



WASHOE COUNTY

"Dedicated To Excellence in Public Service"

OFFICE OF THE COUNTY MANAGER

1001 E. 9th Street

P.O. Box 11130

Reno, Nevada 89520-0027

Phone: (775) 328-2000

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www.washoecounty.us

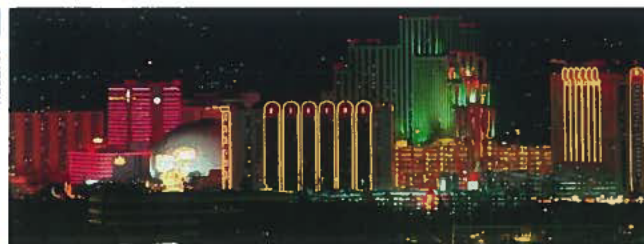
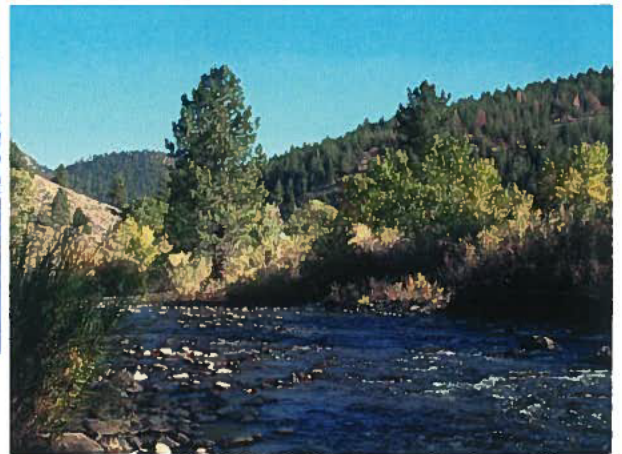
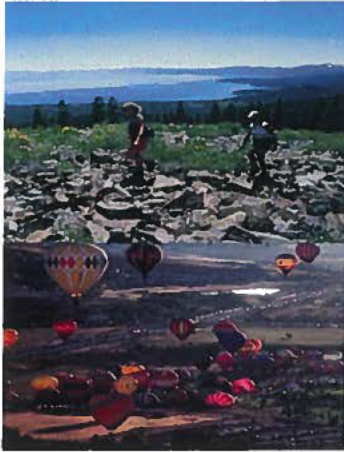
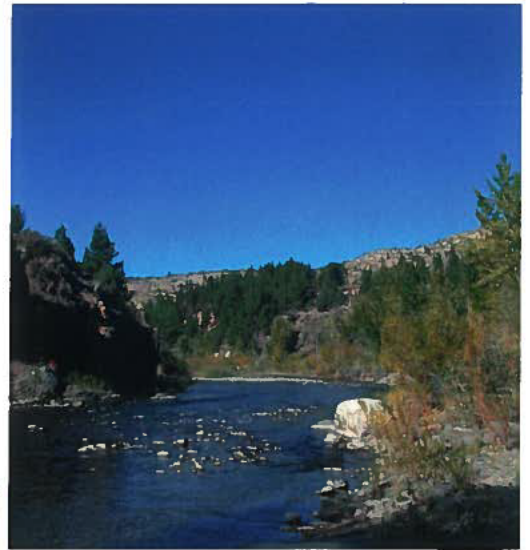
Date: May 22, 2015
To: County Commissioners
From: Assistant County Manager, Joey Orduna Hastings
Subject: Washoe County, Social Services Director

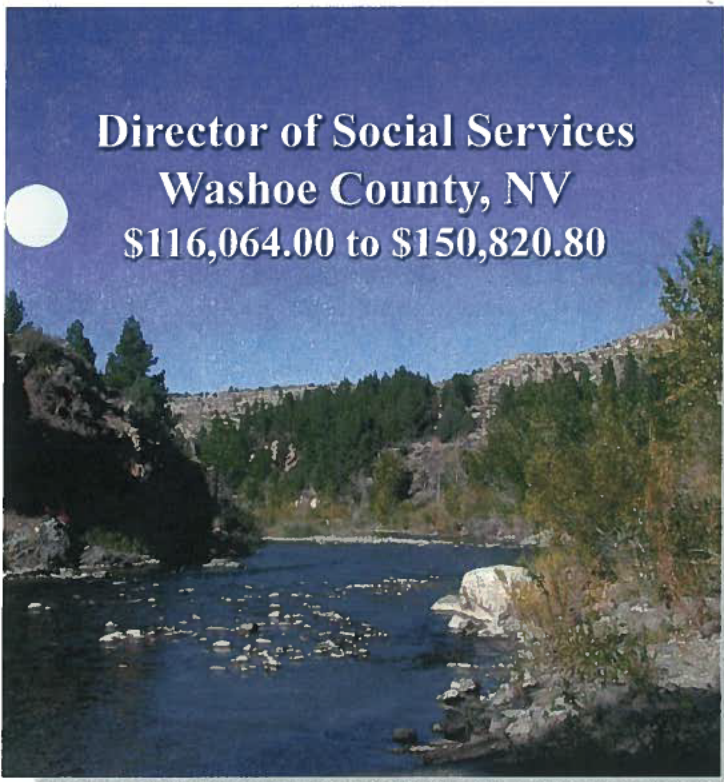
We have 3 candidates for interview. Please find enclosed the materials for the following Washoe County Social Services Director candidates:

- Amber Howell
- Robin Landry
- Michael McMahon



**Director of Social Services
Washoe County, NV**





Director of Social Services
Washoe County, NV
\$116,064.00 to \$150,820.80



THE COMMUNITY

Washoe County is located along the eastern slopes of the majestic Sierra Nevada Mountains in northwestern Nevada. The county covers an area of 6,600 square miles bordering California and Oregon.

The county seat is the City of Reno, the third largest city in Nevada. Reno boasts a bustling downtown, diverse neighborhoods, Nevada’s flagship state university, and a top-ranked international airport.

Nearby are the City of Sparks, the state’s fifth largest city, and Incline Village at Lake Tahoe. The county's approximately 434,000 population is split with nearly half residing in the incorporated City of Reno (225,221), one quarter in Sparks (90,264) and one quarter in the unincorporated areas.

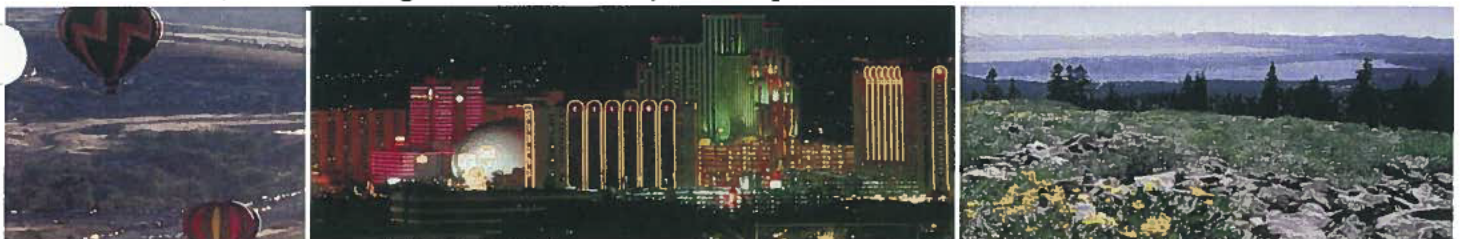
Washoe County’s diversified economic base is flourishing with the attraction and expansion of businesses including such major employers as Microsoft Licensing, Apple, Amazon, Tesla Motors and Zulily, adding to the established tourism, hospitality, and gaming industries.

Residents and visitors enjoy the pleasant climate, abundant recreational activities, arts, entertainment, professional sports, and cultural events.

Diverse lifestyle choices are available in Washoe County. Urban and suburban living is available as are rural options in the vast unincorporated areas. The Washoe County School District serves the area’s K-12 needs along with private and charter school options. The University of Nevada at Reno has over 18,000 students enrolled in 11 colleges, including the School of Medicine, College of Engineering, School of Journalism and other academically renowned programs. The Desert Research Institute, Western College, and Truckee Meadows Community College also serve the area by offering a variety of higher education programs.

COUNTY GOVERNANCE AND ORGANIZATION

A five-member Board of County Commissioners (BCC), elected by district, governs Washoe County. The Board appoints a County Manager who is responsible for policy implementation and overall operations. The County fulfills major roles including providing services as an administrative arm of the state, as well as a regional and community services provider.



COUNTY GOVERNANCE AND ORGANIZATION cont.

Washoe County has numerous state-of-the-art, award winning facilities and provides nationally recognized regional and urban services to a diverse population including public safety, criminal justice, public works, and health and human services.

The County employs over 2600 people in 35 departments led by both appointed and elected department heads. Approximately 80% of the County workforce is represented by one of nine collective bargaining units. The County budget is comprised of 19 governmental funds and six proprietary and internal service funds. The total budgeted appropriation across all funds is approximately \$523 million.



THE DEPARTMENT

The Washoe County Department of Social Services was created by the Nevada Revised Statutes to “provide care, support and relief to the poor, indigent, incompetent and those incapacitated by age, disease or accident, lawfully resident therein, when those persons are not supported or relieved by their relatives or private institutions or agencies.”

The Washoe County Department of Social Services believes that:

- Every person has a right to be served with dignity and respect and should be assisted courteously
- Adults should be held accountable for their behavior as it affects themselves and their duties to their minor children
- Every person has a right to lead a healthy, safe existence, which will promote his/her capacity and opportunity to become a responsible, productive citizen
- The family has primary responsibility for caring for children and for teaching appropriate behavior and values

THE DEPARTMENT (cont.)

The Department of Social Services has an operating budget of approximately \$70.5 million for the 2014-2015 fiscal year and a total of 275 employees. The Department is divided into three divisions: Administration, which provides day-to-day administrative support to the various programs supported by the Department, Adult Services, which provides General Assistance and Health Care Assistance, and Children's Services, which encompasses Adoption Services, Foster Care Services, Independent Living, Child Care & Early Childhood Services, Child Protective Services, and Clinical Services. The Department also works closely with the Department of Senior Services and efforts continue to integrate into a single Human Services Agency.

An Advisory Board representing target population groups is appointed by the Department to serve for a maximum of two, three-year terms. Appointees are recommended to the Board of County Commissioners for ratification.

The Department of Social Services is in a strong financial position, and the Board of County Commissioners has been very supportive of the Department's leadership and programs. The Department has case-load ratios in place and enjoys a very strong relationship with the Family Court.

THE POSITION

Under the direction of the Board of County Commissioners and County Management, the Director, Social Services provides leadership and direction for the County Social Services Department. The Director oversees the development and administration of programs such as General Assistance, Health Care Assistance, Child Protective Services, and Child Care Services, Foster Home Recruitment, Nursing Home, Adult Group Care, Burial, Supportive Housing, and Homeless Services.



Key duties and responsibilities include:

- Oversee the assessment of community needs and develop, organize, coordinate and administer programs to meet those needs.
- Develop, prepare, and administer the Department budget, seeking alternative funding sources.
- Develop department goals and objectives.
- Develop new resources and partnerships, collaborating with State, County, and non-profit organizations.
- Serve on committees concerned with human services issues.
- Present testimony to State legislative committees, city councils, the Board of County Commissioners, and Federal representatives.
- Represent the Department before professional, industrial, and civic groups, explaining policies and goals to the public, elected officials, and other governmental agencies.



THE IDEAL CANDIDATE

A strong leader with senior level management experience in the delivery of social services programs is sought to lead the Washoe County Social Services Department. The new Director must have experience with program planning and evaluation, as well as significant supervision of subordinate staff.

The ideal candidate will be someone who is approachable, engaging, and committed to creating a teamwork environment where the sharing of information, ideas, and feedback is encouraged and supported. The Director will demonstrate a commitment to the County vision, mission and organizational priorities, and have the ability to strategize, prioritize and execute programs and services.

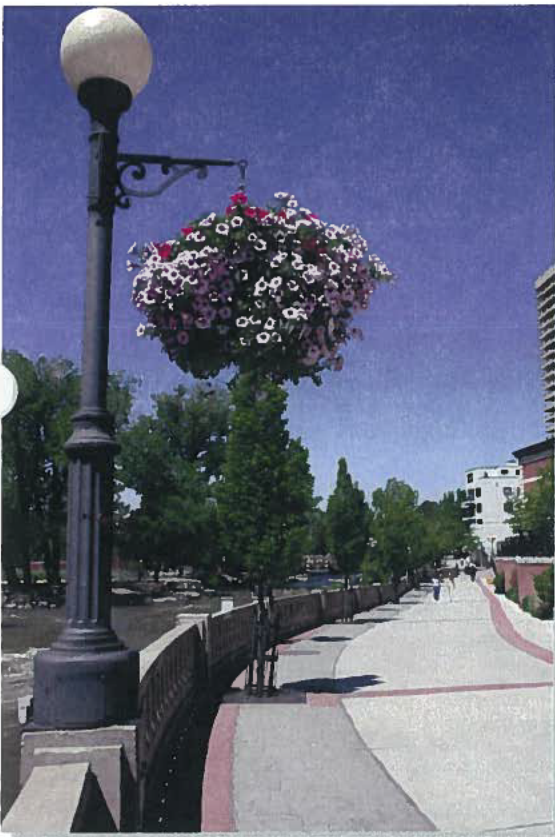
The Director, Social Services represents the County and the Department on a variety of matters at the Federal, State, County, and Regional levels. The ability to develop guidelines and standards for use in the administration of County Social Services programs in compliance with Federal, State, and County law is a necessity. The ideal candidate will possess excellent communication and interpersonal skills and the ability to engender trust and establish highly effective working relationships with assigned staff, employees, elected officials, organizations and the public. The Director will be an advocate on human services issues with a demonstrated record of success developing new resources and building collaborative relationships.

- The ideal candidate will have extensive experience with or knowledge of administration and oversight of cost allocation and budgeting, including Federal, State, and local funding that includes, but is not limited to, Title IV-E and Medicaid Targeted Case Management.
- The field of social services is one of constant change, and the County is in need of a flexible, adaptable Director who sees the opportunity for advancement and better service delivery through changes and a commitment to continuous quality improvement. A visionary who can not only create effective changes for the betterment of the Department but also implement them is sought. Experience with recognized best practices is critical as the Department currently is in the process of integrating a model following a five year federal demonstration grant through the Administration of Children Youth and Families, in addition to ongoing changes to address changes in programming and caseload. The candidate should have a significant understanding of Federal, State, and local statutory requirements to include the Child and Family Services Review (CFSR) and associated funding to address and implement necessary changes.

EDUCATION AND EXPERIENCE

A Bachelor's Degree from an accredited college or university in Social Work, Public Administration, Counseling, Psychology or a closely related field and five years of full-time senior level management experience in the delivery of social services programs is required. Possession of an advanced degree in an appropriate field is desired. An equivalent combination of formal education and related experience may be considered.

A license to practice Social Work in the State of Nevada is desired. Candidates licensed in another state with the ability to obtain licensure in Nevada are encouraged to apply. Candidates with experience in program planning, evaluation, and significant supervision of subordinate staff will be highly valued.



COMPENSTION AND BENEFITS

The annual salary range for this position is \$116,064.00-\$150,820.80, depending on experience. The County also offers an exceptional benefits package that includes:

- Nevada PERS Retirement - County pays the employer and employee contribution.
 - Vacation - Accrues at the rate of 96 hours annually for the first three years of employment. Accrual rate gradually increases until it reaches a maximum of 200 hours annually.
 - Sick Leave - Accrual at the rate of 10 hours per month of full-time service for the first 10 years and 12 hours a month of full-time service for 10 years or more.
 - Holidays - Eleven paid holidays annually.
 - Health, Dental, Life and Vision Insurance - County pays for 100% of employee cost for all premiums. Dependent coverage paid 50% by employer.
- Deferred Compensation - Plans available.
 - Longevity Pay - \$100 per year of full-time continuous service to a maximum of \$3,000.
 - Merit Increases - Full-time employees eligible to receive an annual merit increase of 5% until the position classification's maximum salary is received.

There are no social security deductions (although a 1.45% deduction for Medicare is required). There is no state income tax in Nevada. Moving/relocation expenses reimbursement may be available.

TO BE CONSIDERED

All highly qualified candidates are encouraged to apply early in the process. Electronic submittals are required utilizing the Washoe County recruitment website

<http://www.washoecounty.us/humanresources/careers/jobs.htm>.

Submissions should include:

- Completed on-line application
- Compelling cover letter, including current compensation
- Comprehensive resume
- Professional references

Please note that this recruitment will be managed in accordance with Nevada's Open Meeting/Public Records Law. Applicant information will remain confidential until such time as the candidate is selected as a finalist in the selection process. At that time, applicant information including candidate name, application, cover letter, resume, and other submitted information (with personal identification information redacted) will be provided to the Washoe County Board of County Commissioners as part of the Commission Meeting Agenda. Candidate finalists will be interviewed by the Board of County Commissioners and selection of the new Director will take place in an open public meeting.

Following the closing date, resumes will be screened by a screening committee according to the qualifications outlined in this brochure. Candidate screening scores will be provided to the Board of County Commissioners who will select candidates for interviews with the Board. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. Candidates will be advised of the status of the recruitment following selection of the Director of Social Services.

If you have any questions, please do not hesitate to contact Kathy Hart, Workforce Development Manager, Washoe County Department of Human Resources at (775) 328-2093 or email at khart@washoecounty.us.

Filing Deadline: January 22, 2015

As an equal opportunity employer, Washoe County values diversity in its work force and does not discriminate on the basis of sex, race, color, age, religion, sexual orientation, disability, national origin, or gender identification or expression in the activities in which it operates.

For additional information about Washoe County, please visit www.washoecounty.us



Tentative Recruitment Schedule

- **Closing date:** Monday, January 22, 2015
- **Preliminary screening of applications:** Upon receipt of application and through end of January
- **Review by screening committee:** Week of February 2, 2015
- **Candidates recommended to Board of County Commissioners:** Week of February 9, 2015
- **Release of Agenda** packet including list of candidates and application materials: Thursday February 12, 2015
- **Interviews of finalists and selection by Board of County Commissioners:** Tuesday, February 24, 2015 (Open Public Meeting)

RESOURCES

Washoe County

www.washoecounty.us

Washoe County Department of Social Services

<http://www.washoecounty.us/socsvr>

Reno-Sparks Convention and Visitors Authority

www.visitrenotahoe.com

The Chamber Reno/Sparks/Northern Nevada

<http://thechambernv.org>

City of Reno

www.reno.gov

City of Sparks

<http://cityofsparks.us>

Economic Development Authority of Western Nevada

<http://www.edawn.org>

DownTownReno.com

www.DownTownReno.com

State of Nevada

<http://nv.gov>

Truckee Meadows Tomorrow

<https://www.truckeemeadowstomorrow.org>





CLASS SPECIFICATION

Class Code: 9316
Date Est: 07/1980
Last Rev: 01/2015
Last Title Chg: 01/2015
FLSA: Exempt

DIRECTOR - SOCIAL SERVICES

DEFINITION

Under administrative direction, plans, organizes, directs, and administers the Washoe County Social Services Department to include, but not limited to General Assistance, Health Care Assistance, Child Protective Services, Child Care Services, Foster Home Recruitment, Nursing Home, Adult Group Care, Burial, Supportive Housing, Homeless Services and other Social Services programs; oversees the development and administration of Social Services programs and represents the department on a variety of matters at the State and County level; performs related work as required.

EXPERIENCE AND TRAINING REQUIREMENTS

A Bachelor's Degree from an accredited college or university in Social Work, Public Administration, Counseling, Psychology, or other closely related field and six years of full-time senior level management experience in the delivery of social services programs. Experience must have included program planning, evaluation, and significant supervision of subordinate staff; OR an equivalent combination of formal education and related experience may be considered. Possession of an advanced degree in an appropriate field is desired.

LICENSE OR CERTIFICATE

License to practice Social Work in the State of Nevada is desired.

SUPERVISION EXERCISED

Exercises direct and indirect supervision over all divisions of the Department of Social Services.

EXAMPLES OF DUTIES *(The following is used as a partial description and is not restrictive as to duties required.)*

Plan, organize, direct, coordinate and administer department social services programs.

Develop guidelines and standards for use in the administration of County Social Service programs maintaining compliance with Federal and State statutes and County ordinances.

Oversee the assessment of community needs and the development of programs to meet those needs.

Develop, prepare, and administer the Department budget, seeking alternative funding sources.

Direct the conduct of analytical studies, development and review of reports of findings and alternatives, and the maintenance of accurate records and files.

Provide interpretations of social welfare programs and Federal, State, and County rules and regulations for the County Commissioners, clients, and the public.

Develop department goals and objectives.

Develop and enforce department operating policies and procedures, regulations, and rules.

Review and present a comprehensive annual planning report prepared by department staff.

Select, direct, and supervise Division Directors, administrative staff, and other departmental employees in accordance with County personnel rules.

Develop new resources and partnerships, collaborating with State, County, and non-profit organizations.

Serve on committees concerned with human services issues.

Perform as a county advocate on human services issues, preparing and presenting testimony to State legislative committees, city councils, the Board of County Commissioners, and Federal representatives.

Plan, direct, coordinate, and monitor special projects, such as construction of emergency shelters and development of new funding sources.

Serve as an advocate for children, families, and the poor.

Evaluate operational performance, review work methods and procedures, and develop and implement changes in work processes which enhance efficiency.

Supervise staff in establishing, reviewing, revising, and confirming appropriate internal controls for Social Services programs and functions.

Prepare budget recommendations and monitor expenditure control during the fiscal year.

Justify and approve expenditures for purchasing and staff travel to various meetings, seminars, training, and conferences, including approval of purchase orders and requisitions.

Evaluate program activity reports and the status of program workloads, assessing program accomplishments and needs.

Represent the Department before professional, industrial, and civic groups, explaining policies and goals to public, elected officials and other governmental agencies.

Negotiate service agreements and contracts with other government agencies, community organizations, and service providers.

Develop and administer grants and contracts.

Ensure that assigned personnel perform duties and responsibilities in a safe and prudent manner that does not expose them or others to unnecessary harm or risk of on-the-job injury.

JOB RELATED AND ESSENTIAL QUALIFICATIONS

Full Performance *(These may be acquired on the job and are needed to perform the work assigned.)*

Knowledge of:

Departmental/division policies and procedures.

Countywide personnel policies.

County policies and procedures pertaining to budgets, the comptroller, the treasurer, purchasing and general services.

Computer software specific to the department/division.

Community resources and other social and health agencies and functions as related to departmental programs.

Administration and oversight of Cost Allocation and budgeting to include Federal, State, and local funding to include but not limited to Title IV-E and Medicaid Targeted Case Management.

Ability to:

Develop effective work teams and motivate individuals to meet goals and objectives.

Interpret, apply and explain complex federal, state and local laws related to areas of responsibility.

Plan, organize and administer a comprehensive social service delivery program.

Implement work methods and procedures that promote a safe working environment and ensure proper staff training in work safety.

Entry Level (*Applicants will be screened for possession of these through written, oral, performance, or other evaluation methods.*)

Knowledge of:

Principles and practices of management and supervision.

Socioeconomic, cultural and community factors related to the provision of social services.

Funding sources and their requirements for social service programs.

Principles of budget preparation and generally accepted fiscal accounting.

Federal and State laws and local ordinances pertaining to welfare administration.

Legal basis for public welfare.

Effective casework practices and their application to service delivery.

Ability to:

Develop, organize, analyze, and interpret statistical data.

Interpret, understand, and apply technical reports, statutes, rules, and regulations.

Evaluate work priorities, procedures, and processes to determine their effectiveness and efficiency.

Supervise personnel, including training, assigning and reviewing work, administering discipline, and conducting performance evaluations.

Develop and implement recommendations regarding work procedures and cost effective services.

Develop and administer budgets and monitor expenditures.

Analyze facts and make sound decisions.

Communicate effectively, both orally and in writing.

Maintain cooperative working relationships with division staff, the public, and representatives of other departments.

SPECIAL REQUIREMENTS

Essential duties require the following physical skills and work environment.

Employment is contingent upon successful completion of a background investigation and periodic background investigations thereafter.

Ability to sit for extended periods. Ability to lift and move objects weighing up to 25 lbs. Ability to use office equipment including computers, copiers, and telephones.

This class specification is used for classification, recruitment and examination purposes. It is not to be considered a substitute for work performance standards.



Amber L. Howell

EDUCATION

BA Psychology, UNR

EXPERIENCE

Division of Child and Family Services, Carson City, NV: 02/2006-present

- Administrator (01/2012-present)
- Deputy Administrator (02/2009-01/2012)
- Social Services Chief II (02/2006-02/2009)

The May Institute, Roxbury, MA: 05/2003-10/2005

- Social Club Director/Human Rights Officer (02/2005-10/2005)
- Community Rehabilitative Services Coordinator (07/2004-02/2005)
- Community Rehabilitative Services Outreach Worker (05/2003-07/2004)



Salem Hospital/North Shore Center, Salem, MA: 01/2003-04/2003

- Mental Health Technician/Intake Worker

SageWind, Reno, NV: 08/2000-10/2002

- Lead/ Drug Court Counselor (10/2001-10/2002)
- Drug Court Counselor/Outpatient Counselor (08/2000-10/2001)
- Outpatient Counselor (2000-2001)

PROFESSIONAL LICENSURE

N/A



January 18, 2015

Human Resources
1001 E. Ninth Street
Building A Suite 220
Reno, NV, 89512-2845

Dear Members of the Search Committee:

I am writing to express my sincere interest in the Director position at Washoe County Department of Social Services. This position is an ideal blend of the leadership, administration, planning and development congruent with my talents and strengths. Looking back on my involvement in the human services field I believe my range of experience, from case manager to the statewide administrator, makes me the perfect candidate to assume the leadership role within the county. The core values of your department resonate with me at both a professional and personal level. The conscientious approach to each client within this service area to be served "with dignity and respect" while being "assisted with courtesy" and value is the holistic approach to our work and is one in which I value strongly and practice daily in my current role. I know that my strengths and passions are within the practice of working with children, adults and family systems. This position is a nice connection between the work that I have done thus far with families and communities and my desire to contribute to this work within the county in which I live.

Over the last 8 years, my expertise has been connecting with people and building relationships across the state. Being a connector of systems and a mentor for staff are important skills for this position and one in which I feel I have a demonstrated strength and expertise. My amiable professional approach to working with people has been consistent from the youth and families we serve to the highest leaders and legislators within our statewide community. I love to build programs and create relationships that will benefit staff, children, adults and families. I believe I would be an excellent candidate for this position.

With more than 13 years in the Human Services arena, my experience comprises multiple positions within two significantly different state-wide environments – those are Nevada and Massachusetts. Additionally, my working knowledge of the federal guidelines and programs is exceptional. This broad perspective enhances my ability to complete the duties outlined in your job description. I pride myself on being able to quickly identify needs and gather data to create and/or improve programs and evaluate their implementation. I am confident that I meet the qualifications for this position. In addition to the information offered in my resume, I would like to highlight the following experiences and attributes that would contribute greatly to this position:

- I understand the many dimensions of social services and the interconnectedness of resources.
- I understand the importance of relationships with Nevada leaders to include the Legislators and County Commissioners.
- Served as the administrator and deputy administrator, with state-wide social services division responsibilities for planning and implementing programs with a 95,000 square mile rural service area and county-wide responsibility in Washoe and Clark.
- Thorough understanding of the federal and state social services guidelines. During the last 2 legislative sessions I have provided expertise and direction to committees, Legislative Leadership and the Governor's Office.

- My skills in the areas of assessing, reporting, revitalizing, and creating contribute greatly to my identity as a social services leader.
- Fiscal expertise through the management of an annual \$235 million state-wide budget.
- Experience in increasing programs and services through the prudent reallocation of state dollars to adhere to governmental goals and directives.
- I understand the critical importance of data within an organization for ongoing analysis of programs, quality improvement findings, strategic plans and data reports to drive decision making and monitoring progress.
- Experience and knowledge in the development and implementation of consistent policies and procedures statewide and statutory changes that improved practice standards and federal and state mandates for all child welfare agencies.

In turn, my ability to create positive collaborative working relationships contributes to my reputation and dedication to staff and family engagement and achievement. I know that my enthusiasm and sense of team spirit will also complement and enhance your current organization. I am a self-starter who is attentive to detail and deadlines. My implementation and style of transformational leadership will foster a positive working relationship with the departmental team and individuals across the community.

Departments of this caliber need solid leadership, good communication between disciplines, productive collaboration and staff who understand each other, work well together and are passionate about the children and families we serve. Moreover, we need to be adaptable, constantly confronting obstacles and barriers. My vision is clear: children, adults and families deserve our utmost attention and energy in assisting them in building brighter futures. I am ready for this new journey.

Please do not hesitate to contact me with questions or to further discuss my qualifications for this position. I look forward to speaking with you and meeting in person for an interview.

Amber L. Howell
avestbie@yahoo.com
775-313-3240

Current position: Administrator, Division of Child and Family Services
Current salary: \$117,030

PROFESSIONAL EXPERIENCE

Division of Child and Family Services (DCFS), Carson City, NV

State of Nevada division for child welfare, children's mental/behavioral health and juvenile justice programs

Administrator

2012 – Present

- Top Administrator, appointed by the Governor, for the division with statewide responsibilities (all 17 counties) with 866 employees to include direct supervision of 4 Deputy Administrators
- Management of a \$235 million annual budget consisting of federal Title IV-E funds, state general funds, federal grants and fee-based revenues during a period of fiscal uncertainty, program cuts and mandated employee furloughs, balancing federal and state timeframes/requirements
- Requested and received Governor's support as a Major Budget Initiative (2015 session) of \$13 million dollars in new revenue for the child welfare agencies to improve Medicaid spending outcomes, pending legislative approval based on success of specialized foster care pilot
- Direct responsibility for state-wide rural region (all 15 counties, 95,000 square miles) of child welfare services, oversight of Washoe and Clark county child welfare programs
- Administer the provision of in/outpatient children's mental health services in Clark and Washoe county and administer one state psychiatric children's hospital (Clark county)
- Direct responsibility for statewide juvenile justice services: parole services consisting of 296 youth parolees and 23 parole officers and 3 juvenile correction (low, medium, maximum security) facilities - 250 beds statewide
- Budgetary acumen: Created state divisional budget for 2 legislative sessions and presented to the legislative money committees. Interpret and outline state and federal programs related to child welfare/mental health/juvenile justice requirements
- Provide quarterly reports to the Governor interpreting, reporting, and implementing all aspects of child welfare agency plans and progress, county assessments and federal guidelines/activities
- Successfully completed Nevada's second Federal Program Improvement Plan (PIP) and the Federal Title IV-E audit which both risk financial sanctions for failing to meet requirements
- Connected critical resources and built relationships among key sister agencies to assist in breaking down silos and barriers in order for families to access services appropriate for their needs and expeditiously
- Proven record of program improvement through day-to-day management as the Administrator
- Developed a division-wide leadership data book utilized throughout the whole organization to analyze programs, quality improvement purposes, data reports and strategic planning for monitoring and decision making
- Have successfully maintained 100% retention of all Deputy Administrators since appointed to the Administrator position

Deputy Administrator

2009 –2012

- Appointed by the Governor, direct report to divisional administrator as key child welfare leadership position
- Supervised 6 direct reports and managed a 160+ employee child welfare program
- Responsible for developing, monitoring and administering a \$118 million annual budget including federal, state and grant funding
- Testified before the Legislative money and policy committees presenting federal and state program requirements related to child welfare during 2 legislative sessions and various interim (program, audit and finance) committees
- Responsible for the delivery of the Rural Region's (15 counties) child welfare system (440 children in foster care, 1700+ child protective services investigations/yr., 200 foster care licenses, 230+ removals per year)
- Led the development and implementation of consistent policies and procedures statewide and drafted 5+ legislative bills that improved practice standards and ensured compliance with federal and state mandates
- Created a robust quality improvement team in response to the federal onsite review focused on improving safety, permanency and well-being outcomes utilizing trend analysis and forecasts
- Coordinated and led the federal Child and Family Services Review and developed, monitored and completed the federal PIP as required by the Administration for Children and Families (ACF)

- Led the development and execution of the federally required statewide assessment, Child and Family Services Plan and author of the Annual Progress and Services Report, reporting statewide quality improvement activities, outcomes and improvement needs related to federal indicators and standards
- Effectively interacted with Department of Health and Human Services agencies, county departments, other governmental entities and community/external stakeholders
- Collaborated, negotiated and approved the ongoing common core training academy for child welfare worker training in partnership with the two major state universities (Nevada and UNLV)

Social Services Chief II

2006 –2009

- Co-developed, implemented and monitored the federally required statewide plans (Title IV-E, IV-B and CAPTA) related to child welfare requirements and outcomes
- Led the statewide Quality Improvement (QI) Unit in conducting quarterly trainings, on site case reviews, data analysis and report writing
- Facilitated, developed and implemented statewide policy and regulatory workgroups to develop policies and procedures relevant to regulations, statutes in response to federal requirements/changes
- Assisted the preparation and monitoring of program operating annual budgets to ensure funds were allocated and expended in accordance with programmatic goals and objectives
- Led and supervised child welfare programs: child protective services, foster care, adoption, interstate compact on the placement of children, independent living, child fatality, QI, child care licensing and training
- Co-authored the federal PIP and responsible for quarterly tracking and submission to the ACF
- Assisted in successfully completing Nevada's first federal statewide PIP
- Analyzed, testified and participated in one legislative session which was a major focus on child fatalities and foster care placements, specifically limiting the use of congregate care

The May Institute Boston, MA

An award-winning nonprofit organization providing educational, rehabilitative, and behavioral healthcare services in operation for 60+ years

Social Club Director/Human Rights Officer

2005 –2005

- Developed and directed an outpatient social club program providing individuals/families an alternative program for adult clients ages 20 – 60 with severe and persistent mental health illnesses who were unable to function at a day treatment level
- Conducted monthly family meetings ensuring appropriate safety measures were available in the home, reassessing levels of effectiveness and identifying additional supports necessary to continue living in the community
- Facilitated groups focusing on empowerment, advocacy, symptom management and daily living skills
- Transported and participated in outings that promoted stabilization, symptom management and community involvement
- Operated as the human rights officer for the Massachusetts Department of Mental Health (MDMH) by facilitating quarterly meetings focusing on client rights, educating clients on resources available and connecting with systems

Community Rehabilitative Services Coordinator

2004 - 2005

- Coordinated and led the outreach team; 7 outreach workers each managing a caseload of 15-20 clients
- Played an active and integral part of a multi-disciplinary team presenting cases and discussing risk factors, concerns, client needs and treatment interventions related to chronically mentally ill adult clients
- Developed quarterly reports for MDMH and the courts
- Was responsible for the provisions of rehabilitative services for the same population of clients that the outreach worker position required
- Participated in research collection, for social services and other state agencies for the agency's Executive Vice President advocating for individuals and families in need of additional services/resources based on level of need and severity of illness and limitations.

Community Rehabilitative Services Outreach Worker

2003 – 2004

- Managed a caseload of 20-22 adult clients with severe and pervasive mental illnesses
- Conducted home visits monitored and packed medication, advocated for housing, communicated with health care providers, case managers, social security and Mass Health (Medicaid) linking clients to services and transporting to appointments
- Participated in clinical team meetings facilitated by the agency psychiatrist, child welfare case managers, assisting in case planning and identifying roles and responsibilities of each participant
- Participated in hospitalizing clients in partnership with MDMH and the agency psychiatrist when necessary and attending hospital MDT meetings focused on treatment progress, discharge planning and reintegration back into the community
- Provided counseling regarding daily stressors, substance abuse, medication management and education on symptom management

Salem Hospital - Emergency Department Salem, MA

Largest hospital in Massachusetts' North Shore providing emergency services (medical and psychiatric) to 90,000+ patients annually

Mental Health Technician/Intake

2003 – 2003

- Performed direct observation to individuals at risk to themselves and/or others in the emergency room
- Performed phlebotomy, vital signs, daily patient care necessities and crisis interventions under the supervision of the head nurse in the emergency room
- Conducted psychological intake assessments for Emergency Room clients being admitted for acute needs
- Participated in treatment plan meetings, discharge planning and connection with community resources
- Assisted in diligent search activities related to locating family members, identified support network linkage and encouraging treatment plan participation with identified patient

Sage Wind Reno, NV

Non-profit substance abuse and mental health treatment facility for adolescents.

Lead/Drug Court Counselor

2001 – 2002

- Led the adolescent substance abuse Drug Court Program
- Trained newly hired counselors on court report writing, Substance Abuse and Prevention Treatment Agency requirements and treatment plan inclusion and monitoring
- Performed all responsibilities required in the drug court and counselor position
- Interviewed and wrote assessments to determine psychological, familial and substance abuse needs amongst adolescents involved in the juvenile justices system, child welfare or parental custody
- Located and referred youth to the appropriate resources and determined level of care for substance abuse treatment

Drug Court Counselor

2001 – 2001

- Provided written court and progress reports regarding clinical recommendations to probation officers, public defenders, district attorneys, CASA's, Family Court Judge regarding the most beneficial treatment direction and interventions for youth and their families involved in the Drug Court Program
- Attended bimonthly court hearings and multi-disciplinary meetings to report on youth progress and recommendations
- Monitored and observed family visitation and facilitated discussions around substance abuse issues and home environment challenges to maintaining sobriety
- Administered weekly drug testing, analyzed results and counseled youth on progress or relapse
- Performed all duties listed as an outpatient counselor

Outpatient Counselor

2000 – 2001

- Managed a case load of 8-10 youth with substance abuse issues, behavioral and familial issues
- Facilitated four groups per week which included relapse prevention, drug education, psycho-education, anger management, cognitive-behavioral focused groups and process sessions for adolescents struggling with substance abuse issues

- Participated in clinical staffing discussing cases, level of care changes, high risk youth and intervention techniques
- Conducted weekly individual substance abuse counseling sessions to discuss triggers, relapsing, challenges to sobriety, home environment stressors, legal problems and coping skills
- Participated in intake processes admitting youth into the program and determining inpatient vs. outpatient recommendations

EDUCATION

BA Psychology
University of Nevada, Reno

2000

PROFESSIONAL AND COMMUNITY ASSOCIATIONS

Task Force on the Prevention of Sexual Abuse of Children
Blue Ribbon Commission on Child Welfare
Court Improvement Project
Casey Family Programs, State Directors
National Association of Child Welfare Administrators
Child Welfare League of America
Nevada Children's Behavioral Health Consortium

Former Membership

Children's Cabinet
Administrative Team to Review the Death of Children

Dedicated to Excellence in Public Service™

Human Resources Online Application WASHOE COUNTY, NEVADA

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INSTRUCTIONS:

Carefully review the instructions below to ensure that your job application can be submitted successfully:

1. All items marked with an * are required.
2. Enter all dates as MM/DD/YYYY including the '/'. Do not add spaces around the '/'. For example: 01/01/YYYY is valid, 01 / 01 / YYYY is NOT valid. It may be best to use the drop-down calendar feature, where available.

Job:

Applicant ID: Submission Date:

Job Announcement Number:

Job Title:

Name:

First name: *

Middle Initial:

Last name: *

Social Security Number:

Address:

Mailing Address: *

City: *

State: *

Zip Code: *

Phone Number: *

Business or Message Phone:

Note: If an Email address is supplied below, Washoe County will contact you via Email. Please enter only one valid Email address.

Email Address:

Driver's License:

Valid Driver's License Number:

Issuing State:

Expiration Date (MM / DD / YYYY):

History:

* ARE YOU CURRENTLY EMPLOYED BY THE WASHOE COUNTY GOVERNMENT?

Yes No

* IF NOT, HAVE YOU EVER BEEN EMPLOYED BY THE WASHOE COUNTY GOVERNMENT?

Yes No

If your answer is yes, please use the Employment History section of this form to list the specific dates, job title, department, and name of your supervisor. Omission of this information can lead to disqualification or dismissal.

ARE YOU A VETERAN?

Eligible veterans who were honorably discharged from the U.S. Armed Forces shall receive one (1) bonus point upon passing open competitive examinations. In order to be given a bonus point, applicants must show proof of Honorable Discharge (DD-214 with Classification of Discharge).

Yes No

Availability:

*** Available Date**

- Available Immediately
- 2 or more weeks notice
- Not available now, but will be on

4/15/2015

Prior Convictions (If you have no prior convictions, you may skip this section):

Have you ever been convicted of a felony or misdemeanor other than minor traffic violations? Include drunk, reckless, hit-run and military convictions.

Note: A conviction is not necessarily a bar to employment. Lack of requested information is basis for rejecting an application. Please explain below:

Add an additional:

Type	Date *	Description *
<input type="checkbox"/> Felony		
<input type="checkbox"/> Misdemeanor		

Education History:

If you are listing bi-lingual skills, please type an expiration date of 12/31/9999.

Did you graduate from High School? Yes No

If not, have you passed a G.E.D. test? Yes No

08/28/1995 - 05/28/1999 : Truckee Meadows Community College

Major: * Type: *

Total Credits: Degree/Certificate: *

01/06/1997 - 05/26/2000 : University of Nevada Reno

Major: * Type: *

Total Credits:

Degree/Certificate: *

Employment History:

01/03/2012 - 01/18/2015 : State of Nevada

Your Title: *

Employer Location: * Immediate Supervisor: *

Employer Country: * Supervisor's Phone Number: *

Monthly Salary: Number of people supervised:

Hours / Week:

Duties:

Administrator position, appointed by the Governor, for the division with statewide responsibility (all 17 counties) with 866 employees. Management of a \$235 million annual budget consisting of federal, state and grant funding. Direct responsibility for statewide Rural Region (all 15 counties) of child welfare services and oversight responsibility of Washoe and Clark county's child welfare system. Responsible for inpatient/outpatient children's mental health services in Washoe and Clark County to including family learning homes, residential and one psychiatric hospital. Directly responsible for juvenile justice services to include youth parole statewide and 3 correctional facilities (low, medium, maximum security) 250 beds total. Provide quarterly reports to the Governor interpreting, reporting, and implementing all aspect of child welfare agency improvement plans and progress, county assessments and federal guidelines/activities. Create division's biennial budget and participate in testifying to the legislative money committees, policy committees and audit committees during the legislative session and during the interim. Responsible for the submission and revision to statewide federal plans related to children's mental health, juvenile justice and child welfare to ensure compliance and expectations to continue receiving federal revenue as it relates to Title IV-E, IV-B and CAPTA.

Software Applications / Equipment Used:

Power point, Microsoft word, Microsoft excel, Microsoft access

Reason for leaving:

Currently in position

02/23/2009 - 01/02/2012 : State of Nevada

Your Title: *

Employer Location: * Immediate Supervisor: *

Employer Country: * Supervisor's Phone Number: *

Monthly Salary: Number of people supervised:

Hours / Week:

Duties:

Appointed by the Governor, direct report to division administrator as the Deputy for Child welfare, supervised 6 direct reports and managed a 160+ employee child welfare program. Responsible for developing, monitoring and administering a \$118 million annual budget including federal, state and grant funding. Responsible for the delivery of the rural region(all 15 counties) child welfare system to include foster care, child protective services, independent living, child fatalities, adoption, quality improvement, training and out of state placements. Testified before the Legislative money committee and various interim committees (policy, audit and interim finance). Led statewide policy workgroups and finalized policies and procedures for state wide consistency in addition to drafting legislative bills intended to improve practices and ensure compliance with federal and state mandates. Created and led a quality improvement unit in response to the federal onsite review focused on improving safety, permanency and well-being outcomes utilizing trend analysis and forecasts. Coordinate and led the federal child and family services review and developed, monitored and completed the federal program improvement plan as required by the U.S. Department of Health and Human Services, Administration for Children and Families. Led and developed the execution of the federally required statewide assessment, Child and Family Services Plan and the author of the Annual Progress and Services Report, reporting statewide quality improvement activities, outcomes and improvement needs related to federal indicators and standards. Effectively interacted with the state Department of Health and Human Services, along with its sister agencies, county departments, other governmental agencies, communities, the courts and external stakeholders. Collaborated, negotiated and approved the ongoing common core training academy for the child welfare worker training in partnership with the two major state universities (Nevada and UNLV). Provided supervision to specialists, chiefs, support staff and contractors. Provided technical assistance to division staff and county child welfare agencies regarding statutes, regulations, policies, federal mandates and best practices. Assisted in program audits and reviews and developed corrective

action and responses based on findings.

Software Applications / Equipment Used:
Microsoft excel, power point, word, access

Reason for leaving:
Promoted

02/10/2006 - 02/22/2009 : State of Nevada

Your Title: *

Employer Location: * Immediate Supervisor: *

Employer Country: * Supervisor's Phone Number: *

Monthly Salary: Number of people supervised:

Hours / Week:

Duties:

Co-developed, implemented and monitored the federally required statewide plans (Title IV-E, IV-B and CAPTA) related to child welfare requirements and outcomes. Led the statewide Quality Improvement (QI) Unit in conducting quarterly trainings, on site case reviews, data analysis and report writing. Facilitated, developed and implemented statewide policy and regulatory workgroups to develop policies and procedures relevant to regulations and statutes in response to federal requirements/changes or legislative changes. Assisted the preparation and monitoring of program operating annual budgets to ensure funds were allocated and expended in accordance with programmatic goals and objectives. Led and supervised child welfare programs: child protective services, foster care, adoption, interstate compact on the placement of children, independent living, child fatality, QI, child care licensing and training. Co-authored the federal PIP and responsible for quarterly tracking and submission to ACF. Assisted in successfully completing Nevada's first federal statewide PIP. Analyzed, testified and participated in one legislative session which was a major focus on child fatalities and foster care placements, specifically limiting the use of congregate care. Provided supervision to specialists, support staff, and contractors. Facilitated, participated and developed reports from task forces and child death review teams and tracked recommendations and action items. Provided technical assistance to child welfare staff and county child welfare agencies regarding statutes, regulations, policies, federal mandates and grant expectations.

Software Applications / Equipment Used:
UNITY, Microsoft excel, word, access, Turn-Keys, Survey Monkey

Reason for leaving:
Promoted

02/15/2005 - 10/07/2005 : The May Institute

Your Title: *

Employer Location: * Immediate Supervisor: *

Employer Country: * Supervisor's Phone Number: *

Monthly Salary: Number of people supervised:

Hours / Week:

Duties:

Developed and directed an outpatient social club program providing individuals/families an alternative program for adult clients ages 20 – 60 with severe and persistent mental health illnesses who were unable to function at a day treatment level. Duties included conducting monthly family meetings ensuring appropriate safety measures were available in the home as well as reassessing levels of safety effectiveness and identifying additional supports necessary to continue living in the community and prevent unnecessary hospitalizations or group home admissions. Facilitated groups with clients focusing on empowerment, advocacy, symptom management and daily living skills. Transported clients and participated in community outings that promoted stabilization, symptom management and community involvement. Operated as the human rights officer for the Massachusetts Department of Mental Health (MDMH). Facilitated quarterly meetings focused on client rights, providing education to clients on resources available to assist with psychiatric needs, housing, financial, federal programs, health care options and mental health providers along with connecting clients with other systems throughout the West Roxbury/Boston area.

Software Applications / Equipment Used:
Case management system used for case note writing, Microsoft word, excel, power point and Internet

Reason for leaving:
Relocated to Reno, NV

07/12/2004 - 02/14/2005 : The May Institute

Your Title: *

Employer Location: * Immediate Supervisor: *

Employer Country: * Supervisor's Phone Number: *

Monthly Salary: Number of people supervised:

Hours / Week:

Duties:

Coordinated and led the adult mental/behavioral health outreach team consisting of 7 outreach workers each managing a caseload of 15-20 clients. Played an active and integral part of a multi-disciplinary team presenting cases and discussing risk factors, concerns, client needs and treatment interventions related to chronically mentally ill adult clients. Developed quarterly reports for MDMH and the courts. Was also responsible for the provisions of rehabilitative services for the same population of clients that the outreach worker position required. Participated in research collection, for social services and other state agencies for the agency's Executive Vice President advocating for individuals and families in need of additional services/resources based on level of need and severity of illness and limitations.

Software Applications / Equipment Used:

Case management system, Microsoft word, excel, power point, access and the internet

Reason for leaving:

Program was cut by the Mass. Dept. of Mental Health. All employees were transferred to other units to avoid lay offs

05/05/2003 - 07/09/2004 : The May Institute

Your Title: *

Employer Location: * Immediate Supervisor: *

Employer Country: * Supervisor's Phone Number: *

Monthly Salary: Number of people supervised:

Hours / Week:

Duties:

Worked as a community outreach worker, managing a caseload of 20+ adult clients with severe and pervasive mental illnesses that were referred and funded by the Massachusetts Department of Mental Health for in home, community based services to avoid hospitalization or long term care stays in adult group homes. Conducted weekly home visits and monitored and packed medication, advocated for housing on their behalf, communicated with health care providers, tracked health care needs, worked collaboratively with other case managers, social security and Mass Health (Medicaid) linking clients to services and transporting to appointments. Participated in clinical team meetings facilitated by the agency psychiatrist, child welfare case managers, Department of Mental Health and social services assisting in case planning and identifying roles and responsibilities of each participant. Participated in hospitalizing clients in partnership with MDMH and the agency psychiatrist when necessary and attending hospital multidisciplinary team meeting meetings focused on treatment progress, discharge planning and reintegration back into the community. Provided counseling regarding daily stressors, substance abuse, medication management and education on symptom management.

Software Applications / Equipment Used:

Microsoft excel, word, access and the case management system for case note, court reports and medication logs

Reason for leaving:

Promoted

01/20/2003 - 04/25/2003 : Salem Hospital/North Shore Medical Ctr

Your Title: *

Employer Location: * Immediate Supervisor: *

Employer Country: * Supervisor's Phone Number: *

Monthly Salary: Number of people supervised:
 Hours / Week:

Duties:

Performed direct observation to individuals at risk to themselves and/or others in the emergency room due to psychiatric emergencies. Performed phlebotomy, vital signs, daily patient care necessities and crisis interventions under the supervision of the head nurse in the emergency room. Conducted psychological intake assessments for emergency room clients being admitted for acute needs. Participated in weekly treatment plan meetings, discharge planning and connection with community resources. Assisted in diligent search activities related to locating family members, identified support network linkage and encouraging treatment plan participation with identified patient.

Software Applications / Equipment Used:

Medical databases, Microsoft word and excel

Reason for leaving:

Hired at the May Institute in my field of interest and less commute.

10/09/2001 - 10/12/2002 : SageWind

Your Title: *
 Employer Location: * Immediate Supervisor: *
 Employer Country: * Supervisor's Phone Number: *
 Monthly Salary: Number of people supervised:
 Hours / Week:

Duties:

Led the adolescent substance abuse Drug Court Program at SageWind treatment center funded as a provider by the Department of Mental and Developmental Services, Substance Abuse Prevention and Treatment Agency. Managed a caseload of 10-12 youth who were court ordered to participate due to ongoing substance abuse and/or lack of following juvenile probation's case plans. Trained newly hired counselors on court report writing, Substance Abuse and Prevention Treatment Agency requirements and treatment plan inclusion and monitoring. Performed all responsibilities required in the drug court counselor position. Interviewed and wrote assessments to determine psychological, familial and substance abuse needs among adolescents involved in the juvenile justice system, child welfare or parental custody. Located and referred youth to the appropriate resources and determined level of care for substance abuse treatment

Software Applications / Equipment Used:

Microsoft word and excel

Reason for leaving:

Moved to Boston, MA

08/21/2000 - 10/08/2001 : SageWind

Your Title: *
 Employer Location: * Immediate Supervisor: *
 Employer Country: * Supervisor's Phone Number: *
 Monthly Salary: Number of people supervised:
 Hours / Week:

Duties:

Managed a caseload of 10-12 adolescents that were court ordered into the program for failure to comply with outpatient treatment requirements per court orders to address substance abuse issues, behavioral and familial issues that were referred by probation, parole, parents or social services. Provided written court and progress reports regarding clinical recommendations to probation officers, public defenders, district attorneys, CASA's, Family Court Judge regarding the most beneficial treatment direction and interventions for youth and their families involved in the Drug Court Program. Attended bimonthly court hearings and multi-disciplinary meetings to report on youth progress and recommendations. Monitored and observed family visitation and facilitated discussions around substance abuse issues and home environment challenges to maintaining sobriety. Administered weekly drug testing, analyzed results and counseled youth on progress or relapse. Facilitated four groups per week which included relapse prevention, drug education, psycho-education, anger management, cognitive-behavioral focused groups and process sessions for adolescents struggling with substance abuse issues. Participated in clinical staffing discussing cases, level of care changes, high risk youth and

intervention techniques. Conducted weekly individual substance abuse counseling sessions to discuss triggers, relapsing, challenges to sobriety, home environment stressors, legal problems and coping skills. Participated in intake processes admitting youth into the program and determining inpatient vs. outpatient recommendations.

Software Applications / Equipment Used:
 Microsoft word and excel

Reason for leaving:
 Promoted

10/01/1999 - 06/30/2000 : Washoe County School District

Your Title: *

Employer Location: * Immediate Supervisor: *

Employer Country: * Supervisor's Phone Number: *

Monthly Salary: Number of people supervised:

Hours / Week:

Duties:
 Worked part time as a substitute teacher in college when schedule allowed for the Washoe County School District for Elementary and Secondary Education

Software Applications / Equipment Used:
 Microsoft word and excel, projectors

Reason for leaving:
 Graduated college

Attachments:

List of attached documents:

Date	Document Name
1/18/2015	AHowellResume.pdf
1/18/2015	AHowell Cover Letter.pdf

Row 1 of 2

DISCLOSURE:

1. I declare that any statement in this application or information provided is true and complete. I understand that if I provide false information it shall be sufficient cause for disqualification or dismissal.
2. I attest that I have the legal right to reside and work in this country (proof required upon employment).
3. In connection with this application, I authorize Washoe County and any agent acting on its behalf to conduct an inquiry into any information related to my potential or continued employment with the county and authorize the release of any such information, including, but not limited to, prior employers and any criminal conviction on my record. Moreover, I hereby release Washoe County and any agent acting on its behalf from any liability by reason of requesting such information from any person and its subsequent release as provided herein.

I have read and accept the above conditions: *

Do not contact my present employer without my prior consent:

List any other names that you have used:

AMBER VESTBIE

NOTE: After clicking the Submit Application button below, a new window will appear where you will be able to attach your documents such as the Training & Experience Evaluation, certificates, resume, etc...

[Return to Normal View](#)

Washoe County is an equal opportunity employer hiring employment-eligible applicants.

Washoe County Human Resources is located at: 1001 E. Ninth Street, Building 'A' Suite 220, Reno, NV, 89512-2845

Robin L. Landry, LCSW

EDUCATION

BS Social Work, Longwood University, Farmville, VA

MSW Social Work (Clinical & Administration/Organizational Behavior & Management), Norfolk State University, Norfolk, VA

Post Graduate Certificate: Therapy with Adoptive Families, Portland State University, Portland OR
Certificate: Mediation and Conflict Resolution, UNR Extended Studies Program

EXPERIENCE

Division of Child and Family Services, Carson City and Reno, NV: 06/2005-present

- Clinical Program Planner II/Statewide Special Projects, Children's Mental Health (11/2012-present)
- Clinical Program Planner II/Planning & Evaluation Unit (04/2012-11/2012)
- Clinical Program Planner I/Planning & Evaluation Unit (02/2008-04/2012)
- Clinical Program Planner I/Workforce Development Coordinator (06/2005-02/2008)

Truckee Meadows Community College, Reno, NV: 01/2008-06/2009)

- Part-Time Faculty Instructor, Introduction to Sociology and Introduction to Social Work

Division of Child and Family Services, Carson City, NV: 09/2004-06/2005

- Deputy Administrator Child Welfare, Rural Regions

Nevada State Division of Health Care Financing & Policy, Carson City, NV: 06/2000-09/2004

- Management Analyst, Business Lines Unit (07/2002-09/2004)
- Hearings Officer & Policy Development Supervisor (06/2000-07/2002)

The Linden Center Foster Families, Inc., Los Angeles, CA: 05/1997-05/2000

- Director

Alta California Regional Center, Sacramento, CA: 11/1995-01/1997

- Supervising Counselor

Sierra Adoptive Services, Sacramento, CA: 01/1992-03/1994

- Assistant Executive Director/Adoption Program Manager

Catholic Charities of Hampton Roads, Virginia Beach, VA: 01/1983-01/1992

- Child Welfare Program Director (01/1985-01/1992)
- Social Worker II (01/1983-01/1985)

Hillhaven Rehabilitation & Convalescent Center, Norfolk, VA: 09/1981-01/1983

- Director of Social Work Services

PROFESSIONAL LICENSURE

Licensed Clinical Social Worker, State of Nevada

Licensed Clinical Social Worker, State of California

ROBIN L. LANDRY, LCSW
4445 Great Falls Loop
Reno, NV 89511

January 22, 2015

Kathy Hart,
Workforce Development Manager
Washoe County Department of Human Resources

RE: Director of Child Welfare Services
Announcement Number 14-X005

Dear Ms. Hart:

Please accept this letter of interest and resume for your consideration of my application for the above captioned position. This position was announced on the Washoe County HR website.

Nationwide, human services systems are currently faced with significant challenges; this is especially true for our public child welfare systems. These challenges include significant budget reductions; loss of federal matching funds and a failure to maximize federal revenue; a decreasing tax base; a neophyte workforce, the numbers of which coming into the field are not keeping pace with the needs of those served; class action and other related litigation due to child deaths and children languishing in the foster care system; the systemic failure to protect children in out of home placement and seek permanency timely; our inability to build effective early intervention and prevention planning; increased community skepticism about our current system's ability to get the job done well for the vulnerable children and families we serve; and, our ongoing struggle to create data driven systems to support both fiscal and program development and sustainability decision making activities. In addition, child welfare, which is the Achilles' heel of almost every public human services delivery system, is my professional passion as I have come to learn there is no other field of practice in which we have the highest potential to positively impact the outcomes for those we serve. All of these are issues must be addressed by principled leaders with strong systems transformation skills and the courage to not only ensure things get done right but, more importantly, to make sure the right things get done. I am such a leader and I am committed to mentoring other like-leaders through leadership development, mentoring, coaching, supervision, and challenging academic endeavors.

I have written and lobbied for legislative proposals that have been enacted into law. I have provided position papers and white papers and have spoken by invitation before a variety of groups, including legislative committees and subcommittees, on behalf of issues concerning and impacting families, children and youth, and community stakeholders. I have been the recipient of several gubernatorial appointments while in Virginia to lead and/or co-lead systems transformation initiatives with which to better serve our communities, children and families. I have worked on national, state, and local levels to revise the delivery processes and service provisions and improve child and family practice standards. I have a strong knowledge base with regard to evidence based practice, programs and policy, and legislative mandates including how these are enacted as well as enforced, evaluated, and monitored. In addition, I have provided comprehensive program planning, development, coordination, and training to

January 22, 2015

Page 2

professional colleagues and stakeholders on a variety of management and professional issues, including leadership mentoring and building infrastructure to support System of Care, and implementation and sustainability for EBP. I have been recognized as an expert witness in various judicial hearings affecting children and families.

My strengths are those of a visionary and fearless leader with the skills necessary to articulate our vision with clarity and consistency to the various internal and external stakeholders we must engage to ensure our success. I believe in setting high standards of accountability which is required in order for us to achieve improved outcomes for child safety, permanency, and well-being. I am a self-directed, task and goal focused professional, an enthusiastic problem-solver and cooperative team player. Celebrating transparency in all we do and developing bi-directional systems communication strategies are critical success factors in our work with at-risk children and vulnerable families; these are the foundational values and principles which comprise my professional leadership philosophy and those which I mentor and reward. I am decisive and committed to doing the next right thing in all endeavors and I believe strongly in the highest level of accountability in our child welfare systems in order to ensure for the safety of our children, the stability of our families, the well being of our communities and the empowerment of colleagues for effective and efficient service delivery on behalf of all those we serve.

Thank you for your consideration and attention to my application. I appreciate your help and look forward to hearing from you soon about this exciting and challenging opportunity. I look forward to learning about how I might contribute to our standards of excellence in serving at risk children and vulnerable families as well as the communities in which they live, work and play here in Washoe County.

Sincerely yours,

Robin L. Landry, LCSW

Enc.:

ROBIN L. LANDRY, LCSW
4445 Great Falls Loop
Reno, NV 89511

(C) 775-771-4362

EDUCATION

Norfolk State University, Norfolk, VA: Graduate School of Social Work, Dualist Track – Clinical and Administration/Organizational Behavior & Management Track, Master of Social Work (MSW) May 1981

Longwood University, Farmville, VA: Bachelor of Science in Social Work (BSW) May 1979

Portland State University, Portland, OR: Post Graduate Certificate: Therapy with Adoptive Families, September 2006 to April 2007

University of Nevada, Reno, NV: Extended Studies – Mediation and Conflict Resolution Certificate Program, Fall 2005

PROFESSIONAL LICENSURE

Licensed Clinical Social Worker, State of Nevada (# 4970-C)

Licensed Clinical Social Worker, State of California (# LCS 26129)

EMPLOYMENT HISTORY

Nov 2012 to Present	Clinical Program Planner II / Statewide Special Projects, Children's Mental Health
April 2012 to Nov 2012	Clinical Program Planner II / Planning & Evaluation Unit (Promotion)
Feb 2008 to April 2012	Clinical Program Planner I / Planning & Evaluation Unit
June 2005 to Feb 2008	Clinical Program Planner I / Workforce Development Coordinator State of Nevada Division of Child and Family Services Carson City & Reno, NV

- Responsible for statewide policy development and implementation initiatives for children's mental health and, when requested, child welfare services;
- Provides technical assistance for practice issues and in developing system changes to respond to client and workforce needs;
- Collaborates with statewide Children's Mental Health Managers to identify, develop, and implement strategic planning initiatives including workforce development, quality assurance and program improvement activities, and core competency development;
- Developed statewide training curricula for both face-to-face workforce development and web-based training opportunities to address Targeted Case Management, Clinical

Children's Mental Services, Program Integrity, Civil Rights, Documentation Standards, False Claims Act statutes and all related policies and procedures;

- Developed and authored the DCFS response to Nevada Medicaid as a result of their 2011 DCFS statewide TCM Audit – this included reviewing all TCM client records and identifying non-allowed claiming issues, practice challenges, training needs, policy development, writing an extensive DCFS Corrective Action Plan in response to Nevada Medicaid's audit findings, partnering with DCFS fiscal staff to determine inappropriate claims submitted for reimbursement to Nevada Medicaid, developing the internal Instructional Memorandum to all DCFS TCM providers, and assisting the Deputy Administrator in developing statewide training for DCFS staff;
- Provides research and analysis with recommendations upon request regarding various program and practice issues such as EPSDT, Medicaid Waivers, School Based Health Clinics, legislative initiatives, class action litigation issues in children's mental health and child welfare, Evidence Based Practices, etc.
- Participated in various clinical reviews of children placed out of state, including writing an Executive Summary for the DCFS Administrator which identified a myriad of critically needed program and practice improvements to better ensure the safety, permanency and well-being of Nevada's children;
- Authored the statewide Child Welfare Continuous Quality Improvement Policy and practice framework pursuant to the federal Instructional Memorandum of 2008;
- Provided a detailed root cause analysis to the DCFS Administrator regarding a rural region child fatality with extensive child welfare practice and program recommendations;
- Supervised quality improvement and quality assurance, program planning, program evaluation, and contract administration for children's mental health services and community providers;
- Oversight of personnel management functions, including hiring, supervision and coaching, performance evaluations, progressive discipline, and termination;
- Led the planning, coordination, and monitoring of quality improvement, program evaluation, training and strategic planning activities for a statewide Workforce Development and Cultural Competency Needs Assessment for all child serving entities and stakeholders including formally soliciting community input regarding programs, identifying stakeholder values, and formulating outcome measures for use in program evaluation, planning and resource allocation decisions;
- Developed a comprehensive statewide Workforce Development Plan for Children's Behavioral Health, including a variety of budgets and implementation action plans;
- Regularly provides oversight of the collection of data and analysis of related data and the preparation of ad hoc reports, research, policy development and reviews, and white papers to support infrastructure building for children's mental health;
- Regularly develops and implements monitoring criteria and procedures;
- Conducted regular on-site provider program reviews to evaluate the appropriateness of children's behavioral health services provided and compliance with policies and procedures for children residential and non-residential mental health services;
- Researches and authors a variety of correspondence, recommendations, and reports;
- Designs and conducts literature and field research reviews on various aspects of clinical service delivery and program development;
- Facilitated the implementation of a statewide marketing and education campaign to support organizational readiness for systems transformation, system of care infrastructure

- building, and evidence based practice implementation in children's behavioral health;
- Facilitated the development of a variety of collaborations with national experts in children's behavioral health, system transformation, and evidence based practice and EBP implementation and sustainability;
- Coordinated with University of Colorado, School of Medicine and Health Sciences and Zero to Three© to develop, implement and facilitate a statewide Training of Trainers to support the Medicaid Behavioral Health Redesign in the use of the DC: 0-3R in establishing medical necessity and payment reimbursement for behavioral health services to young children;
- Developed a variety of action plans and provided technical support to facilitate system transformation, including: Leadership Action Plan for Systems Transformation; Organizational Readiness Plan; and, Communication Plan;
- Developed specific training and sustainability action plans for statewide workforce development initiatives;
- Provides technical assistance on a wide range of statewide children's mental health program improvement initiatives.

January 2008 to
June 2009

Part-time Faculty Instructor
Truckee Meadows Community College
Reno, NV

- Taught Introduction to Social Work
- Taught Introduction to Sociology

Sept. 2004 – June 2005

Deputy Administrator Child Welfare, Rural Region
State of Nevada
Division of Child and Family Services
Carson City, NV

- Lead a team of 6 subordinate managers who supervised approximately 130 staff in providing comprehensive child welfare and children's mental health services throughout the 15 rural counties of the State of Nevada (approx. 100,000 square mile geographic service area), including Wraparound in Nevada (WIN).
- Oversight of all personnel management functions, including hiring, performance evaluations, progressive discipline, and termination;
- Realigned geographic service areas of 3 district offices and 9 satellite offices in order to better serve children, their families, and the communities in which they live;
- Implemented bi-directional communication in the rural region by realigning the budget for videoconferencing technology in every rural region service area/office;
- Instituted bi-weekly rural region child welfare meetings, which included direct service staff, during which adoption and foster care homestudies were presented for approval recommendations, child placements were discussed, TPR issues were resolved and/or planned, Court cases were staffed, difficult cases were presented for group supervision, mini-trainings on best practice considerations were presented, and assignments for infrastructure building were made;

- Realigned the 3 district offices to address timeliness and response issues in serving the community and to better partner with stakeholders, including the District Courts and law enforcement to ensure child safety;
- Lead a region-wide review of child welfare practice, including personnel investigations with which I partnered with WCDSS management to conduct, as a result of a child fatality whose family had an open CPS case. This review led to disciplinary personnel actions, significant practice and program improvements in child protective services, improved supervisory oversight of these cases, and changes to the statewide SACWIS system to better match CPS practice delivery;
- Developed, managed, and tracked a \$25M budget, ensuring compliance to a variety of funding streams including Title IV-E and Title XX as well as State General Funds, each with a multitude of budget categories;
- Participated in a leadership capacity as a member of the Statewide Administrative Team for the Child Death Review Committee;
- Participated in a leadership capacity on the Statewide CFSR Program Improvement Plan development and lead/developed several initiatives to support this endeavor;
- Trained statewide child welfare program and policy staff (DCFS, WCDSS, and CCDFS) and several community stakeholder groups regarding policy development, quality assurance and program evaluation, and best practice in child welfare;
- Routinely interpreted federal regulations, state statute and agency policy and procedures, including legislative analysis;
- Provided testimony to the Nevada Legislature regarding child welfare practice and fiscal issues, and budgets;
- Provided a multitude of reports detailing work issues and recommendations for resolution to the DCFS Administrator and the Decision Making Group (in which I was a leadership member);
- Provided oversight for facilities management and contract support services;
- Implemented regional shared decision making and accountability;
- Routinely articulated priorities, practice expectations, and standards of care to ensure child safety, permanency, and well being;
- Designed a reorganization plan to support a statewide System of Care service delivery model;
- Routinely acted in the DCFS Administrator's absence at statewide meetings and trainings.

July 2002 to Sept. 2004: **Management Analyst, Business Lines Unit**

State of Nevada

Division of Health Care Financing & Policy (AKA Nevada Medicaid)

Carson City, NV

- Statewide Subject Matter Expert on the Balanced Budget Act of 1997;
- Contract lead and primary author of the Nevada Medicaid Managed Care Contract (HMO) (budget authority of approx. \$300M), including rate development;
- Contract lead and author of the Non Emergency Transportation Contract (NET) (budget authority of approx \$15M), including rate development;
- Authored the NET 1915(b) Waiver for Non-Emergency Transportation Services;

- Authored Medicaid Services Manual Chapter 1900, entitled "Transportation Services";
- Authored Medicaid Services Manual Chapter 3600, entitled "Managed Care Organization";
- Routinely interpreted federal regulations, state statute and agency policy and procedures, including legislative analysis;
- Oversight for contract development, management, and compliance;
- Responsible for identifying and writing amendments for the HMO and NET contracts as well as Medicaid State Plan Amendments as they pertained to managed care;
- Developed and implemented Business Lines Unit policy;
- Acted as the delegated authority in Business Lines Unit for the State of Nevada Medicaid policy/regulations clearance process;
- Oversight of contractors' policy development and implementation;
- Acted as Medical Care Advisory Committee liaison for managed care;
- Oversight and monitoring of recipient grievance, appeals and dispute resolution compliance by contractors;
- Routinely conducted legislative analysis;
- Tracked fraud and abuse reporting pertaining to contractors and submitted recommendations for remedy;
- Acted as liaison for provider and community relations issues.

June 2000 to July 2002: **Hearings Officer & Policy Development Supervisor**
State of Nevada
Division of Health Care Financing & Policy (AKA Nevada Medicaid)
Carson City, NV

- Upon hire, successfully implemented outstanding federal corrective action plan for State of Nevada Title XIX and Title XXI fair hearings and constitutionally mandated due process requirements;
- Oversaw all personnel management functions, including hiring, performance evaluations, progressive discipline, and termination;
- Ensured statewide due process rights of Medicaid and Nevada Check Up recipients and providers through timely fair hearing process;
- As the Nevada Medicaid Fair Hearing Officer, facilitated pre-hearing conferences and represented Nevada Medicaid at Administrative Fair Hearings;
- Maintained the Title XIX and Title XXI State Plans ('Keeper of the SPA');
- Co-authored Medicaid Services Manual Chapter 100, entitled "Medicaid Program";
- Oversaw statewide development and dissemination of all Medicaid coverage and limitation policies and procedures;
- Routinely interpreted federal regulations, state statute and agency policy and procedures, including legislative analysis;
- Oversaw both fiscal and personnel issues (routine and complex);
- Developed, implemented, and provided oversight of the Division's Quality Control and Improvement Program;
- Developed, implemented and managed the Division's Staff Development and Training Program and served as the Division's Statewide Training Coordinator in the Department of Health and Human Services;

- Chaired all Public Hearings for the adoption of policy initiatives and rate methodology and coverage and limitation standards/criteria;
- Scheduled and facilitated legislative and program evaluation and analysis;
- Successfully implemented pursuant to federal regulations and then managed the Division's Medical Care Advisory Committee as well as all subcommittees;
- Developed, implemented, managed and provided oversight of the Division's civil rights program and appointed as the Statewide Civil Rights Coordinator;
Responsible for oversight of statewide compliance of federal Advance Directive mandates;
- Provided functional guidance and training to district office staff.

May 1997 to May 2000:

Director

The Linden Center Foster Families, Inc. (now defunct)
Los Angeles, CA

- Lead a team of professional social workers and mental health professionals in providing therapeutic foster care services in the County of Los Angeles;
- Ensured compliance to a variety of oversight agencies including Los Angeles County DCFS and State of California, Community Care Licensing (CCL) Title 22 mandates;
- Implemented shared decision making and accountability;
- Managed \$2M budget, regional center vendorization and grant management;
- Provided contract and facilities management;
- Routinely articulated standards of care to ensure child safety/permanency/well being;
- Trained staff on policy development, quality assurance and program evaluation, and best practice in child welfare;
- Provided ongoing clinical supervision and in-service training for staff and other community stakeholders;
- Routinely analyzed and interpreted federal regulations, state statute and agency policy and procedures;
- Developed and implemented a therapeutic parenting training curriculum;
- Initiated the development of a foster parent county-wide recruitment plan;
- Authored the agency's annual program statement for county contracting purposes;
- Worked collaboratively with a variety of community stakeholders including DCFS, CCL, the courts, the schools, the regional centers, and other child serving agencies and governmental entities; and,
- Developed protocol for agency CPS investigations and corrective action planning.

November 1995 to January 1997:

Supervising Counselor

Alta California Regional Center
Sacramento, CA

- Lead a team of Early Intervention (Individuals with Disabilities Act Part C), youth and adult case managers and support staff in 2 rural offices serving 4 rural counties (i.e., Yolo, Yuba, Sutter, Colusa) in providing services and authorizing purchase of service for people with developmental delays and disabilities as well as their families;
- Provided oversight of all Targeted Case Management services and lead the team in responding to a year-long Medi-Cal TCM Audit.

- Represented agency on various local and state committees and child welfare organizations;
- Established and maintained effective working relationships and collaboration with county and state agencies as well as the courts;
- Routinely acted in the Director's absence at statewide meetings and trainings.

Jan. 1985 to Jan. 1992: **Child Welfare Program Director (Promotion)**

Jan. 1983 to Jan. 1985: **Social Worker II**
Catholic Charities of Hampton Roads
Virginia Beach, VA

- Lead a team of social workers in providing comprehensive child welfare services throughout the 6 district offices (i.e., Norfolk, Virginia Beach, Newport News, Williamsburg, Chesapeake, and Portsmouth) of the Tidewater region;
- Lead the integration of Catholic Family Services in Portsmouth and Catholic Home Bureau in Hampton to become branch offices of Catholic Charities of Hampton Roads;
- Realigned business processes in the 6 district offices in order to better serve children, their families, and the communities in which they live;
- Oversaw all personnel management functions, including hiring, performance evaluations, progressive discipline, and termination;
- Managed \$750K budget and grants management, provided contract oversight including rents in 4 district offices;
- Authored the agency's child welfare policy and procedure manual;
- Implemented regional shared decision making and accountability;
- Routinely articulated standards of care to ensure child safety, permanency, and well being;
- Participated in a statewide leadership capacity on child placing agency licensing issues and corrective action planning;
- Vice President and Adoption Subcommittee Chairperson of the Virginia Association of Licensed Child Placing Agencies (VALCPA) (President elect at the time I left Virginia);
- Authored grant proposal to Diocese of Richmond for providing seamless statewide telephone intake services to birth parents (awarded after I terminated with the agency);
- Trained staff on policy development, quality assurance and program evaluation, and best practice in child welfare;
- Carried a selective clinical caseload throughout my tenure;
- Represented VALCPA in the Virginia Legislature (authored 3 legislative proposals which were enacted into law);
- Supervised MSW and BSW student interns (Longwood University, Virginia Commonwealth University, University of Maryland, Penn State, and Norfolk State University);
- Pivotal leadership team member in facilitating CCHR's first COA accreditation.
- Routinely acted in the Director's absence at statewide meetings and trainings.

Sept. 1981 to Jan. 1983: **Director of Social Work Services**
Hillhaven Rehabilitation & Convalescent Center (now defunct)
Norfolk, VA

- Provided social casework and group work services, referral and linkage, and discharge planning services in a 172 bed nursing facility;
- Facilitated family psychoeducational groups dealing with grief and loss, sandwich generation issues, death and dying, dementia, etc.
- Supervised MSW student interns (Norfolk State University);
- Pivotal leadership team member in facilitating first facility Joint Commission accreditation.

CAREER HIGHLIGHTS & SPECIAL ASSIGNMENTS

- March 2014- Author:
January 2015 Statewide Training Curricula re: MSM 100, 400, 2500 (TCM), 3100, and 3300, Documentation Training, False Claims Act Training
- Nov. 2012 - Author:
Present
1. Seclusion and Restraint Policy
 2. Admission Policy
 3. Video Camera Technology Policy
 4. Identification of Children Policy
 5. Incident Reporting and Management Policy
 6. Client's Rights and Responsibilities Policy
 7. Policy Clearance Process
 8. Child Welfare Continuous Quality Improvement Framework and Policy
 9. Confidentiality Policy
 10. Documentation Policy
 11. Consent to Treat Policy
 12. Targeted Case Management Policy
 13. Intake Policy
 14. False Claims Act Policy
 15. Supervision Policy
- Developed and implemented Training of Trainers (TOT) training statewide, including contracting, collaborating on training curriculum, and logistical support in order to support the DCFS TOT model of training and transfer of knowledge.
- 2010 Author: State of Nevada, Division of Child and Family Services, *Performance and Quality Improvement Policy*
- 2009 Nevada Medicaid EQRO RFP Contract Evaluator
- 2008 - 2010 Guest Lecturer: University of Nevada-Reno, Department of Health Ecology, Senior Seminar
- 2007 National Presenter: University of Georgetown National Technical Assistance Center for Children's Mental Health: Screening and Assessment: What are the Next Steps? "Nevada's Training of Trainers Model for the use of the DC: 0-3R in Infant Mental Health"
- 2007 Author: The ABC's of Organizational Readiness for Systems Transformation (SAMSHA State Infrastructure Grant Project, State of Nevada)
- 2006 Authored: State of Nevada's Workforce Development Plan for Transforming Children's Behavioral Health (SAMSHA State Infrastructure Grant Project, State of Nevada)

- 2005 - 2008 State of Nevada DCFS Liaison to Nevada Youth Care Providers
2006 Lead the Statewide Collaboratively Served Youth Committee charged with developing an interagency Memorandum of Understanding (MOU) between the State of Nevada, Division of Child and Family Services and the Division of Mental Health and Developmental Services. The purpose of the group's work was to address and resolve access and transition issues for youth and their families.
- 2005 Lead and directed the development of a child protective services program and service delivery redesign in the rural region of the State of Nevada, including revising the statewide SACWIS system (UNITY) to better match practice and service standards and documentation processes.
- 2004 - 2005 State of Nevada DCFS Leadership Team Member: State of Nevada Program Improvement Plan, Federal Child and Family Services Review
- 2004 - 2005 State of Nevada DCFS Leadership Member: Court Improvement Project
- 2004 - 2005 State of Nevada DCFS Team Lead in collaboration with Title IV-E Training Partner to develop and implement Structured Decision Making practice model statewide.
- 2004-2005 State of Nevada DCFS Team Lead in partnership with National Child Welfare Resource Center for Organizational Improvement to redesign and update the State of Nevada Title IV-E Training Academy.
- 2005 Keynote speaker: State of Nevada Child Welfare Supervisory Summit
- 2003 Author: first BBA 1997 compliant State of Nevada Medicaid 1915(b) Non-Emergency Transportation Contract (CMS approval granted winter 2003)
- 2002 Author: Nevada's 1st Deficit Reduction Act (DRA) compliant Title XXI Nevada State Plan for the State Children's Health Insurance Program (SCHIP) (AKA Nevada Check Up)
- 2002-2003 Principle author of 1997 BBA compliant State of Nevada Medicaid Managed Care Contract (CMS approval granted spring 2003)
- 2001-2002 Brought State of Nevada Medicaid Program into 100% compliance with federal regulations mandating the convening of the Single State Agency Medical Care Advisory Committee (MCAC)
- 2001 Brought State of Nevada Medicaid Program into 100% compliance with Federal Corrective Action Plan for constitutionally mandated fair hearings
- 1995-1996 Lead the effort to deinstitutionalize over 100 adults and youth with developmental disabilities out of a 115-bed, rural ICF-MR facility to less restrictive, community based group home settings and reunification with family throughout the Alta California Regional Center service catchment area, the State of California, and the United States.
- 1993 National Presenter, National Council on Adoptable Children Annual Conference, *"Helping Children Move On: Facilitating Attachment for Older Children and Adoptive Families"*; Saint Paul, Minnesota.
- 1992 -1994 Member Adoption Subcommittee, California Alliance for Child and Family Services
- 1991 President-Elect, Virginia Association of Licensed Child Placing Agencies
- 1989 -1990 Leadership team member in successfully achieving first Council on Accreditation (COA) status for Catholic Charities of Hampton Roads, VA
- 1988 -1992 Vice-President, Virginia Association of Licensed Child Placing Agencies

- 1988 Key Note Speaker: Virginia Bar Association's Adoption and Birth Parent Services Conference, Richmond, VA
- 1988 Workshop Presenter, Virginia Right to Life Annual Conference
- 1987 Co-Presenter with David Brodzinsky, Ph.D at State of Virginia's 1st Annual Adoption Conference, Williamsburg, VA
- 1986 National Program Plenary Committee Member, Catholic Charities USA, Chicago, Illinois
- 1986 Gubernatorial Appointment (Governor Baliles) to Co-Chair State of Virginia's 1st Annual Adoption Conference
- 1985-2005 Recognized as expert witness for various judicial hearings regarding children and families (e.g., termination of parental rights, adoption, custody, child maltreatment, etc. in Virginia, California, and, Nevada)
- 1985-2005 Guest on various national and regional television and radio shows to discuss a variety of child welfare issues, including: adoption, "Baby M" case, Diehl child death case, child maltreatment, attachment, parenting, National Adoption Month, etc. (Virginia, California, and Nevada)
- 1985 -1992 Chair Adoption Subcommittee, Virginia Association of Licensed Child Placing Agencies
- 1985-1986 Gubernatorial Appointment (Governor Robb) to develop statewide training and to co-train private and public child placing partners on the *Virginia Minimum Standards for Child Placing Agencies*
- 1985-1986 Family Systems Therapy Externship with Maury Bowen & Virginia Satir; Family Services Consortium, Norfolk VA.
- 1985-1987 System of Care Task Force Steering Committee Member, City of Norfolk, VA
- 1985 Gubernatorial Appointment to co-chair with Virginia State Department of Social Services statewide public hearing process on the proposed *Virginia Minimum Standards for Child Placing Agencies*
- 1985 Founding Member City of Norfolk Interagency Council (currently known as Norfolk Interagency Consortium)
- 1985 Gubernatorial Appointment (Governor Robb) to Co-Chair Child Placing Agency Steering Committee for Revision of *Virginia Minimum Standards for Child Placing Agencies*
- 1981 Co-Author and Presenter: *Assessing Homemaker's Skill Potential for Mid-Managerial Role Functions in Social Work Practice* (Graduate School Research Project), accepted at Council on Social Work Education (CSWE) Annual Program Meeting (APM) Louisville, KY, Spring 1981.
- 1981 Awarded Graduate Social Work Fellowship, Veterans Administration Medical Center, Hampton, VA

Executive Leadership and Core Competencies

1. **Leading Change**

I possess the courage and ability to implement needed and inspired change to meet organizational goals. I am skilled at establishing an organizational vision and implementing it in a continuously changing environment. Core competencies: creativity and innovation, external awareness, flexibility, resilience, strategic thinking, vision.

2. **Leading People**

I am able to lead people in achieving the organization's vision, mission, and goals by providing clear, consistent communication and direction about what must be done, who will be involved, who it will impact, and what will happen if we do nothing. I am skilled in providing an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts. Core competencies: conflict management, leveraging diversity, developing others, team building.

3. **Results Driven**

I have consistently demonstrated throughout my over 3-decade year career the ability to meet organizational goals and customer expectations. I am not afraid to take risks and make decisions that produce high quality results by analyzing problems, applying technical knowledge, and calculating risks vs. improved outcomes. Core competencies: accountability, customer service, decisiveness, entrepreneurship, problem solving, technical credibility.

4. **Business Acumen**

I am skilled at managing human, financial and information resources strategically. Core competencies: financial management, human capital management, technology management.

5. **Building Coalitions**

I recognize the importance of collaboration and embrace partnerships. I am strategic in building coalitions with important and/or influential internal and external stakeholders in order to achieve common goals. Core competencies: partnering, political savvy, influencing/negotiating.

NEVADA STATE BOARD OF EXAMINERS
FOR SOCIAL WORKERS
4600 KIETZKE LN No C121 RENO NV 89502 TEL (775) 688-2555

Valid through: **February 28, 2015**

Name	License Number
ROBIN LANDRY	4970-C
CLINICAL SOCIAL WORKER	
Licensed: 04/25/2006	

Is a social worker duly licensed in the State of Nevada and is entitled to practice social work until no longer valid.

www.washoecounty.us/humanresources * 775-328-2081 Phone * 775-328-6119 Fax

Human Resources Online Application WASHOE COUNTY, NEVADA

"Dedicated to Excellence in Public Service"

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INSTRUCTIONS:

Carefully review the instructions below to ensure that your job application can be submitted successfully:

1. All items marked with an * are required.
2. Enter all dates as MM/DD/YYYY including the '/'. Do not add spaces around the '/'. For example: 01/01/YYYY is valid, 01 / 01 / YYYY is NOT valid. It may be best to use the drop-down calendar feature, where available.

Job:

Applicant ID: Submission Date:

Job Announcement Number:

Job Title:

Name:

First name: *

Middle Initial:

Last name: *

Social Security Number:

Address:

Mailing Address: *

City: *

State: *

Zip Code: *

Phone Number: *

Business or Message Phone:

Note: If an Email address is supplied below, Washoe County will contact you via Email. Please enter only one valid Email address.

Email Address:

Driver's License:

Valid Driver's License Number:

Issuing State:

Expiration Date (MM / DD / YYYY):

History:

* ARE YOU CURRENTLY EMPLOYED BY THE WASHOE COUNTY GOVERNMENT?

Yes No

* IF NOT, HAVE YOU EVER BEEN EMPLOYED BY THE WASHOE COUNTY GOVERNMENT?

Yes No

If your answer is yes, please use the Employment History section of this form to list the specific dates, job title, department, and name of your supervisor. Omission of this information can lead to disqualification or dismissal.

ARE YOU A VETERAN?

Eligible veterans who were honorably discharged from the U.S. Armed Forces shall receive one (1) bonus point upon passing open competitive examinations. In order to be given a bonus point, applicants must show proof of Honorable Discharge (DD-214 with Classification of Discharge).

Yes No

Availability:

*** Available Date**

- Available Immediately
- 2 or more weeks notice
- Not available now, but will be on

Prior Convictions (If you have no prior convictions, you may skip this section):

Have you ever been convicted of a felony or misdemeanor other than minor traffic violations? Include drunk, reckless, hit-run and military convictions.

Note: A conviction is not necessarily a bar to employment. Lack of requested information is basis for rejecting an application. Please explain below:

Add an additional:

Type	Date *	Description *
<input type="checkbox"/> Felony		
<input type="checkbox"/> Misdemeanor		

Education History:

If you are listing bi-lingual skills, please type an expiration date of 12/31/9999.

Did you graduate from High School? Yes No

If not, have you passed a G.E.D. test? Yes No

08/29/1976 - 05/10/1979 : Longwood University

Major: * Type: * Semester

Total Credits: Degree/Certificate: *

08/29/1979 - 05/10/1981 : Norfolk State University (see resume)

Major: * Type: * Semester

Total Credits:

Degree/Certificate: *

Employment History:

06/01/2000 - 01/22/2015 : resume

Your Title: *

Employer Location: * Immediate Supervisor: *

Employer Country: * Supervisor's Phone Number: *

Monthly Salary: Number of people supervised:

Hours / Week:

Duties:
Please see resume

Software Applications / Equipment Used:
Windows Suite, phone, fax, copy machine, etc.

Reason for leaving:
N/A currently employed

Attachments:

List of attached documents:

Date	Document Name
1/22/2015	Resume 01-15.docx
1/22/2015	LCSW NV 02-2015.pdf
1/22/2015	WCDSS DirSS CovLtr 01-22-15.doc
1/22/2015	Resume 01-15.docx
1/22/2015	REFERENCES 01-15.doc

Row 1 of 5

DISCLOSURE:

1. I declare that any statement in this application or information provided is true and complete. I understand that if I provide false information it shall be sufficient cause for disqualification or dismissal.
2. I attest that I have the legal right to reside and work in this country (proof required upon employment).
3. In connection with this application, I authorize Washoe County and any agent acting on its behalf to conduct an inquiry into any information related to my potential or continued employment with the county and authorize the release of any such information, including, but not limited to, prior employers and any criminal conviction on my record. Moreover, I hereby release Washoe County and any agent acting on its behalf from any liability by reason of requesting such information from any person and its subsequent release as provided herein.

I have read and accept the above conditions: *

Do not contact my present employer without my prior consent:

List any other names that you have used:

NOTE: After clicking the Submit Application button below, a new window will appear where you will be able to attach your documents such

as the Training & Experience Evaluation, certificates, resume, etc...

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Washoe County is an equal opportunity employer hiring employment-eligible applicants.

Washoe County Human Resources is located at: 1001 E. Ninth Street, Building 'A' Suite 220, Reno, NV, 89512-2845

Michael J. McMahon, Ph.D.

EDUCATION

BA Psychology/Social Services, UNR

No Degree (3 yrs.), Old College School of Law, Reno, NV

MS Aeronautical Science, Hamilton University, Evanston, WY

Ph.D. Aeronautical Science, Hamilton University, Evanston, WY

Certificate-Specialization in Aging, UNR School of Medicine-NV Geriatric Education Center

EXPERIENCE

Division of Welfare and Supportive Services, Carson City, NV: 08/2016-09/2014

- Administrator

Consumer Direct Management Services, LLC, Missoula, MT: 04/2007-03/2012

- Vice-President

Consumer Direct Services, LLC, Reno, NV: 08/2003-04/2007

- State Program Coordinator

Nevada Rural Hospital Partners, LLC, Reno, NV: 02/2000-08/2003

- Director, Policy & Program Development

Independent Contractor, Reno, NV: 04/1999-02/2000

Washoe County, Reno, NV: 04/1994-04/1999

- Human Services Coordinator

Churchill County, Fallon, NV: 05/1988-04/1994

- Director, Social Services Department

Washoe Medical Center, Reno, NV: 06/1980-05/1988

- Social Worker II

Western Nevada Community College: 09/1978-06/1980

- Instructor

PROFESSIONAL LICENSURE

Associate of Social Work, State of Nevada
Certificate of Specialization in Aging, UNR
Flight Instructor-Instrument Airplane, FAA
Commercial, Advanced Ground Instructor, FAA



Michael J. McMahon, Ph.D.
6017 Clear Creek Dr.
Reno, Nevada 89502
(775) 857-1264
wingn@juno.com

Kathy Hart, Workforce Development Manager
Washoe County Department of Human Resources
P. O. Box 11130
Reno, NV 89520-0027

January 15, 2015

Dear Ms. Hart:

I am writing with a great deal of interest and enthusiasm about the Director of Social Services position. I do, indeed, have the qualifications you are seeking and would like to be considered for the position. Permit me to elaborate:

Your Needs

Professional Experience.

Development, implementation
and supervision of programs.

Formal Education.

My Qualifications

Twenty five+ years administering
complex health & human service
programs while ensuring federal, state
and local compliance.

Developed organizational and program
policy and procedures; Preparation,
presentation, and management of
budgets; Procurement/management of
various grant including federal & state
funds; Legislative lobbying, Legal
research & writing.

B.A., University of Nevada,
Reno; 3 years law school;
Doctorate and Masters in
Aeronautical Science.

There is more, of course. I would like to meet and discuss your specific needs and how I may serve them. I am adept at managing people and sensitive situations in a fast paced environment. I look forward to hearing from you and may be reached via the contact information indicated above. Two versions of my resume are enclosed for your consideration.

Michael J. McMahon

Michael J. McMahon, Ph.D.
6017 Clear Creek Dr.
Reno, Nevada 89502
(775) 857-1264
Cell (775) 384-4007
wingn@juno.com

QUALIFICATIONS

Over 25 years experience in the administration of health & human services with responsibility for the design and implementation of programs and services that emphasize the promotion of viable service delivery systems and community's. Efforts included: planning, organizing, administering and coordinating a variety of programs and services; developing and implementing goals, objectives, policies, procedures, work standards and internal controls; selection, motivating and evaluating staff and providing for their training and professional development; budget preparation, presentation, & management; grant procurement and management; legislative activities; labor/management and community relations; and case management.

Proven ability to organize, lead, and motivate organizations to meet goals related to growth and profitability.

ACHIEVEMENTS

Provided leadership in the consolidation of services and resources of multiple governmental entities. These efforts produced a streamlined mechanism for the allocation and administration of resources employing performance outcomes to measure results. This resulted in a "Best Community Practice - Blue Ribbon" award.

Designed and proposed a model for the delivery of integrated health and human services. Efforts included: the development of private and federal funding; legislative and congressional lobbying; persistence in vision.

Developed and implemented a systems approach to enhance the cost effectiveness, quality, and delivery of human and health care services countywide. Efforts included: the development and publication of a community resource manual; grant procurement & administration; and human service Master Plan process.

Designed and instructed a Private Pilot ground school program which raised the consciousness of the general public regarding aviation issues and provided a low cost training program for pilot certification. The program remains part of the University of Nevada curriculum.

Developed departmental policy/procedure manuals, case files and employee record systems, training programs and performed management audits as a consultant. These efforts lead to new management proposals for more efficient and productive operations.

RESUME

MICHAEL J. McMAHON, Ph.D.

Education

- 1978 Bachelor of Arts, Psychology/Social Services
University of Nevada, Reno
- 1982-85 Old College School of Law – Reno, NV
- 1998 M. S., Aeronautical Science
Hamilton University – Evanston, WY
- 2001 Ph.D., Aeronautical Science
Hamilton University – Evanston, WY

Certifications

- State of Nevada - Board of Examiners for Social Work
Associate in Social Work – License No. 00074-A
- 2005 Certificate of Specialization in Aging
UNR School of Medicine – NV Geriatric Education Center
- Federal Aviation Administration Certified:
Flight Instructor – Instrument Airplane # 2169400CFIAI
Commercial, Advanced Ground Instructor (Gold Seal)

Professional Experience

Administrator
State of Nevada
Division of Welfare and Supportive Services
8/2012 to 9/2014

Provided leadership for the Division of Welfare and Supportive Services (DWSS). The Division is the largest in the State of Nevada Department of Health and Human Services (DHHS). DWSS has a complement of 2,000+ staff; operates 20 District Offices statewide; and has a budget in excess of \$1.2 Billion. Responsibilities for the Temporary Assistance to Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), Medicaid eligibility, Child Care, Child Support Enforcement, and the Investigation and Recovery units.

Vice-President**Consumer Direct Management Services, LLC.**

4/ 2007 to 3/21/2012

Provide leadership, oversight and support in a multi state environment offering a full range of programs and services. Responsibilities include on-going dialogue with state Medicaid and NGO's to facilitate the development and evolution of self-directed care services. Direct oversight of Nevada and Idaho operations.

State Program Coordinator**Consumer Direct Services for Nevada, LLC.**

8/2003 to 4/2007

Develop program and infrastructure for a Self-Directed Care option under the Personal Care Aide aspect of Medicaid in the State of Nevada. Responsibilities: secure appropriate licenses and provider numbers; provide leadership in the day-to-day operations of the Nevada division; develop a process for continuous quality and corporate compliance; facilitate program development through marketing and community education efforts.

Director, Policy & Program Development - Nevada Rural Hospital Partners, Inc.

2/2002 to 7/2003

The position includes three areas of responsibility: (1) Program development, evaluation and monitoring; (2) Policy development and advocacy, and (3) Oversight of internal operations. Develops position and strategy regarding a multitude of issues including legislative tracking and testimony. Represents agency before other professional organizations. Procure and manage grant funds. Develops business plans for new programs and services.

Consultant.

4/1999 to 2/2002

As an independent contractor, assisted a wide range of human service organizations, governmental agencies, and for-profit businesses in building strong management and operating infrastructures through the development and implementation of strategic action plans, specialized surveys and analysis, management support, consultation and training packages.

Cultivated opportunities to provide services to clients and converted opportunities into contracted projects. Devised the most efficient way to meet client needs and organized all available resources to successfully conduct a project. Prepared and managed project budgets. Maintain proficiency with products and tools that enhance strategic and organizational development and program management.

From 1999 to 2000, served as Client Services Manager, Social Entrepreneurs, Inc. and directed the provision of the full range of high-quality management support services to SEI clients. Responsible for developing proposals, planning, managing, performing and completing projects and/or on-going work with clients. Additionally, direct responsibility for recruiting, training and on-going coaching of other client service associates.

Human Service Coordinator, Washoe County

4/1994 – 4/1999

Coordinated human services planning efforts throughout the County; development of procedures and standards for program evaluation; implementation of policy in the areas of health, social & family functioning, economic, community and workforce development opportunities, etc. Planning efforts included needs assessments, analyzing services, prioritization of need and resources and presentation of alternatives. Grant procurement/management.

Provided leadership in the coordination of services and resources from multiple governmental entities. These efforts produced a streamline mechanism for the allocation and administration of public resources utilizing performance outcomes; specifically, the formation and operation of the Washoe County Human Services and HOME Consortiums. This resulted in a “Best Community Practice – Blue Ribbon” Award.

Designed and proposed a model for an electronic case management system that facilitates integrated delivery of health and human services.

Director, Churchill County Social Services

5/1988 – 4/1994

As a Department Head – responsible for overall administration of social and health care services in the County. Prepare, present and monitor budgets; grant procurement and management; formation and implementation of policies and procedures; labor & management and community relations; economic, community and workforce development; case management systems; and Legislative lobbying.

Developing and implementing new systems that enhanced the cost effectiveness, quality and delivery of health care and human services countywide. Efforts included: a process for the assembly and publication of a community resource manual, and facilitation of a multi-purpose master planning process.

Social Worker II, Washoe Medical Center

6/1980 – 5/1988

Specialized in emergency room, trauma and critical care units. Provided psycho/social intervention over a wide range of issues including: adoptions, child and senior abuse, domestic violence, death & dying, etc. Knowledge and interaction with federal, state and local agencies and programs. Program development and research.

Efforts lead to the formation of a countywide emergency room protocols for the intervention and

initial treatment of individuals involved in sexual assault situations. The process enabled multi-professional teams to provide a higher quality of service.

Instructor, Western Nevada Community College

9/1978 – 6/1980

Designed and implemented a certified Private Pilot Ground School curriculum. Instructed in a college environment. Trained successor instructors enabling the program to continue.

Awards

1993 – Center for Education and Health Services Outreach – University of Nevada School of Medicine “Dares to Care” Award.

1996 – Truckee Meadows Human Service Association - “Administrator of the Year” Award.

1998 – Department of Housing and Urban Development – “Best Practice Community-Blue Ribbon” Award.

Additional Experience

Governor appointment – Food Insecurity Council (2014 – 2015)

Governor appointment – Interagency Council on Homeless (2014 – Present)

Squadron Commander – Reno CAP Composite Squadron – CAP (9/2007-1/2009)

Governor appointment – PAS Board (Chairman) (2006-2011)

Neighborhood Mediation Center – Chairman of the Board (1999-2007)

Nevada State Housing Advisory Board (1996 – 1999)

Governor appointment – Workforce Development Commission (1996 – 1999)

Private Industry Council – Job Training Board (JTB) (1992 – 1999)

Chairman of JTB (1993 – 1996)

Governor appointment – Nevada Child & Family Academy (1992 – 1995)

Governor appointment – Bureau of Alcohol & Drug Abuse (1991- 1996)

Nevada Economic Development Revolving Loan Fund (1992 – 1999)

State of Nevada CDBG Advisory Board (1990 – 1999)

Chairman of CDBG Advisory Board (1993 – 1995)

President, Nevada Association of County Welfare Directors (1991 – 1993)

Registered Lobbyist – Nevada Legislative Sessions 1989, 1991 & 1993

Presentations

1993 - Nevada Association of Social Workers (NASW) Annual Conference, Topic: "Integrated/Electronic Service Delivery Systems".

1994 - National Governors Association - Council for Governor's Policy Advisors, Topic: "Integrated/Electronic Service Delivery Systems".

1996 - Nevada Rural Summit, Topic: "Devolution".

1997 - Governor's Conference on Nevada's Future: Building Communities by Strengthening Families, Topic: "Community Based Programming".

1998 - Western Medicaid Pharmacy Administrators Association Conference: Effective Use of Health Care Resources,
Topic: "Collaboration between Government and Non-Profit Organizations".

Publications

1998 – The New Public Innovator, a publication of the Alliance for Redesigning Government – a program of the National Academy of Public Administration. Topic: "Building Partnerships Tackles Service Fragmentation".

2002 – SESSIONS: A Private Pilot Training Syllabus, an electronic text and toolkit to assist flight instructors in preparing customized and written lesson plans. Copyright Txu 1-062-104.

Michael J. McMahon, Ph.D.
6017 Clear Creek Dr.
Reno, NV 89502
(775) 857 – 1264
Cell (775) 384-4007
wingn@juno.com

Functional Summary

More than 25 years experience in the administration and management of health & human service programs emphasizing the promotion of holistic communities. The key areas include:

- Planning, organizing, implementation, and management of multiple projects
- Contract and grant management
- Budget preparation, presentation and monitoring
- Community, economic and workforce development focus
- Labor/management and community relations/presentations
- Legislative education/lobbying (State & Federal level)

Employment History

State of Nevada – Division of Welfare and Supportive Services
1470 College Parkway
Carson City, NV 89706

8/2012 – 9/2014

Mike Willden – Director
(775) 684-0504

Administrator

- Provided leadership to the Division overseeing: TANF, SNAP, Medicaid eligibility, Child Care, Child Support Enforcement, and Investigation & Recovery units. Successfully implemented the Affordable Care Act in Nevada.

Consumer Direct Management Services, LLC
406 S.W. Higgins
Missoula, MT 59803

4/2007 – 3/21/2012

Bill Woody – President
(406) 541-8700

Vice- President

- Provided leadership in the development of self-directed care programs and services impacting children, seniors, and persons with disabilities in multiple states.

Consumer Direct Services, LLC
1005 Terminal Way, Suite 294
Reno, NV 89502

8/2003 – 4/2007
Bruce Kramer – Sr. Vice President
(406) 541-1938

State Program Manager

- Developed & managed a licensed Self-Directed care program targeting the home & community based service needs within the state.
- (Note: I left this position due to a promotion to Vice President in CDMS)

Nevada Rural Hospital Partners, Inc.
4600 Kietzke Lane, Suite I-209
Reno, NV 89502

2/2000 – 8/2003
Robin Keith – Executive Director
(775) 827-4770

Director, Policy & Program Development

- Program development, evaluation and monitoring
 - Policy development and advocacy
 - Oversight of internal operations
- (Note: I left this position to focus on the development of self-directed Medicaid optional programs/services)

Independent Contractor
Reno, NV

4/1999 – 2/2000

Consultant

- Provided a full range of management support services to clients
 - Marketing, planning, managing, and completing projects
 - Recruiting, training and coaching associates
- (Note: I left this path to focus on other in-state career opportunities)

Washoe County
425 E. 9th St.
Reno, NV 89520

4/1994 -4/1999
John MacIntyre – County Manager
(775) 348-0200

Human Services Coordinator

- Conduct needs assessments, analysis of services and priorities
 - Negotiate service provider contracts and grant management
 - Develop organizational and program policies and procedures
- (Note: I left this position to pursue a broader range of human service opportunities)

Churchill County
40 N. Taylor St.
Fallon, NV

5/1988 – 4/1994
B. J. Selinder – County Manager
(775) 423-5136

Director, Social Services Department

- Administration, planning and delivery of health & human services
- Budget preparation, presentation and management

- Development and implementation of departmental policy & procedures
 - Grant management
- (Note: I left this position for another career opportunity)

Washoe Medical Center
77 Pringle Way
Reno, NV

6/1980 – 5/1988
Mike Hoover – Social Services Director
(775) 982-4100

Social Worker II

- Emergency Room, trauma, and critical care specialty
 - Knowledge and application of federal, state, and local regulations
 - Case management and counseling
- (Note: I left this position for another career opportunity)

Western Nevada Community College
Reno, NV

9/1978 – 6/1980
Orvil Holderman – Adult Instruction
(775)

Instructor

- Developed a certified Private Pilot Ground School program
- Instructed in a university system

Education

Central Catholic High School – Canton, Ohio in 1974
University of Nevada, Reno – Reno, NV in 1978
Old College School of Law – Reno, NV from 1982 – 1984
Hamilton University – Evanston, WY in 1998
Hamilton University – Evanston, WY in 2001

Additional Experience

Squadron Commander – Reno CAP Composite Squadron – CAP (9/2006-1/2009)
Governor appointment – PAS Board (Chairman) (2006-2011)
Neighborhood Mediation Center – Chairman of the Board (1999-2007)
Nevada State Housing Advisory Board (1996 – 1999)
Governor appointment – Workforce Development Commission (1996 – 1999)
Private Industry Council – Job Training Board (JTB) (1992 – 1999)
Chairman of JTB (1993 – 1996)
Governor appointment – Nevada Child & Family Academy (1992 – 1995)
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President, Nevada Association of County Welfare Directors (1991 – 1993)
Registered Lobbyist – Nevada Legislative Sessions 1989, 1991 & 1993

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"Integrated/Electronic Service Delivery Systems".

1994 - National Governors Association - Council for Governor's Policy Advisors, Topic:
"Integrated/Electronic Service Delivery Systems".

1996 - Nevada Rural Summit, Topic: "Devolution".

1997 - Governor's Conference on Nevada's Future: Building Communities by
Strengthening Families, Topic: "Community Based Programming".

1998 - Western Medicaid Pharmacy Administrators Association Conference: Effective
Use of Health Care Resources,
Topic: "Collaboration between Government and Non-Profit Organizations".

Dedicated to Excellence in Public Service™

Human Resources Online Application WASHOE COUNTY, NEVADA

[Return to Normal View](#)

INSTRUCTIONS:

Carefully review the instructions below to ensure that your job application can be submitted successfully:

1. All items marked with an * are required.
2. Enter all dates as MM/DD/YYYY including the '/'. Do not add spaces around the '/'. For example: 01/01/YYYY is valid, 01 / 01 / YYYY is NOT valid. It may be best to use the drop-down calendar feature, where available.

Job:

Applicant ID: Submission Date:

Job Announcement Number:

Job Title:

Name:

First name: *

Middle Initial:

Last name: *

Social Security Number:

Address:

Mailing Address: *

City: *

State: *

Zip Code: *

Phone Number: *

Business or Message Phone:

Note: If an Email address is supplied below, Washoe County will contact you via Email. Please enter only one valid Email address.

Email Address:

Driver's License:

Valid Driver's License Number:

Issuing State:

Expiration Date (MM / DD / YYYY):

History:

* ARE YOU CURRENTLY EMPLOYED BY THE WASHOE COUNTY GOVERNMENT?

Yes No

* IF NOT, HAVE YOU EVER BEEN EMPLOYED BY THE WASHOE COUNTY GOVERNMENT?

Yes No

If your answer is yes, please use the Employment History section of this form to list the specific dates, job title, department, and name of your supervisor. Omission of this information can lead to disqualification or dismissal.

ARE YOU A VETERAN?

Eligible veterans who were honorably discharged from the U.S. Armed Forces shall receive one (1) bonus point upon passing open competitive examinations. In order to be given a bonus point, applicants must show proof of Honorable Discharge (DD-214 with Classification of Discharge).

Yes No

Availability:

*** Available Date**

- Available Immediately
- 2 or more weeks notice
- Not available now, but will be on

Prior Convictions (If you have no prior convictions, you may skip this section):

Have you ever been convicted of a felony or misdemeanor other than minor traffic violations? Include drunk, reckless, hit-run and military convictions.

Note: A conviction is not necessarily a bar to employment. Lack of requested information is basis for rejecting an application. Please explain below:

Add an additional:

Type	Date *	Description *
<input type="checkbox"/> Felony		
<input type="checkbox"/> Misdemeanor		

Education History:

If you are listing bi-lingual skills, please type an expiration date of 12/31/9999.

Did you graduate from High School? Yes No

If not, have you passed a G.E.D. test? Yes No

09/12/1974 - 06/15/1978 : University of Nevada - Reno

Major: * Type: *

Total Credits: Degree/Certificate: *

09/05/1982 - 06/01/1985 : Old College School of Law

Major: * Type: *

Total Credits:

Degree/Certificate: *

Employment History:

08/15/2012 - 09/15/2014 : State of Nevada - Division of Welfare an

Your Title: *

Employer Location: * Immediate Supervisor: *

Employer Country: * Supervisor's Phone Number: *

Monthly Salary: Number of people supervised:

Hours / Week:

Duties:

Provided leadership and support for the Division of Welfare and Supportive Services (DWSS). DWSS is the largest Division in the Department of Health and Human Services with a complement of 2,000+ staff, 20 district offices statewide, and a budget of over \$1.1 Billion. Responsibilities included: Temporary Assistance to Needy Families (TANF); Supplemental Nutrition Assistance Program (SNAP); Medicaid eligibility determinations; Child Care; Child Support Enforcement; and the Investigation & Recovery units.

Software Applications / Equipment Used:

Proprietary software used by partner federal entities.

Reason for leaving:

The position was non-classified and subject to change at any time.

04/01/2007 - 03/21/2012 : Consumer Direct Management Services

Your Title: *

Employer Location: * Immediate Supervisor: *

Employer Country: * Supervisor's Phone Number: *

Monthly Salary: Number of people supervised:

Hours / Week:

Duties:

As Vice-President, I provided leadership in the development of self-directed care programs and services impacting children, seniors, and persons with disabilities in multiple states.

Software Applications / Equipment Used:

Reason for leaving:

Organizational changes

08/01/2003 - 04/14/2007 : Consumer Direct Services

Your Title: *

Employer Location: * Immediate Supervisor: *

Employer Country: * Supervisor's Phone Number: *

Monthly Salary: Number of people supervised:

Hours / Week:

Duties:

Developed program infrastructure for a self-directed care option under the personal care aide program in Nevada Medicaid. Responsibilities: secured appropriate licenses and provider numbers; provided leadership in the day-to-day operation of the Nevada division; developed a process for continuous quality and corporate compliance; facilitated program development through marketing

and community education efforts.

Software Applications / Equipment Used:
MS suite, proprietary corporate software

Reason for leaving:
Promotion

04/01/1994 - 04/20/1999 : Washoe County

Your Title: *

Employer Location: * Immediate Supervisor: *

Employer Country: * Supervisor's Phone Number: *

Monthly Salary: Number of people supervised:

Hours / Week:

Duties:
Conduct community needs assessments for health and human services. Negotiate human service provider contracts and grant management. Develop organizational and program policies and procedures.

Software Applications / Equipment Used:

Reason for leaving:
Opportunity to pursue a broader range of human service delivery and administration.

05/01/1988 - 04/20/1994 : Churchill County

Your Title: *

Employer Location: * Immediate Supervisor: *

Employer Country: * Supervisor's Phone Number: *

Monthly Salary: Number of people supervised:

Hours / Week:

Duties:
Senior Management responsible for the administration, planning, and delivery of health & human services. Budget preparation, presentation, and management. Development and implementation of departmental policies & procedures. Grant procurement and management.

Software Applications / Equipment Used:

Reason for leaving:
Opportunity to serve for Washoe County

Attachments:

List of attached documents:

Date	Document Name
1/14/2015	Resume 2014 P.docx
1/14/2015	FunResume detail 2014.docx
1/14/2015	References 2014.doc
1/14/2015	INTROLTR 2015_DirectorWashoe.docx

Row 1 of 4

DISCLOSURE:

1. I declare that any statement in this application or information provided is true and complete. I understand that if I provide false information it shall be sufficient cause for disqualification or dismissal.
2. I attest that I have the legal right to reside and work in this country (proof required upon employment).
3. In connection with this application, I authorize Washoe County and any agent acting on its behalf to conduct an inquiry into any information related to my potential or continued employment with the county and authorize the release of any such information, including, but not limited to, prior employers and any criminal conviction on my record. Moreover, I hereby release Washoe County and any agent acting on its behalf from any liability by reason of requesting such information from any person and its subsequent release as provided herein.

I have read and accept the above conditions: *

Do not contact my present employer without my prior consent:

List any other names that you have used:

NOTE: After clicking the Submit Application button below, a new window will appear where you will be able to attach your documents such as the Training & Experience Evaluation, certificates, resume, etc...

[Return to Normal View](#)

Washoe County is an equal opportunity employer hiring employment-eligible applicants.

Washoe County Human Resources is located at: 1001 E. Ninth Street, Building 'A' Suite 220, Reno, NV, 89512-2845

The attached document was submitted to the
Washoe County Board of Commissioners during
the meeting held on June 9, 2015.
by Manager's Office
for Agenda Item No. 34
and included here pursuant to NRS 241.020(7) as
amended by AB65 of the 2013 Legislative Session.

JUNE 9, 2015

**WASHOE COUNTY
SOCIAL SERVICES DIRECTOR**

SUGGESTED INTERVIEW QUESTIONS

1. The Board has had an opportunity to review your resume. Please take five minutes and explain, from your perspective, how your background prepares you and why you want this position.

SOCIAL SERVICE PROGRAM MANAGEMENT

2. The Department of Social Services recently implemented a “paired teams” structure where the assessment/investigation staff is now integrated into the same unit as the on-going foster care staff. What advantages and disadvantages do you see with this approach?
3. Describe for us your professional work experience drafting and adopting child welfare legislation at both the federal and state level.
4. Please provide for the Board your professional work experience with the federal child and family services review process including developing and implementing Program Improvement Plans.
5. How would you continue to expand the County’s efforts to improve the level of service provided to our children and families?
6. The Department of Social Services relies on local, state and federal funding to support programs and services. The department is facing a potential revenue shortfall that could affect the level of services offered by the department. Please tell us what approach you might use in collaborating with the State on developing programs that fit within budget parameters.
7. Describe for us your experience in planning, preparing and managing a budget including strategies for securing additional funding.

LEADERSHIP STYLE AND MANAGEMENT DECISION MAKING

8. Give us an example of a recent management decision that demonstrates your critical and strategic thinking.
9. What leadership style works best for you and why?
10. Please share with us some creative and innovative management practices or programs you’ve introduced to your agency or department? What were the results of these activities?
11. Describe your approach to anticipating children and family services issues and formulating strategies to address them. What issues do you believe will be in the forefront five and ten years from now?

- BCC 6-9-15
34 MGRIS OFFICE