

Transforming Culture, Embracing Change



CWDA 2013 CONFERENCE

OCTOBER 2–4, 2013

Doubletree Sacramento
2001 Point West Way, Sacramento

WELCOME

On behalf of the County Welfare Directors Association of California, we welcome you to the CWDA 2013 Conference: Transforming Culture, Embracing Change. At this conference, CWDA invites participants to engage in frank and creative discussion about how social service programs should be delivered in this new era—an era in which we emerge slowly from recession and enter into rapid change.

In 1998, we “changed welfare as we knew it.” Fifteen years later, we find that we need to change ourselves as well. Old models of service are not tolerated by a generation that is accustomed to online access and real-time results. With more persons working at least part-time jobs, fewer applicants for assistance can afford the time to stand in a slow queue, waiting their turn to speak to a receptionist through a slot in the Plexiglas. No, the culture of social service delivery must transform to something faster, more efficient, and far more accessible.

Implementation of the Affordable Care Act prompts wide-spread change, with more focus on online applications, immediate, live telephone access, and a reduction in paper blockages that frustrate the interests of everyone. “Horizontal integration” of programs limits the number of thresholds over which our participants must leap in requesting assistance.

California’s CalWORKs program – in danger of slipping back into welfare as we knew it – will be reengineered to provide families with the opportunities to showcase their strengths and to address the challenges that limit their economic mobility. We have the opportunity to strengthen the social contract implied in the Welfare Reform Act: We will help families achieve self-sufficiency by providing the work supports they need, and we will do this family by family, understanding that everyone arrives from different paths.

We listen to youth who have been exploited for the sexual and financial aims of others, and will consider how to realign criminal and social justice systems to help them, rather than subjecting them to further victimization. We acknowledge the aging of our society, and will ask how we can revamp our programs for the wave of baby boomers who surely will tax the capacity of our current array of services.

A diverse community requires a diverse menu of services. As we transform the culture of our systems, we recognize the unique strengths and circumstances of those who live outside of the mainstream, and we engage with them in designing systems that respect their cultures, their circumstances, their dreams and aspirations.

At this conference, we recognize that our culture is undergoing transformation, and acknowledge the challenges. But we will do more: We will embrace the change, knowing that our fellow Californians rely on us to be creative, to be thoughtful, and to be ready. 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 about the transformation of our culture, but inspired to embrace the change.

Together, we will strengthen families, reduce poverty and enrich lives. Thank you for joining us in the challenge.

Charlene Reid

Charlene Reid
CWDA President
Tehama County
Social Services Department Director

Leland W. Collins

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



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AT-A-GLANCE AGENDA

WEDNESDAY | OCTOBER 2, 2013

TIME	SESSION TYPE	LOCATION
8:30 AM — 9:30 AM	Registration	Grand Ballroom Foyer
9:00 AM — 9:30 AM	Sponsor Refreshments	Grand Ballroom
9:30 AM — 12:00 PM	Opening General Session <ul style="list-style-type: none"> • Keynote Speaker: Dr. Bob Ross President and CEO, The California Endowment California Health Benefit Exchange Board Member • Keynote Speaker: Carissa Phelps CEO, Runaway Girl 	Grand Ballroom
12:00 PM — 12:15 PM	Sponsor Break	Capitol Ballroom Foyer
12:15 PM — 1:00 PM	Hosted Lunch	Capitol Ballroom
1:00 PM — 1:30 PM	Sponsor Break	Capitol Ballroom Foyer
1:30 PM — 3:00 PM	Breakout Sessions	1. Capitol Ballroom A 2. Capitol Ballroom B 3. Capitol Ballroom C 4. Capitol Ballroom D 5. Sacramento Room
3:00 PM — 3:30 PM	Sponsor Break	Capitol Ballroom Foyer
3:30 PM — 5:00 PM	Breakout Sessions	6. Capitol Ballroom A 7. Capitol Ballroom B 8. Capitol Ballroom C 9. Capitol Ballroom D 10. Sacramento Room
5:30 PM — 7:00 PM	Reception	Capitol Ballroom CD & Capitol Patio

THURSDAY | OCTOBER 3, 2013

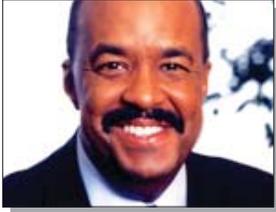
TIME	SESSION TYPE	LOCATION
8:30 AM — 9:00 AM	Breakfast	Grand Ballroom
9:00 AM — 10:30 AM	General Session <ul style="list-style-type: none"> • Keynote Speaker: Assembly Member Holly Mitchell 54th District, Los Angeles 	Grand Ballroom
10:30 AM — 11:00 AM	Sponsor Break	Capitol Ballroom Foyer
11:00 AM — 12:30 PM	Breakout Sessions	1. Capitol Ballroom A 2. Capitol Ballroom B 3. Capitol Ballroom C 4. Capitol Ballroom D 5. Sacramento Room
12:30 PM — 12:45 PM	Sponsor Break	Capitol Ballroom Foyer
12:45 PM — 1:30 PM	Hosted Lunch	Grand Ballroom
1:30 PM — 2:00 PM	Sponsor Break	Capitol Ballroom Foyer

AT-A-GLANCE AGENDA

THURSDAY OCTOBER 3, 2013 (continued)		
TIME	SESSION TYPE	LOCATION
2:00 PM — 3:30 PM	Breakout Sessions	6. Capitol Ballroom A
		7. Capitol Ballroom B
		8. Capitol Ballroom C
		9. Capitol Ballroom D
		10. Sacramento Room
3:30 PM — 4:00 PM	Sponsor Break	Capitol Ballroom Foyer
4:00 PM — 5:30 PM	Breakout Sessions	11. Capitol Ballroom A
		12. Capitol Ballroom B
		13. Capitol Ballroom C
		14. Capitol Ballroom D
		15. Sacramento Room

FRIDAY OCTOBER 4, 2013		
TIME	SESSION TYPE	LOCATION
8:00 AM — 8:30 AM	Breakfast	Sacramento Room
8:30 AM — 10:00 AM	Breakout Sessions	1. Capitol Ballroom AB
		2. Capitol Ballroom CD
10:00 AM — 10:30 AM	Sponsor Break	Capitol Ballroom Foyer
10:30 AM — 12:00 PM	Closing General Session <ul style="list-style-type: none"> Keynote Speaker: Jeff Duncan-Andrade Associate Professor of Raza Studies and Education, San Francisco State University Director, Educational Equity Initiative at the Institute for Sustainable Economic, Educational, and Environmental Design (ISEEED) 	Grand Ballroom

KEYNOTE SPEAKERS



Robert K. Ross, M.D., is President and Chief Executive Officer for The California Endowment, a health foundation established in 1996 to address the health needs of Californians. Prior to his appointment in July 2000, Dr. Ross served as director of the Health and Human Services Agency for the County of San Diego from 1993 to 2000, and Commissioner of Public Health for the City of Philadelphia from 1990 to 1993. He is also a member of the California Health Benefit Exchange Board.

Dr. Ross has an extensive background in health philanthropy, as a public health executive, and as a clinician. His service includes: medical director for LINK School-Based Clinic Program, Camden, New Jersey; instructor of clinical medicine, Children's Hospital of Philadelphia; and faculty member at San Diego State University's School of Public Health.

Dr. Ross has been actively involved in community and professional activities at both the regional and national level. He serves as a Board member of the California Health Benefit Exchange Board, Rockefeller Philanthropy Advisors; Co-Chair, Diversity in Philanthropy Coalition; Board member, USC Center on Philanthropy and Public Policy; and has served as a Board member of Grantmakers in Health, National Vaccine Advisory Committee, the National Marrow Donor Program, San Diego United Way and Jackie Robinson YMCA. He is a Diplomat of the American Academy of Pediatrics, served on the President's Summit for America's Future and as chairman of the national Boost for Kids Initiative. Dr. Ross received his undergraduate, master's in public administration and medical degrees from the University of Pennsylvania in Philadelphia. Dr. Ross was a Robert Wood Johnson Clinical Scholar from 1988 to 1990, focusing on urban child health issues.

He has received numerous awards and honors including the 2011 Public Health Champion award from the UCLA School of Public Health, 2011 Latino Health Alliance Champion Award, 2011 California Association of Human Relations Organization Civil Rights Award, 2010 Community Health Improvement Partners Policy Legacy Award, 2009 Legal Aid Foundation of Los Angeles Access to Justice Award, and the Council on Foundations' 2008 Distinguished Grantmaker of the Year Award. In 2006, he was also named by Capitol Weekly as one of California's most influential civic leaders in health policy. In 1999, he was named by Governing Magazine as a national Public Official of the Year for his leadership in innovative health and social services delivery.



Carissa Phelps is CEO with Runaway Girl, FPC, a flexible purpose corporation that offers high quality experiential trainings to improve outcomes for youth in communities, by supporting and enhancing local efforts to protect and care for those at-risk. Founded in 2012, Runaway Girl organizes survivors of human trafficking around resources, networks, business, and local efforts to protect and care for survivors and victims within their own communities. Runaway Girl trainings improve protocols and responses to child sex trafficking within communities, while offering employment and career development opportunities to runaways, former runaways, and survivors of trafficking.

In 2007, Phelps earned both a Juris Doctorate from UCLA School of Law, and a master's degree in business administration from UCLA Anderson. In 2010, she was named one of the top 100 inspirational graduates by UCLA Anderson. As 2012-2013 Visiting Author, Carissa has joined The Respect Institute in their efforts to institutionalize respect by reaching 30,000 foster and incarcerated youth with their "Respect on the Inside" program.

In her memoir, *Runaway Girl: Escaping Life on the Streets, One Helping Hand at a Time*, Phelps shares how the unexpected kindness of a math teacher and a counselor transformed her life and helped her become a mentor and advocate. After missing 7th, 8th and 9th grades, she returned to a continuation school and graduated from high school in two and a half years. She still loves math and credits her bachelor's degree in mathematics from California State University, Fresno for preparing her for her master's degree, for business, and for life. She graduated in 2002 with her bachelor's degree in mathematics *summa cum laude*, and taught high school math for one year at Hanford High School in Hanford, California.

Phelps is admitted to practice law in California. She lives on California's Central Coast, where she creates and contributes to positive impact businesses as a social entrepreneur. She is passionate about inspiring others to see the potential in themselves and others.

KEYNOTE SPEAKERS



Assembly Member Holly Mitchell was first elected in 2010 to represent the 47th (now 54th) Assembly District in Los Angeles, which includes the Crenshaw District, Culver City, UCLA, Cheviot Hills, Mar Vista, the Fairfax District, and parts of South Los Angeles. She chairs the Assembly's Budget Sub-committee #1 on Health and Human Services and is also a member of the Committees on Budget, Health, Insurance and Public Safety, as well as the Joint Legislative Budget Committee. She chairs California's Legislative Black Caucus and the Select Committee on Foster Youth, and also belongs to the Women's Legislative Caucus.

As the chief executive officer of Crystal Stairs for seven years prior to taking public office she championed statewide family-focused policymaking, while assuring access to quality affordable child care for 25,000 children and meeting a monthly payroll for hundreds of employees.

Previously Mitchell worked in the Los Angeles district office of State Senator Diane Watson. As a policy analyst for the California Senate's Health and Human Services Committee, she sought fiscally sound ways to expand health care and other vital services. As the legislative advocate of the Western Center on Law and Poverty she helped develop the groundbreaking Healthy Families program, later serving as executive director of the Black Women's Health Project in Los Angeles.

As mother of a middle-schooler, Mitchell understands the concerns of working families and advocates legislative policy to meet their needs. In the Assembly, she seeks to improve the quality and accessibility of the state's health and education systems. She focuses on job creation and balancing business, human and environmental needs to expand economic opportunity while protecting natural resources.

Mitchell's commitment to community service and social justice began in elementary school when she volunteered in a congressional campaign that eventually led to student activism and a Coro Fellowship in public affairs, following her undergraduate studies at the University of California, Riverside.



Jeff Duncan-Andrade, Ph.D., is Associate Professor of Raza Studies and Education at San Francisco State University, and Director of the Educational Equity Initiative at the Institute for Sustainable Economic, Educational, and Environmental Design (ISEEED). In addition to these duties, he continues as a high school teacher in East Oakland where for the past 21 years he has practiced and studied the use of critical pedagogy in urban schools. He currently teaches English Literature at Fremont High School in East Oakland where he directs the East Oakland Step to College Program.

Before joining the faculty at SFSU, Duncan-Andrade taught English and coached in the Oakland public schools for 10 years, and completed his doctoral studies at the University of California, Berkeley. Duncan-Andrade has lectured around the world about the elements of effective teaching in schools serving poor and working class children. He works closely with teachers, school site leaders, and school district officials nationally, and as far abroad as Brazil and New Zealand, to help them develop classroom practices and school cultures that foster self-confidence, esteem, and academic success among all students.

His research interests and publications span the areas of urban schooling and curriculum change, urban teacher development and retention, critical pedagogy, and cultural and ethnic studies. He has authored numerous journal articles and book chapters on the conditions of urban education, urban teacher support and development, and effective pedagogy in urban settings that have been published in leading journals such as *Harvard Educational Review* and *Qualitative Studies in Education*. He recently completed two books, *The Art of Critical Pedagogy: Possibilities for Moving from Theory to Practice in Urban Schools* and *What a Coach Can Teach a Teacher*, with Peter Lang Publishing. These books focus on effective pedagogical strategies for urban schools. He is currently completing his third book on the core competencies of highly effective urban educators with Routledge Press.

PROGRAM AGENDA

WEDNESDAY — OCTOBER 2, 2013

8:30 AM — 9:30 AM Registration.....Grand Ballroom Foyer

9:00 AM — 9:30 AM Sponsor Refreshments.....Grand Ballroom

9:30 AM — 12:00 PM Opening General Session.....Grand Ballroom

■ Welcome & Introductions

- **Charlene Reid**, Director, Tehama County Department of Social Services and CWDA President

■ Keynote Speaker: **Dr. Bob Ross**, President, The California Endowment and Member of the California Health Benefit Exchange Board

• **Culture Change and Health Happen Here**

During Dr. Bob Ross' tenure at The California Endowment, the foundation has focused on the health needs of underserved Californians by championing the cause of health coverage for all children, strengthening the capacity of community health centers, improving health services for farm worker and ex-offender populations, and strengthening the pipeline for bringing racial and ethnic diversity to the health professions. As a former county health and human services agency director, and now president of The Endowment and member of the California Health Benefit Exchange Board, Dr. Ross will share the high stakes and expectations we all share in as we ensure the Affordable Care Act is a success in California. He will also provide his perspective on the importance of embracing change that goes beyond health care reform, including work The Endowment is doing around the crisis of young black and brown boys and men, and trauma exposure in vulnerable youth.

■ Keynote Speaker: **Carissa Phelps**, CEO, Runaway Girl

• **Creating Opportunities for Runaway Youth**

Carissa Phelps will share the vision and mission of Runaway Girl, FPC, a California Flexible Purpose Corporation. Runaway Girl is a company that exists in order to provide meaningful career development and employment opportunities to runaways and former runaways, many of whom have experienced and survived commercial sexual exploitation. As "CEO," Phelps aims to "Create Employment Opportunities" for girls who have been on the run, and lived on the streets.

12:15 PM — 1:00 PM Hosted Lunch.....Capitol Ballroom

1:00 PM — 1:30 PM Sponsor Break & Dessert.....Capitol Ballroom Foyer

1:30 PM — 3:00 PM Breakout Sessions

Design Thinking for Human Services (Part 1 of 2).....Capitol Ballroom A

Back by popular demand! 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. Creative confidence is built through learning-by-doing, so be ready to roll up your sleeves. This is a two-part session.

- **Moderator: Phil Ansell**, Acting Chief Deputy Director, Los Angeles County Department of Public Social Services
- **Haley Robison**, Graduate Student, Stanford's Graduate Schools of Business and Education

Community Response and Empowerment – Training with Runaway GirlCapitol Ballroom B

This session is an introduction to Runaway Girl’s trainings on commercially sexually exploited children –“CPR” Community Protocol for Response, and “EMT” Empowerment Model Training. Join experienced Runaway Girl trainers as they walk through the legislation, policy, programs, people, and practices that shape the current anti-human trafficking movement. The session includes key identifiers and practical approaches to developing a protocol for response to child sex trafficking.

- *Moderator: Danny Morris*, Deputy Director, Madera County Department of Social Services
- Runaway Girl Trainers:
 - Autumn Burris
 - Cody Foute
 - Tashina Manyak
 - Rachel Thomas

CalFresh SNAP-Ed – Beyond the Benefit.....Capitol Ballroom C

This session will highlight the efforts of Santa Clara, Mendocino and San Francisco counties as they utilize new and innovative approaches to improve eating behaviors and increase the physical activity of CalFresh clients through their participation in Supplemental Nutrition Assistance Program-Education (SNAP-Ed). Hear how San Francisco is using online technology for SNAP-Ed, Mendocino is focusing on its veteran population, and Santa Clara is working with local food banks, all in an effort to promote healthy nutrition habits.

- *Moderator: Kristin Brinks*, Chief, CalFresh Nutrition Education and Outreach Bureau, California Department of Social Services
- **Khanh Ngo**, Bilingual Community Nutrition Educator, Second Harvest Food Bank
- **Megan Van Sant**, Program Administrator, Mendocino County Health and Human Services Agency
- **Tiana Wertheim**, Senior Analyst, Human Services Agency of San Francisco

Poverty Among AAPI Communities.....Capitol Ballroom D

Between 2007 and 2011, the percentage of Asian Americans and Pacific Islanders living in poverty grew by 38%, in contrast to the 27% rise in poverty among the general population. Most of this increase occurred in the native born population and is concentrated in the western United States. Despite these numbers, there is virtually no media coverage of this issue that has impacted more than two million Americans. In this workshop, Josh Ishimatsu presents findings and recommendations contained in his recent ground-breaking report.

- *Moderator: Howard Himes*, Director, Fresno County Department of Social Services
- **Josh Ishimatsu**, Director of Research and Capacity Building, National Coalition for Asian Pacific American Community Development

Integrating Doctors in APS – the Ventura County Model..... Sacramento Room

Through the integration of partners in the medical field, Ventura County has seen dramatic results in improving the lives of the most vulnerable seniors. Members of the county’s Adult Protective Services team share their use of an evidence-based tool that compliments the professional social worker by assessing the medical, social and psychological needs of seniors. The approach includes the use of evidenced-based screening tools for every client age 65 and older, active multi-disciplinary teams, in-home neuropsychological capacity assessments, partnering with a research institution to measure outcomes, and the use of the Ventura TRIO – the Tool for Risk, Interventions and Outcomes.

- *Moderator: Barry Zimmerman*, Director, Ventura County Human Services Agency
- **Carey Aldava**, Social Worker, Adult Protective Services, Ventura County Human Services Agency
- **Grace Dunlevy**, Social Worker, Adult Protective Services, Ventura County Human Services Agency

3:00 PM — 3:30 PM

Sponsor Break.....Capitol Ballroom Foyer

Design Thinking for Human Services (Part 2 of 2).....Capitol Ballroom A
Part two of the Design Thinking session.

- *Moderator: Phil Ansell*, Acting Chief Deputy Director, Los Angeles County Department of Public Social Services
- **Haley Robison**, Graduate Student, Stanford's Graduate Schools of Business and Education

CalWORKs Subsidized Employment – Building and Expanding Your Win-Win-Win Program.....Capitol Ballroom B

The passage of the 2013-14 California State Budget brought an exciting opportunity to revitalize one of state's most recently successful work support programs – subsidized employment. Often dubbed a “win-win-win,” it helps families find work, enables businesses to expand capacity, and boosts local economies in recovering from the recession, while also helping counties and the state meet federal work requirements for families in the welfare-to-work program. Designed for those counties who have not previously had a subsidized employment program or whose programs have been small, this session will provide attendees with practical tools for building relationships with employers, handling contracts, and creating programs and jobs that last.

- *Moderator: Damien Ladd*, Chief, Employment Policy Section, Welfare to Work Division, California Department of Social Services
- **Gary Watson**, Deputy Director, Welfare to Work Program, San Bernardino County Transitional Assistance Department
- **Amanda Sharp**, Program Manager, CalWORKs Employment Services and Tehama County Community Action Agency
- **Lorraine Sinelkoff**, Human Services Administrator III, Los Angeles County Department of Public Social Services
- **Mary Sabillo**, Division Manager, Welfare to Work, Sacramento County Department of Human Assistance

Building a Trauma – Informed Child Welfare System.....Capitol Ballroom C

The concept of making child welfare systems more trauma-informed is relatively new but is quickly gathering momentum across both state and county child welfare systems across the country. This presentation will begin by providing an overview of the “Essential Elements of a Trauma-Informed Child Welfare System” and describe how those elements apply to child welfare agencies across California. The presenters will then focus on how to operationalize these larger, overarching concepts into concrete policy and practice changes through the implementation of the recently completed “Trauma-Informed Child Welfare Practice Toolkit.” This toolkit includes resources to assist centers in assessing the trauma-informed nature of their system, integrating trauma-informed concepts into practice model development, and screening and assessment practices. Participants will be able to identify concrete strategies they can adopt in their jurisdictions.

- *Moderator: Juliet Webb*, Interim Director, Human Services, Tulare County Health and Human Services Agency
- **Lisa Conradi**, PsyD, Clinical Psychologist, Chadwick Center for Children and Families, Rady Children's Hospital, San Diego
- **Brent Crandal**, Ph.D., Psychologist, Chadwick Center for Children and Families, Rady Children's Hospital, San Diego

Aging Experiences Among LGBT.....Capitol Ballroom D

Aging affects us all, but some populations face greater challenges due to stigma, social isolation, and a resource array that provides limited support. In this workshop, panelists present recent research related to the lives of elders in the LGBT community, both locally and beyond. The panel will discuss how social service systems can use the research findings to help provide appropriate supports and services to this population.

- *Moderator:* **Shireen McSpadden**, Deputy Director, San Francisco Department of Aging and Adult Services
- **Dr. Brian de Vries**, Ph.D., Professor of Gerontology, San Francisco State University
- **Diana Jensen**, Senior Planning Analyst, San Francisco Human Services Agency
- **Tom Nolan**, Manager, Special Projects, San Francisco Department of Aging and Adult Services

Social Service Financing 101.....Sacramento Room

Social service financing is like putting together a puzzle given the constraints of the Statewide Cost Allocation Plan, regulations, and legislation. This session will provide a high-level overview on what is allowable under current rules, how the rules can be used to fund new and/or expanded programs, how changes in one program affect another, basic funding streams, and how all this can be used to enhance program resources to benefit service outcomes.

- *Moderator:* **Elliott Robinson**, Director, Monterey County Department of Social and Employment Services
- **Terrie Concellos**, Deputy Director of Administrative Services, Santa Barbara County Department of Social Services
- **Patrice Dietrich**, Assistant Director for Finance and Operations, Chief Financial Officer, Stanislaus County Community Services Agency
- **Robert Manchia**, Deputy Director of Finance, San Mateo County Human Services Agency

5:30 PM — 7:30 PM

RECEPTION.....Capitol Ballroom CD & Capitol Patio

THURSDAY — OCTOBER 3, 2013

8:30 AM — 9:00 AM **Breakfast****Grand Ballroom**

9:00 AM — 10:30 AM **General Session**.....**Grand Ballroom**

■ Day Two Welcome

- **Charlene Reid**, Director, Tehama County Department of Social Services and CWDA President
- **Will Lightbourne**, Director, California Department of Social Services
- **Toby Douglas**, Director, California Department of Health Care Services

■ Introduction of Assembly Member Holly Mitchell

- **Frank Mecca**, Executive Director, CWDA

■ Keynote Speaker: **Assembly Member Holly Mitchell**, 54th District, Los Angeles

• **Reviving the Anti-Poverty Fight in California**

After years of eviscerating work and income supports for low-income families, California is beginning to rebuild our critical anti-poverty programs. In the last year, modest increases to grant levels were made with the promise of future growth as the economy improves. In the upcoming year, we will be providing more robust and enhanced up-front assessments for families and revitalizing our highly successful subsidized employment program. Dubbed the “Mitchell Plan” by many advocates for low-income children and families, these elements are part of the turnaround Assembly Member Holly Mitchell is leading the charge on to lift children out of poverty. Hear from the leading champion for low-income families in our state on the solutions we must continue fighting for to make moving people from welfare to work a reality. From the need to preserve supports and services for the disabled and elderly, to the call to ensure that more families eligible for CalFresh receive benefits, and are linked to those benefits more easily through implementation of the ACA, Assembly Member Mitchell has history with and is looking forward to how the state can be responsive to more of California’s underserved and marginalized families. Be prepared to renew the commitment to family-focused policies and programs, and to reinvigorate the pledge to work alongside Assembly Member Mitchell and others in innovative ways to hold the Legislature accountable for meaningfully addressing poverty in our state.

10:30 AM — 11:00 AM **Sponsors Break**.....**Capitol Ballroom Foyer**

11:00 AM — 12:30 PM **Breakout Sessions**

Sexually Exploited Minors – Who Are These Children?.....**Capitol Ballroom A**

Research shows that between 55% and 80% of youth who are sexually exploited are involved with the child welfare system. These children often have a history of sexual abuse and neglect, and suffer from symptoms related to complex trauma. Sexually exploited children need the protection and care that the child welfare system provides. This workshop will explore which specific issues the child welfare system is posed to meet.

- **Moderator: Tracy Schiro**, Assistant Director, San Luis Obispo County Social Services Department
- **Nola Brantley**, Executive Director and Co-Founder, MISSSEY
- **Susan Drager**, Program Director, Transition-Age Youth Services, WestCoast Children’s Clinic

Strategies to Improve CalFresh Participation and Program Access.....Capitol Ballroom B

This session will highlight activities underway in Kern and Santa Cruz counties, as well as at the California Department of Social Services, to improve CalFresh program access and participation. These efforts include campaigns to retain CalFresh eligible participants, partnerships with community based organizations to generate successful applications, and using data to manage in-reach and churn reduction efforts. The session will also highlight other best practices from the county participation plan reports.

- *Moderator: Caryn Rizell*, CalFresh Outreach Manager, California Department of Social Services
- **Adrianna Kessler**, Program Director, Kern County Department of Human Services
- **Kim McCoy Wade**, Public Policy Consultant, Alliance to Transform CalFresh
- **Kimberly Petersen**, Senior Human Services Analyst, Santa Cruz County Human Services Department
- **Frank Richards**, Senior Analyst, Santa Cruz County Human Services Department
- **Ana Velasquez**, Program Manager, Clinica Sierra Vista

County Customer Service – How Can I Help You Today?.....Capitol Ballroom C

Thirty county human service agencies operate call centers to improve customer service. In this session, Los Angeles, San Bernardino, and Santa Cruz counties will share successful call center management techniques and workforce management tools, lessons learned as they developed and then expanded their call centers for healthcare reform, improvements they have made in the process, and recommendations for other counties either just launching a call center or expanding one already in place. The session will also include work incorporating Covered California's "quick sort transfers" into their call centers.

- *Moderator: Cheryl Davis*, Human Services Director, Placer County Health and Human Services
- **Cecilia Espinola**, Director, Santa Cruz County Human Services Department
- **June Hutchison**, Deputy Director, San Bernardino County Transitional Assistance Department
- **Anjetta Venters-Bowles**, Director, Bureau of Workforce Services, Los Angeles County Department of Public Social Services

Health Care Reform in California – Where We've Been & Where We're Going.....

.....Capitol Ballroom D

Implementation of the Affordable Care Act in California is an evolving process, to say the least. One of the critical tools helping state and county officials understand the elements of the ACA is the California Simulation of Insurance Markets (CalSIM), a micro-simulation model using a wide range of official data sources, developed by the UCLA Center for Health Policy Research and the UC Berkeley Center for Labor Research and Education. Dylan Roby from the UCLA team shares the latest projections on enrollment for Covered California and the Medi-Cal expansion in the context of the early Low Income Health Program transition activities. Cathy Senderling-McDonald provides an overview of counties' implementation efforts, including the tremendous achievements and outstanding challenges.

- *Moderator: Cathy Senderling-McDonald*, Deputy Executive Director, CWDA
- **Dylan Roby**, Assistant Professor of Health Policy and Management, UCLA Fielding School of Public Health, and Director of Health Economics and Evaluation Research, UCLA Center for Health Policy Research

Enhancing Services in APS and IHSS.....Sacramento Room

In this session, panelists will discuss the current roles for public health nurses in Adult Services programs. The panel will also highlight the benefits of multi-disciplinary teams beyond social work and nursing, the financing options for multi-disciplinary staff, and innovative collaborations and partnerships with county health services departments and managed care organizations, including evidenced-based programs, community care transitions, senior health initiatives, and other locally developed health-related services.

- *Moderator: Diane Kaljian*, Adult and Aging Services Director, Sonoma County Human Services Department
- **Cheryl Ford**, Public Health Nurse Manager, Solano County Older and Disabled Adult Services
- **Shireen McSpadden**, Deputy Director, San Francisco Department of Aging and Adult Services
- **Lisa Shiner**, Deputy Director, Riverside County Adult Services

12:30 PM — 12:45 PM Sponsor Break.....Capitol Ballroom Foyer

12:45 PM — 1:30 PM Hosted Lunch.....Grand Ballroom

1:30 PM — 2:00 PM Sponsor Break & Dessert.....Capitol Ballroom Foyer

2:00 PM — 3:30 PM Breakout Sessions

VOICES Sonoma.....Capitol Ballroom A

Engaging former foster youth and empowering them to work toward their own success continues to be a challenge for many communities. VOICES, a nationally recognized model, will share its best practices and proven strategies for youth engagement and leadership. The youth of VOICES will share successful approaches to collaborating with county child welfare to operate youth-led community centers that serve current and former foster youth. The panel will facilitate a participatory discussion focusing on the real benefits and challenges to the innovative approach to intergenerational leadership between "clients" and providers.

- *Moderator: Nick Honey*, Director, Sonoma County Family, Youth and Children's Services
- **Felix Escalante**, Site Coordinator, VOICES Sonoma
- **Mitch Findley**, Founding Member, VOICES Sonoma
- **Leslie Medine**, Founder, On the Move

Health Care Reform – Implications and Considerations for Mental Health and Substance Use.....Capitol Ballroom B

California's implementation of the Affordable Care Act, combined with the federal Mental Health Parity and Addiction Equity Act, will have a profound effect on expanding health coverage to California residents who require mental health and/or substance use treatment. This workshop will include discussion of the how the implementation of federal health reform and parity laws may impact individuals with mental illness and substance use disorders, as insufficient insurance health care coverage for these conditions has traditionally prevented countless people from obtaining needed treatment. The workshop will also address the strengths and challenges of California's unique delivery system for mental health and substance use treatment.

- *Moderator: Ann Edwards*, Director, Solano County Health and Social Services Department
- **Molly Brassil**, Associate Director, California Mental Health Directors Association
- **Tom Renfree**, Executive Director, County Alcohol and Drug Program Administrators Association of California
- **Peter Schroeder**, President, California Coalition for Mental Health

The “How To” of Data and Horizontal Integration.....Capitol Ballroom C

Learn how to organize your business practices to incorporate CalFresh into health care reform eligibility determinations (and vice versa), and how to engage clients who are seeking one assistance opportunity to also take advantage of other benefits. Attendees of this session will hear how Placer County has incorporated this approach in its intake process, and how Sonoma County staff are looking for opportunities to enroll clients in their outreach efforts. In addition, the County of San Diego shares information about their “Live Well San Diego” enterprise-wide effort to promote person-centered wellness, which attempts to address all the needs of each individual, by tackling process improvement and implementing new technologies to make it easier for staff to collaborate across program boundaries.

- *Moderator: Pete Cervinka*, Program Deputy Director, Benefits and Services, California Department of Social Services
- **Cheryl Davis**, Human Services Director, Placer County Health and Human Services Department
- **Jerry Dunn**, Director, Sonoma County Human Services Department
- **Carrie Hoff**, Assistant Deputy Director, County of San Diego Health and Human Services Agency

Creative Community Action Partnerships that Produce Innovative ResultsCapitol Ballroom D

Public and private Community Action Agencies are key partners with county social service departments in developing innovative solutions to local social service needs. Join your colleagues from the public and private sector as they share promising practices and creative partnerships to produce significant outcomes for low income communities in an era of diminished resources. This session will motivate you to "get creative" and think outside of the box, and include take-a-ways that provide additional tools to help develop new strategies and partnerships within your county service area.

- *Moderator: Tim Reese*, Executive Director, California/Nevada Community Action Partnership
- **Lucy Hernandez**, Housing & Community Services Manager, Glenn County Human Resource Agency/Colusa-Glenn-Trinity Community Action Partnership
- **Amanda Sharp**, Program Manager, CalWORKs Employment Services and Tehama County Community Action Agency
- **Elizabeth “Biz” Steinberg**, CEO, Community Action Partnership of San Luis Obispo County, Inc.

Community Colleges and CalWORKs.....Sacramento Room

The California community colleges are a key contributor and partner in the statewide welfare reform effort, and the colleges have many years of experience administering education and training programs and specialized support services for CalWORKs students. This panel will include community college CalWORKs students discussing their experiences and how those experiences have impacted their families.

- *Moderator: Jason Orta*, Statewide Coordinator, California Community Colleges CalWORKs Program
- **Melissa Jacobs**, District CalWORKs Coordinator, Los Rios Community College District, and President, California Community Colleges CalWORKs Association

3:30 PM — 4:00 PM

Sponsors Break.....Capitol Ballroom Foyer

After 18 Services (AB 12) — Implementation and Practice in Youth Engagement**Capitol Ballroom A**

This workshop is designed to be an interactive forum on counties' experiences around the implementation of the Extended Foster Care Program (After 18 Services). Los Angeles and Stanislaus counties will describe their approaches to meeting the needs of youth in extended care, including leveraging resources and strategies for engaging youth. In addition, the Y.O.U.T.H. Training Project will share tools designed to improve youth engagement and support implementation of After 18 Services.

- *Moderator:* **Alyssum McGuire**, Youth Engagement Coordinator, Child and Family Policy Institute of California
- **Jynnahlove Abshire**, California Youth Connection
- **Nenita Eballa-Dean**, Manager, Stanislaus County Community Services Agency
- **Jamie Lee Evans**, Project Director, Y.O.U.T.H. Training Project, California Youth Connection
- **Korah Loyd**, California Youth Connection
- **Harvey Kawasaki**, Division Chief, Los Angeles County Department of Children and Family Services

Challenges and Opportunities in the Coordinated Care Initiative.....Capitol Ballroom B

Workshop panelists will share their perspectives on recent activities, challenges, and opportunities to implement the Coordinated Care Initiative in the eight demonstration counties, with emphasis on the future integration of long-term care supports and services programs, including IHSS into managed care

- *Moderator:* **Cecilia Espinola**, Director, Santa Cruz County Human Services Department
- **Amber Cutler**, Staff Attorney, National Senior Citizens Law Center
- **Deborah Doctor**, Legislative Advocate, Disability Rights California
- **Randy Hicks**, Consumer Representative
- **Victoria Tolbert**, Division Director, Alameda County Department of Adult, Aging and MediCal Services, and Director, Area Agency on Aging

Telework – Can it Work in Your County?.....Capitol Ballroom C

In response to higher caseloads, the need for additional staff and additional office space, many counties have begun to allow human services staff to work from home. In this session Riverside, San Bernardino and San Francisco counties will share their models for telework, including specific staff involved, type of work completed at home, duration (full time vs. part time), technology provided by the county, what the employee must provide, specific training provided, lessons learned, and more.

- *Moderator:* **Susan Loew**, Director of Administration, Riverside County Department of Public Social Services and CWDA Vice President
- **June Hutchison**, Deputy Director, San Bernardino County Transitional Assistance Department
- **Dana Lofton**, Senior Administrative Analyst, Administrative Services Division, Riverside County Department of Public Social Services
- **Tiana Wertheim**, Senior Analyst, Human Services Agency of San Francisco

Stabilizing Families in a More Customized Way.....Capitol Ballroom D

We know sustainable employment with work supports is the best way to improve the long-term well-being of children and families. But when crises hit at home – such as a sick child – how can clients effectively initiate work activities? As part of California’s reinvestment in the CalWORKs program, the family stabilization component represents an important change for clients and counties, allowing us to engage families in an enhanced, up-front, customized way. This session will focus on best practices for serving families holistically, and will feature presenters from California, Minnesota and Washington state.

- *Moderator: Liz Schott*, Senior Fellow, Center for Budget and Policy Priorities
- **Boyd Brown**, Area Director of Employment & Training, Goodwill Easter Seals Minnesota
- **Danna Fabella**, Linkages Project Director, Children and Family Policy Institute of California
- **Kelly Zelenka**, Director, Building Changes, Seattle, Washington

Health, Healthcare and Human Services – What’s Next?.....Sacramento Room

What are the policy and program drivers of today’s environment? In this energizing, interactive session, Steve Hornberger will review the shift to value-based care and the emphasis on engaging family and community stakeholders to improve the quality of care. Tapping into the cultural and spiritual strength of communities and new program models to identify the social determinants of wellness can dramatically increase the health and wellness of those served. How might a “wellness center” approach replace old models? Prepare to engage, and prepare to re-imagine ways of doing business.

- *Moderator: Cathi Grams*, Director and Public Guardian/Public Administrator, Butte County Department of Employment and Social Services
- **Steve Hornberger**, Senior Associate, LTG Associates, Inc., and former Director of Behavioral Health, Child Welfare League of America

FRIDAY — OCTOBER 4, 2013

8:00 AM — 8:30 AM Breakfast.....Sacramento Room

8:30 AM — 10:00 AM Breakout Sessions

Remembering Your Staff – The Key to First Class Customer Service.....Capitol Rooms AB

To build and sustain organizations that consistently deliver "first class customer service" (customer facing culture) you have to also build and sustain a first class employee inspiring and empowering culture (employee facing culture). This session will focus on coming up with innovative approaches to do this in our social services world. Using a leading example for inspiration, this session will utilize a highly interactive audience participation format to develop innovative concepts that you can use to rethink how this critically important component of culture change to support first class customer service might be changed. There will be prizes for the best innovative ideas.

- *Moderator: Paul Lake*, Director, Sacramento County Department of Human Assistance
- **Kouji Nakata**, Founding Partner and Director of Consulting, LJJ Partners

Addressing Chronic Homelessness in Families and Individuals.....Capitol Rooms CD

Despite attempts to address chronic homelessness through 10-year plans and integrated services, California communities continue to be challenged by the lack of a systemic approach to solving this issue. Rapid rehousing and “housing first” models show promise, but represent only one element in a larger approach that must include a robust crisis response, longer term housing strategies and a shift away from scattered program-by-program attempts to solve homelessness. In this session, Nan Roman of the National Alliance to End Homelessness will discuss the emerging national trends in the field and why, in the midst of the sequester and the ongoing assault on programs that serve the poor, there is reason to hope.

- *Moderator:* **Lee Collins**, Director, San Luis Obispo County Department of Social Services
- **Nan Roman**, President and CEO, National Alliance to End Homelessness

10:00 AM — 10:30 AM

Sponsor Break.....Capitol Ballroom Foyer

10:30 AM — 12:00 PM

Closing General Session.....Grand Ballroom

- *Moderator:* **Susan Loew**, Director of Administration, Riverside County Department of Public Social Services and CWDA Vice President
- **Keynote Speaker:** **Jeff Duncan-Andrade**, Associate Professor of Raza Studies and Education, San Francisco State University, and Director, Educational Equity Initiative at the Institute for Sustainable Economic, Educational, and Environmental Design (ISEEED)

- **Hope Required When Growing Roses in Concrete**

What are the material conditions that effect urban youth before they even step foot in our schools and offices? What does it mean to develop environments that are relevant and responsive to these conditions? How should these spaces define success for students and educators? The talk closely examines the types of social toxins that young people face in the broader society and discusses the impact of these conditions on student identities. Inside of this framing, Duncan-Andrade draws from his 20 years as an urban educator to explore the concept of hope, as essential for nurturing urban youth. He identifies three forms of “false hope”—hokey hope, mythical hope, and hope deferred—pervasive in and peddled by many urban schools. These false hopes give way to Duncan-Andrade’s conception of “critical hope,” explained through the description of three necessary elements of educational practice that produce and sustain hope and transformation. Through the voices of young people and their teachers, and the invocation of powerful metaphor and imagery, Duncan-Andrade proclaims critical hope’s significance for an education that relieves suffering in communities.

Speaker Biographies

Jynnahlove Abshire is 18 years old and attending American River College in Sacramento. She had a failed adoption and after re-entering foster care, joined groups like the California Youth Connection. She is actively receiving extended foster care benefits.

Carey Aldava is a social worker with a master's degree in gerontology and is employed as a social worker with Adult Protective Services in Ventura County. Aldava has worked on behalf of older and dependent adults for the past six years with Adult Protective Services in Ventura County and four years in Los Angeles County. Aldava also has experience in the field of domestic violence, substance abuse, and situational homelessness. He is a lead social worker who provides program support in the absence of the program coordinator and supervisor as well as investigates elder and dependent adult abuse.

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.

Nola Brantley is one of the co-founders and the current executive director of MISSEY – Motivating, Inspiring, Supporting, and Serving Sexually Exploited Youth. The organization was developed in 2007 to advocate and facilitate the empowerment and inner transformation of sexually exploited youth by holistically addressing their specific needs. Prior to MISSEY, Brantley directed the Parenting and Youth Enrichment Department where she developed the first community case management model for commercially sexually exploited children (CSEC) in Alameda County from 2001-2007. Simultaneously, she served as a volunteer on-call CSEC advocate for the Oakland Police Department's Special Victims Unit from 2005-2007.

Molly Brassil is an Associate Director with the *California Mental Health Directors Association (CMHDA)*. She has been a health care policy analyst and advocate since 2005 and has worked in the areas of legislative, administrative, and regulatory affairs. Before joining CMHDA, Brassil held the position of Deputy Director, Regulatory Affairs with the California Primary Care Association, the trade association representing more than 800 community clinics and health centers in California. Before entering the world of health policy, Brassil spent a number of years working directly with vulnerable populations as a direct service provider, including a Sacramento-based community clinic, a homeless youth outreach program, and the Sacramento County Department of Mental Health. Brassil has a bachelor's degree from the University of California, Santa Barbara

and a master's of social work from Sacramento State University.

Kristin Brinks is the Chief of the CalFresh Nutrition Education and Outreach Bureau within the CalFresh Branch of the California Department of Social Services (CDSS). She oversees administrative aspects of Supplemental Nutrition Assistance Program-Education (SNAP-Ed) as well as the administration and full implementation of the statewide CalFresh Outreach Plan. Brinks has been with CDSS for more than seven years working in both the California Work Opportunity and Responsibility to Kids (CalWORKs) Program and the CalFresh Program in analytical and managerial roles. She is a graduate of the University of California, Santa Barbara with a degree in political science.

Boyd Brown, J.D., is Area Director of Employment and Training of Goodwill Easter Seals Minnesota. He has more than 17 years of experience overseeing a wide range of programs serving low-income families, individuals with disabilities, and ex-offenders. Prior to joining Goodwill Easter Seals Minnesota, Boyd worked for Dakota County, Minnesota, managing several workforce development programs serving low-income families, dislocated workers, and youth, and for the Minnesota Ombudsman Office for Mental Health and Developmental Disabilities managing several initiatives that led to public policy changes in the areas of health care and disability.

Autumn Burris is a trainer for Runaway Girl and a board member of Prostitution, Research and Education, as well as founder and director of Survivors for Solutions. She has also served as a panelist at the UN-Women's Stakeholders' Forum on Preventing and Eliminating Violence Against Women in preparation for the Commission on the Status of Women's 57th session. As a passionate advocate with 15 years of experience in combating exploitation, she creates awareness, effectuates public policy reform, and fosters positive change and social recognition alongside exploited individuals. She is a graduate of the University of California, San Diego with a bachelor's degree political science and public policy and a minor in human rights.

Pete Cervinka is the Program Deputy Director for Benefits and Services with the California Department of Social Services, where he provides policy guidance and direction for Adult Programs, Children and Family Services, and Welfare to Work. Before joining CDSS, Cervinka served as Assistant Secretary with the California Health and Human Services Agency, and held a number of positions with the California Department of Finance and Cal-EPA. He holds bachelor's and master's degrees from the University of California, Davis.

Leland W. Collins is the Director of the San Luis Obispo County Department of Social Services. Prior to this appointment, he served as the director of the San Benito County Health and Human Services Department from September 1983 through December 1998, and was the county administrative officer for San Benito County from January 1999 through July 2000. A native Californian, he is the senior social services director in California. He began his career in social services with Santa Cruz County and has served on the state's County Medical Services Program Governing Board, Workforce Investment

Board and First 5. He also served as president of CWDA, and was the recipient of the association's Executive Leadership Award. He has delivered keynote addresses on poverty for the University of California, Davis, the California State University, Stanislaus, and the Children's Hospital of California. He holds a bachelor's degree in sociology from the University of California, Santa Cruz.

Terrie Concellos is Deputy Director of Administrative Services, Santa Barbara County Department of Social Services. Previously, she had been the chief financial officer for 13 years, where she managed the Fiscal Operations and Fiscal Special Projects Divisions, providing oversight of department financial operations, budgeting, and contracts administration. She previously served as financial audit supervisor for the county's Internal Audit Division, and division chief of budget and cost in the Auditor Controller's Office, preparing the county's CAFR and Cost Allocation Plan. Concellos is a member of CWDA's Fiscal Committee and Financial Analysis and Data Systems (FAADS) Sub-committee.

Lisa Conradi, PsyD, is a Clinical Psychologist at the Chadwick Center for Children and Families at Rady Children's Hospital, San Diego. Currently, she is serving as the Project Co-Director for both the "Chadwick Trauma-Informed Systems Dissemination and Implementation Project," which is a Category II Center within the National Child Traumatic Stress Network, and the "California Screening, Assessment, and Treatment Initiative." In this role, she has authored and co-authored a variety of publications on trauma screening and assessment practices, creating trauma-informed systems and presented nationally on innovative practices designed to improve the service delivery system for children who have experienced trauma. She recently served as the Program Manager for the Breakthrough Series Collaborative on "Using Trauma-Informed Child Welfare Practice to Improve Placement Stability" under sub-contract with the National Center for Child Traumatic Stress at UCLA. She is on the editorial boards for the *Journal of Aggression, Maltreatment and Trauma*, *Journal of Family Violence*, and the *Journal of Child and Adolescent Trauma*, and recently served as an editor for the recently published book, *Female Offenders of Intimate Partner Violence*. She has received training from the developers on Trauma-Focused Cognitive-Behavioral Therapy and Child-Parent Psychotherapy. Dr. Conradi received her undergraduate degree in psychology from the University of California, Davis, and her graduate degree in clinical psychology from the California School of Professional Psychology in San Diego.

Brent Crandal, Ph.D., is a Psychologist on the California Screening, Assessment and Treatment Initiative, through the Chadwick Center for Children and Families at Rady Children's Hospital, San Diego. Dr. Crandal has presented at local and national professional conferences on topics relevant to child and adolescent mental health treatment. Dr. Crandal's research and grant involvement has promoted caregiver engagement in family therapy, treating substance use among youth involved in juvenile justice, and assessing treatment outcomes. Recently, he has contributed to local and statewide efforts to address Katie A Settlement requirements in California's child welfare and behavioral health systems. Dr. Crandal also has a clinical background offering evidence-based treatments in outpatient, inpatient, medical, military, and community mental health settings. He has been fortunate to work among diverse populations, including low-income, rural, urban, LGBTQ, and culturally diverse populations throughout California and New Mexico.

Dr. Crandal received his bachelor's degree in psychology at Brigham Young University, Provo, and his Ph.D. from the California School of Professional Psychology at Alliant International University, San Diego.

Amber Cutler is a staff attorney for the National Senior Citizen Law Center (NSCLC). She joined NSCLC's health care team in February 2013, and is based in Los Angeles. Her work primarily focuses on California's Coordinated Care Initiative and other changes under the Affordable Care Act. Cutler formerly worked for Legal Aid of Western Missouri as Director of the Medical Legal Partnership of St. Luke's Hospital in Kansas City, Missouri. Prior to taking that position, she worked as a staff attorney for Legal Aid representing clients with Social Security appeals and consumer claims. She also previously worked as a legal intern for Legal Services of Eastern Missouri assisting with Medicaid appeals and as a social workers in a long-term care facility. Cutler is admitted to the California, Missouri, and Illinois bars and is a 2006 graduate of Washington University School of Law. She received her bachelor's degree from Earlham College.

Cheryl Davis is the Human Services Director for Placer County Health and Human Services. She has held the positions of director of Community Services at the Sacramento Housing and Redevelopment Agency, director of the Sacramento County Department of Human Assistance, and director of Employment and Training for the Commonwealth of Pennsylvania Department of Public Welfare. Davis holds a bachelor's of science in sociology from St. Joseph's University in Philadelphia and a master's of science in human development from the University of California, Davis.

Brian de Vries, Ph.D., is professor of gerontology at San Francisco State University with an adjunct appointment at the University of Alberta. He received his doctorate in life-span developmental psychology from the University of British Columbia in 1988 and was a post-doctoral fellow at both Simon Fraser University in Vancouver and the University of Southern California. He is a fellow of the Gerontological Society of America and past board member of the American Society on Aging, and co-chair of the LGBT Aging Issues Network constituent group. He authored the recently released book *The Health of Lesbian, Gay, Bisexual and Transgender People: Building a Foundation for Better Understanding*.

Patrice Dietrich is the Assistant Director for Finance and Operations, as well as the Chief Financial Officer for the Stanislaus County Community Services Agency. She has a bachelor's of science degree in accounting and more than 25 years of experience in government accounting and social services financing administration. In her current role, Dietrich has oversight of information technology systems, general services and contracts, financial services and budget analysis, as well as capital projects planning. She has worked on a number of state and county flexible/ braided funding work groups to support new program initiatives. She is a member of the CWDA's Fiscal Committee and Financial Analysis and Data Systems (FAADS) Sub-committee.

Deborah Doctor is Legislative Advocate at Disability Rights California (formerly Protection and Advocacy, Inc.), and has worked on long-term care issues since the 1970s, first as a state social worker, then as co-designer and first case manager of an innovative non-institutional services program. Since the mid-80s, Doctor has worked at long-term care and disability civil rights organizations.

She was the first executive director of the Public Authority for In Home Supportive Services in Alameda County. Doctor has worked at Disability Rights California since 2001, focused on policy and legislation affecting the rights of people with disabilities to choose and live in the most integrated settings, including health care and benefits issues. She brings a lifetime's commitment to the present task of pushing California to implement the mandate of the 1999 Supreme Court *Olmstead* decision.

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.

Susan Drager is Program Director of Transition-Age Youth Services at WestCoast Children's Clinic. She received her undergraduate degree in psychology at University of Rochester in New York and her master's in social work at the School of Social Service Administration at the University of Chicago. She has worked with youth in the foster care and probation systems for 40 years; from positions as a residential counselor to developing and directing programs for youth in several Bay Area mental health centers. She has worked with sexually exploited minors for more than 25 years as a clinician, supervisor and program director. Drager was instrumental in developing WestCoast Children's Clinic C-Change Program, Transforming the Lives of Sexually Exploited Minors – the only intensive community-based mental health program that exclusively treats children who are at risk of, had exposure to, or are actively involved in sexual exploitation.

Grace Dunlevy is a licensed clinical social worker and is employed as a social worker with Adult Protective Services in Ventura County. Dunlevy has worked on behalf of older and dependent adults for the past six years with Adult Protective Services, and also has experience in the field of domestic violence and homeless services. Dunlevy provides direct services to the vulnerable adults referred to APS and investigates elder and dependent adult abuse. She has presented at two national conferences.

Jerry Dunn began serving as the Director of the Sonoma County Human Services Department in December 2011. He began his career in Orange County, where he worked for a city matching low-income youth with government-subsidized jobs. When he experienced the power a job could have in turning a young person's life around, he was hooked into public service and has continued working in government for more 35 years. He joined Sonoma County in 1997 to oversee the implementation of federal welfare reform, and subsequently assumed responsibility for the Workforce Investment Board and SonomaWORKS. Both programs received national and state recognition under his leadership. He was promoted to assistant director and has directed budget development, human resources, contracts and purchasing, information technology, staff development,

fair hearings, and fraud investigations. Dunn holds a bachelor's degree in developmental psychology from the University of California, Santa Barbara, and is a graduate of the University of California, Davis, and Executive Development Program.

Neita Eballa-Dean is a manager with the Stanislaus County Community Services Agency, overseeing the After 18 program, permanent placement, foster care eligibility, ILP, Connected by 25I and Transitional Housing Plus. She has years of experience in the field of education, eligibility, and social work. She provided the leadership in Stanislaus County's implementation of the After 18 program. She was recently selected as a member of the National Resource Center for Youth Development – Extending Federal Foster Care Over 18 Technical Working Group. She has worked in the Philippines and West Africa. She earned her master's in social work from San Jose State University and her teaching master's from University of the Philippines.

Ann Edwards is Director of Health and Social Services for Solano County. She previously worked in Sacramento County as a chief deputy county executive. In addition, she has served in a variety of positions within Sacramento County from mental health program coordinator in 1998 to the director of health and human services in 2009. She is a licensed mental health clinician, with a bachelor's degree in social work and a master's degree in counselor education from California State University, Sacramento.

Felix Escalante is the Site Coordinator for VOICES (Voice Our Independent Choices for Emancipation Support) Sonoma. Escalante is a former foster youth who worked with a team of six youth to design and launch the VOICES Center in Sonoma County in 2009. His current responsibilities include management of co-located staff schedules, community relations and outreach, and provision of services to youth members accessing all of VOICES programs.

Cecilia Espinola is the Director of the Human Services Department of Santa Cruz County, the county's umbrella social services, welfare, veteran's services, and job training agency, and has served in this position since 1997. She is an active member CWDA and has served in a variety of leadership positions in the association, including president. She also serves on the California Social Work Education Center (CalSWEC) Board, is a member of the Bay Area Social Services Consortium, and a founding commissioner of the First5 Santa Cruz County Commission. She served as a member of the National Association of Social Workers Blue Ribbon Panel on Economic Security and on the Advisory Council for the Center of Advanced Study of Aging Services. Espinola earned her master's of social welfare from the University of California, Berkeley.

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.

Mitch Findley is a former foster youth and a Founding Member of VOICES. In 2005, he helped to develop and implement the first youth-led community center of its kind in Napa. Findley became Assistant Director and played a key role in the growth and expansion of the program. In 2007, Findley was honored as Napa's Youth Leader of the Year, highlighting his commitment to and love for helping other young people. He expanded VOICES into Sonoma County in 2009. He is the recipient of Napa County Red Cross' Good Samaritan Hero for his work with current and former foster youth. Findley is currently at San Francisco State University studying sociology.

Cheryl Ford is a Nurse Manager at Solano County Health and Social Services, Older and Disabled Adult Services Program. She is responsible for the overall management of the IHSS, APS and Public Guardian Programs. Ford has worked in this capacity for the last 12 years.

Cathi Grams is the Director and Public Guardian/Public Administrator for the Butte County Department of Employment and Social Services. She earned a bachelor's degree from Chico State University in social welfare and a master's degree in public administration. She has spent the past 34 years of her career in the field of social services serving the children and families of Butte County. She is a past president of CWDA.

Lucy Hernandez is Program Manager for the Colusa-Glenn-Trinity Community Action Partnership, Housing and Community Services. She brings more than 15 years of human services experience as a lead case manager, coordinator of programs and is currently responsible for the administration for the self-sufficiency and housing programs for three counties. Hernandez has her bachelor's degree from the California State University, Chico in social science and a minor in psychology and health services. She is currently completing a master's degree in public administration with a focus on local government administration.

Randy Hicks is a consumer advocate and representative with disability rights community in California. He joined Disability Rights California in the 1990s, and became an active member of their legislative committee. He has also worked with the California Network for Mental Health Clients. He is a member of the California Collaborative for Long-Term Services and Supports. He is a native of Iowa and attended Iowa Lake Community College.

Howard Himes is the Director of the Fresno County Department of Social Services. He has dedicated more than 26 years to helping abused children and their families. In addition, Himes has provided more than 2,000 hours of child welfare training and taught for both the Central California and Bay Area Child Welfare Academies. He co-authored a CalSWEC training curriculum on Child Welfare Services within the Southeast Asian community, as well as developed training on Ethnographic Risk Assessment for the Bay Area Training Academy. He currently teaches graduate courses in Advanced Child Welfare and Community Organization at California State University, Fresno. He also sits on several boards and committees, including: the Child and Family Policy Institute of California, the Child Welfare Council, CALSWEC, Fresno County First 5, and Workforce Investment Board.

Carrie Hoff is Assistant Deputy Director with the County of San Diego's Health and Human Services Agency. She currently manages the Knowledge Integration Program, with a goal of enabling person-centered service through business process and data integration. Hoff's 15 years of county experience span managing programs and administering service contracts for a variety of departments. As a certified Lean Six Sigma Black Belt, Hoff excels in process improvement and project management. Prior to joining the county, she worked for the Natural History Museum of Los Angeles County's satellite Petersen Automotive Museum, where she coordinated the membership program. A graduate of the University of California, Los Angeles, she teaches project management at San Diego State University College of Extended Studies, serves on the State of California Interoperability Workgroups through the Office of Systems Integration, and is a board member of the San Diego Community Information Exchange.

Nick Honey is the Director of the Sonoma County Family, Youth and Children's Division since 2007. He has a master's degree in social work from San Francisco State University, and qualified as a social worker in England in 1985. He has been working in child welfare in Sonoma County since 1996, and also has experience working with children and families in difference capacities since 1980, including eight years in England and elsewhere in California.

Steve Hornberger is Senior Associate at LTG Associate, Inc. He has more than 25 years experience in human services and community building as a social worker, grassroots activist, educator, consultant, and administrator. He consults and provides technical assistance to government and private agencies on cross system collaboration, organizational change, family driven services, community-based services, and financing strategies. Hornberger was elected into the National Association of Social Workers (NASW) Pioneers in recognition of his leadership, innovation and success. He is a board member for the National Rural Institute for Drug and Alcohol Problems. At LTG, Hornberger has led two health system building efforts: project coordinator for the Sarasota County Safety Net System of Care for the Under and Uninsured, and the development of the D.C. Chronic Care Coalition. He directed the expansion of Celebrating Families!, an evidence-based program for families affected by alcohol and/or drug dependence from eight sites in two states, to 74 sites in 24 states. Hornberger was the Child Welfare League of America's first director of behavioral health. As special assistant to the commissioner for child welfare in New York City, Hornberger co-chaired the memorandum of understanding between the mental health and child welfare systems.

June Hutchison is the Deputy Director for San Bernardino County Transitional Assistance Department. Currently she is on special assignment as the Health Care Reform Implementation Lead for her department. She oversees the department's Customer Service Center, which has three county locations. Hutchison is the C-IV Regional Project Manager for San Bernardino County, where she was part of the grant writing and design team for the C4Yourself online application. Hutchison has been with the county for more than 24 years, and during that time she has been a program specialist, training instructor, a lead worker and an eligibility worker. She has also been a University of California, Davis training instructor.

Josh Ishimatsu is Director of Research and Capacity Building with the National Coalition for Asian Pacific American Community Development (CAPACD). He has more than a dozen years of experience in building nonprofit housing and community facilities. He was most recently Director of Real Estate Development at one of National CAPACD's founding member organizations – Little Tokyo Service Center in Los Angeles – and partnered with a number of National CAPACD members in the Los Angeles region in community development projects. Ishimatsu has a joint JD and masters in urban planning from UCLA and is based out of National CAPACD's West Coast office.

Melissa Jacobs is the District CalWORKs Coordinator for the Los Rios Community College District, which includes American River, Consumnes River, Folsom Lake, and Sacramento City colleges. She is also the President of the California Community Colleges CalWORKs Association. The CalWORKs Association is recognized as the foremost collective voice for the promotion of education as a vehicle to self-sufficiency for CalWORKs students. Prior to joining Los Rios CCD, Jacobs worked for 18 years as a provider and an administrator in community mental health programs serving an ethnically diverse, low-income population in both non-profit and county service.

Diana Jensen is a Senior Planning Analyst at the San Francisco Human Services Agency, where her work focuses mostly on services for seniors and adults with disabilities. Her current work includes supporting the San Francisco LGBT Aging Policy Task Force. She received her master's degree in public policy from the Goldman School of Public Policy at the University of California, Berkeley.

Diane Kaljian is Director of the Sonoma County Human Services Department Adult and Aging. The Division includes IHSS, APS, *Multipurpose Senior Services Program*, Linkages, Veterans Services, Public Authority and Public Administrator, Guardian, Conservator and the Area Agency on Aging. Kaljian has a bachelor's degree in social work with a gerontology minor from California State University, Fresno, and a master's degree in social work with an aging services emphasis from San Diego State University. She is a licensed clinical social worker.

Harvey Kawasaki is Division Chief of the Los Angeles County Department of Children and Family Services, and also manages the Department's Youth Development Services Division. He is the implementer of Assembly Bill 12, Extended Foster Care for the county. Kawasaki works directly with internal departmental units and external stakeholders to ensure a successful implementation.

Adrianna Kessler is a Program Director for the Kern County Department of Human Services Department, a position she has held since October 2008. She received her bachelor's degree from California State University, Bakersfield. She is part of the management team representing the Employment and Financial Services Bureau and is responsible for planning, organizing, and managing the daily operations of intake and client services. With the county for 24 years, her experience and knowledge of CalWORKs, CalFresh, Medi-Cal and the General Assistance Program is extensive. Currently, Kessler serves as the Kern's Change Agent for the implementation of Health Care Reform and has been involved in many

large projects such as the implementation of C-IV and the expansion of the Kern County Call Center.

Damien Ladd is the Chief of the Employment Policy Section within the Welfare to Work Division at the California Department of Social Services. His Section is responsible for policy interpretation and development to assist counties in the implementation of CalWORKs and Federal TANF program requirements. Ladd was part of the team that developed content and guidance during the state's expansion of subsidized employment under the stimulus-funded Temporary Assistance for Needy Families Emergency Contingency Fund, and has since developed policy and guidance for the AB 98 Subsidized Employment program, and the new Enhanced Subsidized Employment program, authorized in 2013.

Paul Lake is Director of Sacramento County Department of Human Assistance. He holds a master's degree in social work. In his last year of graduate school, he interned with the Planning Unit of the Sacramento County Department of Social Services and was later hired as a program planner. In 1991, he was assigned to the County Executive Office to assist with the reorganization of the county's social service programs. For 13 years, Lake worked as a policy and budget analyst in community and economic development, strategic planning, and performance management. He was hired in 2006 as deputy director of Sacramento County Department of Human Assistance and became its director in 2010.

Jamie Lee Evans is the Director of Training for California Youth Connection (CYC). She is a former foster youth from Los Angeles County and the founding director of the Y.O.U.T.H. Training Project, which officially joined forces with CYC in 2012. Lee Evans holds a bachelor's degree from the University of California, Santa Cruz and a master's degree in social work from San Francisco State University. She specializes in youth leadership development and loves making community with current and former foster care survivors. In September 2013, she was reunited with her biological brother, who after nearly a decade of homelessness is now a homelessness advocate in Washington state and a graduate student at the University of Washington. She couldn't be happier to share this news.

Will Lightbourne was appointed Director of the California Department of Social Services by Governor Jerry Brown in April 2011. Having served as the director of three county social services agencies as well as being a member of numerous commissions, councils, boards and nonprofits, over the past three decades, he has been deeply involved in a wide range of social welfare issues in California. Prior to coming to the California Department of Social Services, Lightbourne served as director of the Santa Clara County Social Services Agency for more than 10 years. He also served as executive director of the San Francisco Human Services Agency, and as director of the Santa Cruz County Human Services Agency. 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.

Susan Loew is Director of Administration of the Riverside County Department of Public Social Services. She has served in various capacities in the County Executive Office including legislative and

intergovernmental affairs, interim director of the Edward-Dean Museum, budget and policy analyst for the library, registrar of voters and health and social service departments. Loew has a bachelor's degree in political science and administrative studies from the University of California, Riverside. She is the CWDA Vice President.

Dana Lofton is a Senior Administrative Analyst for Riverside County Department of Public Social Services in the Administrative Services Division. One of her duties includes project manager for Riverside County Department of Public Social Services Telecommuting Program. She has worked for Riverside County for more than 26 years and holds a bachelor's of science degree in business from the University of Phoenix and a master's of art degree in education, from the California State University, San Bernardino. Lofton is also a part-time professor at the University of LaVerne School of Law.

Korah Loyd is 19 years old and a member of California Youth Connection (CYC). She was adopted at the age of 12 and was placed back into care at the age of 15. She aged out of the Shasta County foster care system at the age of 18. She is very involved with CYC and Y.O.U.T.H. Training Project. She graduated from Bethel School of Ministry in May 2013, and plans to continue her education in Southern California.

Alyssum Maguire is the Youth Engagement Coordinator for the Youth Engagement Project through the Child and Family Policy Institute of California. This project promotes foster youth engagement and youth-adult partnerships in counties and at the state level. Maguire provided direct care services for foster youth for more than a decade, including work with youth in a variety of placements and circumstances. She was also involved in permanency work, youth leadership training through ILP, trainings for care providers as a supervisor, and professional development conferences. Maguire earned her master's degree in public administration, where she focused on youth voice, collaborative community management, and analysis of the Foster Youth Independence Act of 1999.

Robert Manchia is currently the Deputy Director of Finance for the San Mateo County Human Services Agency. He began his career in private industry, and then moved to the public sector in 1996, starting with the county human services as the production manager for the vocational rehabilitation services division and later becoming the program manager. In this capacity, he expanded the existing business model to assist clients in securing employment. Manchia was selected as the Budget and Revenue Enhancement Manager in 2005, and in 2012 assumed the role of Deputy Director of Finance. He has developed methods of braiding and leveraging funds to maximize revenue for the agency. He has many years of experience leading collaborative efforts with the Board of Supervisors, other government agencies and staff organizations. He is a member of the CWDA's Fiscal Committee and is the Chair of the Financial Analysis and Data Systems (FAADs) Sub-committee.

Kim McCoy Wade is a public policy consultant with expertise in social services, nutrition, budget, and tax issues. She was formerly the leader of two statewide budget coalitions, the Health and Human Services Network (2009-2010) and Together for California's Future (2008). She also served as the executive director for the California Association of Food Banks, where she worked for seven years and

launched both the Food Stamp Outreach and the Farm to Family fresh produce projects. Previously, she held public policy positions at several Washington, D.C. organizations, including the Children's Defense Fund, the Alliance for Justice, and Bread for the World. She is an alumna of NYU School of Law, Carleton College, and the Jesuit Volunteer Corps.

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

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

Leslie Medine is the founder of On the Move (OTM), a non-profit organization that promotes vibrant communities by building and sustaining the next generation of effective leaders and healthy organizations. Under the auspices of OTM she co-created VOICES, a nationally recognized model for services by and for emancipating foster youth. Medine brings more than 40 years of experience working as an innovative leader in community based nonprofits and schools. She has a bachelor's degree in community organization from State University of New York at Buffalo and a master's degree in social work in organization, planning and administration for children, youth and families from the University of California, Berkeley.

Danny Morris is Deputy Director for the County of Madera Department of Social Services. He has worked as a social worker in the fields of child welfare, with parents of sexually abused children in a group setting, in substance abuse, and with teen parents. Morris is the CWDA Children's Committee Legislative Liaison and sits on various other local and statewide committees. He holds a bachelor's degree in psychology and master's degree in business administration.

Kouji Nakata has extensive experience in organizational development, growth planning, organizational change management, and leadership coaching. As Founding Partner and Director of Consulting for LJG Partners, Nakata has provided executive leadership coaching and development for major multi-national organizations including: Hewlett Packard, Intel, Bank of America, Oregon State Treasury, University of Alaska, Pacific Bell, Actus Lendlease, Lowe Enterprises, Nextel, and Bank One among others. Since 1995, Nakata, who earned his Ph.D. in Applied Behavioral

Sciences in Management from UCLA, has each year, received Highest Rated Faculty from the Institute for Corporate Real Estate - CORENET Global as well as serving as faculty and dean at several universities. He has worked extensively with CWDA and county health care reform implementation teams in the last years on culture change and customer service, and previously worked on projects with Sacramento County Department of Human Assistance and Sonoma County Human Services Department.

Khanh Ngo is Bilingual Community Nutrition Educator for Second Harvest Food under the Innovative Grant. She has a bachelor's degree in nutrition science from San Jose State University and a master's of social work from Cal State East-Bay. Ngo has brought nutrition education into the field and in the class room, and also taken the mobile food truck into communities. The unique grant she is working under also allows her to bring nutrition education to the Vietnamese community, providing them with spoken and written materials in their own language. Prior to joining the food bank, she worked with the WIC and Early Head Start program.

Tom Nolan is currently Manager, Special Projects for the San Francisco Department of Aging and Adult Services. In that role, his responsibilities include serving as liaison to the LGBT Senior Policy Task Force created by the Board of Supervisors. Before this, he served as executive director of Project Open Hand for 17 years, and prior to that he was a member of the San Mateo County Board of Supervisors.

Jason Orta is Statewide Coordinator of the California Community Colleges CalWORKs Program. Orta has more than 13 years of experience in policy analysis, research, and program administration with the State of California. He has worked in the areas of renewable energy, workforce development, and CalWORKs. As the statewide CalWORKs Coordinator, Orta provides technical assistance to individual community college CalWORKs programs, administers program funds, and collaborates with state-level partners on a variety of activities. He holds a master's in business administration and bachelor's degrees in economics and international relations, both from the University of California, Davis.

Kimberly Petersen is Senior Human Services Analyst for the Santa Cruz County Human Services Department. She has also been an eligibility worker and staff development trainer. She has supported the Medi-Cal and foster care programs, and various program outreach efforts to facilitate access and utilization to the county's health and nutrition programs. In addition to her work at the human services department, Peterson previously served on the Watsonville City Council for four years, including one year as mayor. She holds a bachelor's degree in communication and a master's degree in international policy with a focus on human rights and development.

Tim Reese is Executive Director of the California/Nevada Community Action Partnership (Cal/Neva), state association representing community action agencies. He is also administrator for the federal Region IX Regional Performance & Innovation Consortium serving the network including Arizona, Nevada, California, Hawaii, Guam, Northern Mariana Islands and American Samoa. He has also taught non-profit management in the American Humanics Program

at the Craig School of Business, California State University, Fresno. Reese is a certified Community Action Professional, Standards of Excellence Reviewer and Results Oriented Management & Accountability Trainer. He is a graduate of the American International School of Kabul, Afghanistan, and a graduate of Vanguard University and Pepperdine University.

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 President.

Thomas Renfree is Executive Director of the County Alcohol and Drug Program Administrators Association of California. He has been active in statewide efforts to increase local government funding and support for both adult and adolescent alcohol and other drug prevention and treatment services. Renfree has prior legislative experience working with two other public policy associations, including the California Association of Psychiatric Technicians. He holds a bachelor's degree in history and political science from University of California.

Frank Richards is a Senior Analyst for the Santa Cruz Human Services Department focusing on analysis of data and developing reports for benefits programs (CalWIN/CIS). He has worked for Santa Cruz for the last eight years. He has worked for New York City as the deputy associate commissioner of child support enforcement services and New Hampshire as state child support director. In these roles he had significant involvement with IT, which led him into his current efforts as something of a second career. Richards' current work has a strong focus on report and data development assisting end users and managers with data designed to facilitate decision-making, and to add aspects of automation to improve business practices and processes.

Caryn Rizell is the CalFresh Outreach Manager for the California Department of Social Services. She manages the CalFresh Outreach program, overseeing seven contractors and more than 100 subcontractors performing outreach and application assistance for CalFresh. Prior to joining CDSS, Rizell worked for the Women, Infants, and Children program. In addition, she has extensive experience working with community based organizations throughout California. She is an alumna of George Washington University and the University of Oregon.

Elliott Robinson is Director of Social Services for Monterey County since 2001. He served as finance director for Alameda County Social Services Agency. He has been a long-time member of CWDA, a past president, he currently co-chairing the CalFresh Committee. He is also active in APhSA where he served on the board of directors from 2006 through 2012. Over the years, Robinson has been part of the CWDA team that provided leadership in implementation of the

1991 Realignment legislation, and the CalWORKS Performance Incentives; he chaired the ISAWS Consortium through migration to C-IV; has structured financing models to expand health insurance for IHSS home care providers; and has implemented child welfare wrap-around service models in both Monterey and Alameda counties. He earned his master's degree in social welfare in 1988 from University of California, Berkeley and his bachelor's degree in psychology in 1986 from Stanford University.

Haley Robison has a background in strategy consulting, experiential learning, and leadership development. She has experience in the for-profit and not-for-profit industries with IDEO and Bain & Company. She has also worked as an outdoor field instructor in Wyoming, spent a year studying applied theology, and backpacked South America to learn Spanish. Robison is currently a joint degree student at Stanford's Graduate Schools of Business and Education.

Dylan Roby is Assistant Professor of Health Policy and Management in the UCLA Fielding School of Public Health and Director of Health Economics and Evaluation Research at the UCLA Center for Health Policy Research. He has worked in research and policy analysis for more than 15 years in various organizations, including the National Governors' Association Center for Best Practices, the National Association of Community Health Centers, and George Washington University's Center for Health Services Research and Policy. His research interests include health care reform, management of chronic illness, health insurance markets, the effects of high-deductible plans on access and quality, and the funding and provision of health services by safety net providers through Medi-Cal and indigent care programs. He is the Co-Principal Investigator of the UC Berkeley-UCLA California Simulation of Insurance Markets (CalSIM) model. Roby has a Ph.D. from The George Washington University and a bachelor's degree in geography from UCLA.

Nan Roman is President and CEO of the National Alliance to End Homelessness, a leading national voice on the issue of homelessness. The Alliance is a public education, advocacy and capacity-building organization with more than 10,000 nonprofit and public sector agencies and corporate partners around the country. Under her leadership, the Alliance has developed a pragmatic plan to end homelessness. To implement this plan, Roman works closely with members of Congress and the Administration, as well as with cities and states across the nation. She collaborates with Alliance partners to educate the public about the nature of homelessness and successful solutions. She has researched and written on the issue, is frequently interviewed by the press, and regularly speaks at events around the country. Her unique perspective on homelessness and its solutions comes from over thirty years of local and national experience in the areas of poverty and community-based organization. Roman received her bachelor's and master's degrees from the University of Illinois.

Mary Sabillo is a Division Manager for the County of Sacramento with a focus on employment development. She has overseen the Welfare to Work program, implemented SB 1041 and led the planning and implementation of the subsidized employment program under the TANF Emergency Contingency Funds. Sacramento

County continues a very successful subsidized employment program for Welfare to Work clients. Prior to coming to Sacramento, Sabillo was part of the Workforce Investment Board of San Diego County and led the implementation of the One-Stop Service Delivery system for San Diego County.

Tracy Schiro currently serves as the Social Services Assistant Director of San Luis Obispo County Social Services Department. In her role, she provides leadership overseeing Child Welfare Services, Adult Services, Participants Services and the Workforce Investment Program with a mission of partnering with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County. She serves on the following committees: Commissioner First 5 Commission, California Welfare Directors' Children's Committee, Children's Health Initiative, Child Death Review Board, Workforce Investment Board Leadership, Cuesta College Advisory Panel, State Licensing Residential Regulations Review, Children's Services Network Truancy and Dropout Taskforce, Independent Living Program Advisory Board.

Liz Schott is a Senior Fellow with the Family Income Support team at the Center on Budget and Policy Priorities (CBPP). She was a Senior Policy Analyst at CBPP from 1997-2000, and then consulted for CBPP until rejoining the Center staff in 2007. Schott has taught at Seattle University Law School and has consulted on public benefits issues for several national research organizations. Schott worked as legal services attorney in Washington State for nearly 20 years, serving 10 of those years as statewide coordinator on public benefits. She received her law degree from Boston University School of Law.

Peter Schroeder is a data and operations manager for the Space Physics Research Group at the Space Sciences Laboratory of the University of California, Berkeley. He has been advocating at the state level around private health insurance issues for more than 10 years. He currently serves as President of the California Coalition for Mental Health and is a board member at Mental Health America of California. He has been particularly involved in voicing consumer concerns related to the implementation of the state and federal mental health insurance parity laws.

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.

Amanda Sharp is Program Manager for CalWORKs Employment Services and Tehama County Community Action Agency. She started her career as an entrepreneur designing innovative technology training in manufacturing, medical and research firms. Her work in integrated Oregon One-Stop centers included development of employer advisory groups, data sharing among public agencies and customized training for TANF and WIA participants to meet the needs of employers.

Lisa Shiner is the Deputy Director responsible for managing Riverside County's Adult Services Division which includes APS, IHSS, Public Authority and C.A.R.E. program, a multi-disciplinary team approach to addressing elder abuse. She has worked for the Riverside County Department of Public Social Services for approximately 15 years as a deputy director, regional manager, staff development officer and social services supervisor. Prior to her work with in county government, Shiner's initial experience as a medical social worker for FHP, Inc. is where she became very familiar with an interdisciplinary team approach to addressing client needs. Her experience as a medical social worker is what led to her initial assignment with the county. She was hired to implement a new program where public health nurses were out-stationed in child welfare offices for the purpose of providing assessment and consultation services.

Lorraine Sinelkoff is a Human Services Administrator III with the Los Angeles County Department of Public Social Services. She has more than 20 years of experience in GAIN, and Welfare to Work programs in Los Angeles County. Since 2006, her responsibilities have included the policy, implementation and oversight of the Transitional Subsidized Employment program in her county. She and her staff had oversight of the program during the Emergency Contingency Fund time period when Los Angeles County placed more than 11,000 participants.

Elizabeth "Biz" Steinberg is the CEO of the Community Action Partnership of San Luis Obispo County, Inc. (CAPSLO), a Community Action Agency serving low-income community members in 10 counties. As CEO, Steinberg is responsible for all operations of a community action agency. She is extremely involved at the local, state and national levels, which has assisted the agency in developing numerous partnerships and collaborations with various agencies and organizations. In addition to being the Secretary to the National Community Action Partnership, Biz is a Board Member on the National Head Start Association, past President of the National Migrant and Seasonal Head Start Association, SLO Workforce Investment Board, SLO Housing Authority, The Children's Services Network, Chair of Mission Community Services Corporation, and is on the CDPI Education Board.

Rachel Thomas is an educator and former music video model and sex trafficking survivor. As primary presenter for Sowers Education Group, she challenges her audiences to fight against the increasing danger of domestic sex trafficking. She has over 10 years of experience in teaching, mentoring, and public speaking. Her book on sex trafficking, *The CEO Pimp*, will be released this fall. She is a graduate of Emory University in Atlanta and the University of California, Los Angeles.

Victoria Tolbert is the Division Director for Alameda County's Department of Adult, Aging and MediCal Services and the Director of the Area Agency on Aging. She is responsible for the general oversight of In Home Supportive Services, Veterans Services, the Area Agency on Aging, and is the lead for the implementation of Cal MediConnect in AAMS. Tolbert began her career with Alameda County as a program specialist in the division of Adult Protection. She has served as the assistant director of the Area Agency on Aging for Alameda County Social Services Agency, Department of Adult, Aging and MediCal Services (AAMS). She was responsible for

the planning and administration of Older Americans Act, and Older Californians Act funds directed to the Planning Service Area (PSA 9) as well as Veterans services.

Megan Van Sant is the Program Administrator responsible for the Community Outreach Unit at Mendocino County Health and Human Services Agency. Prior to her work at the County of Mendocino, Van Sant was the director of policy and development for the Alliance for Rural Community Health, and a policy assistant for the Oakland City Council. Van Sant was a Peace Corps Volunteer in Gabon, Central Africa from 1996 to 1998. She holds a bachelor's degree from Yale University, and a master's degree in Public Health from the University of California, Berkeley.

Ana Velasquez is the Program Manager for Clinica Sierra Vista's Health Insurance Assistance Program. This program provides information, education and application assistance for persons enrolling or renewing into Medi-Cal, CalFresh or the Low Income Health Plan. She began working for Clinica Sierra Vista in 1991 as the operations manager for the WIC Outreach Program. After a devastating freeze destroyed much of the San Joaquin Valley's citrus crop in 1999, Velasquez coordinated the Migrant Outreach Project to assist many migrant families who were in peril because of the huge crop loss. She has also coordinated the Cancer Detection Program and served as a board member for the Link for Life program. Velasquez has been instrumental in developing a work plan to integrate out-stationed eligibility workers and her CAA staff into the health centers in order to better serve the community.

Anjetta Venters-Bowles is Assistant Director of the Bureau of Workforce Services for Los Angeles County Department of Public Social Services. She has more than 20 years of experience as a senior manager with the State of California Employment Development Department (EDD). As a division chief with EDD's State Disability Insurance Program, she had responsibility for up to 24 offices statewide, including three Customer Service Call Centers. Venters-Bowles has a bachelor's degree from the University of the Pacific, and master's degree from California State University, Los Angeles.

Gary Watson is the Deputy Director for the Welfare to Work Program within the County of San Bernardino Transitional Assistance Department. He has 20 years of human services experience and has an intimate knowledge of Human Services programs, budget, and operations

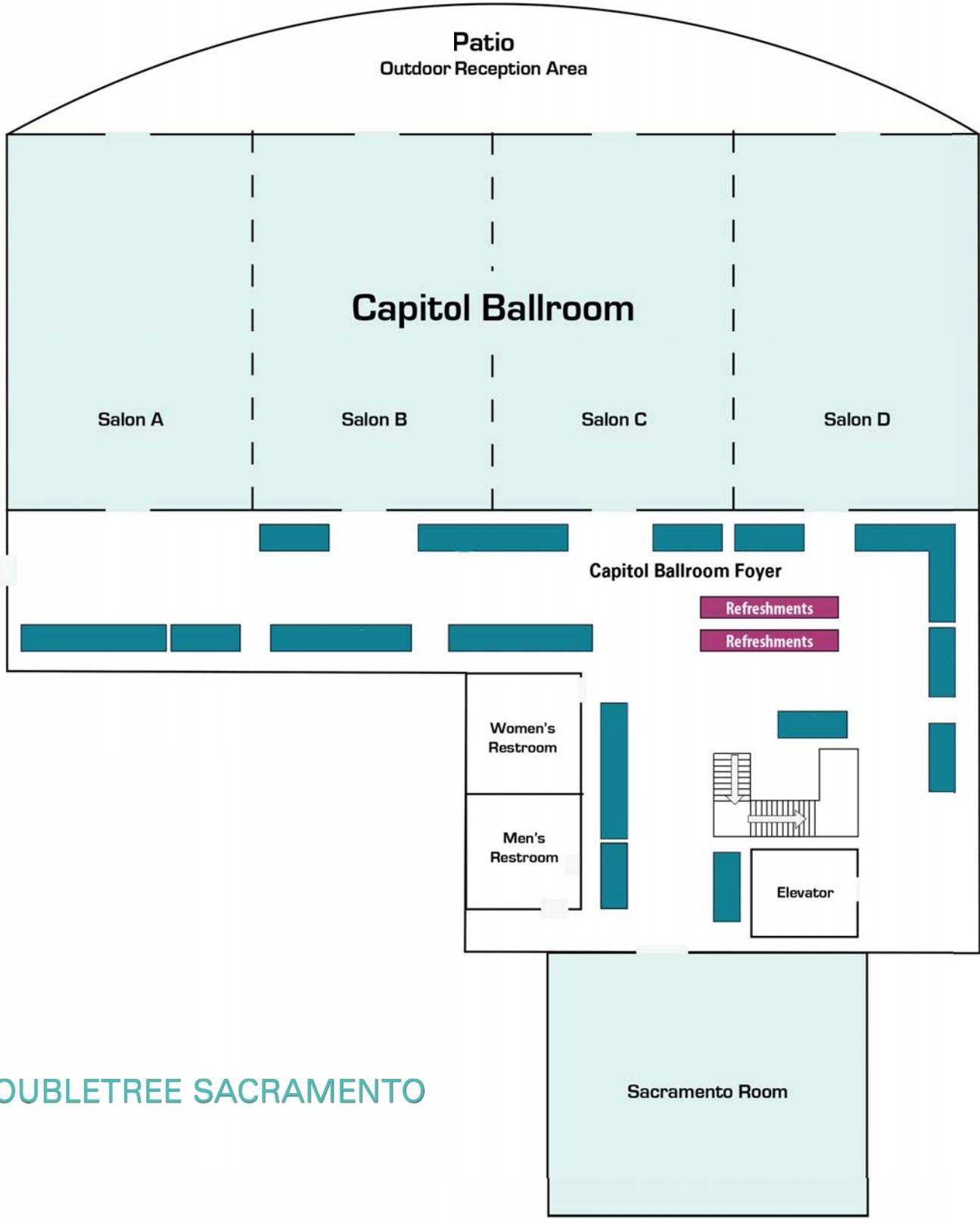
Juliet Webb is the Interim Director of Human Services for Tulare County Health and Human Services Agency. Prior to this appointment, she served as Tulare County's Deputy Director and Division Manager for Child Welfare Services for six years. During Webb's tenure, Tulare County Child Welfare Services has partnered on several occasions with the Chadwick Center and California Evidence-Based Clearinghouse for Child Welfare at Rady Children's Hospital for the purpose of exploring, expanding and sustaining evidence-based practices in Tulare County. Under Webb's leadership, Tulare County is one of three California counties currently partnering with the Chadwick Center on the California Screening, Assessment and Treatment Initiative, working to improve practices and services to be both evidence-based and trauma-informed. Webb holds a bachelor's degree in communication and is currently

pursuing a master's degree in public administration from Arkansas State University.

Tiana Wertheim is a Senior Analyst with the San Francisco Human Services Agency, currently working on several initiatives including the roll-out of telecommuting and the creation of a SNAP nutrition education website. She began as a community organizer with the San Francisco Coalition on Homelessness. Wertheim has been involved in several initiatives with the CBO community, including serving as the co-chair of the City's Family Economic Success Committee, developing and directing a Career Advancement Center at Goodwill Industries of San Francisco. She has served as the director of evaluation for the Corporation for Supportive Housing and now as a private consultant. The initiatives she evaluated were all designed to help the working poor, such as the San Francisco Working Families Credit and the First Source Hiring Ordinance. She developed one of the City's first welfare-to-work programs at the SF Human Services Agency. Wertheim has a bachelor's degree from Brown University in public policy, a master's degree in public policy from the Goldman School at the University of California, Berkeley, and was a Fellow with the Coro Foundation.

Kelly Zelenka is a Director at Building Changes in Seattle, Washington. She oversees multiple program areas including: policy and advocacy, capacity building for nonprofits and government partners, the Washington Families Fund Statewide grantmaking initiatives outside of the tri-county region, and she provides leadership to the family homelessness initiative in Pierce County. Zelenka has 25 years of combined program leadership and administration, management, consulting, and direct service experience in the low-income and special needs housing and social service fields. She has worked with divisions of federal, state and local governments assisting in the development of housing and services programs. She joined the staff of Building Changes in 2003 serving in multiple roles in that time. Zelenka has a degree in applied psychology and corrections.

Barry L. Zimmerman is Director of the County of Ventura Human Services Agency, which employs approximately 1,100 people and has an annual budget of \$200 million. The agency provides a wide range of social services to more than 100,000 residents. Zimmerman has held numerous leadership positions with the county for the past 18 years, including in the County Executive Office, Human Resources Division and Human Services Agency. He also has experience working with the federal government as well as the private sector in areas of defense and the hazardous waste industries. He is an active member of CWDA and has led various CWDA committees.

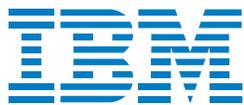


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* CWDA wishes to acknowledge Merced County Human Services Agency – particularly Director Ana Pagan, Julie Jamero-Hada and Margie Leonard – for their significant in-kind support and assistance in this conference. CWDA also would like to recognize our planning partners at Sacramento State College of Continuing Education for their critical work in organizing this conference.