

SARAH ESTY

(b)(6)

PROFESSIONAL EXPERIENCE

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES

Washington, DC

Senior Advisor, Administration for Children and Families

March 2021 – present

- Lead Case Management strategy and operations for unaccompanied children influx response effort across 15 emergency intake shelters (EIS) and 200 licensed providers, nearly doubling weekly discharge numbers from ~2,000 children in April to ~3,700 by July, and reducing the number of children over 1 month in EIS from >4,000 to <100.
- Oversee team of approximately 25 that has revamped intake, case management, discharge, and audit processes at EIS; established a new virtual case management model; trained and deployed over 200 federal detailees; overhauled the backbone technology platforms; created and deployed new performance management system and dashboards; and established improved centralized process for FBI background checks and DNA testing
- Brief senior HHS, DHS, and White House leadership daily

UNIVERSITY OF MICHIGAN LAW SCHOOL

Ann Arbor, MI

Lecturer

Jan 2021 - May 2021

- Taught weekly graduate seminar on State Government Law and Policy

MICHIGAN DEPARTMENT OF HEALTH AND HUMAN SERVICES

Lansing, MI

Senior Deputy Director for Policy and Planning

Feb 2019 – Jan 2021

- Oversaw COVID-19 emergency orders process, from policy development through drafting, approvals, and release
- Directed “Protection” (quarantine/isolation and prevention) pillar of Michigan’s COVID-19 response, including distribution of 10M+ free facemasks to the public; creation of \$25M PPE grant program for healthcare businesses; formation of public response hotline, inbox, and chatbot operations that have answered over 200,000 resident questions; design for state isolation hotel model in use for agricultural workers; and standup of testing and Q/I navigator hotlines
- Drove priority crosscutting initiatives for the department, including redesign of state’s \$3B Medicaid behavioral health system, 5-year state HIT roadmap, Social Determinants of Health strategy, and backbone technology system infrastructure
- Oversaw Policy and Planning Administration, including Office of Equity and Minority Health, which included 700 staff and over \$300M in budget (prior to reorganization midway through my tenure, downsizing to ~45 staff and \$100M budget)

McKINSEY & COMPANY

Washington, DC

Associate

Summer 2015, March 2017 – Feb 2019

- Managed small teams across a range of state and local government projects, including design and implementation of value-based payment models in a large state Medicaid program; budget tracking and capital bonding process redesign for a large state budget office; improvements to the organizational structure and ways of working for a major city mayor’s office; providing the fact base and analyses to support a 10 year economic development and anti-poverty plan for a metro area; and identifying opportunities for significant financial improvement across a range of state operations
- Conducted research and trainings on government customer experience transformations, including publication of “Solving the customer-experience puzzle: A guidebook for government leaders” (*McKinsey.com*, May 2018)

HILLARY CLINTON FOR PRESIDENT

Brooklyn, NY

National Regional Voter Protection Director

May 2016 – Nov 2016

- Managed 7 battleground state voter protection programs comprising 21 full time staff and 4,000+ election day volunteers, including expanding access to voting by advocating for additional voter registration and early voting sites and hours
- Drafted or reviewed all materials for internal staff training and external voter education related to voter registration, absentee and early voting, photo ID requirements, and polling locations and hours for MI, IA, NH, WI, MN, ME, and NE
- Planned for and oversaw establishment of 20 state voter assistance hotlines and national hotline, serving 60,000 voters over 40 days, with >1,000 volunteers nationwide on election day

Policy Team

August 2015 - May 2016

- Conducted policy research, analyzed legislation, and drafted internal options memos and briefing materials for the Policy Team and Hillary Clinton, and fact sheets and communications for public release by the campaign
- Built and reviewed cost and impact spreadsheet models for proposed policies

THE WHITE HOUSE**Washington, DC****National Economic Council Intern****Summer 2014**

- Prepared briefing materials and participated in Deputies level meetings on community and tribal economic development, retirement policy, and public benefits programs
- Co-led interagency effort to encourage adoption of a new federal school lunch program, including convening and running a webinar for several hundred school district staffers
- Researched and authored legal memos on employee benefits law related to the interaction between ERISA, the Internal Revenue Code, and SEC regulations

CONNECTICUT VOICES FOR CHILDREN**New Haven, CT****Solnit Policy Fellow****2011 – 2013**

- Analyzed state data to produce first-ever comprehensive report on student arrests in CT, covered by numerous print, TV, and radio media outlets including *The Hartford Courant*, *CT Fox News*, *CT NPR*, as well as 6 other reports and 10 budget analyses
- Crafted political strategy and language for legislation on student arrests passed by CT House
- Collaborated with advocates, Governor's office, and legislators to further creation of new CT Office of Early Childhood to consolidate and coordinate services from across 5 agencies to better serve children ages 0-5
- Testified 14 times before Judiciary, Appropriations, Education, Health, and other State Legislative Committees

EDUCATION

YALE LAW SCHOOL and YALE SCHOOL OF MANAGEMENT**New Haven, CT****Joint Juris Doctor (JD) and Master of Business Administration (MBA)****2016**

- Class of 2016 Student Marshal (MBA student with best first year academic performance out of class of 320)
- President, Yale Law Democrats (2015-2016)
- Conference co-organizer, Yale Political Law Society presents "The New Normal in Election and Political Law" (Feb. 2015)
- Founding member, Yale Political Law Society (2013-2016)
- Yale Entrepreneurial Institute (YEI) Venture Creation Consultant (advisor to Yale-backed startups) (2014-2015)
- Negotiations Course, Teaching Assistant (Fall 2015)

HARVARD UNIVERSITY**Cambridge, MA****Bachelor of Arts (A.B.), summa cum laude, Phi Beta Kappa, Social Studies****2011**

- Winner, Thomas T. Hoopes Prize for outstanding scholarly work (top 80 theses university-wide)
- Elected V.P. of Institute of Politics (IOP); oversaw 13 programs with \$30,000 budget and 400 members
- Elected Co-Chair of IOP Policy Program; guided 6 student policy groups comprising 40 student researchers
- Appointed Chair of IOP Internships Program; supervised selection process for 10 research assistantships and 50 internships

ADDITIONAL INFORMATION

- Ran first political campaign at age 15 after attending the Yale Women's Campaign School as their youngest-ever attendee
- Enjoys running, Crossfit, weightlifting, playing ice hockey, cooking, board games, and gardening