

*U.S. Department of Health and Human Services  
U.S. Department of Housing and Urban Development  
U.S. Department of Veterans Affairs  
U.S. Department of Labor*

## **Improving Access to Mainstream Services for People Experiencing Chronic Homelessness**

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*Hilton Miami Airport and Towers  
Miami, Florida  
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### **Background Information**

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

**Regina Alexander** works for the Department of Veteran Affairs in St. Petersburg, Florida, where she serves as the Homeless Outreach Coordinator (HVOC) for the St. Petersburg Veterans Affairs Regional Office (VARO). Her past experience includes service as a Veteran Service Representative and Veteran Benefits Counselor for the St. Petersburg VARO. Her previous experience includes work in St. Louis, Missouri as a Dental Technician at the VA Medical Center, as well as work as a Veterans Benefits Counselor at St. Louis VARO. Ms. Alexander has a Bachelor of Science in Social Work from the University of Missouri-St. Louis, Missouri and Associate Degree in Science, Dental Hygiene, St. Phillips College, Texas. Ms. Alexander served in the U.S. Army as a Dental Hygienist/Therapist.

**Lynnette S. Araki, M.P.H.** is a Program Analyst in the Office of Planning and Evaluation, Health Resources and Services Administration (HRSA), U.S. Department of Health and Human Services, and serves as the lead staff on several cross-cutting projects for the agency. Ms. Araki is the lead staff for the HRSA Work Group on Homelessness that developed an agency work plan to address homelessness and to improve access to mainstream programs for people who are homeless or at risk of homelessness. The Work Group identified six cross-cutting projects for FY 2001 and FY 2002, including the conduct of the Policy Academies to focus on improving accessibility of mainstream resources at the State level for people who are homeless or who are at risk of homelessness. The Work Group received the HRSA Administrator's Citation for Outstanding Group Performance in 2001. Other cross-cutting projects for which Ms. Araki is responsible include the HRSA Pacific Basin Initiative and the agency's External Emergency Response Team to assure continuity of essential functions during a crisis or emergency.

**Lawrence Bartlett, Ph.D.** is the Director of Health Systems Research, Inc., a firm that helps national, State, and local policymakers weigh their options and make more informed decisions concerning health and human service policies and programs. The firm works collaboratively with its public and private sector clients to develop and implement innovative strategies to improve the health and social well being of individuals, families, and communities. Dr. Bartlett is an economist who brings to these efforts more than 25 years of experience in health services research, evaluation, and policy analysis and in providing "hands-on" technical assistance to State and local governments and private sector clients. Because Dr. Bartlett's technical expertise

is combined with strong group facilitation skills, he is often called upon to provide assistance to governors' blue ribbon commissions, legislative task forces, and local health care coalitions.

In addition to his work with numerous States and localities, Dr. Bartlett has served as a consultant to a variety of national organizations, including the National Governors' Association, the National Conference of State Legislators, the American Association of Retired Persons, the Federal Agency for Healthcare Research and Quality, and the U.S. Senate Finance Committee. He formerly was the staff director of the State Medicaid Directors' Association and the director of the National Governors' Association's State Medicaid Information Center. Dr. Bartlett holds a doctorate in economics and a master's degree in health services administration.

**Patricia Carlile** is the Deputy Assistant Secretary for Special Needs responsible for managing approximately \$3 billion in new and existing HUD grants that serve homeless people, and others who are at risk of becoming homeless, along with persons with HIV/AIDS. She oversees the annual Continuum of Care homeless assistance competition that entails the review of over 4000 applications. The programs that she administers provide for a continuum of assistance that includes permanent supportive housing, transitional housing, emergency shelter, supportive services, and prevention. The President's goal to end chronic homelessness within ten years is a primary focus of the office. Earlier under the first Bush Administration, Ms. Carlile was Executive Director of the Interagency Council on the Homeless, coordinating the homeless activities of seventeen Federal agencies. She has served in several other senior level positions in the Federal government.

Previously, Ms. Carlile owned her own management and executive search consulting firm, providing advice and guidance to corporate executives in an array of industries, including health care, high technology, housing, manufacturing, and real estate development, as well as associations and the Federal government. She created the Congressionally mandated, industry sponsored commodities futures regulatory association and helped to restructure an international affordable housing systems engineering company. Ms. Carlile later became a partner of an international executive search firm and opened its Washington, DC office. She began her consulting career with Ernst & Young, an international management consulting firm. Ms. Carlile received her B.A. from Pace University and a Master of Liberal Studies at Georgetown University. She is originally from Texas.

**N. Lee Carroll, L.C.S.W.**, Executive Director of Health Care for the Homeless of Milwaukee, WI, has worked in both clinical and administrative positions in health and human services for 25 years. The past seven years she has focused on the primary care, behavioral health, outreach and housing needs of the homeless. She has worked with specific focus on consumers with mental illness as an administrator of both inpatient and outpatient programs.

**Karen Cato-Turner** is the Director of the Office of Public Housing, Miami Field Office and is responsible for the oversight of the Department's programs administered by 58 local public housing agencies in the 23 most southern counties in the State of Florida. The Public Housing Authorities located in the aforementioned counties serve over 29,000 families through Section 8 programs and 64,000 families through the Low-Rent Public Housing Program.

Ms. Cato-Turner has over 23 years of service with the Department. Ms. Cato-Turner first joined the Department in September 1979. Prior to relocating to the Miami Field Office, she worked for a number of years in HUD headquarters.

**Charles S. (Chick) Ciccolella** is the Deputy Assistant Secretary for Veterans Employment and Training at the U.S. Department of Labor. His agency, VETS, is responsible for helping veterans secure employment and for protecting their rights and benefits through a variety of new and existing programs. Prior to coming to the Department of Labor, he served in the U.S. Senate as the Chief of Operations for the Senate Sergeant at Arms and later, as Assistant Staff Director and Director of Information Technology Policy at the Senate Rules Committee. Before coming to the Senate, Mr. Ciccolella spent 28 years in the U.S. Army, including service in Vietnam, Germany, and Panama prior to leaving as a full colonel. He and his wife make their home in Alexandria, Virginia.

**Jose Cintron** is the Senior Public Trust Officer of HOPE VI grants and serves on a team that manages all matters concerning seven (7) HOPE VI grants at five (5) public housing authorities. Mr. Cintron works closely with housing authorities, local organizations and residents/councils to ensure that program functions are operating and on schedule. He also is assigned as the Office Development Coordinator to work with public housing authorities on the development and acquisition of affordable housing, including Assisted Living Facilities and Homeownership. His duties include financial literacy for low-income residents. He is part of a team working on a special FDIC Smart Money Initiative.

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

**Betsey Cooke** is President and CEO of Health Choice Network, a coalition of ten HRSA funded Community Health Centers in Florida and two Community Health Center Networks in New Mexico and Utah representing 11 CHCs. The Network provides centralized and integrated information technology, finance, billing, managed care, disease management, and chronic disease outreach and prevention partnerships to its member Centers. By working together, the Centers can achieve economies of scale not affordable by any one organization. Five Health Care for the Homeless HRSA grantees are members of the Network and share in the integrated approach.

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

**Tracy D'Alanno** is the Manager of Homeless and Resource Development Programs for the Office of Supportive Housing and Homeless Programs at the Colorado Department of Human Services. Ms. D'Alanno has over thirteen years of experience in developing and implementing coordinated homeless service delivery systems at the public and private level. Her major emphasis has been

to provide direction to providers, local governments, and State departments on the development of local and State plans to address homelessness. She is currently responsible for providing direction and leadership to the State of Colorado's Homeless Policy Academy Team charged with developing and implementing a statewide plan on improving access to mainstream resources for homeless persons.

**Alissa DeBoy** has worked for CMS and its predecessor HCFA for almost 10 years. Recently she served as a Special Assistant in the Disabled and Elderly Health Programs Group where she worked closely with the Director in assisting with overall office management, coordinating cross-cutting projects, and conducting special assignments on behalf of the Director on a wide range management and operating policy issues. Since the beginning of November, Alissa has been serving as an Acting Technical Director in the Division of Eligibility Enrollment and Outreach within the Disabled and Elderly Health Programs Group, where she is focused on issues related to Medicaid cost-sharing, persons who are homeless, and Medicare and Medicaid dual eligible beneficiaries. She also is the project officer for a contract that is seeking to identify and describe state promising practices in home and community based services, and works as an Audience owner for consumer materials on the Medicaid website. In the past, Alissa has also worked on Medicaid managed care issues. She has a master's degree in Health Science and an undergraduate background in accounting.

**Meredith Deming, M.S.W., M.P.H.**, is a recovering addict since 1991, who experienced homelessness for about one year during her active addiction period. She is currently a Ph.D. student in the Aging Studies Program, University of South Florida. Ms. Deming is the co-author of the chapter on "Homeless Addicted Women" in *The Handbook of Addiction Treatment for Women: Theory and Practice* (Jossey-Bas, February 2002). She served as the interim executive director of the Community Coalition on Homelessness, Bradenton, Florida, and is a clinical therapist at Healthcare Connections, Tampa.

**Deborah Dennis, M.A.** is Vice President for Technical Assistance at Policy Research Associates in Delmar, New York. She is the project manager on PRA's contracts and subcontracts related to homelessness and housing, including the National Resource Center on Homelessness and Mental Illness (since 1988), the Health Care for the Homeless Information Resource Center (since 1996), the CMHS Supported Housing Initiative, the CMHS/CSAT Homeless Families Program, and the PATH Technical Assistance Program. She has written extensively on the housing and support service needs of persons who have been homeless and who have behavioral health disorders. Prior to joining PRA in 1988, she worked as a research scientist in the New York State Office of Mental Health, where she evaluated programs for people with serious mental illnesses who were homeless.

**Peter Hansen Dougherty** serves as Director of Homeless Veterans Programs for the U.S. Department of Veterans Affairs. He serves as the Department's principal advisor on homelessness and oversees VA's internal homeless working group and the Department's Advisory Committee on Homeless Veterans. Prior to joining VA, he worked on both the U.S. House and U.S. Senate Committees on Veterans Affairs, where he prepared oversight and legislative hearings for a variety of programs, including housing, insurance, claims adjudication, mental health, and homelessness. He drafted legislation on a number of VA programs related to housing, employment and homelessness. Mr. Dougherty has been recognized for his work on veterans issues by the National Coalition for Homeless Veterans, the Substance Abuse and

Mental Health Services Administration, and VA, receiving the Meritorious Service Award in 2001.

**Theresa Hayes, M.P.H., R.N.** began working for the Department of Veterans Affairs in 1979 as Health Care Facilities Specialist in the Office of Construction, conducting space and functional deficiencies in VA health care facilities. She is currently Program Manager for the \$100 million Loan Guaranty for Multifamily Transitional Housing for Homeless Veterans (P.L. 105-368) pilot program. She also manages the VA's Programs of Excellence, VA's Innovative Programs and the National Therapeutic Employment Placement Support (TEPS) program. Ms. Hayes was Program Manager (1995-1999) of VA's Homeless Providers Grant and Per Diem Program. She provides technical review for VISN strategic plans. Prior to the establishment of VISNs in the VA, Ms. Hayes was in the Regional Planning Office for Region I serving as a consultant and advocate for 41 VA health care facilities on current and future medical and staffing requirements. Before moving to the Washington, DC area, Ms. Hayes served as a clinical nurse at Duke University Medical Center in Durham, NC and health education specialist for the Durham Regional Medical Education Center.

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

**George A. Kanuck** is a policy resource person in the Office of Policy Coordination and Planning, Center for Substance Abuse Treatment, Substance Abuse and Mental Health Services Administration, U.S. Department of Health and Human Services. Mr. Kanuck is responsible for homelessness issues, co-occurring disorders, and Substance Abuse Prevention and Treatment Block Grant and demonstration grant activities.

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

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

received his bachelor of science degree from James Madison University in 1982, where he graduated with honors. He received his law degree from the University of Virginia School of Law in 1985.

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

**Margaret Lassiter** is the project coordinator for multiple projects related to housing and homelessness at Policy Research Associates, Inc. Her current projects include coordinating the Center for Mental Health Services' contract to provide technical assistance to the Projects for Assistance in Transition from Homelessness (PATH) program; coordinating the technical assistance provided to States that have attended a Federal Policy Academy on homelessness (under subcontract to Health Systems Research, Inc.); and coordinating (with Vanderbilt University) aspects of the Center for Mental Health Services' Supported Housing Initiative, a multi-site study of housing approaches for persons with serious mental illness. Prior to joining PRA, Ms. Lassiter was responsible for conducting program evaluations of education initiatives across New York State, including magnet schools, Goals 2000 programs, School-to-Work initiatives, implementation of New York State standards, bilingual education, and family literacy.

**Philip F. Mangano** is the Executive Director of the United States Interagency Council on Homelessness (ICH). The Interagency Council is under the authority of the Assistant to the President for Domestic Policy within the Executive Office of the President. Members of the Council are Cabinet Secretaries. ICH coordinates the activities of 15 Federal agencies to improve the delivery of housing and services to homeless individuals and families. Congress established the ICH in 1987 to help streamline the government's approach to homelessness by coordinating multiple efforts of Federal agencies and other designated groups. ICH can recommend improvements in programs and activities conducted by Federal, State, and local government as well as local and volunteer organizations. The Interagency Council is charged with the prevention and reduction of homelessness.

Prior to his appointment by President Bush to lead the Interagency Council on Homelessness, Mr. Mangano was the founding Executive Director of the Massachusetts Housing and Shelter Alliance (MHSA), a statewide coalition of 80 agencies which operate over 200 programs that serve homeless people through permanent housing, transitional programs, emergency shelters, outreach, economic development, and health programs. During the twelve years Mr. Mangano led MHSA, the organization coordinated a statewide continuum of care strategy of prevention and intervention focused on the provision of next step residential, housing, service, and employment options for homeless individuals. MHSA was awarded the 2001 "Nonprofit Sector Achievement Award" from the National Alliance to End Homelessness.

For his work with homeless people, Mr. Mangano has received numerous awards and recognitions from media outlets, State agencies, and community organizations. He has been named a “City Light” by the Boston Globe, and received many community achievement recognitions, including citations and awards from the Commonwealth of Massachusetts, City of Boston, the City of Cambridge, the Massachusetts Department of Mental Health and Public Health, United Way, Social Action Ministries, the Boston Rescue Mission, and the Black Pastors of Cambridge.

**Cheryl (Cheri) Nolan** has a long and distinguished career in the criminal justice field, servicing four Attorneys General and three Presidents, most currently as Deputy Assistant Attorney General in the Office of Justice Programs. She was appointed to this position in July 2001. Ms. Nolan's current responsibilities in the Office of Justice Programs (OJP) include oversight of the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, and the Office for Victims of Crime. In addition, she has led the development and release of the current government-wide initiative to help reduce recidivism, entitled The Serious and Violent Offender Reentry Initiative.

Ms. Nolan was affiliated for several years with the television show America's Most Wanted. There she continued the work she began at the Justice Department working with State and local law enforcement, elected officials and crime victims as executive assistant to John Walsh, the host of the program. Her extensive work in the justice field was preceded by distinguished service on the White House staff of President Ronald Reagan and in various Cabinet agencies including the Departments of Commerce, Energy and Treasury. She joined the Justice Department for the first time in 1987 on a temporary assignment for then Attorney General Edwin Meese. That temporary assignment turned to a permanent one as Deputy Director of the Office of Liaison Services for two succeeding attorneys general: Dick Thornburgh and William P. Barr. In that capacity she was involved in some of the most important judicial and legislative battles on crime issues of the late 1980's and early 1990's.

**Ann O'Hara** is co-founder and Associate Director of the Technical Assistance Collaborative, Inc., (TAC) a Boston-based non-profit organization. She has over 25 years experience in the development and administration of affordable housing programs at the national, State, and local level. She is known nationally for her public policy and technical assistance work to expand affordable housing opportunities for people with disabilities, and for her expertise in housing programs serving individuals and families who are homeless. Ms. O'Hara currently provides consulting services to the Consortium for Citizens with Disabilities (CCD) Housing Task Force in Washington, DC, an affiliation which includes the National Alliance for the Mentally Ill, the Arc of the United States, Paralyzed Veterans of American, United Cerebral Palsy and 15 other national organizations working in partnership to expand affordable housing opportunities for people with disabilities. For the past eight years, Ms. O'Hara has led TAC's HUD McKinney/Vento technical assistance program, which focuses on (1) expanding permanent housing and permanent supportive housing for homeless people; and (2) policies that can increase access to mainstream supportive services resources. Ms. O'Hara also frequently provides consulting services to the U.S. Department of Health and Human Services on housing policies and issues affecting people with disabilities. Prior to her work at TAC, Ms. O'Hara served as the Assistant Secretary for Housing and the Director of Rental Assistance Programs for the Commonwealth of Massachusetts.

Yvonne Perret is a psychiatric social worker who is the Executive Director of the Advocacy and Training Center in Cumberland, MD. This center is devoted to establishing programs and understanding for assisting adults with serious mental illness with accessing SSI and other public benefits as well as quality mental health services; the center's focus includes the training of mental health staff to provide such services. For 10 years, Ms. Perret was the Program Director of the SSI Outreach Project in Community Psychiatry at the University of Maryland Medical System. This innovative program assists homeless adults who have serious and persistent mental illness with accessing SSI and other benefits as well as the possibility of presumptive SSI benefits. In 2001, this project was named a Best Practice Program by the National Alliance to End Homelessness. Ms. Perret has over 25 years of social work experience and has worked in foster care, geriatrics, child abuse and neglect, and mental health. She is the author of several articles and the co-author of *Children with Disabilities: A Medical Primer*, currently in its 4th edition. Ms. Perret is the past president of the Mental Health Association of Maryland, Chair of the Prevention and Adult Mental Health Services Committee of the National Mental Health Association, and the recipient of several awards for advocacy and social work.

John L. Perry is Director, Georgia State Office of Community Planning and Development, Atlanta, Georgia. That Office has responsibility for all Community Planning and Development programs in the State of Georgia. This includes the Community Development Block Grant, and HOME programs, and all of the McKinney Act homeless programs. He has held this position since 1994. Prior to that assignment, Mr. Perry held positions in the Atlanta Regional Office of Community Planning and Development as the Deputy Director and Director of the Regional Management Division. In both of those positions, Mr. Perry was responsible for management oversight of the Community Planning and Development Division located in the nine Field Offices in HUD's Southeastern Region.

Mr. Perry has also served as an Urban Planner with both HUD and the Tennessee Valley Authority. He has a Master's Degree in Urban Planning from the University of Tennessee.

Patricia A. Post, M.P.A. is a policy analyst and communications manager for the National Health Care for the Homeless Council, a membership organization of health care providers working with homeless people across the United States, based in Nashville, Tennessee. She is the author of a monograph on Medicaid enrollment barriers for eligible homeless people, entitled *Casualties of Complexity: Why Eligible Homeless People Are Not Enrolled in Medicaid*, May 2001; and a monograph on health problems and health care access barriers experienced by homeless people in rural areas of the United States, entitled *Hard to Reach: Rural Homelessness & Health Care*, January 2002. Both documents were published by the National Council with support from the Bureau of Primary Health Care within the Health Resources and Services Administration. Ms. Post writes and edits publications for health care providers who serve homeless people, including a bimonthly clinical newsletter and a series of recommended clinical practice adaptations to optimize care for individuals who are homeless. She staffs the National Council's Medicaid Reform and Policy Committees and is president of a statewide health care consumer group in Tennessee that advocates for medically underserved populations. She is also a member of the TennCare Partners Monitoring Group, composed of mental health care providers, researchers, health care consumers and their advocates, who work to maximize the effectiveness of the behavioral health component of TennCare, Tennessee's Medicaid managed care demonstration program.



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

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

**Jeremy Rosen, J.D.** is a Staff Attorney at the National Law Center on Homelessness and Poverty, in Washington, D.C. Mr. Rosen received his B.A. from the University of Wisconsin-Madison in 1994, and his J.D. from the George Washington University Law School in 1998. Before joining the Law Center, Mr. Rosen was a staff attorney with Legal Services of Greater Miami, where he co-directed the Homeless Legal Assistance Project and specialized in government benefits law.

At the Law Center, Mr. Rosen focuses on issues relating to the receipt of Supplemental Security Income (SSI), Medicaid, TANF (welfare), and other public benefits by homeless people. He monitors nationwide activity affecting the access of homeless people to benefits, and devises legal and policy strategies to ensure that Federal and State agencies take affirmative steps to help more homeless people receive the income assistance to which they are entitled.

**Mikiko D. Stebbing, A.C.S.W., J.D.** is a Federal project officer in the Division of State and Community Systems Development. This office has the responsibility of monitoring the community mental health block grants that every State and US Territory receives. As a member of the SAMHSA work group on Homelessness, she serves as a resource for information concerning the mental health block grant. She has a law degree and a master's in social work. Prior to joining CMHS, Ms. Stebbing worked at the National Association of Social Workers headquarters and the District of Columbia Child and Family Services (child welfare). She also worked as a substance abuse counselor for the Department of the Army at the 121st Evacuation Hospital in Seoul Korea.

**Derek Taylor** was born in England, and raised in Ft. Lauderdale. He joined the service when he was 17 and spent the next 22 years in the Army traveling to various locations overseas such as Germany, Korea, and Vietnam. After retiring he worked for the State of Florida as a Disabled Veterans Outreach Program Specialist (DVOP); during this time, he spent many hours assisting disabled and homeless vets to find gainful employment. In 1992, he joined the U.S. Department of Labor, Veterans' Employment and Training Program team and in 1998 became the Director of

the team for Florida. Mr. Taylor and his wife Monika reside in Tallahassee.

**Marc Trotz** is currently the Director of Housing and Urban Health for the San Francisco Department of Public Health. Mr. Trotz has spent the last fifteen years working in the public sector on policy and funding issues surrounding affordable housing development. Much of his work has focused on the development of supportive housing for homeless people and people with disabilities. His current work at the Department of Public Health includes the development and implementation of the Direct Access to Housing program – a “housing first” approach that provides permanent housing and on-site medical and behavior health services to persons living on the street and revolving through institutional settings. Previously, Mr. Trotz has worked for the San Francisco Mayor’s Office of Housing and was the Mayor’s Homeless Coordinator.

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

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

**Francine Williams, M.A.** is the Center Director for the National Resource Center on Homelessness and Mental Illness, operated by Policy Research Associates (PRA) Inc. in Delmar, New York, under contract to the U.S. Center for Mental Health Services. She is responsible for managing and overseeing all of the Resource Center’s technical assistance, knowledge synthesis and knowledge application activities. Prior to this, Ms. Williams served as PRA’s Homeless and Housing Division Manager with oversight and management responsibility for all of PRA’s homeless and housing projects. Prior to coming to PRA in 1997, Ms. Williams worked in employment and residential programs for people with mental illnesses, many of whom had been homeless.

**Don Winstead** is the Deputy Assistant Secretary for Human Services Policy in the Office of the Assistant Secretary for Planning and Evaluation at the U.S. Department of Health and Human Services (DHHS). The Office of Human Services Policy is responsible for policy development, research and evaluation related to welfare reform, supports for low-income families, and services for families, children and youth.

Prior to joining DHHS, Mr. Winstead worked for 30 years with the Florida Department of Children and Families. He began as a front-line caseworker and worked in a variety of direct service, administrative and managerial positions in Florida ranging from social worker to Deputy Secretary. Since 1995, he has served as Welfare Reform Administrator and coordinated the agency's successful implementation of the Temporary Assistance for Needy Families program. Mr. Winstead also coordinated the agency's work on implementation of the State Children's Health Insurance Program and led a team that developed legislation leading to a comprehensive reorganization of the Department.

**Phyllis Wolfe, M.A., L.C.S.W.** is a Special Expert in the Homeless Programs Branch, Center for Mental Health Services, Substance Abuse and Mental Health Services Administration, U.S. Department of Health and Human Services. She has over 25 years of direct work in support of individuals that are homeless that includes policy, program, practice, research and advocacy.

## Facilitators

**Donna Aligata** is President of Gold Cottage Industries LLC, a diverse team of home-based consultants committed to "Building and Sustaining the Community Through Collaboration." Gold Cottage Industries provides its clients with a variety of technical services, including strategic planning, program design, training, facilitation, executive coaching and technical assistance.

For the past 30 years, Mrs. Aligata has worked to facilitate cross-agency collaboration, form strategic alliances, improve program outcomes, and design programs related to the recovery community, mental health consumers, and those dealing with stigma related to HIV/AIDS, and homelessness. She served for eight years as Director of Development and Chief Operating Officer for a national non-profit health services firm. She also served as Director of SAMHSA's Prison Technical Assistance and Training Project for three years. Subsequently, she successfully leveraged over a million dollars to found "The Center," a State of Connecticut addiction counselor training institute where she served as Director. "The Center" provides 250 courses annually for developing certified counselors to work in the community. Mrs. Aligata also served for four years as Project Director of a substance abuse and infectious disease Cross-Training Initiative, funded by the Center for Substance Abuse Treatment, Centers for Disease Control and Prevention, and the Health Resources and Services Administration. On this project, she led a team of multidisciplinary trainers working in 32 States, and facilitated a Federal interagency advisory group's collaborative process for bringing agencies together to create policy change.

**Martha "Marty" Fleetwood, J.D.** is Founder and Executive Director of HOMEBASE, a legal and technical services provider on the myriad issues of homelessness. She has participated in developing local, regional and national strategies to bring mainstream resources into the homelessness response, and most recently designed a comprehensive technical assistance conference on all aspect of mainstreaming for California, Arizona, and Nevada. She has worked with several San Francisco Bay Area Communities to develop plans to end chronic homelessness. Ms. Fleetwood is an advocate for the creation of discharge planning at the local level, convening several venues for State and regional dialogues on this issue, and providing legal and technical assistance to various communities on their discharge strategies and responses, including jail re-entry. Ms. Fleetwood has worked towards increasing Federal and State

resources for homelessness prevention and programs; removing health and mental health care barriers faced by homeless people; guaranteeing homeless civil rights; providing housing for homeless families; and, bringing new technology to the fight against homelessness. Since 1986, she has led HomeBase in numerous community planning engagements, for instance, shaping the Bay Area Regional Initiative to Reduce Homelessness, which joined 14 jurisdictions; designing a multi-service center to provide housing and services for homeless people (Alameda County); crafting community-wide responses in Phoenix (AZ) and Contra Costa County to meeting State and Federal mandates; and evaluating homeless grant programs for the San Francisco Foundation and homeless assistance programs for the City of San Francisco.

With a special interest in nurturing faith and grass-roots efforts, Ms. Fleetwood has convened a number of these agencies to develop a training module on spiritual values in human service delivery, that was delivered at the World Parliament of Religions in Cape Town, South Africa in December 1999. She has led an effort to strengthen the Board of the Mary Ann Wright Foundation, done fund development for Project Outreach and Casa Vincenzia, chaired the long-range planning and programs committee of the Board of the St. Anthony's Foundation, and conducted a seminar on welfare reform and homelessness for the FAITHS Initiative of the San Francisco Foundation. Ms. Fleetwood holds a B.A. from the University of California at Irvine and a J.D. degree from Harvard Law School.

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

**Jamie Hart, Ph.D., M.P.H.**, Senior Associate at Health Systems Research, Inc., brings vast experience in training, technical assistance, facilitation, systems integration, curriculum design, evaluation, and cultural competency. Dr. Hart's work has consistently focused on integrating systems and improving access to health care for underserved populations, particularly for certain racial and ethnic populations, persons facing co-occurring disorders, and persons who are homeless. In her role as Project Director for the Homeless Policy Academies, she has facilitated pre-Academy site visits for 19 of the 35 States involved in the project, has served as a State team facilitator at the meetings, and is currently managing the day-to-day operations for the contract and is coordinating the provision of technical assistance to all participating States. In addition to this role, Dr. Hart also served as the Deputy Project Director of Substance Abuse and Infectious

Disease: Cross-Training for Collaborative Systems of Prevention, Treatment and Care, a collaborative project funded by the Center for Substance Abuse Treatment, Centers for Disease Control and Prevention, and the Health Resources and Services Administration, that provided resources for training, technical assistance, and systems integration to infectious disease, substance abuse, mental health, and public health practitioners. Dr. Hart holds a M.P.H. in health behavior and health education, along with an M.A. and Ph.D. in African American history.

**Ravinia Hayes-Cozier** , is a Former Assistant Commissioner for the Bureau of HIV Program Services for New York City, with more than 20 years of experience as a program developer, manager, administrator, training specialist and an educator. Ms. Hayes-Cozier was responsible for monitoring and evaluating all of New York City's HIV prevention Programs. She has worked extensively in diverse areas of marketing, health, substance abuse treatment and prevention, community development, education and training. She has developed programs and proposals, provided technical assistance, negotiated contracts, managed projects, conducted evaluations, provide fiscal management, and supervised staff. Ms. Cozier is also a training specialist with particular expertise focusing on the design and implementation of major training and technical assistance efforts that maximize participant communication and learning. In addition, she has authored and co-authored many technical reports and professional papers. Ms. Cozier received certification as a national trainer from the National Institute of Drug Abuse Training System in Washington, DC. Prior to joining IQ Solutions, she was deputy directory of the KDA project for Northrop Grumman IT, Government Solutions. This project was funded through the SAMHSA Center for Substance Abuse Treatment (CSAT). In this role she was responsible for the overall program implementation and administration, directed technical assistance with CSAT grantees, supervised KDA staff, developed program funding and training, and coordinated services with the CSAT project officers. Ms. Cozier was also the executive director for the Harlem Directors Group for 2 years and was responsible for the administration and program development of all activities under the auspices of organization, supervision of staff, development and guidance of information management systems, human resources/staff development and development of the Prevention Planning Group/Planning Council for New York City and New York State. She also developed policies and strategies on local, city, state and national social welfare policy issues affecting People Living with HIV/AIDS and communities of color. Ms. Cozier also served as assistant commissioner to the New York City Department of Health where she planned, developed and administered Public Health Programs with over 350 diverse staff in five boroughs. She increased the budget within two years from \$15 million to \$19 million. She also served in two other positions with the New York City Department of Health including Director of Education and Community Development, Coordinator of Education and Community Development. She also has served as a training specialist /officer and director to a number of State agencies, school systems, and organizations. Ms. Cozier holds a Bachelor of Science degree from the Northern Illinois University in Dekalb.

**Patrick Moynahan**, Domestic Division Director of the QED Group, LLC, has more than 20 years of experience in the design, implementation and assessment of social policy and programs for governmental agencies and nonprofit organizations, including housing, homelessness, economic and community development. Mr. Moynahan directs QED's policy research and program evaluation work with domestic Federal agencies, including the U.S. Department of Housing and Urban Development. Recently, he supported HUD's Office of Special Needs Assistance Programs in assisting Continuum of Care communities to evaluate their Homeless

Management Information Systems needs. Mr. Moynahan is an experienced trainer and technical assistance provider in HUD homeless assistance programs, and he has directed the development of policy reports and studies assessing the effectiveness of HUD programs, including reports to Congress.

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

**David M. Wertheimer, M.S.W., M.Div.**, Principal Consultant with Kelly Point Partners (KP2), has worked in a variety of capacities in the human services arena for more than two decades. KP2 works to improve the lives of persons living with multiple disabilities and promote increased effectiveness and efficiency among public and private sector service systems. KP2 provides consultation, training and technical assistance on a broad range of human service system issues, with a focus on systems integration initiatives involving mental health, chemical dependency/substance abuse and criminal justice systems. Between 1990 and 2000, Mr. Wertheimer served in King County (Seattle, Washington) government developing and managing mental health services for persons with chronic and severe mental illnesses. From 1993 to 1997 he directed the King County ACCESS Project, a federally funded research and demonstration project focused on homelessness and mental illness. From 1997 to 2000, Mr. Wertheimer oversaw the integration of King County's mental health and substance abuse treatment systems as Systems Integration Administrator for the Department of Community and Human Services. In this capacity he developed a regional initiative to promote excellence in public sector services.

As a clinician, Mr. Wertheimer has developed sub-specialties in working with sexual minorities and counseling persons experiencing post-traumatic stress. He served as Executive Director of the New York City Gay and Lesbian Anti-Violence Project (AVP) from 1985 to 1990, establishing the first clinical services on the east coast for lesbian, gay, bisexual and transgender survivors of bias-related violence, sexual assault and domestic abuse. The AVP remains the largest social service agency in the United States providing specialized services to lesbian, gay, bisexual and transgender crime victims. Mr. Wertheimer is a graduate of Haverford College, Yale University Divinity School and the University of Connecticut School of Social Work. He serves on numerous boards and advisory groups, including the Board of Directors of the Downtown Emergency Service Center (Seattle), Christopher Housing (Seattle), and Enquiry, Inc. (Langley, WA).

**Jim Wuelfing, CPP-R**, is owner of the New England Center, a company dedicated to quality training and technical assistance services. Mr. Wuelfing has many specialties including: community organizing, facilitation, prevention, spiritual growth, community awareness, curriculum development, peer education, stress management and problem gambling prevention. He has also co-written and co-trained the highly praised workshop, "Racism of the Well Intended." He has trained professionals around the country and in Europe. Mr. Wuelfing has been on the faculty of the New England School of Alcohol Studies for eleven years and has served on both the planning committee and the faculty of the New England School of Prevention Studies. He also serves as a on-line faculty member for the Addictions Transfer of Technology

Center – New England at Brown University. Mr. Wuelfing received his B.A. from the College of the Holy Cross in Worcester, MA. He spent 13 years serving as an Assistant Dean and Associate Dean at his alma mater. He was also the Director of Prevention Services and Training Manager for ETP, Inc. for six years.