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EMPLOYMENT HISTORY

MANPOWER DEMONSTRATION RESEARCH CORPORATION

Senior Vice President

4/90 – Present

Leads the Work, Community, and Economic Security (WCES) department with overall responsibility for the quality and timeliness of more than 20 major research and demonstration projects concerned with poverty alleviation, welfare reform, and community building. Also responsible for corporate strategic planning and new program development with the goal of selecting new projects and new directions that will build knowledge about what works and what doesn't by integrating work across project areas. Also responsible for developing a dissemination strategy that informs policy-making and improves program practice. In addition to serving as the senior reviewer on all of MDRC's WCES projects – from human capital development to time-limited welfare – specific project responsibilities include the design, development, and implementation of MDRC's most complex evaluations and demonstration projects. Some of these include:

The Project on Devolution and Urban Change: a research project designed to understand how devolution and the Temporary Assistance to Needy Families (TANF) block grants affect low-income families and communities in four large cities, focusing on neighborhoods in these cities where welfare receipt and poverty are highly concentrated.

The Parents' Fair Share Demonstration Project: a challenging national demonstration project designed to increase the employment, earnings, and child support payments of noncustodial parents (usually fathers) who owe child support for their children who received Aid to Families with Dependent Children (AFDC), but who are not making payments because they are unemployed.

SOCIAL RESEARCH AND DEMONSTRATION CORPORATION

Executive Director

3/91 – 4/98

Simultaneously started and then served as the Executive Director of the Social Research and Demonstration Corporation (SRDC), a sister Canadian company MDRC created at the request of the Canadian government to carry out two large-scale demonstration projects – (1) the Self-Sufficiency Project (SSP), and (2) the Earnings Supplement Project (ESP). These projects test: (1) a wage subsidy designed to make work pay for low-income single parents; and (2) a wage subsidy that makes up any loss in earnings for displaced workers who are receiving unemployment insurance benefits. Responsible for taking this company from new start-up to mature established organization, including recruiting of a board of directors and staff; contracting with a range of public, private, and nonprofit entities to perform key tasks; and overseeing all aspects of program design and day-to-day operations, including the payment of \$30 million in benefits to participants, as well as developing a research design and managing all data collection, analysis, and research activities for these two projects, with combined multi-year budgets of nearly \$90 million.

NEW YORK CITY HUMAN RESOURCES ADMINISTRATION

*Executive Deputy Administrator for
Office of Management, Budget, and Policy (OMBP)*

1/89 – 3/90

Responsible for agency-wide management planning, legislation, research, new program development, and expense (\$5.5 billion) and capital (\$190 million) budgets in this 32,000-person super-agency. Services provided directly and through contract to more than 1.5 million persons annually included AFDC, Food Stamps, Medicaid, child welfare, child care, child support, employment, senior citizen, HIV-illness, and homeless programs. Organized in four divisions, the OMBP established agency policy; set goals; monitored expenditures, hiring and operational performance; tested new approaches; prepared long range plans for HRA's component agencies; and developed strategies for integrating services. Implemented a series of management improvement, reporting, budget and new program initiatives which tied line managers' goals more closely to HRA's overall goals, maximized state and federal claiming, minimized disallowance risks, integrated planning, budgeting and programming, and produced productivity improvements and budget savings. For a six-month transitional period, represented agency in all budget and policy matters at City Hall and with the City Council.

First Deputy Administrator for Policy

5/88 – 1/89

Guided units responsible for setting HRA's future policy and legislative agenda. Led Mayoral appointed, inter-agency task force which developed a welfare reform plan expected to produce both earnings gains for participants and savings for the City. Directed preparation of a comprehensive plan for the provision of prevention, outreach, transitional, and permanent housing services to homeless single adults. Also oversaw the revision of a five-year plan for serving homeless families, the development of an agency-wide strategy for treatment of drug abusing clients, and the design for enhanced services to senior citizens. Unit was also responsible for forecasting caseload growth and developing information on the dynamics of welfare dependency, foster care stays, and homelessness. Legislative office prepared agency positions on federal, state, and local bills, conducted fiscal and program assessments of bills, and was responsible for the agency's lobbying strategy in Albany and Washington.

THE FORD FOUNDATION

Deputy Director, Urban Poverty Program

3/87 – 5/88

In conjunction with the director, responsible for the supervision and management of the Foundation's Urban Poverty program. This \$35 to \$50 million per annum program was concerned with community development, low-income housing, welfare dependency, teenage pregnancy prevention, early childhood development, youth unemployment, secondary school improvement, mathematics education for women and minorities, and the adjustment problems of refugees and migrants. Developed a conceptual framework for approaching this complex set of interrelated problems, oversaw the day-to-day program development, grantmaking and monitoring activities of program officers and grants administrators, and developed new program initiatives designed to advance the Foundation's goals.

Program Officer

1982 – 1987

Developed and implemented a multimillion dollar per annum grant program addressing the education, employment, training and income needs of disadvantaged groups including unemployed youth, displaced workers, teenage mothers, welfare recipients and young children. Emphasized the role of education in employment and training programming, including the design of a combination summer jobs and education program which was eventually enacted in the federal summer jobs program, and created a basic skills instruction intermediary organization which demonstrated the efficacy of business investment techniques

in the delivery of human services. Implemented a national youth service strategy, which formed the foundation for state and federal legislation. Directed a range of welfare reform demonstration projects and poverty research initiatives. Grantmaking program and strategy cited as exemplary model by external reviewer of Foundation's work.

U.S. DEPARTMENT OF LABOR, EMPLOYMENT AND TRAINING ADMINISTRATION

*Project Officer and Program Analyst,
Office of Research and Development*

1975 – 1981

Administered a \$3.0 million per annum research and demonstration program on work and welfare which included basic research, experimental tests of new program approaches, and organizational studies of effective service delivery mechanisms. Initiated the first formal test of job finding clubs for welfare recipients. As a policy analyst, examined regulatory and legislative changes affecting employment and training, welfare and other social programs and policies. Prepared Congressional testimony on a variety of topics; developed position papers for Assistant Secretaries in the Departments of Labor and Health and Human Services. Authored key segments of a proposed redesign of training and employment legislation to replace CETA legislation. Represented a federal agency in all phases of the procurement process including the development of requests for proposal, coordination of proposal reviews, negotiation for best and final offer, contract package preparation, contract compliance, audit review, monitoring of fiscal expenditures, approval of final products and completion of close-out procedures. Received Secretary's award for meritorious achievement.

EDUCATION

M.A., Science, Technology and Public Policy, School of Public and International Affairs,
George Washington University, Washington, D.C., 1976.

A.B., Magna Cum Laude, Political Science, University of Charleston, Charleston, West Virginia, 1973.

ADVISORY PANELS AND DIRECTORSHIPS

Member of the MacArthur Foundation Research Network on the Transition to Adulthood, April 1999 – present.

National Academy of Sciences, Division of Behavioral and Social Sciences and Education, Steering Committee for the Workshop on Developing Better Information on Metropolitan Areas, February 2001 – August 2002.

National Advisory Panel of the Robert Wood Johnson Foundation's Supporting Families Project, April 2000 – May 2002.

National Academy of Sciences, Institute of Medicine Panel on Immunization, January 1999 – June 2000.

National Academy of Sciences, Panel on At-Risk Youth, 1994 – 1996.

Member of the Board of the National Council of Employment Policy, 1995 – 1999.

Chairman of the Board of Youth Service America, a nonprofit organization responsible for providing technical assistance and disseminating information about national youth service in schools, colleges, and communities, 1990 – 1995.

SELECTED PUBLICATIONS AND PAPERS

“Financial Work Incentives for Low-Wage Workers.” *The Joint Center for Poverty Research Newsletter*. Vol. 5, No. 3, May-June 2001.

“Redesigning the Safety Net for the Working Poor, the Hard to Employ, and Those At-Risk.” In *Rethinking the Urban Agenda Series: Reinvigorating the Liberal Tradition in New York City and Urban America*, edited by John Mollenkopf and Ken Emerson. New York: The Century Foundation, May 2001.

“The 30-Year Tug of War: Can Reform Resolve Welfare Policy’s Thorniest Conundrum?” *Brookings Review*. Vol. 19, No. 3, Summer 2001.

“Financial Work Incentives for the Working Poor,” with Charles Michalopoulos. In *The New World of Welfare: An Agenda for Reauthorization and Beyond*, edited by Ronald Haskins and Rebecca Blank. Washington, D.C.: The Brookings Institution, July 2001.

“Welfare That Works.” *The American Prospect*. Vol. 11, No. 15, June 19 – July 3, 2000.

“A Survey of the Fathers and Families Field,” with Virginia Knox. *GCYE Insight*. Vol. 3, Issue 1, April 2000.

Encouraging Work, Reducing Poverty: The Impact of Work Incentive Programs. New York: MDRC, March 2000.

Do Work Incentives Have Unintended Consequences? Measuring “Entry Effects” in the Self-Sufficiency Project, with Wendy Bancroft, David Card, Winston Lin, and Philip K. Robins. Ottawa: SRDC, March 1998.

“The Impact of Devolution.” Paper presented at the Neighborhood Funders Group conference on Jobs and the Economy, San Antonio, Texas, 1996.

“Fathers’ Roles in Welfare and Child Support Reform,” HHS Conference on Welfare Reform, Washington, D.C., 1995.

“Homeless Family Shelters and Family Homelessness,” with William McAllister. *American Behavioral Scientist*, Vol. 37, No. 3. Thousand Oaks, California: Sage Periodicals Press, January 1994.

“Financing and Delivering Family and Children’s Programs: A State and Local Perspective.” Paper presented at the Children’s Roundtable Retreat, Boca Raton, Florida, February 1993.

“Homelessness,” with William McAllister, in *Setting Domestic Priorities: What Can Government Do?* – edited by Henry J. Aaron and Charles L. Schultze. Washington, D.C.: The Brookings Institution, 1992.

“Choosing and Measuring Interventions.” Special Issue: *Reforming Child Welfare, Children and Youth Services Review*, Vol. 14. New York: Pergamon Press, 1992.

“Saving the Next Generation.” Paper presented at the National Governors’ Association Conference, Washington, D.C., October 14, 1992.

“The New Permanence of Poverty,” *The Ford Foundation Letter*. New York: The Ford Foundation, June 1988.

Toward a More Perfect Union: Basic Skills, Poor Families and Our Economic Future, with Andrew Sum. New York: The Ford Foundation, March 1988.

"Basic Skills: The Sine Qua Non," with Andrew Sum and Robert Taggart. *Youth and Society*, Vol. 19, No. 1. Beverly Hills: Sage Publications, September 1987.

"Job Creation and Business Development." In *Job Generation: U.S. and European Perspectives*, edited by Howard Rosen. Washington, D.C.: April 1986.