. She previously worked as associate director for BMCC's academic advisement and transfer center, where, among other accomplishments, helped write a Title V grant for which BMCC was awarded \$2.4 million dollars. Prior to joining BMCC, Leppert-McKeever worked at Monroe College as coordinator for freshman services and a student services counselor. She graduated from Manhattan College with a bachelor's degree in psychology and a master's degree in counseling. She is a member of the National Association for Academic Advising and the New York State Transfer and Articulation Association.

**Erika Li** has served as a Senior Fiscal and Policy Analyst at the California Legislative Analyst's Office (LAO) since 2008. She advises the California Legislature on technology issues and major state computer systems, including the Statewide Automated Welfare Systems, Electronic Benefit Transfer, and Child Welfare Services/Case Management System. She has also covered low-income food support programs, including CalFresh. She recently worked on a project examining counties' implementation of recent CalFresh policy changes and development of innovative practices to enhance outreach and increase access to eligible individuals. Prior to working at the LAO, Li worked for the California Institute of Technology as a researcher, and was a Teach for America teacher in New Orleans. She received a bachelor's degree in communication sciences and disorders from Northwestern University, and a master's degree in public policy from the University of Michigan's Ford School of Public Policy.

**Will Lightbourne** is Director of the California Department of Social Services, which he was appointed to by Governor Jerry Brown in April 2011. Prior to that, he served as director of the Santa Clara County Social Services Agency for more than 10 years, and was executive director of the Human Services Agency of San Francisco from 1996 to 2000. Previously, he was the director of the Santa Cruz County Human Services Agency. He served as CWDA's 2004 president, and headed up several of its committees. Before his role in the public human services field, Lightbourne served as general director of Catholic Charities of the Archdiocese of San Francisco, one of the oldest and largest private human services organizations in the Bay Area.

**Chris Mathias** is Director of the Title IV-E Stipend Program at CalSWEC, a consortium of 21 schools of social work, county welfare directors, mental health directors, National Association of Social Workers, and the California Department of Social Services. She oversees the development and evaluation of the program to provide specialized social work education preparing students for careers in public child welfare and leadership to the consortium on the workforce needs of California's public child welfare system. In the mid 1980s, she began work with children in out-of-home care first providing direct care, family engagement, case planning and wraparound services. In the 1990s, she developed programs, services, training and education for workers in the child welfare system.

**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.

**Carol Mitchell** is the Deputy Director of Adult Services for Orange County, and in that capacity provides overall direction for planning, organizing, and directing all operational, program and administrative activities related to the Adult Services programs, which includes Adult Protective Services and In-Home Supportive Services. Mitchell is actively involved in the Coordinated Care Initiative and In-Home Supportive Services, and regularly participates in meetings and teleconferences with CalOptima and stakeholders regularly. She represents Orange County at the CWDA adults' committee meetings. She has a master's degree in counseling, and is a licensed marriage and family therapist.

**Barbara Needell** is a Research Specialist at the Center for Social Services Research at the University of California, Berkeley. She is the recipient of the 2008 Peter Forsythe Award for Leadership in Public Child Welfare from the American Public Human Services Association. As Principal Investigator of the California Child Welfare Performance Indicators Project – funded by the California Department of Social Services and the Stuart Foundation – she has worked extensively with statewide and county specific administrative data. She collaborates with researchers at Casey Family Programs with the Casey/Berkeley Data Advocacy Project to provide technical assistance nationally about child welfare data. She is a member of California's Child Welfare Council, and is chair of the Data Linkage and Information Sharing Committee. She graduated Phi Beta Kappa from Mills College, with a bachelor's degree with honors in psychology. She received her master's of social work and doctorate with distinction from the UC Berkeley's School of Social Welfare.

**Jon Nibbio** currently serves as the Chief Operations Officer and Director of Clinical Services for Family Care Network, Inc. (FCNI). He oversees FCNI's services to children, youth and families in San Luis Obispo and Santa Barbara counties through multiple programs designed to strengthen and preserve families and individuals. Prior to joining FCNI, Nibbio's career involved providing leadership, organizational management and clinical services in the fields of mental health, child welfare services, early childhood education, and juvenile justice. He has had the opportunity to serve on numerous committees, including the California Mental Health Planning Council. Nibbio was also selected as California probation employee of the year in 1999, and has provided consulting to other organizations and businesses at the community, state, and national levels.

**Stuart Oppenheim** is Executive Director of the Child and Family Policy Institute of California (CFPIC). After 32 years in public human services, including 15 years as the child welfare director in San Mateo County, Oppenheim retired in 2004 to found CFPIC. He oversees research, training, education and technical assistance activities that are helping to improve the delivery of human services programs throughout California. He holds a master's degree in social work.

**Karen Pekarcik** has been the First 5 Calaveras Executive Director since 2004. Pekarcik brings past experience as director for Calaveras Early/Head Start and State Preschool programs and service to families raising children with special needs as executive director for Family Resource Network. She has attended Donna Beegle's Poverty Institute, and is a team member on the 2012 American Public Human Services Association's Positioning Public Child Welfare Guidance Institute to support continuous program improvement. She has a master's degree in social work from California State University, Sacramento, and a bachelor's degree in social sciences, from California State University, Chico.

**Charlene Reid** is Director of the Tehama County Department of Social Services. She graduated with a master's degree in social work from California State University, Fresno. For more than 28 years, she has committed herself to serving children and families as a social worker. She has held numerous roles as supervisor, manager, trainer and agency director. Critical to her success in public social services is her ability to provide direction in collaborative, team driven, and partnership processes. She is respected as a leader in change management and innovation both locally and statewide. Reid has dedicated her career to improving systems, services, and programs for the most vulnerable and disenfranchised populations. She is the CWDA Vice President.

**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. He has also served as the chair of the San Francisco First Source Hiring Administration, and a member of the Workforce Investment Board of San Francisco.

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. He is the CWDA Legislative Chair, and a past president.

**Michael Riley** is Director of the Orange County Social Services Agency, where he's spent more than 14 years. Prior to becoming director, he was the chief deputy director of the agency. He also served as director of the Children and Family Services Division for 10 years. Riley also has worked with troubled families and children in crisis at Father Flanagan's Boy's Home in Nebraska, and as director of Boy's Town of Southern California. Riley has a doctorate in educational psychology and a master's degree in behavior disorders and learning disabilities. He was awarded Outstanding Teacher of the Year by the Nebraska Council of Children with Behavior Disorders. He is a Vietnam combat veteran of the United States Army. He is the CWDA Vice President of Services.

**Nathaniel Rodriguez** is a Deputy Director with San Bernardino County's Human Services-Transitional Assistance Department. Since graduating from San Diego State University, he has dedicated himself to the field of human services and to those families and individuals it aims to assist. His 15 years of experience includes working in multiple counties and in a variety of programs. He currently oversees multiple districts in which modern technologies are being utilized in an effort to increase customer communication, participation and access to county-administered programs that promote health, nutrition and employment.

**Jim Rogers** is Child Welfare Services Manager with the San Bernardino County Children and Family Services department. He started with San Bernardino County in October 1990 as a social services practitioner. He became a supervising social services practitioner, then a child welfare services manager, and has spent all but a little more than two years assigned to the North Desert Region. He has overseen the county's CWS screening for evaluated out referrals pilot.

**Andrew E. Scharlach** is a professor of social welfare at the University of California, Berkeley, where he holds the Eugene and Rose Kleiner Chair in Aging, and directs the gerontology specialization in the School of Social Welfare. He also serves as Director of the Center for the Advanced Study of Aging Services, which conducts research designed to inform development of innovative and effective services for older adults. Scharlach has published extensively on issues pertaining to the well-being of older adults and their families, with more than 75 articles. Under his leadership, the Center for the Advanced Study of Aging Services is engaged in a multi-year program of research examining innovative initiatives for helping communities to become more "aging-friendly." Particular attention is being given to the "village" model and other initiatives that engage older adults in cooperative community-based efforts to promote aging-in-place. In addition, Scharlach served for seven years as a gubernatorial appointee on the California Commission on Aging, and currently serves as faculty advisor to the Institute for Senior Living.

**Tracy Schiro** is Assistant Director of San Luis Obispo County Department of Social Services. She has had the opportunity to serve on several committees and hold community leadership

roles, including: First 5 Commissioner, CWDA children's committee, Children's Health Initiative, Workforce Investment Board, Cuesta College advisory panel, the Children's Services Network truancy and dropout taskforce, and the Independent Living Program advisory board.

**Ellen C. Schmeding** is the Assistant Deputy Director for Operations with the San Diego County Health and Human Services Agency. She has worked for the agency since 1987, including the departments of mental health and social service. With the advent of managed care for seniors and persons with disabilities, including the dual eligibles, Schmeding and her staff will be looking for ways to improve client services in In-Home Supportive Services and Multipurpose Senior Service Program in partnership with the four health plans and community partners in San Diego County. Schmeding earned her bachelor's degree from Dickinson College, Carlisle, Pennsylvania, and a master's degree in counseling from San Diego State University.

**Kristin S. Seefeldt** is an Assistant Professor of Social Work at the University of Michigan. Previously she was at Indiana University, the National Poverty Center at the University of Michigan, and the Urban Institute in Washington, D.C. Seefeldt's work focuses on how low-income families manage economically. She is the author of *Working After Welfare: How Low-income Women Balance Jobs and Family in the Wake of Welfare Reform*, and is currently completing a project on low-income women's financial lives during the Great Recession. She holds a master's degree in public policy and a doctorate in sociology and public policy from the University of Michigan.

**Cathy Senderling-McDonald** is the CWDA Deputy Executive Director. She joined CWDA in August 2000 as the association's legislative advocate and later senior legislative advocate until her promotion 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.

**George Sheldon** is the Acting Assistant Secretary for the Administration for Children and Families (ACF) under the U.S. Department of Health and Human Services. Prior to joining ACF, Sheldon served as the Secretary of the Florida Department of Children and Families. During his tenure, Florida achieved the nation's highest rate of adoptions among foster children for two years, and moved the state from one of the worst SNAP error rates in the country to number one in the country for three consecutive years. In early 2010, Sheldon worked closely with federal partners in the aftermath of Haiti's catastrophic earthquake. Before his service in Florida, Sheldon was associate dean for student and alumni services at St. Thomas University School of Law. In addition to more than 12 years as a practicing attorney, he also served as deputy attorney general for central Florida. In 1975, Sheldon was elected to the Florida House of Representatives, where he built an eight-year record focusing on the environment and children. He received both his bachelor's degree and juris doctorate from Florida State University.

**Angela Shing** is the CalWIN Manager for the San Francisco Human Services Agency, a position held since 2009. She has focused on the implementation and use of technology that advances the vision and mission of public sector organizations for more than 11 years. Her career is rooted in technology adoption, and she began her career with Deloitte Consulting, supporting California counties in the implementation of a broad range of large-scale technology implementations mandated by legislative policy changes such as quarterly reporting, EBT, and SAWS system implementations. In addition to her role as CalWIN Manager, she finds space to champion opportunities for innovative technology development, with recent successes in mobile applications. She earned her master's degree in public policy from the University of Southern California.

**Wendy Still** is the Chief Adult Probation Officer of the City and County of San Francisco. Chief Still has worked in State Government for more than 33 years, and specialized for 26 years in adult and community corrections with the State of California. She has served as director for activation management and rehabilitation programs with the California Federal Prison Health Care Services. She has also been a governor-appointed associate director for female offender programs and services, and chief financial officer for the California State Department of Corrections and Rehabilitation. Chief Still is a peace officer and criminologist. She earned a master's degree in criminal law and society from the University of California, Irvine, and a bachelor's degree in organizational behavior from the University of San Francisco. She is a member of the American Probation and Parole Association, the American Correctional Association, and the American Society of Criminology.

**Phillip Tardanico** is a Supervising Social Service Practitioner with the San Bernardino County Children and Family Services. He started with the department in June 2002, first working as an intake worker for seven years, then at the child abuse hotline for nearly a year before moving to his current position more than three years ago. Tardanico has supervised a blended unit, piloted a swing-shift unit, and piloted the screening for evaluated out referrals project since May 2011.

**Fernando M. Torres-Gil** is a professor of social welfare and public policy at the University of California, Los Angeles, an adjunct professor of gerontology at the University of Southern California, and Director of the UCLA Center for Policy Research on Aging. He has written six books and more than 100 publications. He earned his first presidential appointment in 1978 when President Jimmy Carter appointed him to the Federal Council on Aging. He was appointed by President Bill Clinton as the first-ever U.S. Assistant Secretary on Aging. In 2010, President Barack Obama appointed him as Vice Chair of the National Council on Disability. He continues to provide important leadership as a board member of the AARP Foundation, and he is a former board member of The California Endowment, the National Steinbeck Center in Salinas and the Los Angeles Chinatown Service Center. He earned his associate's degree in political science at Hartnell Community College, a bachelor's degree in political science from San Jose State University, and a master's degree in social work and a doctorate in social policy, planning and research from Brandeis University.

**Cathy Turner** is County Consultant for CWS-NS with the Office of Systems Integration. She has 27 years of experience in information systems application development, and eight years with Child Welfare Services programs with the Santa Clara County Social Services Agency Information Systems Department. The county hired her in 2004 as an information systems manager, responsible for managing the CWS/CMS training and decision support units for the county Department of Family and Children's Services. In 2011, she became a county consultant at the Office of Systems Integration working on the CWS Automation Study Team and CWS-NS to work on moving forward with a new system for Child Welfare Services.

**Alma Vega** is the Linkages Coordinator and Welfare-to-Work Program Manager with the Los Angeles County Department of Public Social Services for 22 years. Her experience includes working as a CalWORKs eligibility worker and in the capacity of supervisor and manager in CalWORKs Welfare-to-Work Program. She joined Linkages in 2005 and was instrumental in the development and implementation of the collaborative.

**Bruce Wagstaff** is the Director of the Santa Clara County Social Services Agency, a role he was appointed to July 2012. Previously, he served as chief deputy county executive for Sacramento County, overseeing 10 county departments, including Health and Human Services, and Human Assistance. From 2005-2009, he was the director of Sacramento County Department of Human Assistance. Prior to working with Sacramento County, Wagstaff spent 31 years with the California Department of Social Services, including a combined 10 years as deputy director for the Children and Family Services Division and deputy director of the Welfare-to-Work Division. He served as the administration's lead representative in the development and implementation of California's CalWORKs welfare reform initiative. Wagstaff holds a master's degree in public administration from California State University, Sacramento, and a bachelor's degree in political science/public service from University of California, Davis. Currently, he is CWDA President.

**Juliet Webb** is the Deputy Director for Tulare County Health and Human Service Agency's Child Welfare Division, a position she has held for the past two years. Prior to this, she served in various administrative positions in her 10 years with Tulare County, including three years as the Child Welfare Services Division manager. During her tenure, Tulare County Child Welfare Services has partnered with the California Evidence-Based Clearinghouse as the first county cohort for the Safe Kids California Project, cascading the evidence-based program SafeCare® throughout Tulare County's network of parenting program providers. Webb graduated from University of California, Santa Barbara with a bachelor's degree in communication, and attended Harvard Kennedy School's Driving Government Performance Executive Education Program in 2010.

**Charles Wilson** is the Senior Director of the Chadwick Center for Children and Families and the Sam and Rose Stein Endowed Chair in Child Protection at Rady Children's Hospital-San Diego. Wilson also serves as the Director of the California Evidence-Based Clearinghouse for Child Welfare. He serves on the board of the California Chapter of the National Children's Alliance. Wilson was formerly the executive director of the National Children's Advocacy

Center in Huntsville, Alabama. Previously, he served in a variety of roles in public child protection, from a frontline worker in Florida and Tennessee in the 1970s, to the Tennessee State Child Welfare Director from 1982-1995. He is past president of the American Professional Society on Abuse of Children, past vice president of the National Association of Public Child Welfare Administrators, and a former ex-officio member of the National Children's Alliance Board of Directors. He holds a master's degree in social work.

**Ryan Woolsey** serves as a Fiscal and Policy Analyst at the California Legislative Analyst's Office where he is responsible for advising the California Legislature on the CalWORKs and CalFresh programs. He holds a bachelor's degree in Russian from Brigham Young University, and a master's degree in public affairs from the Indiana University School of Public and Environmental Affairs. He is currently writing a report on CalFresh participation and access issues.

**Linda Wright** is the Director of Trinity County Health and Human Services. She has worked for Trinity County for more than 28 years, and as the director for more than 17 years. Wright has served on various local and national boards and councils that affect people from all walks of life. Her commitment to community service continues after hours as an active member of Soroptomist International, an organization dedicated to improving the lives of women and girls.

**David Yada** is the Linkages Coordinator and Child Welfare Services Manager with the Los Angeles County Department of Children and Family Services, where he's worked for 26 years. His experience includes working as a child welfare worker, supervising children's social worker, and in various management positions in the areas of policy, program planning and development, child abuse prevention, intervention and treatment programs, home call compliance, quality assurance, child protection hotline, youth mentoring. In January 2008, he joined the Linkages service partnership.

**Francis Yuen** is a professor at California State University, Sacramento, Division of Social Work, where he teaches graduate research methods, social work practice, and grant writing. He is widely published. He was an agency administrator and has been a principal investigator, evaluator, and trainer for many national and local service projects.

**Barry Zimmerman** is the Director of the Ventura County Human Services Agency. He has been employed with the county for 16 years in a variety of positions and responsibilities, including within the County Executive Office, Human Resources and Human Services Agency. He also has experience working with the federal government, as well as the private sector in the defense industry and hazardous waste industry. Zimmerman is currently spearheading efforts for greater automation and the use of technology through his agency with an emphasis of making information and tools readily in the hand of field based social workers. Under his direction, a new risk assessment tool developed by Ventura County is being piloted in several counties. This tool is reshaping the approach and invention models for Adult Protective concerns by incorporation medical, social, environmental and the effects of aging into a single automated tool. He is the CWDA Vice President of Program.

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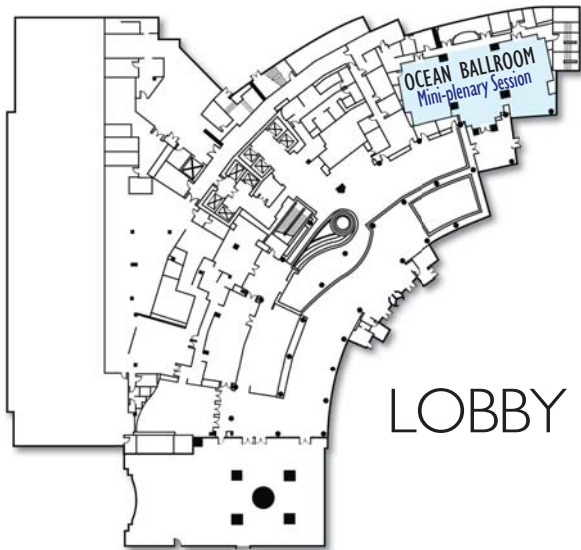
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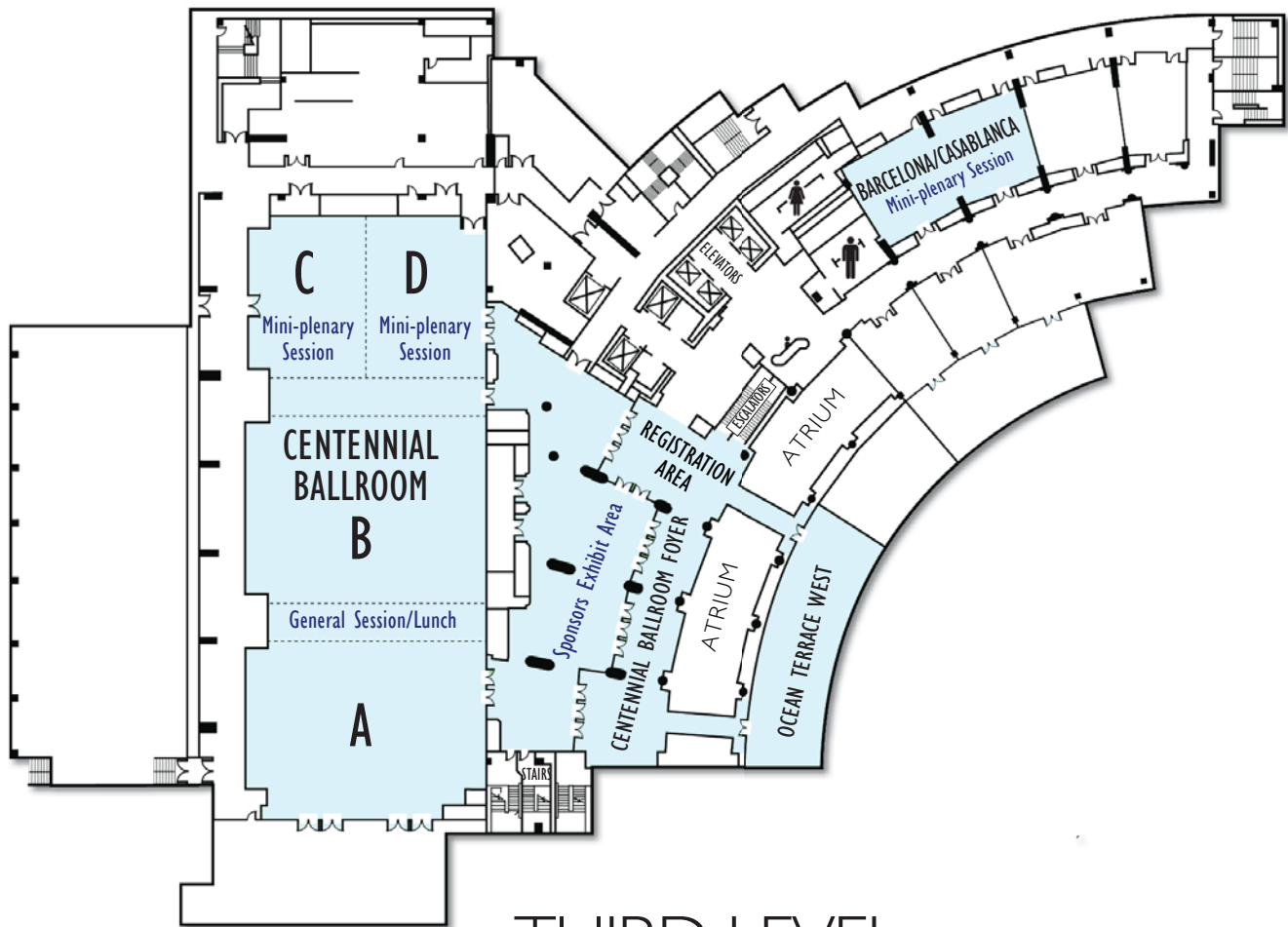
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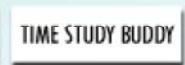
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