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Profile

Motivated, values-based leader with over 18 years of experience in child welfare, juvenile justice and related human service practice and policy. Results oriented professional with exceptional skills in strategic planning, coalition building, organizational development and management. Proven ability to produce successful outcomes in fast-paced, high pressured environment.

- Designs innovative solutions to operational challenges and leverages expertise to implement solutions.
- Develops and implements new programs and policy that are practical and improves outcomes for vulnerable children and families.

Experience

Executive Director, Children's Services Agency, Michigan Department of Health and Human Services — May 2019-Present

Directs Michigan's child welfare system, including Children's Protective Services, foster care, adoption services and juvenile justice programs. Leading a system transformation effort to reduce unnecessary entries into foster care, increase access to prevention services, and reduce reliance on congregate care settings.

- Eliminated backlog of child protection services investigations in 4 months.
 - Improved performance of federal measures for child safety to meet and exceed federal standards within one year.
 - Reduced utilization of congregate care by 12 percent in 18 months.
 - Launched the development and build of a new comprehensive child welfare technology system.
 - Launched anti-racism initiatives including a public/private partnership, place-based prevention pilots and a front-end redesign of child protective service system to reduce racial bias in decision making.
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Managing Director, Casey Family Programs — 2015-2019

Casey Family Programs is the nation's largest operating foundation focused on improving the child welfare system. Led work to identify, develop and disseminate information about promising and best practice in child welfare. Provided leadership to foundation about the utilization of information and innovation.

- Developed a dynamic online tool that provides content expertise and helps jurisdictions leverage systems integration and federal policy alignment.
- Created a Senior Fellows program that captures and spreads innovation from technology, business, psychology and other disciplines within child welfare.
- Led a team that delivers expertise to internal Casey staff and collaborators on a national basis regarding leading edge practice, policies and technologies that impact child welfare and provide assistance in the efforts of safety, permanency and improved well-being outcomes for children and youth in foster care.

Associate Commissioner, Children's Bureau, ACF, USDHHS; Washington, DC 2013-2015

The Children's Bureau is the oldest federal agency for children. Administered over \$7 billion in federal programming to support the nation's child protection, foster care, guardianship and adoption programs.

- Developed President Obama's FY 2017 budget proposal to increase federal funding for prevention services in child welfare.
 - Launched Round 3 of the Child and Family Services Reviews (CFSRs).
 - Developed new CCWIS regulations (replacing the SACWIS rules).
 - Hosted White House events highlighting the needs in child welfare, including: improved services for victims of human trafficking, normalcy provisions for youth in foster care, and increased resources for prevention.
 - Approved and administered the Title IV-E waiver program
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- Administered a series of grants programs designed to enhance and improve child welfare practice and policy.

**Senior Director, Public Policy, Casey Family Programs; Washington, DC
2007-2013**

Worked closely with state and county child welfare leaders to improve and enhance child welfare practice and with Congress on opportunities to improve national child welfare policy.

- Launched waiver implementation team.
- Successfully campaigned for reauthorization of waiver authorization.
- Led numerous congressional delegation visits to jurisdictions that highlighted best practice and challenges in child welfare.

**Senior Staff Attorney, Children's Defense Fund; Washington, DC 2002-
2007**

Provided expertise in federal and state policy including child abuse and neglect, foster care and adoption, children's mental health, child welfare financing, and kinship care.

- Authored several publications.
- Educated congressional staff about child welfare policies designed to protect children and support families.
- Identified and promoted best practices in child welfare and related issues.

Education

University of Miami School of Law — Juris Doctorate, 2002

North Carolina State University — Bachelor of Arts, 1998

References

Available upon request.

Publications/Policy Guidance

The Child Maltreatment Report 2013: This report presents national data about child abuse and neglect known to child protective services agencies in the United States during federal fiscal year 2013. <https://www.acf.hhs.gov/cb/resource/child-maltreatment-2013>

The Comprehensive Child Welfare Information System Proposed Rule: Overview - This document provides an overview of CCWIS, where to submit comments and key provisions of the NPRM.

A National Look at the Use of Congregate Care in Child Welfare. The U.S. Department of Health and Human Services, Administration for Children and Families, and the Children's Bureau released a brief on the use of congregate care in the child welfare system. Through examining trends from the Adoption and Foster Care Analysis and Reporting System (AFCARS), federal, state, and local agencies were able to collect data elements which are designed to help policymakers and advocates better understand the population of children and youth who are likely to experience congregate care and what, if any, additional supports may be needed to further reduce reliance on it as a placement setting.

National Financial Capacity Month Letter: this letter to child welfare agencies and providers highlights information and tools for working with and enhancing the financial capacity of older adolescents in foster care. https://www.acf.hhs.gov/sites/default/files/cb/financial_capability_month.pdf

Changes to the Delivery of Training and Technical Assistance Briefing: presents changes to the delivery of training and technical assistance available to support states, tribes, territories, and courts.

Notice of Proposed Rulemaking for The Comprehensive Child Welfare Information System (CCWIS) Frequently Asked Questions - This document provides answers to common questions concerning the CCWIS NPRM.

ACYF-CB-IM-15-06 - This Information Memorandum (IM) informs state and tribal title IV-E agencies about the publication of the CCWIS NPRM and where to submit comments.

The Adoption and Foster Care Analysis and Reporting System Proposed Rule: Overview - This document provides an overview of AFCARS, where to submit comments, and key provisions of the NPRM.

Notice of Proposed Rulemaking for The Adoption and Foster Care Analysis and Reporting System (AFCARS) Frequently Asked Questions - This document provides an overview of AFCARS, where to submit comments, and key provisions of the NPRM.

ACYF-CB-IM-15-01 - This Information Memorandum informs state and tribal title IV-E agencies about the publication of the AFCARS NPRM and where to submit comments.

ACYF-CB-PI-15-07 - This Program Instruction provides instruction on some of the changes to the title IV-E plan requirements, effective September 29, 2015 and later, as a result of the Preventing Sex Trafficking and Strengthening Families Act.

ACYF-CB-PI-14-06 - This Program Instruction provides instruction on some of the changes to the title IV-E plan requirements, effective as of September 29, 2014, as a result of the Preventing Sex Trafficking and Strengthening Families Act.

Letter to Child Welfare Directors on Protecting Credit of Young People in Foster Care - Federal law requires child welfare agencies to ensure that youth ages 16 and older in foster care receive a copy of any consumer report, commonly called a "credit report," annually until discharged from care, and to assist youth in interpreting the report and addressing any inaccuracies. The Preventing Sex Trafficking and

Strengthening Families Act of 2014, signed into law on September 29, 2014, will extend the protections of this provision to all youth ages 14 and older in foster care. In a letter to child welfare directors, the Children's Bureau urges agencies to consider taking additional steps to protect children and youth from identity theft and to explore how to implement the provision to empower youth by deepening their understanding of credit, money management, and other financial issues.

Compilation of Titles IV-B, IV-E and Related Sections of the Social Security Act - This compilation includes the Social Security Act with changes from the Preventing Sex Trafficking and Strengthening Families Act (P.L. 113-183) enacted September 29, 2014.

ACYF-CB-IM-14-03 - This Information Memorandum informs states and tribes of the enactment of the Preventing Sex Trafficking and Strengthening Families Act and provides basic information on the new law, including title IV-E plan changes, new case plan requirements and definitions, additions to the Adoption and Foster Care Analysis and Reporting System (AFCARS), modifications to the Family Connection grants and Chafee program, and reauthorization of the Adoption and Guardianship Incentive Program.

***Federal Register* Notice Visit disclaimer page** - Advises the public of the Children's Bureau's plan to replace the statewide data indicators and the methods for calculating associated national standards on those indicators. We invite the public to comment on these indicators and methods before their use in CFSRs scheduled for federal fiscal years (FFY) 2015 through 2018.

Executive Summary of the Final Notice of Statewide Data Indicators and National Standards for Child and Family Services Reviews (Amended May 2015) - This is a summary of the Final Notice of Statewide Data Indicators and National Standards for Child and Family Services Reviews published in the *Federal Register* on October 10, 2014, as amended and re-issued on May 13, 2015.
