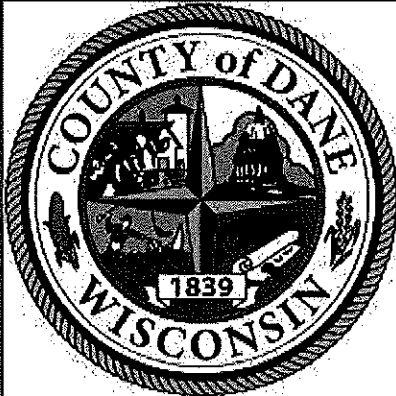


EMPLOYMENT APPLICATION



DANE COUNTY
 210 Martin Luther King Jr Blvd, Room 418
 Madison, Wisconsin 53703
 (608) 266-4125
<https://www.governmentjobs.com/careers/countyofdane>
Heim, April C
2023-00225 DIRECTOR OF DEPARTMENT OF HUMAN SERVICES

Received: 3/23/23 10:23 PM
For Official Use Only:
 QUAL: _____
 DNQ: _____
 Experience
 Training
 Other: _____

PERSONAL INFORMATION

POSITION TITLE: DIRECTOR OF DEPARTMENT OF HUMAN SERVICES		EXAM ID#: 2023-00225
NAME: (Last, First, Middle) Heim, April C		SOCIAL SECURITY NUMBER: N/A
ADDRESS: (Street, City, State/Province, Zip/Postal Code)		EMAIL ADDRESS:
HOME PHONE:		NOTIFICATION PREFERENCE: Email
DRIVER'S LICENSE: <input type="checkbox"/> Yes <input type="checkbox"/> No	DRIVER'S LICENSE: State: WI Number:	LEGAL RIGHT TO WORK IN THE UNITED STATES? <input type="checkbox"/> Yes <input type="checkbox"/> No
What is your highest level of education? Bachelor's Degree		

PREFERENCES

MINIMUM COMPENSATION: \$72.00 per hour	ARE YOU WILLING TO RELOCATE? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe
WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular	
TYPES OF WORK YOU WILL ACCEPT: Full Time	
SHIFTS YOU WILL ACCEPT: Day	

EDUCATION

DATES: From: 9/1991 To: 5/1995	SCHOOL NAME: University of Wisconsin-Superior	
LOCATION: (City, State/Province) Superior, Wisconsin	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Bachelor's
MAJOR: Social Work	UNITS COMPLETED: 8 - Semester	

WORK EXPERIENCE

DATES: From: 3/2020 To: Present	EMPLOYER: ZH - TMG/IRIS	POSITION TITLE: ZH - TMG/IRIS
ADDRESS: (Street, City, State/Province, Zip/Postal Code) Janesville, Wisconsin, 53548		
SUPERVISOR: Zachary Helm - owner	MAY WE CONTACT THIS EMPLOYER? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
HOURS PER WEEK: 20	SALARY: \$2,340.00/month	# OF EMPLOYEES SUPERVISED: 1
DUTIES: <ul style="list-style-type: none"> - Processing expenditures, billing and balancing accounts - Coordination of services and collaboration: CLTS, ADRC, TMG/IRIS, DVR, Independent Living Region 4 & Region 5, Social Security Administration, Orion Family Services, Lad Lake, Parker High School - Care plan coordination and development - Behavior Modification & Redirection 		
REASON FOR LEAVING: Temporary position		
DATES: From: 6/2021 To: Present	EMPLOYER: Wisconsin Department of Veteran Affairs	POSITION TITLE: Director, Bureau of Programs and Service
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 2135 Rimrock Road, Madison, Wisconsin, 53713		COMPANY URL: https://dva.wi.gov/Pages/Home.aspx

PHONE NUMBER: (608) 266-1311	SUPERVISOR: in transition - currently Brian Jones - Administrator/Deputy Administrator	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$7,083.00/month	# OF EMPLOYEES SUPERVISED: 14
DUTIES: Interpret and implement Federal and State statutes, regulation and policies pertaining to the administration of veteran's programs. Assist the Division Administrator with Division programs and state goals, legislative initiatives. o I have assisted with covering other areas due to vacancies including the Bureau of Health Services and the Division o Mentoring new Division Directors Coordination of bureau programs with internal and external stakeholders and constituents. Plan program operations and set priorities for staff in line with agencies strategic goals. Develop and monitor bureau budgets, programs, policies, and procedures. Direction and supervision of bureau staff and interim VORP. Collaborating with public and private agencies and organizations to maximize cost effectiveness and program effectiveness. Serve as on organization hiring panels Meet with Federal VA/partners - strategic planning - programs and services WDVA Cultivating Culture – Appreciation Committee Member		
REASON FOR LEAVING: explore a new trajectory on my career path		
DATES: From: 4/2021 To: 6/2021	EMPLOYER: WI Department of Health Services/Spherion Contracted position	POSITION TITLE: Project Assistant Manager P-EBT
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 2601 W Beltline Hwy #500, Madison, Wisconsin, 53713		COMPANY URL: www.spherion.com
PHONE NUMBER: (608) 274-6000	SUPERVISOR: Cara Allen - Manager	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$3,360.00/month	# OF EMPLOYEES SUPERVISED: 24
DUTIES: Directly work with project managers to develop and implement project goals. Communicating with Stakeholders Policy clarification and technical assistance Work collaboratively with project manager and team to maximize productivity. Organize and monitor schedules and see deadlines are met. Develop standard operating procedures. Staff supervision, coaching, training, technical mentoring, and team building- virtual call center		
REASON FOR LEAVING: Temporary position		
DATES: From: 2/2015 To: 6/2020	EMPLOYER: Rock County/Human Services	POSITION TITLE: ES Division Manager; Operational Lead
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 1900 Center Ave, Janesville, Wisconsin, 53545		COMPANY URL: http://www.co.rock.wi.us
PHONE NUMBER: 608-757-5520	SUPERVISOR: Kathernin Luster - Human Services Director	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$7,871.07/month	# OF EMPLOYEES SUPERVISED: 100
DUTIES: As a Division Manager for Rock County I am responsible for all Economic Support & Child Care Programs within the Rock County Human Services Department. I work with the State Department of Health Services, Department of Children & Families, the Department of Administration and the Department of Workforce Development to successfully provide services within Rock County for programs and initiatives governed by each State Departmental Agency. In this position I oversee staff responsible for the administration of all Economic Support programs, Child Care programs and Energy Assistance. Ensures that all Economic Support & Child Care Programs are administered according to state and federal policies, procedures and guidelines. I oversee the implementation and contract management of the Economic Support programs, which includes but is not limited to FoodShare, Medical Assistance, Child Care, Energy Assistance, Badger Care and other ES programs. I monitor the Division budget and prepare grant proposals in response to requests for subcontracted services, prepares reports as directed. Responsible for professional development, hiring, evaluating, and discipline of staff. I have oversight (Operational Lead) responsibility for the Southern IM (7 county) Consortium and the consortium call center. I have developed policy and procedures to assist local and consortium staff in complying with state and federal policies, procedures and guidelines. I oversee issuance of benefits and works in conjunction with the other IM consortium partners. I supervise Division Staff through subordinate supervisors and establishing policies and procedures for the Division. I monitor local staff and Consortium interactions for compliance with the Economic Support and Child Care programs using a number of online reporting systems to review a variety of agency activities including error rates, application processing times, intake scheduling, completion of exception reports, data exchange matches, ES and Child Care exception reports and compliance with the State, Federal and agency policies. Takes necessary corrective action to bring division and consortium into compliance with performance standards. I provide staff and ES supervisors by regular individual conferences, review of required periodic reports, and guidance regarding complex and unusual situations. I assigns special projects to staff and supervisors; provides guidance as necessary through completion of projects. I review, interpret, and disseminate State Administrative and Operations memos, program manual and other policy changes for various ES and Child Care programs. I review the performance of subcontractors and review subcontractor's client files for compliance, meet regularly with subcontracted staff and/or State review teams, makes recommendations for improvement and require corrective action as necessary, reviews state required outreach and/or coordination plans. I review monthly invoices for payment approval and write RFP's for subcontracts. I review case information for service purchased, review participants progress and monitors agencies time sheets which outlines the hours and content of the visits with participants. I am responsible for the financial management of the Division: I develop division budget recommendations, monitors budget expenditures and assists in monitoring IM consortium budget. I represent the Division in the community, with the State, and with other constituencies: I		

respond to and attempt to resolve client calls/issues, State IM Regional offices; media, general public, elected officials, employers, advocates, child care providers, and other professionals in the community and IM consortium partners. I work with other agencies/divisions and IM consortium counties to ensure a smooth interaction between ES and Child Care programs and other agencies such as Child Support, Contracted Program Operations, other County departments and other community agencies. I provide oversight of the IM consortium work and outcomes pursuant to State/County contract and the MOU's with other IM consortium partners. I attend all required meetings and make reports as needed. I serve as member of a variety of committees and/or boards, state projects and related. I work in collaboration with other IM consortium partners and their respective supervisors, Consortia Operational Leads and State representatives; to provide continuity of services, program and policy implementation. Some recent collaborative efforts; COOP planning with State and Consortia Operational Leads to continue to provide services to consumers across Wisconsin should there be a local, regional or statewide emergency. Another project I recently worked on was collaborating with representatives from DHS, ADRCs, MCOs, ICAs and IM agencies to author a resource/policy guide for all agencies to utilize regarding the processes of Family Care across disciplines. I have written several papers on behalf of ESPAC regarding system upgrades/fixes needed to streamline eligibility for customers and have submitted them to DHS for consideration.

REASON FOR LEAVING:

I am ready to explore a new trajectory on my career path.

DATES: From: 11/2014 To: 2/2015	EMPLOYER: State of WI Department of Health Services; Division of Enterprise Services, Administrator's Office	POSITION TITLE: Deputy Agency Continuity Manager
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 1 West Wilson Street, Rm 672, Madison, Wisconsin, 53701		
PHONE NUMBER: (608) 266-3412	SUPERVISOR: Brenda Clifton - Section Chief	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$3,784.34/month	

DUTIES:

As the Deputy Agency Continuity Manager for the department I am a key resource for department staff in the development, coordination and implementation of the Agency's Continuity of Operations (COOP) plans and programs, including management staff. I was a part of a team that was responsible for crisis management, infrastructure security, program evaluation and related critical functions. I was also responsible for assisting with facilitating, managing and evaluating the development of response plans for crisis, emergency response, COOP, etc., for the department, which consists of over 5,500 employees located at numerous offices throughout the state, as well as residents/patients/inmates residing at 7 state-operated facilities.

I provided technical assistance and training, and participate on committees to create various emergency plans that detail the tasks and procedures for managing the effects of natural disasters, terrorist acts, pandemics and other emergencies of significant scope. I also arranged and/or provided the necessary orientation and training to department staff in carrying out their duties as Service Plan members or Incident Command System (ICS) members. I assisted with directing and managing staff in the analysis of problems, issues, or proposals, and develop alternatives, options, or plans based on the results of the analysis. Such as defining management program goals, developing and planning programs or facilities, developing or proposing management policies and procedures to implement and administer these programs, and analyzing the current or projected effectiveness of programs in achieving the goals.

I provided considerable knowledge of the principles of program development and evaluation; program design and implementation; different web platforms and languages; web software tools such as SharePoint; program and planning and development, including planning techniques such as strategic planning and project management; principles of public policy and the techniques and methodology used in policy issues research, analysis and evaluation; and continuity of operations (COOP) and continuity of government (COG) principles. I am able to function effectively within a large governmental agency. I have the knowledge of, and ability to use, communication skills, both written and oral, to enable appropriate flow of information and presentation of new ideas and concepts. I am knowledgeable and skilled in organization principles, practices and procedures.

I am skilled in writing technical and analysis reports and papers; utilizing computer applications, software and communication devices; applying training techniques; facilitating groups and using principles of effective meetings; and organizing and planning complex projects and multi-dimensional tasks. I have considerable ability to work effectively in team environments, building consensus and securing cooperation and agreements in situations where conflicting objectives exist.

REASON FOR LEAVING:

Recruited by Rock County to be the ES Division Manager and Southern Consortium Operational Lead. Career advancement

DATES: From: 7/2012 To: 10/2014	EMPLOYER: State of WI Department of Health Services-Division of Access and Accountability-BEPS	POSITION TITLE: Economic Support Quality Assurance Specialist-Advanced
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 1 West Wilson, Madison, Wisconsin, 53701		
SUPERVISOR: Brian Fangmeier - MEQC Section Chief	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
HOURS PER WEEK: 40	SALARY: \$3,781.34/month	

DUTIES:

State of Wisconsin in the Department of Health, Division of Health Care Access and Accountability, Bureau of Enrollment Services, Policy & Systems as a Quality Assurance Specialist Advanced. My responsibilities were: to research State/Federal regulations and manuals. Perform Quality Assurance reviews (random sample from 72 counties and 11 Tribes). Maintain systems and prepare reports and track Quality Assurance findings. Identify case errors and indicate corrective action procedures and timelines. Identify further work needing to be done by regional staff, computer system flaws and training needs. Resolve complex Income Maintenance issues, Quality Assurance specific issues. When errors are detected in a QC case I determined the type of error (technical, eligibility or both) whom is responsible for that error (agency, systems or client), the error period, the error amount and communicate this information to the local agency with a corrective action plan. I worked with CARES/CWW, ECF (Electronic Case Files, and recording results in an ACCESS data base.

REASON FOR LEAVING:

Promotional opportunity with the WI Department of Health Services, transferred into the Department of Health Services - Division of Enterprise Services, Administrator's Office as the Deputy Agency Continuity Manager.

DATES: From: 11/2006 To: 7/2012	EMPLOYER: VILLAGE OF MATTERHORN - Bowman	POSITION TITLE: Property Manager
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ADDRESS: (Street, City, State/Province, Zip/Postal Code) Duluth , Minnesota, 55811		
SUPERVISOR: general manager - general manager	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
HOURS PER WEEK: 20	SALARY: \$1,600.00/month	# OF EMPLOYEES SUPERVISED: 2
DUTIES: - Tenant Applications: Affordable housing based on income: Market Rate, Low Income Housing Tax Credit (LIHTC) program & Section 8 - Public Housing (HUD funding) - Accept program application, explain program guidelines, lease signing, key distribution,, rent collection and process tenant requests - Caretaking duties, apartment inspections and releases - Supervise Maintenance and other hourly staff - Ensuring the property met state and program safety codes		
REASON FOR LEAVING: Relocation to the Madison area for a career advancement		
DATES: From: 11/2006 To: 7/2012	EMPLOYER: Douglas County Department of Health and Human Services	POSITION TITLE: Economic Support Manager
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 1316 N 14th Street, Suite 400, Superior, Wisconsin, 54880		COMPANY URL: http://douglascountywi.org/
PHONE NUMBER: (715) 395-1429	SUPERVISOR: Patricia Schanen - Director	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$4,634.00/month	# OF EMPLOYEES SUPERVISED: 13
DUTIES: Manage/Supervise the Economic Support Unit, Staff and programs. Develop Unit policies and procedures. Interpret, implement and monitor local, State/Federal regulations and programs. Provide Quality Assurance & program integrity on all Economic Support programs (IM, WHEAP, Child Care, Fraud and General Assistance). Analyze program & fiscal data, monitor the unit's budget and create efficiencies. Represent the Department in program hearing and appeals or complaints. Review and evaluate programs, services and staff. Develop and provide training/presentations to Unit and Department staff, annual Board training and training for providers. Provide supervision and direction for other Department Staff as needed, secondary supervisor over 8 other paraprofessional (clerical & bookkeeping) staff and 32 professional (social workers/health) staff. . Participate and implement the Department's Strategic plan. Provide Unit reports (i.e. monthly, annual, and budget) to Director and Health & Human Services Committee as well as the County Administrative Committee when needed. Provide Program/Unit outreach, working collaboratively with other area non-profit organizations as well as through the local media (television, radio, newspapers and through news releases). Maintain an effective working relationship with all department staff, providers, public officials, community groups and the public in general. Represent the Department providing testimony regarding the impact of proposed changes to Legislators-Human Services Day at the Capital & Superior Days, the Joint Finance Committee-public budget hearings and local elected officials. Currently I represent the Department on several County/State IM work groups: System/IT processing, Central Data Processing Unit, Enrollment Services Center case conversion to Counties, Fraud and other groups as needed. I also attend the Economic Support Policy Advisory Committee (ES PAC), Income Maintenance Advisory Committee (IMAC), Regional and State ES Manager Meetings on the redesigning of IM into consortiums and attendance to WCHSA when needed. Participate and present on the local Rapid Response team. As part of my leadership position I participated in annual HSD Emergency Management scenario/drills and annual ICS training. National Incident Management Services (NIMS) Incident Command System (ICS): 100, 200, 300, 400, 700, & 800 (2006 to 2012). As part of the Douglas County Emergency Government and Incident Command Structures & Protocols, including First Responder Roles and Responsibilities. Creating policy, procedures for my division and a Continuity of Operations Plan (COOP). knowledgeable regarding program and Department Confidentiality statues, requirements and HIPAA of 1996. I receive ICS, HIPAA, Confidentiality, Civil Rights and Ethics & Boundaries training annually. In 2007 I represented Douglas County at the Big Ten Conference to accept a 'Special Achievement Award - Payment Accuracy'.		
REASON FOR LEAVING: Career Advancement		
DATES: From: 8/1999 To: 11/2006	EMPLOYER: Price County Human Services	POSITION TITLE: Economic Support Supervisor, W2 & Job Center Manager
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 104 South Eyder Ave, Phillips, Wisconsin, 54555		COMPANY URL: http://www.co.price.wi.us/
PHONE NUMBER: (715) 339-6404	SUPERVISOR: Mary Hahn - Director	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$3,917.00/month	# OF EMPLOYEES SUPERVISED: 10
DUTIES: As the Economic Support Supervisor, W2 & Job Center Manager for Price County Human Services . This Unit started with 10 staff members and was reduced to 7 when W2 and the Job Center were no longer County run (paraprofessional and professional staff). I was responsible for Supervising and managing the Unit and job duties included, fiscal, budgeting, program planning & development, and staff evaluations. I monitor programs and policies, implementing them into the Units processes, educating and clarifying what program and policy changes mean to the Unit. As well as developing, implementing and clarifying Unit policies and procedures. Reviewing client appeals and grievances on unit/program eligibility decisions as well as complaints and program Quality Assurance (IM programs, WHEAP, General Assistance and Child Care). Developed and provided training/presentations to Unit and Department staff, Human Services Board, providers, community partners and customers. Representing the Department on State/County workgroups such as; Electronic Case Files & piloting the project and WI Medical Assistance Funeral & Cemetery redesign. Working with other counties in response to state initiatives and program development. I managed the W2 & Job Center by assisting with the coordination& facilitation of the Local Workforce Investment Board, W2 Steering Committee, and the LCPT (local and regional) these committees consisted of HR Directors from private sector employers, non-profit agency Directors and CEOs and participating as a member, co-facilitator or facilitator. Responsible for writing and monitoring the W2 program's performance standards to ensure program quality and the County's Right of First Selection. Participate and present for Rapid Response team.		

Grant coordinator 2004-2006 (Long Term Care): Developed, submitted and awarded the Hospital Linkage Grant and implemented. I developed & monitored the budget, developed tools & educational components for Health Care Providers, Coordinate Long Term Care Partners in the development of the Hospital Linkage program. The grant's purpose was to assist with County Residents in accessing Long Term Care Services to keep them in their homes instead of hospital discharges to the Nursing Homes in the community. This required analyzing the knowledge of health care providers no the types of services available in the community. Since Price County is large in land base but small in population it is served by 5 + different hospitals and other clinics based out of the county. The data collected once analyzed allowed for the development of educational components and tools for health care providers. Reporting the results of the program to the granting State Agency, the Director and Human Services Board.
As Management staff I participated and implemented the Department's Strategic plan, provided Unit reports (i.e. monthly, annual, and budget) to the Director and Human Services Board and the full County Board.

REASON FOR LEAVING: relocation		
DATES: From: 8/1998 To: 8/1999	EMPLOYER: Red Cliff Band of Lake Superior Chippewa	POSITION TITLE: Social Services Administrator
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 88385 Pike Road Hwy 13, Bayfield, Wisconsin, 54814		COMPANY URL: http://www.redcliff-nsn.gov/
PHONE NUMBER: (715) 779-3700 ext. 26	SUPERVISOR: Rick Wygonik - HR Director	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$2,080.00/month	# OF EMPLOYEES SUPERVISED: 7
DUTIES: Responsible for the implementation and monitoring: Tribal, State and Federal: laws, regulations, statues and programs. Supervision and management of social service staff including but not limit to: staff assessments, training, interviewing, hiring and firing recommendations. Grant writing, program development and implementation. As the Administrator for Red Cliff Social Services I directly supervised 6-7 staff (paraprofessionals). I was Responsible for the implementation and monitoring of Tribal, State and Federal Laws, regulations expenditures and program integrity in regards to Energy Assistance, Food Stamps and MA which was contracted with the State of Wisconsin, the Tribal TANF and Child Care programs which was contracted directly with the Federal Government, and General Assistance which was contracted through the Bureau of Indian Affairs. I had direct contact with the Tribal Chair, Social Services Directors and other tribal officials from other Tribes across the U.S., State Department/Agency Liaisons, Federal DHFS representatives and BIA Administrators. As the Administrator for Red Cliff's Social Services Department I worked with several governmental agencies at both the State (DHFS and DOA - WHEAP) and Federal (Bureau of Indian Affairs & Department of Health & Family Services) levels as well as Tribal Communities throughout the State and the U.S., in program development and implementation. Working with State Agencies to bring services into the Tribal community such as DVR (Department of Vocational Rehabilitation) and promoting their services in the Resource Center for Job Development in which I Coordinated and Implemented.		

REASON FOR LEAVING: Career Advancement		
DATES: From: 7/1995 To: 8/1998	EMPLOYER: Northern Lights Manor Nursing Home	POSITION TITLE: Director of Social Services
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 706 bratley Drive, Washburn, Wisconsin, 54891		COMPANY URL: http://northernlightsservices.org/
PHONE NUMBER: (715) 373-5621	SUPERVISOR: Gary Drizell - Administrator	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$2,080.00/month	# OF EMPLOYEES SUPERVISED: 2
DUTIES: As the Director of Social Services for Northern Lights Manor I provided secondary supervision of 200+ staff. I was responsible for directing, establishing, developing, implementing and planning the overall policies, procedures and goals for the social services department. Monitoring and development of unit budget, facility quality assurance, representing management during union grievances and/or disciplinary actions, Employee Assistance Program Mentor, outreach & marketing, and resident rights advocate. Conducting Resident chart audits for compliance with State regulations as well as representing Facility during State Surveys. I had interactions with facility board members, the Administrator/CEO, Directors and other county agency employees as well as family members and State representatives. I interviewed and screened potential residents and their families for possible admissions to the facility (Preadmission Screening Annual Resident Review-PASAAR). Assessing and addressing psychosocial needs of the resident's including depression, dementia or anxiety. Coordinating and planning programs and activities to meet resident's social and emotional needs. Provides crisis intervention and assists to families in understanding the implications and complexities of the medical situation and its impact on the resident's lifestyle. Explain insurance processes and how to apply for insurance, such as Medicaid. Planned meetings, attending quarterly care plan meetings (including Medical Data Set - MDS documentation), plan interventions for residents suffering from depression, screening residents for anxiety, and conducting resident mini mental screening. Discuss residents' preferences for care with their doctors, and discuss options for when residents die or were near death, such as the residents' resuscitation preference. As the Director of Social Services for Northern Lights Manor I participated on several multi- disciplinary teams. I developed a policy & procedure for discharge planning which included multi-disciplines that would meet with the resident and work on discharge planning and put together services that would be needed to maintain the resident in the community (other disciplines: Nursing, Physical, Occupational, Speech Therapy & resident/family). Participating on the facility's Strategic Planning Team, Quality Assurance Committee, Safety Committee and the Alzheimer's Unit development Team. Also working with other organizations doing outreach into the Community educating seniors and families in regards to general elderly issues (i.e. senior center, County Long Term Care Unit, the Hospitals, Clinics and Funeral Homes). Represent and participate in the State's annual survey.		

REASON FOR LEAVING: Career Advancement		
DATES: From: 5/1995 To: 7/1995	EMPLOYER: Red Cliff Band of Lake Superior Chippewa	POSITION TITLE: Indian Child Welfare Worker
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 88385 Pike Road Hwy 13, Bayfield, Wisconsin, 54814		COMPANY URL: http://www.redcliff-nsn.gov/
PHONE NUMBER: (715) 373-5621	SUPERVISOR: Rick Wygonik - HR Director	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

HOURS PER WEEK: 20	SALARY: \$607.00/month	# OF EMPLOYEES SUPERVISED: 0
DUTIES: Child welfare; intake and assessments, investigations. Termination of Parental Rights (TPR) preparing documents for Tribal Court. Recruitment and evaluations of potential adoptive homes and foster homes. Work with WI Counties and other States regarding Native Child Welfare (Indian Child Welfare - ICWA) participating in both Tribal and non tribal court hearings.		
REASON FOR LEAVING: temporary part time position		

CERTIFICATES AND LICENSES	
TYPE: FEMA - Professional Continuity Practitioner-Level I	
LICENSE NUMBER:	ISSUING AGENCY: Emergency Management Institute - FEMA
TYPE: Social Work	
LICENSE NUMBER: 8295-120	ISSUING AGENCY: Department of Safety and Professional Services

Skills
Nothing Entered For This Section

ADDITIONAL INFORMATION
<p>Additional Information</p> <p>Midwest Partners for Program Improvement (MPPI) – Education and Training Event 2019</p> <ul style="list-style-type: none"> - Communication Styles - Interviewing Skills - Call Center Handling Techniques - Quality Control reviewing and Documentation <p>Fostering Futures Conference (WI Dells)</p> <ul style="list-style-type: none"> - Trauma Informed Training <p>Interactive Leadership Training – Blackhawk Tech (2017)</p> <ul style="list-style-type: none"> - Office Politics for Managers – Creating a Supportive Work Environment - Project Management – program management - Counseling and Correcting Employees - Conflict Resolution – Strategies <p>Midwest Partners for Program Improvement (MPPI) – Education and Training Event 2016</p> <ul style="list-style-type: none"> - Phone Interviewing/Time Management/Customer Service - Business Processing Re-engineering - Effective Learning – Training Methods and Techniques - Integrity with Community Partners – Networking for Change <p>Racial Justice Conference: Building Bridges through Cultural Competency 2015</p> <ul style="list-style-type: none"> - Macroaggressions Negatively Impact the workplace: How to work with People of all Ages - The Paradox of Diver <p>Professional Associations</p> <p>VOLUNTEER/PROFESSIONAL ORGANIZATIONS (present and past)</p> <ul style="list-style-type: none"> •VOLUNTEER/PROFESSIONAL ORGANIZATIONS (present and past) IM Funding Workgroup • Income Maintenance Advisory Committee (IMAC) • Economic Support Policy Advisory Committee (ESPAC) • Rock County Coordinated Services Team (CST) Board Member • Rock County Local Emergency Food and Shelter Board Member • Douglas County W2 Steering Committee member • Hunger Coalition • Chair Local Collaborative Planning Team (in charge to set up Local WIB) • Price County Area – Literacy Council Board Member • WI Nutrition Education Advisory Board Member • NorthCentral Technical College Curriculum Advisory Board Member • Price County Development Association Advisory Board Member • Price County Economic Readjustment Committee Member • Price County Local Emergency Food and Shelter Board Member • Salvation Army Board Member – Price <p>Additional Information</p> <p>Other Training/education: ICS – training 100 through 800 FEMA Certified • Supervisor's Ethics & Boundaries (every other year) • Emotional Intelligence • Generations in the Workplace • Cultural Competency • Clear Business Writing • NPELRA Workplace Investigations • Accident Investigations & Claims in the workplace • Sexual Harassment (annual training) • Coalition Building • Civil Rights & Equal Opportunity Training (annual training) • Annual Training for Civil Rights & Equal Opportunity • Conflict Management & Resolution • Effective Project Management, Effective Facilitation-mediation, Assessing Needs & Development of Staff Training • Developing Leadership for Supervisors • Coaching for Performance • Using Feedback to Produce High Performance • Development of Policy & Procedures • Dealing with Appeals & Grievances • Affirmative Action</p>

REFERENCES		
REFERENCE TYPE: Professional	NAME: Scott Williams	POSITION: retired WDVA Deputy Administrator
ADDRESS: (Street, City, State/Province, Zip/Postal Code)		
EMAIL ADDRESS: V	PHONE NUMBER:	
REFERENCE TYPE: Professional	NAME: Roby Fuller	POSITION: ADRC Director, Crawford County
ADDRESS: (Street, City, State/Province, Zip/Postal Code)		
EMAIL ADDRESS:	PHONE NUMBER: €	

REFERENCE TYPE: Professional	NAME: Eugene Essex, CEM, MEP, MPCP, CHS-II	POSITION: Continuity of Government Director, DOA
ADDRESS: (Street, City, State/Province, Zip/Postal Code)		
EMAIL ADDRESS:		PHONE NUMBER:
REFERENCE TYPE: Professional	NAME: Alyson Denio	POSITION: Owner/Manager
ADDRESS: (Street, City, State/Province, Zip/Postal Code)		
EMAIL ADDRESS:		PHONE NUMBER:
REFERENCE TYPE: Professional	NAME: Rhonda Suda	POSITION: CEO of Southwest Wisconsin Workforce Development Board
ADDRESS: (Street, City, State/Province, Zip/Postal Code)		
EMAIL ADDRESS:		PHONE NUMBER:

Agency-Wide Questions

1. **Have you ever been convicted of a felony?**
2. **Are you a current regular part time or full time Dane County employee (excludes LTE's)?**
No
3. **If you answered 'yes' to the previous question, please provide specific details for each occurrence including: 1) Date; 2) Location; 3) Charge and a description of the offense; 4) Penalty/Disposition. If this is not applicable, please type "NA" in the box below.**
4. **Education Level**
Bachelor's Degree
5. **How did you first learn about this job? Please check one.**
Indeed.com

Job Specific Supplemental Questions

- Candidates should submit a Resume and a Letter of Qualifications that expresses your interest in the position. The Letter of Qualifications should describe in detail your education, training, and work history that has prepared you to direct the Department of Human Services. Make sure to use specific examples that clearly demonstrate your level of expertise and past responsibilities. The Letter of Qualifications should also include your vision for providing direct services in the community. Have you submitted a Resume and Letter of Qualifications?**
- 1.

Yes

The following terms were accepted by the applicant upon submitting the online application:

By clicking on the 'Accept & Submit' button, I hereby certify that every statement I have made in this application is true, correct and complete to the best of my knowledge. I understand that if employed, any falsification, misstatement or omission of fact, in connection with my application, whether on this document or not, may result in immediate termination of my employment. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of Dane County and will not be returned. I understand and consent that Dane County may contact prior employers and other references and that for certain positions, Dane County will complete a criminal background check if I progress to a certain stage in the application process, and if I have a criminal history, then Dane County will disqualify me if the position's responsibilities are substantially related to my criminal history.

I understand that I must notify the Employee Relations Division of any changes in my name, address, or phone number.

Dane County is an Affirmative Action Employer operating under a Civil Service Merit System. We are seeking a diverse and talented workforce. As an employer, we strive to provide a work environment where diversity and differing opinions are valued, creativity is encouraged, continuous learning and improvement are fostered, teamwork and open/honest communication are encouraged, and meeting customer needs through quality service is a shared goal. All employees must be able to demonstrate multicultural competence - the awareness, knowledge, and skills needed to work with others who are culturally different from self in meaningful, relevant, and productive ways. Applicants from traditionally underrepresented populations including women, racial and ethnic minorities, and persons with disabilities are especially encouraged to apply.

This application was submitted by April C Heim on 3/23/23 10:23 PM

Signature _____

Date _____

APRIL HEIM

PROFESSIONAL PROFILE

A dedicated administration manager and leader who drives the strategic goals of highly regulated organizations. Successful with optimizing processes and workflow to get things done efficiently. Experienced with fiscal reports, public speaking, and works with clients and supervisory staff from a wide range of cultural and socio-economic backgrounds. Proficient with several proprietary systems, including WI State systems for DHS, DCF, DVA and DOA.

EDUCATION

Bachelor's Degree in Social Work: University of Wisconsin – Superior
Wisconsin Social Work – License/Credential Number 8295-120

SKILLS

Extensive Strategic Planning	Innovative improvement
Analysis and diagnosis of complex situations	Critical and logical thinking
Formulating processes and ideas	Leadership – team building and training
Breaking down a project into manageable pieces	Problem-solving skills

WORK EXPERIENCE

Bureau Director Programs and Services

WI Department of Veterans Affairs 6/2021 – Current

- Interpret and implement Federal and State statutes, regulation and policies pertaining to the administration of veteran's programs.
- Assist the Division Administrator with Division programs and state goals, legislative initiatives.
 - o I have assisted with covering other areas due to vacancies including the Bureau of Health Services and the Division
 - o Mentoring new Division Directors
- Coordination of bureau programs with internal and external stakeholders and constituents.
- Plan program operations and set priorities for staff in line with agencies strategic goals.
- Develop and monitor bureau budgets, programs, policies, and procedures.
- Direction and supervision of bureau staff and interim VORP.
- Collaborating with public and private agencies and organizations to maximize cost effectiveness and program effectiveness.
- WDVA Cultivating Culture – Appreciation Committee Member

Project Assistant Manager P-EBT

WI Department of Health Services/Spherion Contracted position 4/2021- 6/2021

- Directly work with project managers to develop and implement project goals.
- Communicating with Stakeholders
- Policy clarification and technical assistance
- Work collaboratively with project manager and team to maximize productivity.
- Organize and monitor schedules and see deadlines are met.
- Develop standard operating procedures.

APRIL HEIM

- Staff supervision, coaching, training, technical mentoring, and team building- virtual call center

Coordinator/Advocate (for disabled)

ZH - TMG/IRIS: 3/2020 - present

- Processing expenditures, billing, and balancing accounts
- Coordination of services and collaboration: CLTS, ADRC, TMG/IRIS, DVR, Independent Living Region 4 & 5, Social Security Administration, Orion Family Services, Lad Lake, Parker H.S. et all
- Care plan coordination and development
- Behavior Modification & Redirection

Division Manager/Consortium Operational Lead

Rock County Human Services: 2/2015 – 6/2020

- Provided direction and leadership to Southern Consortium (seven counties) on effective operations of benefit programs, operations systems, and procedures.
- Managed Economic Support Division and the Southern Consortium finances, budget development and development of funding methodology.
- Developed, planned, implemented, and managed strategic planning initiatives including program, policy, and procedure changes. Statutes, rules, ordinances, policies, directives, performance standards and prepared/responded to annual program/fiscal audits, annual reports.
- Coordinated Division and Consortium trainings including Diversity & Inclusion, Title VII provisions of the Civil Rights Act '64, AA/ EE /LEP and FMLA as well as investigations.
- Monitored, organized, and managed projects and sub-contracted programs.
- Supervised staff, facilitated assessments, monitor workload, and delegate assignments.
- Experienced representing Consortium programs in outreach efforts, public speaking, presentations, and representation on multi-agency workgroups.
- Coordination with Rock County Job Center Partners as part of the Job Center Management Team.
- Coordinate high levels of customer service with clients, vendors, stakeholders, and representatives.

WI DEPARTMENT OF HEALTH SERVICES: 7/2012 – 2/2015

Division of Enterprise Services – Deputy Agency Continuity Manager

- Assisted with facilitation and managing emergency response for 5,500 employees, satellite offices and state-operated facilities.
- Program design, development, training, implementation, and evaluation.
- Researched and analyzed principles of public policy, techniques, and methodology.
- Continuity of Government (COG) and Continuity of Operations (COOP) (FEMA Certified)
- Provided technical assistance and training for service plans and Incident Command System (ICS).
- Built consensus and secure cooperation and agreements in situations with conflicting objectives.

Division of Health Care Access & Accountability–Economic Support QA Specialist Advanced

- Researched State/Federal statutes, regulations, and manuals.
- Identified case errors and indicated corrective action procedures and timelines.
- Maintained systems and prepared reports and track findings.

APRIL HEIM

- Identified further work needed by regional staff, computer system flaws and training.
- Resolved complex Income Maintenance-Quality Assurance specific issues.
- Provided consultation at various committee meetings.
- Applied a wide variety of administrative principles and practices.

Manager - Economic Support

Douglas County Health and Human Services: 11/2006 – 7/2012

- Managed the Economic Support Division: budget, policies, and staff.
- Monitored and managed projects, contracted programs, and Risk Assessments
- Facilitate the Health and Human Services annual Civil Rights/Equal Rights/LEP annual training.
- Continuity of Government (COG), Continuity of Operations (COOP)
- Analyze/implement policies and procedures in accordance with federal and state policies, regulations, and laws.
- Program integrity and Fraud investigation (error prone profiling)
- Coordinate multiple agency projects (non-profits)
- Participate as a partner in Rapid Response presentations.
- Public Speaking; large groups, State Representatives, clients, providers, & partners
- Leadership role in Department and Unit Strategic Planning and Continuity of Operations (COOP) plans as part of the Health & Human Services Department

Economic Support Unit – Supervisor & W2/Job Center Manager

Price County Social Services: 8/1999 – 11/2006

- Managed the Economic Support Division, budget, policies, and staff.
- Conduct the annual Civil Rights/Equal Rights/LEP annual training.
- Continuity of Government (COG), Continuity of Operations (COOP)
- Job Center & Wisconsin Works Program Manager 1999 – 2003
- Monitored and managed projects and contracted programs (DHS, DCF & DOA)
- Coordination with Price County Job Center Partners as part of the Job Center Management Team
- Interpret and implement Federal/State regulations and programs.
- Assisted with the coordination of the Local Workforce Investment Board
- Participate as a partner in Rapid Response presentations.

RED CLIFF SOCIAL SERVICES – ADMINISTRATOR

Red Cliff Band of Lake Superior Chippewa: 8/1998 – 8/1999

- Responsible for the interpretation, implementation and monitoring Tribal, State and Federal Laws, regulations, expenditures and program integrity.
- Monitored and managed projects and contracted programs
- Develop and execute strategic planning initiatives.
- Other positions held – Red Cliff: Administrative Assistant (LTE) 1991, Indian Child Welfare Worker (LTE) 1995

SOCIAL SERVICE – DIRECTOR

Northern Lights Manor: 6/1995-8/1998

APRIL HEIM

- Manage the Social Services Division / budget.
- Develop and implement policy, procedures, and process improvement.
- Monitored and managed projects and interpret State Statues
- Safety monitoring and Quality Assurance team
- Facility strategic planning
- Outreach and marketing for the facility
- Resident care plans & MDS reporting

APRIL HEIM

PROFESSIONAL DEVELOPMENT

Midwest Partners for Program Improvement (MPPI) – Education and Training Event 2019

- Communication Styles
- Interviewing Skills
- Call Center Handling Techniques
- Quality Control reviewing and Documentation.

Fostering Futures Conference (WI Dells).

- Trauma Informed Care Training

Interactive Leadership Training – Blackhawk Tech (2017)

- Office Politics for Managers – Creating a Supportive Work Environment
- Project Management – program management
- Counseling and Correcting Employees
- Conflict Resolution – Strategies

Midwest Partners for Program Improvement (MPPI) – Education and Training Event 2016

- Phone Interviewing/Time Management/Customer Service
- Business Processing Re-engineering
- Effective Learning – Training Methods and Techniques
- Integrity with Community Partners – Networking for Change

Racial Justice Conference: Building Bridges through Cultural Competency 2015

- Macroaggressions Negatively Impact the workplace: How to work with People of all Ages
- The Paradox of Diverse Candidate Recruitment in Challenging Economic Times

National Incident Management Services (NIMS) Incident Command System (ICS)

- Course 100, 200, 300, 400, 700, & 800 (Annual training 2006-2012 and 2014-2015)
FEMA IS Courses: certified - Professional Continuity Practitioner: 546.a 547.a, 242.a, 548, 524,
- 100.b, 200.b, 545, 248 (11/2014-2/2015)

Annual trainings

- Diversity & Inclusion training
- Discrimination/Harassment Prevention – Social Bias
- Records Management (HIPPA & PHI)
- Workplace Violence & Threats, De-escalation Training
- Civil Rights/Equal Rights/LEP annual training

Other Professional:

- Administrative Lean – UW Stout

APRIL HEIM

- Conflict Management and Resolution
- Effective Project Management
- Effective Facilitation / Mediation
- Coalition Building
- Bachelor's Degree in Social Work from the University of Wisconsin Superior May of 1995
 - Behavioral Statistics
 - Research Design
 - Research Projects
 - Business Communication
 - Welfare Policy and Services
 - U.S., State and Local Government (political science)
 - Tribal Administration
 - Foundation of Economics

Dear Hiring Manager:

I am writing to state my interest in the open Position of Human Services Director for Dane County. I believe that my work experience and education have equipped me with the skills to be successful candidate for this position. I have 27.5 years of management experience in the public sector (government programs). Currently I hold the position of Bureau Director – WDVA Programs and Services and have gained experience with veteran specific programs and needs serving over 350,000 veterans in the State of WI.

In each of my positions I participated in department/division strategic planning using strategic principles and methods to implement initiatives and ensuring alignment of work plan to work product in compliance with program policies and governing regulations. Including developing program and policy evaluation of program and policy effectiveness.

I have over 27+ years of experience explaining technical or complex information to customers, members or other employees and other stakeholders regarding complex benefit programs. My experience in a management/leadership role includes supervising and managing staff workloads and workflow including developing training for program training for employees and presentations of benefit programs for stakeholders. I am experienced at change management with programs and systems and experienced leading staff in excellent customer service. Managing day to day staff activities establishing priorities, delegating, evaluating for performance, conducting investigations, grievance hearings, performance improvement plans and inspiring teamwork among staff.

In my professional career I have participated on a variety of teams at the local, tribal, state, and federal levels. I willingly assume leadership of team projects, promoting collective success through open dialogue, goal setting, brainstorming, informed decision making and providing productive feedback. I am experienced providing technical assistance to team members, co-workers, stakeholders in both systems and process improvement methods.

As a Manager I am experienced at building and maintaining effective and collaborative working relationships with internal and external stakeholders: Human Services Divisions, ADRCs, MCOs, other county agencies, Consortium partner counties, Advocacy groups, Community Actions, Job Center partners, Child Care providers, Vendors, and other stakeholders. As a WDVA Bureau Director I have been working on collaborations within the Division of Benefits between the Bureaus and increased communication and teamwork – decreasing silos, to streamline our response to our Veterans.

I have facilitated and participated in building, maintaining effective and collaborative working relationships both with internal and external partners. During my career as an Economic Support Manager/Operational Lead; I successfully co-facilitated a team of stakeholders (DHS, ADRC, IM/ES, MCOs and ICA/IRIS) workgroup. This collaboration successfully created Family Care worker resources guide for all stakeholders. That increased program-process understanding, collaboration and coordination of consumer benefits in the Family Care program and seamless delivery across the State of WI. While ensuring adherence to federal/state program policies, requirements, and stakeholders' missions.

I am experienced at public speaking; large groups, State Representatives, Board of Directors, clients, providers/vendors, and partner agencies. I am experienced in analyzing fiscal reports in adherence to Federal/State/County budget principles and practices. As a Manager I am experienced in creating and presenting briefing papers to local committees, governing boards/council regarding programs, program changes, program effectiveness and new initiatives. Experienced preparing annual reports: Consortium

Directors reports, budget requests, monthly board reports, ESPAC CWW fix requests. 45-day administrative memo responses.

My educational background and continued professional development: I have a bachelor's degree and certification in Social Work some areas of study: Behavioral Statistics, Research Design, Research Projects, Business Communication, Welfare Policy and Services, Tribal Administration, US State & Local Government. Professional Development: Diversity Training, Administrative Lean-UW Stout, Coalition Building, Conflict Management & Resolution, Effective Project Management, Effective Facilitation/Mediation, Assessing Needs & Development of staff, coaching for performance, Feedback to Produce High Performance, Development of Policy and Procedures, Dealing with Appeals and Grievances, Integrity with Community partners, Communication Styles, Quality Control reviewing and Documentation.

The majority of my 27-year career has been in positions within the human services area. The vision I bring to the table is to provide services and programs to the community in partnership with providers, stakeholders – internal and external that will meet the needs of the community and assists community members to thrive. Empowering people by removing barriers.

I am solution-oriented and proactive at analyzing processes and stakeholder feedback to identify opportunities to improve service standards and resolve complex problems. I can leverage strong logical and creative thinking skills to predict project outcomes, control risk and lay groundwork for success.

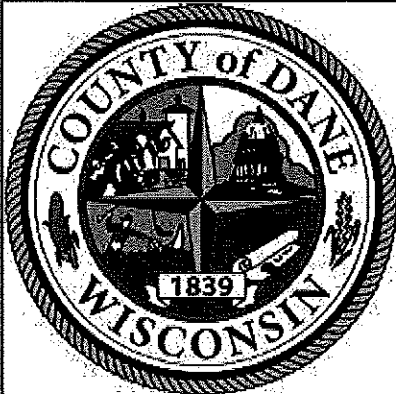
I believe that my experience and education have equipped me with the skills to be a successful candidate for this position.

Thank you for your time and consideration.

Sincerely

April Heim, WDVA Bureau Director

EMPLOYMENT APPLICATION



DANE COUNTY
 210 Martin Luther King Jr Blvd, Room 418
 Madison, Wisconsin 53703
 (608) 266-4125
<https://www.governmentjobs.com/careers/countvofdane>
Iheukumere, Astra Miriaku
 2023-00225 DIRECTOR OF DEPARTMENT OF HUMAN SERVICES

Received: 3/11/23 11:20 PM

For Official Use Only:

QUAL: _____

DNQ: _____

Experience

Training

Other: _____

PERSONAL INFORMATION

POSITION TITLE: DIRECTOR OF DEPARTMENT OF HUMAN SERVICES		EXAM ID#: 2023-00225
NAME: (Last, First, Middle) Iheukumere, Astra Miriaku		SOCIAL SECURITY NUMBER: N/A
ADDRESS: (Street, City, State/Province, Zip/Postal Code)		EMAIL ADDRESS:
HOME PHONE:	ALTERNATE PHONE:	NOTIFICATION PREFERENCE: Email
DRIVER'S LICENSE: <input type="checkbox"/> Yes <input type="checkbox"/> No	DRIVER'S LICENSE - State: WI Number:	LEGAL RIGHT TO WORK IN THE UNITED STATES? <input type="checkbox"/> Yes <input type="checkbox"/> No
What is your highest level of education? Master's Degree		

PREFERENCES

MINIMUM COMPENSATION: \$195,000.00 per year	ARE YOU WILLING TO RELOCATE? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Maybe
WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular	
TYPES OF WORK YOU WILL ACCEPT: Full Time	
SHIFTS YOU WILL ACCEPT: Day, Evening, Weekends	
OBJECTIVE: I am interested in a leadership position in the Dane County Department of Human Services	

EDUCATION

DATES: From: 9/2010 To: 5/2013	SCHOOL NAME: University of Wisconsin - Madison School of Business	
LOCATION: (City, State/Province) Madison, Wisconsin	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Master's
MAJOR: Business Administration		
DATES: From: 9/2001 To: 5/2003	SCHOOL NAME: University of Wisconsin- Madison	
LOCATION: (City, State/Province) Madison, Wisconsin	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Master's
MAJOR: Public Administration & Public Policy		
DATES: From: 8/1992 To: 8/1997	SCHOOL NAME: University of Wisconsin- Madison	
LOCATION: (City, State/Province) Madison, Wisconsin	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Bachelor's
MAJOR: Political Science		

WORK EXPERIENCE

DATES: From: 8/2022 To: 3/2023	EMPLOYER: Dane County Department of Human Services	POSITION TITLE: Interim Director of Dane County Human Services
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 1202 Northport Drive STE 404, MADISON, Wisconsin, 53704		COMPANY URL: https://danecountyhumanservices.org/

PHONE NUMBER: 6082426469	SUPERVISOR: Joe Parisi - County Executive	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$13,897.87/month	# OF EMPLOYEES SUPERVISED: 11
DUTIES: SCOPE: Under the administrative direction of the County Executive, I effectively manage the operations of Dane County Human Services delivery system, utilizing a client centered and community-based services approach. As the Interim Director, my focus has been on providing a sense of continuity and stability to Department staff, partners, and clients. I lead Human Service's Department Leadership team (M-Team) of 11 Division Administrators and Managers, to focus on the heartbeat of our community to ensure voices are heard and people are served throughout all of Dane County. GENERAL DAY TO DAY MANAGEMENT RESPONSIBILITIES <ul style="list-style-type: none"> • Provide oversight and direction to Departmental staff in programs related to children/youth/family services, homelessness, housing stability, economic assistance, behavioral health, services to seniors, physical and developmental disability, skilled nursing home care. • Annually prepare and submit a proposed Departmental budget to the County Executive. • Develop an annual comprehensive work plan including priorities, objectives and measurement indices for programs and services. • Develop, recommend and implement policies and procedures. • Direct the planning and implementation of new programs. • Direct the purchase of contracted service. • Direct the monitoring of contracted services for compliance of services, costs and other factors to contractual specifications. • Direct staff selection, training and development • Promotes effective internal and external communication with staff, clients, client advocates, community organizations and private firms. • Direct the application of decentralized decision making including participative management techniques. • Represent the Department to the media, community agencies, professional organizations and the general public. • Prepare narrative and statistical reports for administrative and public review. • Provide oversight of Department facilities. • Supervise the Department's Division Administrators, the Manager of Planning and Evaluation, the Communications Manager and support staff for the Office of the Director. • Staff Health & Human Needs (HNN) Committee and the Human Services Board. 		
REASON FOR LEAVING: I am currently still in the position		
DATES: From: 9/2019 To: 7/2022	EMPLOYER: Dane County Department of Human Services	POSITION TITLE: Deputy Director
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 1202 Northport Drive STE 404, Madison, Wisconsin, 53704		COMPANY URL: https://danecountyhumanservices.org/
PHONE NUMBER: 6082426469	SUPERVISOR: Joe Parisi - Dane County Executive	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$10,601.07/month	# OF EMPLOYEES SUPERVISED: 4
DUTIES: SCOPE: Under general direction of the Department Director and with broad authority, I was responsible for all delegated facets of day to day operations of the Dane County Department of Human Services. I had a key role in assessing operations; planning, implementing and coordinating programs; policies and procedures across the department and lead responsibility for facilities, leases, and human resources escalation and consistency. I also served as the acting Director in the Director's absence, as needed; and performed related work as required. PROVIDED OVERSIGHT OF DEPARTMENT DAY-TO-DAY OPERATIONS <ul style="list-style-type: none"> • Ensured programmatic collaboration across all 8 divisions • Promoted continuous improvement and ensured consistent application of program policies and operations as relevant • Consulted with other department managers on improved service delivery across the range of county human services programs • Promoted available wellness opportunities and trainings to relieve stress and support staff during the COVID-19 pandemic • Served as a liaison with providers, stakeholders and advocates in promoting needed program or policy changes • Represented the Director as needed ASSISTED THE DIRECTOR IN THE OVERALL LEADERSHIP OF THE DEPARTMENT <ul style="list-style-type: none"> • Lead the development of planning for new program and policy implementations that cut across divisions as required. • Researched, recommended and implemented opportunities for cross-departmental efforts to promote equity and inclusion in department service delivery • Facilitated the continued development of a collaborative approach to work and service delivery across all divisions. • Consulted with county leaders on major operational and policy changes • Represent the department as directed with local, state and federal officials • Oversight of budget monitoring and additional fiscal analysis as necessary PROVIDED OVERSIGHT OF INFRASTRUCTURE DEVELOPMENT <ul style="list-style-type: none"> • Lead work with the Department of Administration on all building concerns and lease needs. • Lead emergency and COOP planning • Facilitated the continued development of a collaborative approach to service delivery across all divisions. • Lead physical infrastructure changes and adjustments to promote employee safety and well-being • Coordinated as needed with Fiscal and Management Services and Planning and Evaluation on all information technology enhancements and related data infrastructure 		
REASON FOR LEAVING: Promoted to Interim Director position		
DATES: From: 11/2018 To: 8/2019	EMPLOYER: Madison Metropolitan School District	POSITION TITLE: Director of Strategic Partnerships
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 545 W. Dayton Street, Madison, Wisconsin, 53703		COMPANY URL: https://www.madison.k12.wi.us/about-us
PHONE NUMBER: (608) 663-1879	SUPERVISOR: Nichelle Nichols - Executive Director, Family, Youth and Community Engagement	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

HOURS PER WEEK: 40	SALARY: \$8,500.00/month	# OF EMPLOYEES SUPERVISED: 4
DUTIES: NETWORK DEVELOPMENT AND PARTNERSHIP RELATIONSHIP MANAGEMENT <ul style="list-style-type: none"> Identify and build contacts and effective working relationships with key community stakeholders in primary and secondary education Seeks out community partners to achieve MMSD goals and priorities Assists internal and external partners by removing student and family barriers to participation in partnership activities. Co-leads the Madison-area Out-of-school Time (MOST) initiative in collaboration with the City of Madison and various youth-serving organizations. POLICY AND PROGRAM MANAGEMENT <ul style="list-style-type: none"> Develops and monitors MMSD Partnerships Policy and Procedures Manages and leads MMSD's Strategic Partnerships Team Ensures best practices in ongoing program development, implementation, operation and evaluation Supports Central Office staff in developing current partnership programs, agreements and contracts Monitors the development and implementation of district-wide systems to support volunteerism in Madison Public Schools Manages the coordination and implementation of various large-scale tutoring partnerships in schools. Coordinates MMSD's After School Advisory Board and related actions to support the strengthening of collaborative relationships among local childcare providers and MMSD schools. Serves on various community and district committees on behalf of MMSD. 		
REASON FOR LEAVING: Better career opportunity at Dane County Human Services		
DATES: From: 12/2014 To: 11/2018	EMPLOYER: County Health Rankings & Roadmaps Program/ UW Population Health Institute	POSITION TITLE: ASSISTANT DIRECTOR, COMMUNITY NETWORKS AND NATIONAL PARTNERSHIPS
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 610 Walnut Street, Room 526, Madison, Wisconsin, 53726		COMPANY URL: www.countyhealthrankings.org
PHONE NUMBER: (608) 265-8240	SUPERVISOR: Julie Willems Van Dijk - Former Director (no longer with organization)	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$87,000.00/month	# OF EMPLOYEES SUPERVISED: 0
DUTIES: ASSISTANT DIRECTOR, COMMUNITY NETWORKS AND NATIONAL PARTNERSHIPS, SCOPE: As the primary liaison to the Robert Wood Johnson Foundation-funded national partners, I develop and expand community networks and strengthen existing relationships as part of the foundation's effort to establish a national "Culture of Health". NETWORK DEVELOPMENT AND PARTNERSHIP RELATIONSHIP MANAGEMENT <ul style="list-style-type: none"> Determine effective community mobilization strategies between local communities and Robert Wood Johnson-funded national partners by monitoring and analyzing communication, and creating regular, high-quality engagement opportunities around population health improvement. Identify and build contacts and effective working relationships with other key community health principles and national stakeholder organizations. POLICY AND PROGRAM MANAGER <ul style="list-style-type: none"> Research and disseminate best practices to support Robert Wood Johnson-funded national partner efforts to improve health at national, state, and local levels. Collaborate with CHR&R Network Lead organizations to research and develop methodologies for enhancing network development among national partners and their members/affiliates Conduct gap analysis to identify areas of content expertise that will enhance the CHR&R program's ability to support a broad model of population health improvement. Develop systems to track and disseminate examples of community engaging in best practices for community health improvement to national partners and community networks 		
REASON FOR LEAVING: Better job opportunity .		
DATES: From: 5/2011 To: 12/2014	EMPLOYER: City of Madison Mayor's Office	POSITION TITLE: DEPUTY MAYOR (ASSISTANT TO MAYOR)- Public Safety
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 210 Martin Luther King Blvd., Room 403, Madison, Wisconsin, 53703		COMPANY URL: www.cityofmadison.com
PHONE NUMBER: 608-266-4611	SUPERVISOR: Paul Soglin - Former Mayor of Madison, WI	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$7,000.00/month	# OF EMPLOYEES SUPERVISED: 6
DUTIES: SCOPE: Advise Mayor of political and policy implications of public stances. Serve as Public Safety Liaison, oversee implementation of administrative priorities in public safety disciplines; agencies under purview include Community Development Division, Department of Civil Rights, Fire Department, Police Department, and Public Health Department of Madison and Dane County. Represent Mayor at public appearances and meetings. Core strengths and accomplishments include: <ul style="list-style-type: none"> COMMUNITY OUTREACH - Cultivate and sustain relationship with neighborhoods on behalf of Mayor through facilitation of outreach activities. Monitor progress and community interaction of 9 neighborhood resource teams. Was a liaison to communities of color as well. POLICY DEVELOPMENT - Analyze policies and coordinate development of policies for social issues such as homelessness, civil rights, drug activity, domestic violence, alcohol, unemployment, and art. POLICY MANAGEMENT - Drive policy issues covering education, arts, emergency operations, neighborhood centers/special needs neighborhoods, resource teams, and special events planning. Provide policy guidance on behalf of Mayor to city arts, police, fire, community development, civil rights, and public health departments. PROGRAM MANAGEMENT - Coordinate and contribute to development and implementation of new administrative programs, consistently elevating participation and quality. Review or initiate new programs, expand existing programs, and monitor programs within City 		

department to include changes in policies or focus.

LEGISLATION REVIEW - Assess pending legislation introduced at Common Council as well as generate reports on matters referred to Mayor's Office. Advise Mayor on pending state and federal legislation.

COMMUNICATION - Coordinate and translate information to legislative body members, public citizens/groups, and Common Council members. Carefully articulate objectives and action plans to all involved to ensure team cohesion.

City of Madison Boards and Commissions under my policy areas of responsibility:

Education Committee , Affirmative Action Committee, Alcohol License Review Committee Minority Affairs Committee, Community Services Commission, Equal Opportunities Commission, Commission on People with Disabilities, Police & Fire Commission, Board of Health for Madison and Dane County, Public Safety Review Committee, Madison Arts Commission Dr. MLK Jr. Humanitarian Award Commission, Early Childhood Care & Education Committee

REASON FOR LEAVING:

The Mayor's elected term was ending in a short time, and better career opportunity was offered.

DATES: From: 1/2011 To: 5/2011	EMPLOYER: Wisconsin Department of Revenue	POSITION TITLE: OUTREACH COORDINATOR- Volunteer Income Tax Assistance
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 2135 Rimrock Road , Madison, Wisconsin, 53713		COMPANY URL: www.revenue.wi.gov
SUPERVISOR: Person is Deceased - Former Section Chief	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
HOURS PER WEEK: 40	SALARY: \$4,600.00/month	# OF EMPLOYEES SUPERVISED: 0

DUTIES:

SCOPE: Directed outreach activities concerning tax assistance programs and service along with customer education. Aggressively promoted department tax programs, credits, and initiatives to internal and external audiences.

Core strengths and accomplishments include:

RELATIONSHIP DEVELOPMENT - Established alliances with DoR stakeholders, ensuring availability for answers and feedback, responding to members of public, and coordinating departmental response to taxpayer and business stakeholder needs.

POLICY ANALYSIS AND DEVELOPMENT - Reviewed existing policies and coordinated development of new policy for State of Wisconsin Volunteer Income Tax Assistance (VITA) Program.

REASON FOR LEAVING:

Offered a better career and leadership opportunity with the City of Madison Mayor's Office

DATES: From: 8/2006 To: 1/2011	EMPLOYER: Wisconsin Department of Health Services	POSITION TITLE: Medicaid Benefit and Fiscal Policy Analyst
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 1 West Wilson Street , Madison, Wisconsin, 53703		COMPANY URL: www.dhs.wisconsin.gov
PHONE NUMBER: 608-266-1865	SUPERVISOR: Rachel Carabell - Former Section Chief	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$3,800.00/month	# OF EMPLOYEES SUPERVISED: 0

DUTIES:

SCOPE:
-Assembled and summarized Division of Healthcare Access and Accountability budget initiatives. Monitored federal and state policy, advising management on impact of federally qualified health clinic (FQHC), rural health clinic (RHC), and Medicaid Transportation legislation.

-Delivered presentations on Medicaid benefit coverage policy and payment methods at workshops, conferences, and seminars.

Core strengths and accomplishments include ...

FISCAL POLICY LEADERSHIP - Overhauled projection and budget method concerning long-term care card costs.

POLICY DEVELOPMENT - Created Medicaid/BadgerCare policy, which included controlling budget expenses for FQHCs, RHCs, county general relief block grant programs, and Medicaid Transportation.

EDUCATION - Analyzed and interpreted information on Medicaid Policy for provider and member communities.

PROPOSAL DEVELOPMENT - Researched and generated proposals to ensure first-rate, cost-effective payment methodology and service delivery to beneficiaries and providers, while adhering to Wisconsin Medicaid requirements and expectations.

BUDGETING - Prepared monthly budget projections for FQHCs, RHCs, and Transportation policy areas within Medicaid.

REASON FOR LEAVING:

Leadership opportunity at the WI Department of Revenue

CERTIFICATES AND LICENSES

Nothing Entered For This Section

Skills**OFFICE SKILLS:**

Typing:
Data Entry:

OTHER SKILLS:**LANGUAGE(S):**

English - Speak Read Write

ADDITIONAL INFORMATION

Personal

Delta Sigma Theta Sorority, Incorporated

Volunteer Experience

Fair Housing Center of Greater Madison, Advocate and Volunteer

Volunteer Experience

Wisconsin Women in Government, Scholar/Speaker and Site Committee Volunteer (- 2010)

REFERENCES**REFERENCE TYPE:**

Professional

NAME:

Shawn Tessmann

POSITION:

Former Director- DCDHS

ADDRESS: (Street, City, State/Province, Zip/Postal Code)

Madison, Wisconsin 53703

EMAIL ADDRESS:

-

PHONE NUMBER:

(

REFERENCE TYPE:

Professional

NAME:

Casey Becker

POSITION:DCDHS Division Administrator- Dane County
Department of Human Services**ADDRESS:** (Street, City, State/Province, Zip/Postal Code)

Middleton, Wisconsin

EMAIL ADDRESS:

-

PHONE NUMBER:**REFERENCE TYPE:**

Personal

NAME:

Edjuana Odgen

POSITION:Former Budgets, Contracts & Operations
Manager, Dane County Department of
Human Services**ADDRESS:** (Street, City, State/Province, Zip/Postal Code)

Madison,, Wisconsin 53704

EMAIL ADDRESS:

-

PHONE NUMBER:

Agency-Wide Questions

1. **Have you ever been convicted of a felony?**
2. **Are you a current regular part time or full time Dane County employee (excludes LTE's)?**
Yes
3. **If you answered 'yes' to the previous question, please provide specific details for each occurrence including: 1) Date; 2) Location; 3) Charge and a description of the offense; 4) Penalty/Disposition. If this is not applicable, please type "NA" in the box below.**
4. **Education Level**
Master's Degree
5. **How did you first learn about this job? Please check one.**
Current County Employee

Job Specific Supplemental Questions

Candidates should submit a Resume and a Letter of Qualifications that expresses your interest in the position. The Letter of Qualifications should describe in detail your education, training, and work history that has prepared you to direct the Department of Human Services. Make sure to use specific examples that clearly demonstrate your level of expertise and past responsibilities. The Letter of Qualifications should also include your vision for providing direct services in the community. Have you submitted a Resume and Letter of Qualifications?

1.

Yes

The following terms were accepted by the applicant upon submitting the online application:

By clicking on the 'Accept & Submit' button, I hereby certify that every statement I have made in this application is true, correct and complete to the best of my knowledge. I understand that if employed, any falsification, misstatement or omission of fact, in connection with my application, whether on this document or not, may result in immediate termination of my employment. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of Dane County and will not be returned. I understand and consent that Dane County may contact prior employers and other references and that for certain positions, Dane County will complete a criminal background check if I progress to a certain stage in the application process, and if I have a criminal history, then Dane County will disqualify me if the position's responsibilities are substantially related to my criminal history. I understand that I must notify the Employee Relations Division of any changes in my name, address, or phone number. Dane County is an Affirmative Action Employer operating under a Civil Service Merit System. We are seeking a diverse and talented workforce. As an employer, we strive to provide a work environment where diversity and differing opinions are valued, creativity is encouraged, continuous learning and improvement are fostered, teamwork and open/honest communication are encouraged, and meeting customer needs through quality service is a shared goal. All employees must be able to demonstrate multicultural competence - the awareness, knowledge, and skills needed to work with others who are culturally different from self in meaningful, relevant, and productive ways. Applicants from traditionally underrepresented populations including women, racial and ethnic minorities, and persons with disabilities are especially encouraged to apply.

This application was submitted by Astra Miriaku Iheukumere on 3/11/23 11:20 PM

Signature _____

Date _____

ASTRA MIRIAKU IHEUKUMERE

PUBLIC POLICY LEADER | GOVERNMENT ADMINISTRATOR

*** Advocating for high-impact, innovative public policy and effective local government administration***

Staunch public policy leader known for assembling and promoting innovative, meaningful public policy agendas that not only benefit public at large but also facilitate profitability and strategic partnerships among private enterprise, government, and non-profit sectors.

Accomplished bridge-builder confidently cultivating trust and mutually beneficial relationships; bring unlikely partners together to find common ground and explore fresh methods to address old problems.

Fiscally conscious strategist who rapidly secures support for and develops solutions to address major social challenges such as access to healthcare, homelessness, and civil rights while tightening operations and payment policies to drive cost efficiency.

Intuitive and persuasive leader, effective manager, natural motivator, calculated risk taker.

"Astra is a great asset ... she helps me advocate for the interest of my department and simultaneously finds common ground between my goals and the agenda of the Mayor. Her communication and leadership style are a breath of fresh air."

Scope of Excellence

- ▶ Policy Analysis and Development
- ▶ Government Relations
- ▶ Personnel Management
- ▶ Community Relations
- ▶ Racial and Social Justice Advocate
- ▶ Diversity, Equity and Inclusion Champion
- ▶ Government Operations
- ▶ Crisis Management
- ▶ Strategic Planning
- ▶ Community Capacity Building
- ▶ Relationship Building
- ▶ Internal and External Collaboration
- ▶ Program Planning
- ▶ Public Budgeting
- ▶ Business Development
- ▶ Contract Oversight
- ▶ Conflict Resolution & Mediation
- ▶ Labor/Management Negotiation

PERFORMANCE HIGHLIGHTS

Effective Crisis and Operations Manager

- ✓ Lead development and implementation of Dane County Human Service's Department-Wide COVID Reconstitution Plan, as well as the Post-COVID-19 Human Services Workplace Normalization Plan.

Astute Strategic Relationship Manager

- ✓ Manages Department of Human Services' engagement with the Dane County Board of Supervisors and facilitates the implementation of the County Executive's policy agenda as it relates to Human Services.
- ✓ Also meets monthly with POS community stakeholders to promote collaboration and transparency in our critical working relationship.

Proactive Racial Justice Advocate and Staff Supporter...

- ✓ In response to advocacy from staff of color, catalyzed a multi-year partnership with the YWCA-Madison and Dane County Human Services in 2020 to assist in furthering cultural transformation in the department-to center racial justice in our work practices and service delivery approach across Human Services.

Experienced Public Policy Process Practitioner ...

- ✓ Bi-weekly I brief the County Executive Team on Human Services budget priorities, emerging policy priorities, media inquiry and opportunities, as well as budgetary and legislative action being initiated by Human Services.
- ✓ Bi-weekly, in collaboration with the Health and Human Needs Committee Chair, I plan the HHN meeting agenda and present Human Services' policy and program priorities needing legislative action in the form of resolutions for introduction to the County Board and for consideration before HHN, Human Service's board oversight committee.

Excellent Protector of Human Services Programs and Service Delivery Needs

- ✓ Developed and advocated for Human Services budget priorities during the 2023 Dane County budget deliberations
- ✓ As an active and vocal member of MAC, participated in discussions advocating the elimination/reduction of impact of Ordinance Amendment 59 which sought to weaken the effectiveness of the Annual Employee Handbook Review Process (Meet & Confer)

CAREER SUMMARY

Dane County Department of Human Services | Madison, Wisconsin

**INTERIM DIRECTOR | August 2022-Present
Dane County Department of Human Services**

SCOPE: Under the administrative direction of the County Executive, I effectively manage the operations of Dane County Human Services delivery system, utilizing a client-centered and community-based services approach. As the Interim Director, my focus has been on providing a sense of continuity and stability to Department staff, partners, and clients. I lead Human Service's Department Leadership team (M-Team) of 11 Division Administrators and Managers, to focus on the heartbeat of our community to ensure voices are heard and people are served throughout all of Dane County.

GENERAL DAY TO DAY MANAGEMENT RESPONSIBILITIES

- Provide oversight and direction to Departmental staff in programs related to children/youth/family services, homelessness, housing stability, economic assistance, behavioral health, services to seniors, physical and developmental disability, skilled nursing home care.
- Annually prepare and submit a proposed Departmental budget to the County Executive.
- Develop an annual comprehensive work plan including priorities, objectives and measurement indices for programs and services.
- Develop, recommend and implement policies and procedures.
- Direct the planning and implementation of new programs.
- Direct the purchase of contracted service.
- Direct the monitoring of contracted services for compliance of services, costs and other factors to contractual specifications.
- Direct staff selection, training and development
- Promotes effective internal and external communication with staff, clients, client advocates, community organizations and private firms.
- Direct the application of decentralized decision making including participative management techniques.
- Represent the Department to the media, community agencies, professional organizations and the general public.
- Prepare narrative and statistical reports for administrative and public review.
- Provide oversight of Department facilities.
- Supervise the Department's Division Administrators, the Manager of Planning and Evaluation, the Communications Manager and support staff for the Office of the Director.
- Staff Health & Human Needs (HNN) Committee and the Human Services Board.

Dane County Department of Human Services | Madison, Wisconsin

**DEPUTY DIRECTOR | September 2019-July 2022
Dane County Department of Human Services**

SCOPE: Under general direction of the Department Director and with broad authority, I was responsible for all delegated facets of day to day operations of the Dane County Department of Human Services. I had a key role in assessing operations; planning, implementing and coordinating programs; policies and procedures across the department and lead responsibility for facilities, leases, and human resources escalation and consistency. I also served as the acting Director in the Director's absence, as needed; and performed related work as required.

PROVIDED OVERSIGHT OF DEPARTMENT DAY-TO-DAY OPERATIONS

- Ensured programmatic collaboration across all 8 divisions
- Promoted continuous improvement and ensured consistent application of program policies and operations as relevant
- Consulted with other department managers on improved service delivery across the range of county human services programs
- Promoted available wellness opportunities and trainings to relieve stress and support staff during the COVID-19 pandemic
- Served as a liaison with providers, stakeholders and advocates in promoting needed program or policy changes
- Represented the Director as needed

ASSISTED THE DIRECTOR IN THE OVERALL LEADERSHIP OF THE DEPARTMENT

- Lead the development of planning for new program and policy implementations that cut across divisions as required.
- Researched, recommended and implemented opportunities for cross-departmental efforts to promote equity and inclusion in department service delivery
- Facilitated the continued development of a collaborative approach to work and service delivery across all divisions.
- Consulted with county leaders on major operational and policy changes
- Represent the department as directed with local, state and federal officials
- Oversight of budget monitoring and additional fiscal analysis as necessary

PROVIDED OVERSIGHT OF INFRASTRUCTURE DEVELOPMENT

- Lead work with the Department of Administration on all building concerns and lease needs.
- Lead emergency and COOP planning
- Facilitated the continued development of a collaborative approach to service delivery across all divisions.
- Lead physical infrastructure changes and adjustments to promote employee safety and well-being
- Coordinated as needed with Fiscal and Management Services and Planning and Evaluation on all information technology enhancements and related data infrastructure

Madison Metropolitan School District (MMSD)-Administration | Madison, Wisconsin

**DIRECTOR, STRATEGIC PARTNERSHIPS | 2018-2019
County Health Rankings & Roadmaps Program/ University of Wisconsin -Madison**

SCOPE: As the Director of Strategic Partnerships for Madison Metropolitan School District, I developed and supported community cross-sector partnerships, managed the MMSD Strategic Partnerships team and facilitated the execution of policies and procedures to support the hundreds of formal and informal partnerships that MMSD has.

GENERAL RESPONSIBILITIES OF THE STRATEGIC PARTNERSHIPS DIRECTOR

- Updated and Monitored MMSD Partnerships Policies and Procedures
- Managed MMSD's Strategic Partnerships Team
- Ensured best practices in ongoing program development, implementation, operation and evaluation
- Pursued community partnerships to achieve MMSD goals and priorities
- Supported Central Office staff in developing current partnership programs, agreements and contracts
- Assisted internal and external partners by removing student and family barriers to participation in partnership activities.
- Monitored the development and implementation of district-wide systems to support volunteerism
- Managed the coordination and implementation of various large-scale tutoring partnerships in schools.
- Co-lead the Madison-area Out-of-school Time (MOST) Initiative in collaboration with the City of Madison and various youth-serving organizations.
- Coordinated MMSD's After School Advisory Board and related actions to support the strengthening of collaborative relationships among local childcare providers and MMSD schools.
- Served on various community and district committees on behalf of MMSD.

County Health Rankings & Roadmaps Program/ University of Wisconsin -Madison (CHR&R/UWPHI) | Madison, Wisconsin

**ASSISTANT DIRECTOR, COMMUNITY NETWORKS AND NATIONAL PARTNERSHIPS | 2014-2018
County Health Rankings & Roadmaps Program/ University of Wisconsin -Madison**

SCOPE: As the primary liaison to the Robert Wood Johnson Foundation-funded national partners, I developed and expanded community networks and strengthened existing relationships as part of the foundation's effort to establish a national "Culture of Health".

NETWORK DEVELOPMENT AND PARTNERSHIP RELATIONSHIP MANAGEMENT

- Determined effective community mobilization strategies between local communities and Robert Wood Johnson-funded national partners by monitoring and analyzing communication, and creating regular, high-quality engagement opportunities around population health improvement.

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- Identified and built contacts and effective working relationships with other key community health principles and national stakeholder organizations.

POLICY AND PROGRAM MANAGER

- Researched and disseminated best practices to support Robert Wood Johnson-funded national partner efforts to improve health at national, state, and local levels.
- Collaborated with CHR&R Network lead organizations to research and develop methodologies for enhancing network development among national partners and their members/affiliates
- Conducted gap analysis to identify areas of content expertise that will enhance the CHR&R program's ability to support a broad model of population health improvement.
- Developed systems to track and disseminate examples of community engaging in best practices for community health improvement to national partners and community networks

City of Madison Mayor's Office | Madison, Wisconsin

DEPUTY MAYOR (ASSISTANT TO MAYOR), PUBLIC SAFETY | 2011 – 2014

SCOPE: I advised the Mayor on political and policy implications of public positions. I was the Public Safety Liaison, and oversaw implementation of administrative priorities in public safety agencies which included the Community Development Division, Department of Civil Rights, Fire Department, Police Department, and Public Health Department of Madison and Dane County. Represent Mayor at public appearances and meetings. Supervised 5 city managers

CORE STRENGTHS AND ACCOMPLISHMENTS INCLUDE:

- **COMMUNITY OUTREACH** – Cultivated and sustained relationship with neighborhoods on behalf of Mayor through facilitation of outreach activities. Monitor progress and community interaction of 9 neighborhood resource teams.
- **POLICY DEVELOPMENT** – Analyzed policies and coordinated development of policies for social issues such as homelessness, civil rights, drug activity, domestic violence, alcohol, unemployment, and art.
- **POLICY MANAGEMENT** – Facilitated policy issues covering education, arts, emergency operations, neighborhood centers/special needs neighborhoods, resource teams, and special events planning. Provided policy guidance on behalf of Mayor to city arts, police, fire, community development, civil rights, and public health departments.
- **PROGRAM MANAGEMENT** – Coordinated and contributed to development and implementation of new administrative programs, consistently elevating participation and quality. Reviewed and initiated new programs, expanded existing programs, and monitored programs within City departments to include changes in policies or focus.
- **LEGISLATION REVIEW** – Assessed pending legislation introduced at Common Council and briefed the Mayor on matters referred to Mayor's Office. Advised the Mayor on pending state and federal legislation.
- **COMMUNICATION** – Coordinated and translated information to legislative body members, public citizens/groups, and Common Council members. Carefully articulate objectives and action plans to all involved to ensure team cohesion.

City of Madison Boards and Commissions

Education Committee | Affirmative Action Committee | Alcohol License Review Committee | Minority Affairs Committee
Community Services Commission | Equal Opportunities Commission | Commission on People with Disabilities
Police & Fire Commission | Board of Health for Madison and Dane County | Public Safety Review Committee
Madison Arts Commission | Dr. MLK Jr. Humanitarian Award Commission | Early Childhood Care & Education Committee

EARLIER CAREER

Wisconsin Department of Revenue (DOR) - Outreach Coordinator | 2011

Wisconsin Department of Health Services-Medicaid Benefit and Fiscal Policy Analyst | 2006 – 2011

EDUCATION

Master of Business Administration: University of Wisconsin – Madison School of Business

Master of Arts, Public Management & Public Policy; Social Policy Concentration: University of Wisconsin – Madison

Bachelor of Arts, Political Science: University of Wisconsin – Madison

Astra Miriaku Iheukumere, MPA, MBA

March 11, 2023

Greetings,

I am writing to express my interest in being considered for the **Director of Dane County Department of Human Services** position currently available. This letter of qualifications offers a summary of my personal background, education, training and relevant professional experience that makes me a right choice for this position. It also presents my vision for providing direct services in the community. I am excited about this opportunity and confident that my professional experience and passion for Dane County, public service, public administration, policy development, organizational leadership, community collaboration and partnership are a perfect match for this unique leadership opportunity.

There are a number of strengths that I bring that will not only ensure success but will also be an asset to Human Services in helping the department to realize its service delivery goals as well as its internal cultural transformative goals of centering the departmental foundational values- accountability and transparency, collaboration, racial justice, diversity, empathy, growth and learning- in the approach to service delivery in the community and day to day operations of the department. What follows are some personal and professional highlights that support my fit and understanding of the role of the DCDHS Director in a unique way.

EDUCATIONAL BACKGROUND

- I have earned a B.A. in Political Science (1997); an M.P.A. in Public Administration from the LaFollette School of Public Policy (2003), emphasizing social policy; and an M.B.A. in General Management (2013). All of my degrees were earned from the University of Wisconsin-Madison.

My educational preparation has given me context and a solid foundation in understanding the interplay between public policy implementation and politics, how they influence-and sometimes drive- one another locally and nationally. I pursued my MPA because of work I did early in my career working on welfare reform and the transition to Wisconsin Works (W-2) for the State of Wisconsin. I realized how much public policy impacted the lives of vulnerable and marginalized people and became motivated to find ways to assemble policy or design programs that could be helpful toward improving quality of life for under-resourced communities. It was and is how I find purpose and fulfillment in my career and it is why I am so passionate about the work that Dane County Department of Human Services does. It has been my honor to serve first as the Deputy Director, and now as the DCDHS Interim Director. My love for Human Services, public policy implementation and program management is what compels me to apply for the Director role.

PERSONAL HIGHLIGHTS

- **I was born and raised in Dane County- Madison, Wisconsin,** and know this County and this local community intimately. I am a product and graduate of Madison public schools, and am deeply rooted in community with a deep appreciation for the impact that the expansive and well known Dane County human services delivery safety net has on vulnerable populations. I have experienced and benefited from it personally as a youth growing up in a working-class family in Madison and as an adult caring for an elderly parent. I also understand the impact that local policy and strong collaborations have on the greater community. I've spent my life serving the community through my professional and volunteer work having served on local non-profit boards, and committees through government and church. I have served on the Board of Directors for organizations like the (former) AIDS Network of Madison. I have also served as a volunteer with the Fair Housing Center of Greater Madison.
- **I am a proud member of the local African-American community.** Having come from a working class background, I am especially sensitive to the unique challenges that exist when it comes to access to basic needs, such as child care, education, health care, transportation and employment, for marginalized populations and under-resourced communities. My life experience as a woman of color growing up and working in Dane County has taught me the importance of centering racial justice, diversity and equity in public policy and social service delivery in local government. To serve the local community better, Human Services must meet customers and stakeholders where they are and earn their trust. This means that having staff that reflect the diversity of the community matters. It means that Human Services must be better with language accessibility and delivering services in multiple languages across language barriers. I have also spent most of my professional career in Dane County, acquiring over 20 years of experience applying a DEI and racial justice lens to public policy implementation, personnel and program management, civil rights enforcement, social and human services program management, government and community relations the local and state levels, as well as in the nonprofit and private for-profit sectors.

RELEVANT PROFESSIONAL EXPERIENCE

- **I am currently the Interim Director of Dane County Department of Human Services,** having assumed the role in August of 2022 at the request of the County Executive. In that time, I have focused on providing continuity and facilitating a stable, smooth transition from the previous Director for DCDHS staff, stakeholders and partners. I also lead Human Services' Department Leadership team (also referred to as "M-Team") of 11 Division Administrators and Managers, and provide personnel management oversight and general program guidance to all 8 Human Services Divisions. My leadership approach is to channel the priorities of the County Executive and focus on the heartbeat of our community, holding M-Team accountable for ensuring that community perspective is reflected in our service delivery and employee voices are considered as we craft programs and deliver services throughout all of Dane County. I have focused on strengthening the communication muscle of the department and being the face of Human Services for our community partners and county partners. I have also focused on strengthening our relationships with our important community partners in human services- our purchase of service (POS) partners and our comprehensive community services (CCS) network of providers. Since August 2022, I led the department's 2023 budget development, submitted the budget request to the Dane County Executive on behalf of the department and defended/advocated

for it before the Dane County Board of Supervisors in a rather tense political environment during budget deliberations. I also have been active and engaged of MAC- Dane County's Managerial Advisory Committee and was elected to serve on the board as well. Most recently, as a MAC board member, I participated in discussions with Employee Group Representatives to find compromise on Ordinance Amendment 59 (OA59) which was originally designed to weaken the relevancy and legitimacy of the Annual Employee Handbook Review process (also known as "meet & confer"). We were able to find compromise and maintain the integrity of Meet & Confer. I have also re-engaged DCDHS's POS partner leadership and we are collaborating on a redesign of our monthly meetings together so that it is truer to the original intention and the stated communication needs of both the POS community and Department leadership. Another aspect of my role as DCDHS Interim Director has been to facilitate the department's relationship with the Dane County Executive and Dane County Board of Supervisors. I work closely with the Executive' Team to align the priorities and actions of the department with the County Executives policy agenda. I meet biweekly and communicate frequently with the Executive and his team to brief them on Department activities. As is required in County Ordinance, I also work to support our oversight committee, Health and Human Needs (HHN) and the HHN Chair to build the HHN agenda and appear before the committee to move the Department's legislative action requests that reflects the needs of the Department. Finally I have redesigned DCDHS's Department Leadership communication framework, transitioning from a Director-centered "bicycle wheel" approach where the Director was previously the center of communication as well as the conduit between team members, to one of a more collaborative approach that breaks down silos, facilitates more frequent, deeper discussions with each other- with the Interim Director being a facilitator and a touchpoint for decision-making. The new approach has deepened team chemistry and connection, and allowed for more transparency and sharing of the burden of leadership, and has promoted greater understanding of decisions being made.

The following is a list of some additional aspects of my work as Interim Director of DCDHS with examples:

- o Develop an annual comprehensive work plan including priorities, objectives and measurement indices for programs and services. Example: In consultation with County Executive Team, I review the status major programs in DCDHS and identify strengths and opportunities and vulnerabilities for each program. I also highlight areas that may have public and media interests, or impact the Department or County budget significantly in positive or negative ways. I also review emerging issues that we are aware of in the community that may not be of immediate concern, but may be in the future.

- o Direct the purchase of contracted service. Example: With the support of the Fiscal Management Services Division in DCDHS, I track, approve and sign all contracts with our community service delivery partners. DCDHS has hundreds of contracts that must be signed annually. There are contracts with POS providers, CCS providers, and RFP awarded contracts that need to be reviewed and signed. As an extension of this work, I also provide oversight to the FMS Division Administrator, FMS team who and program staff who monitor of contracted services for compliance of services, costs and other factors to contractual specifications and provide me with summarized reporting and trend data regularly.

- Direct staff selection, training and development- Example: I monitor department staff vacancies and decide how to prioritize them as part of our annual budget request. I also solicit feedback from M-Team, staff and our middle management tier to identify training needs. The YWCA partnership that has been a multiyear partnership with DCDHS was initiated by me because staff and managers wanted training that would give them a better understanding of what racial justice is and how it applies in the context of organizational culture and leading staff. DCDHS now has a mandatory training that the YWCA presents that DCDHS managers and supervisors have to take.
- Represent the Department to the media, community agencies, professional organizations and the general public. Example: I am the public face of Dane County Human Services. All official public positions representing the department come from me or my designee, and are informed by the County Executive and his team. A recent example of that is the comment and context that was provided to the local media around the service performance of former senior meals provider, “Little John’s” back in February. Examples of letters I sent to the provider were quoted in the press, and strategy around managing the very public breakdown of the contract was managed by the department under my guidance and in collaboration with the County Executive Team.
- Provide oversight of Department facilities. Example: In consultation with the Dane County Facilities team, I make decisions about the use and access of DCDHS buildings, vehicles and capital. For example, when there is acclimate weather, I consult with the DOA Director to make sure our approach to DCDHS building access does not contradict the direction of the County Executive and DOA. I communicate to the department staff any departure from normal operation practices and approve permanent changes in policies related the DCDHS building access and use as well as vehicle usage.
- Supervise of the Department’s 8 Division Administrators, the Manager of Planning and Evaluation, the Communications Manager and 2 Administrative Support Staff in the Office of the Director. Example: As mentioned previously, I currently provide personnel oversight for the 11 members of M-Team and the 2 administrative support staff in the Office of the Director. This means that I do 1-hour status check-ins with each individual every 3 weeks. I also give feedback on policy decisions in each Division. I recommend and approve training requests for this group and finally, I conduct performance review when the time approaches. I also manage the staffing process for any vacancies on M-Team, in partnership with Employee Relations.
- I served in the role of the Deputy Director of Dane County Department of Human Services for approximately 3 years. From September 2019 through July 2022, I served as Former Director Shawn Tessmann’s Deputy Director, providing oversight of the day-to-day internal operations of the Department. I was responsible for all delegated facets of day to day operations of the Dane County Department of Human Services. I had a key role in assessing operations; planning, implementing and coordinating programs; policies and procedures across the department and lead responsibility for facilities, leases, and human resources escalation and consistency. I also served as the acting Director in the Director’s absence, as needed; and performed related work as required. Some of the major responsibilities I had with examples are as follows:

- Ensured programmatic collaboration across all 8 divisions. Example: During the initial COVID-19 pandemic response, I managed department communication to staff and developed a boilerplate policy guidance in the form of DCDHS's Reconstitution Plan for the entire department that addressed operations, IT support and telecommuting approach. The 8 Division Administrators then followed my format to provide additional guidance for division-specific operations.
- Promoted available wellness opportunities and trainings. Example: To relieve stress and support staff during the COVID-19 pandemic, I reached out to FEI to expand mental health support services beyond the original EAP resources offered. The County later ended up expanding support with FEI for all county staff.
- Served as a liaison with providers, stakeholders and advocates in promoting needed program or policy changes Example: I regularly attended policy updates and virtual meetings for County Deputy Directors of Human Services delivered by Wisconsin Department of Health Services as well as Wisconsin's Department of Children and Families. I also met with DHS Area Administrators for our region twice a year with the Director to update them on topics that were of concern for the Department.
- Represented the Director as needed. Example: I conducted the legislative business of DCDHS on behalf of the Director regularly at community meetings, before HHN and before The Dane County Board of Supervisors.
- Researched, recommended and implemented opportunities for cross-departmental efforts to promote equity and inclusion in department service delivery. Example: The multi-year YWCA partnership that I initiated in 2020 is about providing a practical foundation for DCDHS managers and supervisors on applying a racial justice and equity lens to how we lead staff and how we deliver services to people in the community. I also created a virtual meeting space for peer support, regular connection and dialogue around racial justice, equity, leadership topics, and Human Services program topic exploration for DCDHS leaders called "DCDHS Managers & Supervisors Roundtable" that meets on the second Thursday of every other month. It is a voluntary space, but at least half of the Department leaders regularly attend. Leaders of color from the local community and around the state have addressed the group on topics ranging from communication skill builders, to managing stress and job-related trauma.
- Facilitated the continued development of a collaborative approach to work and service delivery across all divisions. Example: As part of our development of the DCDHS Strategic Plan: Vision NEXT, we created ways for staff to inform the development of the plan and also contribute towards its development in a way that was cross-departmental rather than siloed. Under my oversight, we created a team call SWAG (Strategic Workgroup) that was a volunteer group of employees from across the department. It worked really well. We now have standing teams for our different strategic priority areas that have staff from across the Department working collaboratively to monitor progress of the tactics under each strategic priority.

- Consulted with county leaders on major operational and policy changes. Example: During the COVID-19 Pandemic initial county response, I participated in planning and briefing calls lead by Emergency Management on behalf of the department that coordinated efforts on getting access to masks and other needed supplies to keep staff and shared spaces in county buildings safe. I also solicited feedback from DOA on DCDHS's Workplace Normalization Plan that I wrote, to ensure that it did not contradict DOA guidance or violate any Employee Benefit Handbook rules.
- Lead emergency and COOP planning for DCDHS. Example: In collaboration with Dane County Emergency Management, on behalf of DCDHS I facilitated the COOP planning table top exercise with Human Services leaders and critical support staff in February of 2020 to practice emergency protocols in the event that a DCDHS building was destroyed by a natural disaster. We updated DCDHS policies and procedures addressing continuity of operations as a result.

ADDITIONAL PROFESSIONAL EXPERIENCE TO NOTE

- As the Director of Strategic Partnerships for Madison Metropolitan School District, I developed and supported community cross-sector partnerships, managed the MMSD Strategic Partnerships team and facilitated the execution of policies and procedures to support the hundreds of formal and informal partnerships that MMSD has. Some of the partnerships I provided oversight for were MMSD's partnership with DCDHS and its AmeriCorps staffing; Boys & Girls Clubs of Dane County, and Tutorial programming support for Urban League of Greater Madison.
- I have also served as the Assistant Director of National Partnerships and Community Networks for the County Health Rankings & Roadmaps Program, a national program based at the University of Wisconsin Population Health Institute. I catalyzed and managed cross-sector collaborations and partnerships with national and regional organizations across the country, on behalf the program in an effort to improve community health at the local level around 35 different measures, nationally. I managed partnerships with NeighborWorks and United Way Worldwide around topics such as crime reduction, safety and educational attainment.
- Over 8 years of professional experience developing collaborative relationships and partnerships with local, state and national organizations and community partners that have mission and value alignment around strengthening local communities and empowering community members- especially those that are from marginalized groups.
- Significant experience working in the private sector as well as the public sector. I understand the rules of engagement working and communicating in both cultures.
- Supervisory and leadership experience: I have over 10 years progressive experience supervising and providing program leadership at a managerial level including approximately 4 years serving as Deputy Mayor of Public Safety for the City of Madison from 2011-2014.

- Experience providing fiscal oversight through the monitoring of budgets: I have a strong understanding of the legislative process and the biennial budget process in the State of Wisconsin and the City of Madison. As a fiscal and benefit policy analyst for the Wisconsin Department of Health Services, I developed budget recommendations and data analysis to inform the budget assembly and prioritization process for the department.
- Policy analysis and development experience. I have over 15 years of experience developing, interpreting, and analyzing public policy in both state and local government.
- I am a strong and consistent convener and strategic relationship builder. Throughout my professional career, cultivating relationships and strengthening strategic partnerships has been key to the success of various initiatives that I have been responsible for leading. In my former role as City of Madison Deputy Mayor for Public Safety, one of my responsibilities was to be a "bridge" from the Mayor's Office to Police, Fire, Public Health, Civil Rights, Community Development and the City Attorney's Office. I was also a conduit to broader community stakeholders, such as MMSD, as it relates to those key areas from the Mayor's Office. As part of my role, I convened stakeholders and developed partnerships consisting of advocates, government officials, political leaders, and nonprofit leaders around initiatives concerning city childcare accessibility, social services funding, emergency response concerns, ex-offender placement policy, and unemployment for marginalized communities in Madison. I believe that my ability to gain access to key decision makers and my ability to cultivate quality, mutually-beneficial relationships will work well in this position.
- Extensive experience working cross-culturally and demonstrating value of diversity and inclusion in my work. I love working across cultures to assemble agendas with community and government partners around common interests. Advocacy and elevating community voice has been a passion that has informed my work for the last twenty years. In my former role as Assistant Director of National Partnerships & Community Networks, I prioritized pursuing relationships with organizations that bring different perspectives to the effort to improve health at the local level across the nation. As a result I established a thriving and deepening relationship with Unidos US (formerly National Council of La Raza) as well as Policy Link. As the Deputy Mayor (Assistant to the Mayor) of Public Safety, I met regularly with community leaders around social issues of concern such as increasing neighborhood violence, racial inequality in Madison and homelessness. Often, I was responsible for messaging and relationship management with key community leaders, including leaders from communities of color in Madison, on behalf of the Mayor.

VISION FOR PROVIDING DIRECT SERVICES IN THE COMMUNITY

At Dane County Department Human Services the vision is to strive to empower people to thrive in safe, just and caring communities. My vision for DCDHS' provision of direct services to Dane County is to incorporate the Departments' vision in our public posture and approach to customer service and community engagement. I would like to see all staff embrace and consistently model our stated department values in their service delivery so that our clients, customers and external stakeholder experience them in word and practice when they interact with Human Services or access our many programs and services.

What are does that all mean? DCDHS' stated values are the following:

"DCDHS VALUE STATEMENTS

ACCOUNTABILITY AND TRANSPARENCY: We are stewards of public resources. We commit to the evaluation and review of our services and programs. We will be as transparent as possible through open communication within our own organization, with our partners, and with the communities we serve.

COLLABORATION: We commit to building collaborative, inclusive, and informed relationships with staff, clients, partners, and the larger community to foster trust, respect, and effective partnerships across all programs and services.

RACIAL JUSTICE: We commit to pursuing racial justice through institutional change to actively dismantle policies, practices, messages, and attitudes that both perpetuate and fail to eliminate racism and differential outcomes by race.

DIVERSITY: We celebrate our differences, recognizing diversity as a strength that will help us effectively tackle the challenges we collectively face. We strive to create an inclusive culture by authentically bringing diverse voices and perspectives into discussions and decision-making.

EMPATHY: We recognize the existence of generational, historical, community, and personal trauma. We approach every interaction, with clients and staff, with the empathy and compassion necessary to address trauma and repair harm.

GROWTH AND LEARNING: We commit to organizational learning and growth by listening, training, collaborating, and innovating, to ensure that our work is responsive, current, engaged, and focused on positive change.

DCDHS acknowledges the harm caused by systems that contribute to socio-economic and other disparities and inequitable outcomes, especially among communities of color. DCDHS understands that these systems still exist and seeks to chart a path of improvement by committing to a new aspirational vision, mission, and set of values."

As a natural collaborator and convener, I want to honor employee perspective and encourage DCDHS staff to focus on the heartbeat of our community to ensure community voices are heard and served throughout all of Dane County. These values reflect the wishes of DCDHS staff and what we learned from the community about their expectations of Human Services in our interviews during our development of our strategic plan. Therefore, as I consider my vision for providing direct services in the community, I have to start with DCDHS mission and values as the foundation.

To be true to DCDHS mission and values, my vision for providing direct services in Dane County would do the following:

1. Reflect the needs and priorities of the community. Dane County has spoken clearly on this. Direct service delivery of Human Services has to prioritize increasing behavioral health resources, as well as addressing housing stability and homelessness. The County has made large investments in these areas and leaned in to a more aggressive policy agenda. DCDHS will expand investments and continue to extend the behavioral health crisis continuum by pursuing the Crisis Triage Center development process and also addressing the woefully long waitlist to access CCS services by

increasing staffing. Staffing in the Housing Access and Affordability Division at DCDHS has to increase to adequately manage and achieve outcomes reflective of the generous investments the county has made around housing and homelessness. Providing direct services in these policy areas also means addressing the disproportionate amount of BIPOC people affected by homelessness and housing insecurity (and poverty more broadly). The key to getting help to these communities is to find ways to keep people from losing shelter in the first place, which requires development of more upstream solutions. Finally, my vision for providing direct services also considers data and what trends are showing for Dane County. One important fact is that Dane County is aging. In 10 years 20% of Dane County will be over age 65. The demand for aging and disability services offered by DCDHS is increasing. Currently, very little GPR is invested in this area. I think DCDHS has to find partners and engage the state on ways to better prepare for the increase in demand for support services in this area. It is also imperative that we pursue more partnerships with organizations that have expertise and are also well established in serving the aging population.

2. Frontline staff of Human Services has to reflect the lived experience and communities of the customers and clients that engage the department to access services. This is where DCDHS values of racial justice and diversity apply equally. In order for Human Services staff to competently and excellently serve the people that access human services programs- who are disproportionately poor and BIPOC-, we have to diversify staffing in Human Services which is still overwhelmingly white and female. We also have to strengthen language access and increase bilingual staffing across Human Services so that we can adequately promote services in multiple languages and engage more competently people whose primary language is not English. Additionally, POS community partners are requesting more staffing of people with lived experience. That applies for providing services in the community as well. For example, with more staff with lived experience being homeless, or needing behavioral health support, we can better anticipate needs and locate the people that need those services more effectively.
3. Embrace a multitude of service providers with different experiences and from different backgrounds. People of all backgrounds want to do business with Human Services. It is difficult for small providers that have never worked with government contracts to win contracts and successfully work with the Department. Government contracting can be overwhelming, whether or not one is experienced. Human services has been a journey for the last several years to find ways that we can diversity our service provider partner universe. Offering support to potential providers through small capacity grant opportunities and offering technical assistance workshops are some ways that the department has tried to address this challenge in the past. My vision for providing services would pursue partnership with the Urban League of Greater Madison as well as the African American Chamber of Commerce and LatinX Chamber of Commerce to partner with us is designing training materials and assisting the department in outreach to encourage interested businesses and organizations to consider bidding on opportunities.
4. Create space for experimentation and Innovation. There is a well-known quote that says, "The definition of insanity is doing the same thing repeatedly and expecting a different result." Part of successfully providing direct services to the community is being committed to resolution or drastically reducing the severity of our most persistent human services challenges, and not being satisfied with just managing them. To pursue this, we have be committed to growth and learning as a community and as a department. We have to carve our time and resources for experimentation and piloting different interventions. We have to pursue unlikely partnerships from time to time, to

test theories and different program design approaches. My vision for providing direct services to the community engages Dane County's institutions of higher learning to partner with to develop pilots and experimentation around program designs on policy areas that are less risky but could stand to gain from a redesign or a new approach. This would be an expansion of current practices as DCDHS has pilots going on in the Prevention and Early Intervention-foster care space, and also around the Doubled-Up housing program.

Experimentation and innovation can also extend to how and where we deliver services. In the post-COVID 19 world, DCDHS learned some unexpected lessons about the benefit of offering services virtually and in community/in home settings. Many clients-but certainly not all- appreciated and actually prefer the shift to a more automated approach. Being able to log in rather than having to take a bus and find childcare to meet with a caseworker can make a world of difference for people that have limited time and resources. My vision of providing direct service pursues an approach where DCDHS is in a constant cycle of improvement with its program delivery approach, always looking for ways to eliminate beauracracy and make the client experience easier for the public and more affordable for the county.

I welcome the opportunity to further discuss the Director position available with Dane County Department of Human Services and I am excited to share my background and professional experiences in more detail. If you have more questions or would like to schedule an interview, please contact me by phone at c: _____ or by email at ; _____

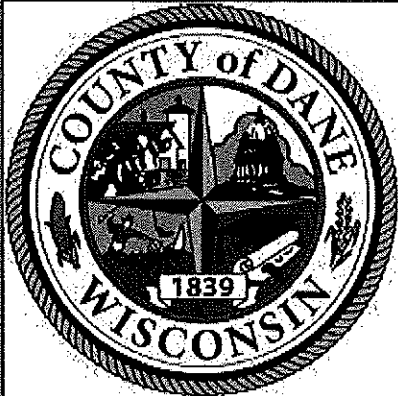
I have included my résumé for your review, and I look forward to hearing from you.

Sincerely,



Astra M. Iheukumere, MPA, MBA

EMPLOYMENT APPLICATION



DANE COUNTY
 210 Martin Luther King Jr Blvd, Room 418
 Madison, Wisconsin 53703
 (608) 266-4125
<https://www.governmentjobs.com/careers/countyofdane>
Stubbs, Shelia R
 2023-00225 DIRECTOR OF DEPARTMENT OF HUMAN SERVICES

Received: 3/22/23 1:41 AM
For Official Use Only:
 QUAL: _____
 DNQ: _____
 Experience
 Training
 Other: _____

PERSONAL INFORMATION

POSITION TITLE: DIRECTOR OF DEPARTMENT OF HUMAN SERVICES		EXAM ID#: 2023-00225
NAME: (Last, First, Middle) Stubbs, Shelia R		SOCIAL SECURITY NUMBER: N/A
ADDRESS: (Street, City, State/Province, Zip/Postal Code)		EMAIL ADDRESS:
HOME PHONE:		NOTIFICATION PREFERENCE: Email
DRIVER'S LICENSE: <input type="checkbox"/> Yes <input type="checkbox"/> No	DRIVER'S LICENSE: State: WI Number: _____	LEGAL RIGHT TO WORK IN THE UNITED STATES? <input type="checkbox"/> Yes <input type="checkbox"/> No
What is your highest level of education? Master's Degree		

PREFERENCES

ARE YOU WILLING TO RELOCATE? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Maybe
WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular
TYPES OF WORK YOU WILL ACCEPT: Full Time
SHIFTS YOU WILL ACCEPT: Day, Evening, Night, Rotating, Weekends, On Call (as needed)

EDUCATION

DATES: From: 1/2000 To: 5/2004	SCHOOL NAME: Cardinal Stritch University	
LOCATION: (City, State/Province) Milwaukee, Wisconsin	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Master's
MAJOR: Science in Management	UNITS COMPLETED: 90 - Semester	
DATES: From: 8/1996 To: 8/1997	SCHOOL NAME: Mount Senario College	
LOCATION: (City, State/Province) Ladysmith, Wisconsin	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Bachelor's
MAJOR: Criminal Justice Administration	UNITS COMPLETED: 120 - Semester	
DATES: From: 8/1989 To: 5/1993	SCHOOL NAME: Tougaloo College	
LOCATION: (City, State/Province) Tougaloo, Mississippi	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Bachelor's
MAJOR: Political Science	UNITS COMPLETED: 120 - Semester	
DATES: From: 8/1985 To: 6/1989	SCHOOL NAME: Beloit Memorial High School Street	
LOCATION: (City, State/Province) Madison, Wisconsin	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: High School Diploma

WORK EXPERIENCE

DATES: From: 7/2005 To: 7/2023	EMPLOYER: End Time Ministries International	POSITION TITLE: Administrator
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 15 Ellis Potter Court, Madison, Wisconsin, 53711		COMPANY URL: endtimeministriesinternational.com

PHONE NUMBER: 608-215-4770	SUPERVISOR: Godfrey Stubbs - Senior Pastor	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 10	SALARY: \$0.00/month	# OF EMPLOYEES SUPERVISED: 3
DUTIES: I'm responsible for working with the Executive Secretary of the Ministry. We confirm meetings for Bishop Dr. Stubbs and requested daily task such as typing sermons, meeting with all ministries for updates and maintain contacts with all parishioners. We are responsible for updating the website, outreach materials, community notifications and the food pantry.		
REASON FOR LEAVING: Currently, still volunteering as the church administrator.		
DATES: From: 1/2019 To: 1/2023	EMPLOYER: Wisconsin State Assembly	POSITION TITLE: Wisconsin State Representative, Assembly District 77
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 7 North, State Capitol, Madison, Wisconsin, 53708		COMPANY URL: legis.wisconsin.gov
PHONE NUMBER: 608-345-6961	SUPERVISOR: Sheila - Stubbs	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 80	SALARY: \$53,000.00/month	# OF EMPLOYEES SUPERVISED: 8
DUTIES: As the State Representative to District, #77, I am elected to serve the people of my district and the entire State of Wisconsin. I am charged with representing the best interest of my constituents in introducing bills, advocating for policies, procedures, voting for or against law or amendments. I serve as the Political spokesperson for issues that are important for my constituents and state. My constituents are individuals, agencies, businesses and whomever resides in the 77th Assembly District. I consider myself the communicator between all government agencies and the district. In addition, I have direct contact with the Governor and all Cabinet Secretaries.		
REASON FOR LEAVING: Still working		
DATES: From: 4/2006 To: 4/2021	EMPLOYER: Dane County Board of Supervisors	POSITION TITLE: Dane County Board of Supervisor, District 23
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 210 Martin Luther King Jr. Blvd. #114, Madison, Wisconsin, 53703		COMPANY URL: https://board.countyofdane.com
PHONE NUMBER: 608-266-5758	SUPERVISOR: Karen Peterson Thurlow - Chief of Staff	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 15	SALARY: \$10,000.00/month	# OF EMPLOYEES SUPERVISED: 0
DUTIES: I was elected to District #23-South Madison to represent my constituents on county government issues. I was the direct liaison to the Dane County Executive and the County Agencies. I would hold Listening Session to address issues that directly impacted the district. I would always rely on my constituents' voices for advocacy and input to form my voting decisions. I held this position for 16 years and felt that my representation definitely defined some amazing outcome in my district.		
REASON FOR LEAVING: Was elected at the WI State Assembly		
DATES: From: 8/2017 To: 1/2019	EMPLOYER: Madison Metropolitan School District	POSITION TITLE: Special Education Teacher
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 545 W. Dayton Street, Madison, Wisconsin, 53703		COMPANY URL: madison.k12.wi.us
PHONE NUMBER: 608-663-1760	SUPERVISOR: Sean Storch - Principal	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$46,000.00/month	# OF EMPLOYEES SUPERVISED: 1
DUTIES: I was responsible for searching for a location to teach alternative risk students. Some students suffered from different disabilities that prevented them from attending LaFollette High School for the entire year.		
REASON FOR LEAVING: I was elected to the Wisconsin State Assembly.		
DATES: From: 12/2008 To: 1/2009	EMPLOYER: Madison Urban Ministry	POSITION TITLE: Match Support Specialist
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 2115 S Park Street, Madison, Wisconsin, 53713		COMPANY URL: justdane.org
PHONE NUMBER: 608-839-7868	SUPERVISOR: Linda Ketchum - Executive Director	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$17.00/month	# OF EMPLOYEES SUPERVISED: 0
DUTIES: As the Match Support Specialist, I was responsible for matching Dane County children ages 4-17 whose parents were incarcerated in state or federal jails/or prisons. I matched the children with volunteer adults wanted to make a difference in the children's lives. The funding for this program was received from federal government.		
REASON FOR LEAVING: I was in a car accident and was unable to perform the duties.		
DATES: From: 7/2006 To: 12/2006	EMPLOYER: SITEL Corporation	POSITION TITLE: Telemarketing Representative

ADDRESS: (Street, City, State/Province, Zip/Postal Code) 1117 Deming Way, Madison, Wisconsin, 53717		
PHONE NUMBER: 608-827-8000	SUPERVISOR: Customer Service Manager - Supervisor	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$7.00/month	
DUTIES: I performed telemarketing duties for the company.		
REASON FOR LEAVING: The contract ended.		
DATES: From: 3/2006 To: 3/2006	EMPLOYER: Spherion	POSITION TITLE: Telemarketing Representative
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 2601 w beltline Hwy, Madison, Wisconsin, 53713		
PHONE NUMBER: 1-608-274-6000	SUPERVISOR: Office Staff - Office Staff for Temp Representative	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$7.00/month	# OF EMPLOYEES SUPERVISED: 0
DUTIES: I provided telemarketing customer service.		
REASON FOR LEAVING: Temporary Job		
DATES: From: 7/1998 To: 7/2005	EMPLOYER: WI Dept of Corrections	POSITION TITLE: Senior Probation/Parole Agent
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 3099 East Washington Avenue, Madison, Wisconsin, 53704		
PHONE NUMBER: 608-240-5000	SUPERVISOR: Lance Wiersma - Supervisor	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$17.00/month	# OF EMPLOYEES SUPERVISED: 0
DUTIES: As a Probation/Parole Agent in the Enhanced Supervision Project, I supervise High Risk Offenders in the community upon release from one of the State of Wisconsin Department of Corrections Institutions. I specialized in Domestic Violence Cases and Mental Health Cases. I was responsible for the Pre-Parole Release Plans from Ellsworth Correctional Institution and Prairie du Chien Institution. I provided direct case management and services to person in our care. I was responsible for securing a housing, employment, support, treatment, and transportation. In addition, I attend Revocation Hearing, conducted Pre-Sentence Investigations and Alternatives to Revocation options.		
REASON FOR LEAVING: Started Graduate School.		
DATES: From: 8/1999 To: 8/2002	EMPLOYER: Mount Senario College	POSITION TITLE: Adjunct Professor
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 1500 College Avenue , Ladysmith, Wisconsin, 54848		
PHONE NUMBER: 608-256-7761	SUPERVISOR: President Norman Stewart - Dean of Criminal Justice Program	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 4	SALARY: \$3,000.00/month	# OF EMPLOYEES SUPERVISED: 0
DUTIES: The campus closed so you can gather any information from Wisconsin Association of Independent Colleges and Universities (WAICU). As a Professor at Mount Senario College I taught all Criminal Justice Courses in the Outreach Program to working adults who are furthering their education in their professional fields. Many of my students are now law enforcement officers, investigators, chiefs, deputies, security officers and support staff in law enforcement agencies.		
REASON FOR LEAVING: The school closed the campus.		
DATES: From: 6/1998 To: 7/1998	EMPLOYER: Madison Metropolitan School District	POSITION TITLE: Summer Camp Assistant
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 545 W Dayton Street, Madison, Wisconsin, 53703		
PHONE NUMBER: 608663-1879	SUPERVISOR: Tom Chad - Director of MSCR	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$8.00/month	# OF EMPLOYEES SUPERVISED: 0
DUTIES: I provided one-on-one support to a student with special education accommodations. I was responsible for escorting him to all of his classrooms and provided the supported aids that he needed to be successful. Also, I traveled with the student via cab to all the school approved trips during the summer. I was responsible for monitoring his medication. Also, I provided written documents for the psychologist and team for the appropriate care plan.		
REASON FOR LEAVING: Summer program only.		
DATES: From: 3/1995 To: 5/1995	EMPLOYER: Wisconsin Dept of Revenue	POSITION TITLE: Clerical Assistant

ADDRESS: (Street, City, State/Province, Zip/Postal Code) 2135 Rimrock Road, Madison, Wisconsin, 53708		COMPANY URL: revenue.wi.gov
PHONE NUMBER: 608-266-2772	SUPERVISOR: Delinquent Tax Staff - Tax Supervisor	MAY WE CONTACT THIS EMPLOYER? <input type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$6.00/month	# OF EMPLOYEES SUPERVISED: 0
DUTIES: I was responsible for researching tax returns with missing or questionable information on the returns.		
REASON FOR LEAVING: Seasonal only		
DATES: From: 6/1994 To: 8/1994	EMPLOYER: Jackson Public Schools - Casey Elementary School Site	POSITION TITLE: Coordinator Assistant
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 662 s president street, jackson, Mississippi, 39201		COMPANY URL: www.jackson.k12.ms.us
PHONE NUMBER: 601-960-8700	SUPERVISOR: Ms. Lee - Coordinator	MAY WE CONTACT THIS EMPLOYER? <input type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$5.00/month	# OF EMPLOYEES SUPERVISED: 0
DUTIES: I was responsible for providing instructional learning for elementary school students who attended summer camp. I would assist with lesson plans, homework and assist with daily activities.		
REASON FOR LEAVING: Summer only		
DATES: From: 6/1994 To: 8/1994	EMPLOYER: Olan Mills Portrait Studios	POSITION TITLE: Telemarketing Agent
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 1134 Winter Street, Jackson, Mississippi, 39204		COMPANY URL: www.olanmills.com
PHONE NUMBER: 601-206-9598	SUPERVISOR: Store Manager - Telemarket Supervisor	MAY WE CONTACT THIS EMPLOYER? <input type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$6.00/month	# OF EMPLOYEES SUPERVISED: 0
DUTIES: I was responsible for selling Portrait packages for the company to existing and new customers.		
REASON FOR LEAVING: Moved back home to live in Wisconsin with my family.		
DATES: From: 9/1993 To: 6/1994	EMPLOYER: Jackson Public School-Lee Elementary Site	POSITION TITLE: Coordinator Assistant
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 662 S. President Street, Jackson, Mississippi, 39201		COMPANY URL: www.jackson.k12.ms.us
PHONE NUMBER: 601-960-8700	SUPERVISOR: Ms. Lee - Coordinator	MAY WE CONTACT THIS EMPLOYER? <input type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 20	SALARY: \$6.00/month	# OF EMPLOYEES SUPERVISED: 0
DUTIES: I was responsible for assisting Ms. Lee with the daily plans for after school activities. We prepared snacks, assisted with homework, gave parents a written update on each child's progress.		
REASON FOR LEAVING: The position was contracted for the school year only.		
DATES: From: 6/1993 To: 9/1993	EMPLOYER: Wisconsin Public Service Commission	POSITION TITLE: Program Assistant II
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 4822 Madison Yards Way, Madison, Wisconsin, 53705		COMPANY URL: https://psc.wi.gov
PHONE NUMBER: 608-266-5481	SUPERVISOR: Lynda Dorr - Office Manager	MAY WE CONTACT THIS EMPLOYER? <input type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$13.00/month	# OF EMPLOYEES SUPERVISED: 0
DUTIES: I was responsible for assisting the office manager with daily task. I was responsible for scheduling and reserving office rooms for the public service commissioners to meet. I would transcribe documents for the commissioners. I would answer the telephones, make coffee, host guest waiting to meet the commissioners.		
REASON FOR LEAVING: Limited Term Employment		
DATES: From: 6/1992 To: 8/1992	EMPLOYER: Moss Insurance	POSITION TITLE: Secretary Assistant
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 401 Park Avenue, Beloit, Wisconsin, 53511		COMPANY URL: alongiinsurance.com
PHONE NUMBER: 608-364-4475	SUPERVISOR: Office Manager - Office Manager	MAY WE CONTACT THIS EMPLOYER? <input type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$11.00/month	# OF EMPLOYEES SUPERVISED: 0

DUTIES:
 I was responsible for supporting all the task of the office manager. I was given the direct assignment to purge all outdated forms form the file room. Also, I answered the telephone, assisted insurance agents with quotes, forms and meetings. I collected payments from new and existing customers. Also, I provided receipts of all funding transactions in the office.

REASON FOR LEAVING:
 Summer employment only.

CERTIFICATES AND LICENSES

TYPE:
 Probation/Parole Agent

LICENSE NUMBER: _____ **ISSUING AGENCY:**
 State of Wisconsin, Dept of Corrections

TYPE:
 Special Education Teacher

LICENSE NUMBER: _____ **ISSUING AGENCY:**
 WI Dept of Public Instructions

TYPE:
 Pastor

LICENSE NUMBER: _____ **ISSUING AGENCY:**
 End Time Ministries International

Skills

OFFICE SKILLS:
 Typing:50
 Data Entry:0

OTHER SKILLS:

LANGUAGE(S):
 English - Speak Read Write

ADDITIONAL INFORMATION

Nothing Entered For This Section

REFERENCES

REFERENCE TYPE: Professional	NAME: Ruben L Anthony, Jr, Ph.D.	POSITION: President/CEO Of Urban League of Greater Madison
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ADDRESS: (Street, City, State/Province, Zip/Postal Code)

EMAIL ADDRESS: _____ **PHONE NUMBER:** _____

REFERENCE TYPE: Professional	NAME: Kirbie Mack	POSITION: Vice President, Blacks for Political and Social Action, Inc.
--	-----------------------------	--

ADDRESS: (Street, City, State/Province, Zip/Postal Code)

EMAIL ADDRESS: _____ **PHONE NUMBER:** _____

REFERENCE TYPE: Professional	NAME: Sadie Pearson	POSITION: Treasurer
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ADDRESS: (Street, City, State/Province, Zip/Postal Code)

EMAIL ADDRESS: _____ **PHONE NUMBER:** _____

Agency-Wide Questions

1. **Have you ever been convicted of a felony?**
2. **Are you a current regular part time or full time Dane County employee (excludes LTE's)?**
No
3. **If you answered 'yes' to the previous question, please provide specific details for each occurrence including: 1) Date; 2) Location; 3) Charge and a description of the offense; 4) Penalty/Disposition. If this is not applicable, please type "NA" in the box below.**
4. **Education Level**
Master's Degree
5. **How did you first learn about this job? Please check one.**
Internet

Job Specific Supplemental Questions

Candidates should submit a Resume and a Letter of Qualifications that expresses your interest in the position. The Letter of Qualifications should describe in detail your education, training, and work history that has prepared you to direct the Department of Human Services. Make sure to use specific examples that clearly demonstrate your level of expertise and past responsibilities. The Letter of Qualifications should also include your vision for providing direct services in the community. Have you submitted a Resume and Letter of Qualifications?

1.

No

The following terms were accepted by the applicant upon submitting the online application:

By clicking on the 'Accept & Submit' button, I hereby certify that every statement I have made in this application is true, correct and complete to the best of my knowledge. I understand that if employed, any falsification, misstatement or omission of fact, in connection with my application, whether on this document or not, may result in immediate termination of my employment. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of Dane County and will not be returned. I understand and consent that Dane County may contact prior employers and other references and that for certain positions, Dane County will complete a criminal background check if I progress to a certain stage in the application process, and if I have a criminal history, then Dane County will disqualify me if the position's responsibilities are substantially related to my criminal history. I understand that I must notify the Employee Relations Division of any changes in my name, address, or phone number. Dane County is an Affirmative Action Employer operating under a Civil Service Merit System. We are seeking a diverse and talented workforce. As an employer, we strive to provide a work environment where diversity and differing opinions are valued, creativity is encouraged, continuous learning and improvement are fostered, teamwork and open/honest communication are encouraged, and meeting customer needs through quality service is a shared goal. All employees must be able to demonstrate multicultural competence - the awareness, knowledge, and skills needed to work with others who are culturally different from self in meaningful, relevant, and productive ways. Applicants from traditionally underrepresented populations including women, racial and ethnic minorities, and persons with disabilities are especially encouraged to apply.

This application was submitted by Shelia R Stubbs on 3/22/23 1:41 AM

Signature _____

Date _____



March 18, 2023

Reference for: Rep. Shelia Stubbs

To Whom it may Concern,

It gives me great honor and gratitude to extend this recommendation to WI State Representative Shelia Stubbs. Representative Stubbs is not only a high-ranking government official but she is also an ordained Pastor of End Time Ministries International. Throughout her many years of service, she has been an outstanding advocate and ombudsman for the community at large and for the disenfranchised.

Rep. Stubbs has been a stellar and outspoken leader in the community through the years. Her reach stretches beyond the City of Madison, in which she resides. Rep. Stubbs was elected to the Dane County Board of Supervisor for District #23 where she later was elected as First and Second Vice Chair of the entire Dane County Board of Supervisors. Which is quite an accomplishment for a Black Woman serving in a District primarily comprised of non-Black citizens. While in this role from April 18, 2006 until 2022, she served on absolutely too many committees to mention and has receives an insurmountable number of awards throughout her tenure and lifetime.

Rep. Stubbs is definitely a trailblazer as she was elected and became the first Black woman in the Wisconsin State Assembly. Therein, she captured many first's as a Black Woman, namely: to chair a Dane County standing committee; to chair a Wisconsin Counties Association Board of Directors; to chair the Judicial and Public Safety Steering committee; and the first to African American woman to represent Wisconsin as Vice-Chair of the Law Enforcement, just to name a few. She has been assigned and served on numerous committees: Colleges and Universities, Corrections, Criminal Justice and Public Safety, Insurance Board, State Affair and Tourism, again to name a few.

Having served in such distinguished positions and roles in her lifetime she is very astute and knowledgeable concerning an array of subject matters. Her academic achievement in many ways aligns with her accomplishments. She has obtained a Bachelor of Science Degree in Criminal Justice and Bachelor of Arts degree in Political Science and a Master's of Science and Management degree. She graduated Magna Cum Laude. She has taught at the College level and many subject matters, served as an adjunct professor and was a Special Education Teacher.

KMACK ENTERPRISES INC
13 Esther Court, Madison, Wisconsin 53714-1746
608-345-4934 / kirbiemack@gmail.com



I have known and followed her career and success since she graduated from college. As such, I wholeheartedly believe Rep. Stubbs has obtained the necessary skill sets in leadership, policy analysis and management, budgeting and finance to be an outstanding administrator for Dane County.

Sincerely,

Kirbie G. Mack
Former State and Local Government Official
Current VP for Blacks for Political and Social Action in Dane County, Inc.

KMACK ENTERPRISES INC



Shelia Stubbs, Assembly District 77

Democrat

Personal:

Voting address: Madison, Wisconsin.

Education: Beloit Memorial High School; BA in Political Science, Tougaloo College; BS in Criminal Justice Administration, magna cum laude, Mount Senario College; Masters of Science & Management, Cardinal Stritch University; Bowhay Institute for Legislative Leadership

Development (BILLD) Fellow, 2021.

Occupation: Full-time legislator. Former special education teacher; adjunct professor; probation and parole agent; match support specialist.

Member: Democratic Party of Wis.; Democratic Party of Wis. Black Caucus (former chair); Greater Madison Convention & Visitors Bureau (board of directors); Tamara D. Grigsby Office of Equity and Inclusion (advisory board); Alliant Energy Center Redevelopment Committee; Dane Co. Youth in Government (mentor); Wis. Legislative Black Caucus (former chair); Vel Phillips Statue Advisory Taskforce; National Association of Counties (NACo); Women of NACo (secretary); Community Justice Action Fund Policy Makers for Peace (regional lead); Women's Legislative Network Governance; National Conference of State Legislatures (NCSL) Law, Criminal Justice, and Public Safety Committee and Women's Legislative Network (regional board); Bridge-Lake Point Neighborhood Association (president); Delta Sigma Theta Sorority, Madison Alumnae Chapter; NAACP Dane Co. Branch; End Time Ministries International (cofounder, ordained pastor); Wis. Women in Government (legislative board); Madison Complete Count Committee (chair); Wis. Complete Count Committee; 2022 NCSL Pretrial Policy Fellow; 2022 Fair Fight Fellow.

Recipient: 2021 *Rev. Dr. Martin Luther King Humanitarian Award*; *Who's Who Among High School Students*; Wisconsin Women of Color Network, Inc. *Woman of Achievement Award* 2014; National Dean's List; Broadway-Simpson-Waunona Neighborhood Center Fifth Annual Pride Festival *Spirit Award* 1998; Dane County Human Services *Friends of Joining Forces for Families Award*; "MISS NAACP" 1992 at Tougaloo College; NAACP Madison Branch *W.E.B. DuBois Advocates Award* 2004; Now Faith Ministries *100 Women in White Award*; Genesis Social Services Corporation & The Black Women's Expo *Award* 2008; *100 Black Men of Madison Award* 2015; Democratic Party of Wisconsin *Eleanor Roosevelt Award* 2014; Madison 365 *Black Power The 44 Most Influential African Americans in Wisconsin* 2016; Community Building and Advocacy for Social Justice *Building the Generation Gap Community Leader Champion Award* 2018; Madison Metropolitan Chapter of the Links, Inc. *Community Award* 2017; Democratic Party of Dane County *Midge Miller Award for Outstanding Elected Official* 2019; YWCA *Woman of Distinction Award* 2019; BRAVA Magazine *Woman to Watch* 2020; Kujichagulia-Madison Center for Self Determination *Harambee Award* 2022; Wisconsin Counties Association *Legislator of the Year* 2022.

Previous office: Elected to Dane County Board of Supervisors.

Current office: Elected to Assembly since 2018. Committee assignments, 2023: Colleges and Universities; Corrections; Criminal Justice and Public Safety; Tourism. Additional appointments: Council on Domestic Abuse; Council on Tourism.

Contact: rep.stubbs@legis.wisconsin.gov; 608-237-9177; 888-534-0077 (toll free); Room 7 North, State Capitol, PO Box 8953, Madison, WI 53708-8953.

SHELIA RENE STUBBS

OBJECTIVE:

To secure an enrichment position in teaching that will allow me to utilize my innovative skills and develop a professional career.

HIGHLIGHTS OF QUALIFICATIONS

- M.S.M. in Management
- B.S. in Criminal Justice Administration
- B.A. in Political Science
- Good leadership ability as well as listening skills
- Excellent communication skills independently as well as group wise

PROFESSIONAL EXPERIENCE

Leadership/Supervision

- ❖ As a Wisconsin State Representative, District #77, I am elected to serve the people of my district and the entire State of Wisconsin. I am charged with representing the best interest of my constituents in introducing bills, advocating for policies, procedures, voting for or against law or amendments. I vote in the Assembly for bills that impact the district.
- ❖ Intelligent, hardworking, Innovative collaborator who knows how to build synergy within working group.
- ❖ My vision for Restorative Justice Programs has kept us true to the service Philosophy of this approach.
- ❖ Dedicated Public Servant.
- ❖ As the Match Support Specialist, I was responsible for matching Dane County children ages 4-17 whose parents were incarcerated in state or

federal jails/or prisons. I matched the children with volunteer adults wanted to make a difference in the children's lives.

- ❖ As the Dane County Board of Supervisor representing District 23, I am responsible for advocating for my constituents and making the best decision for the county.
- ❖ As the Bridge/Lake Point Neighborhood Association President I assist neighbors, businesses, landlords, police department, city officials, county officials, state officials, and various program agencies with updates about our community and the decisions surrounding our Number One neighborhood as a whole.
- ❖ As a Professor at Mount Senario College I teach Criminal Justice Courses in the Outreach Program to working adults who are furthering their education in their professional fields.
- ❖ As a Probation/Parole Agent in the Enhanced Supervision Project, I supervise High Risk Offenders in the community upon release from one of the State of Wisconsin Department of Corrections Institutions.
- ❖ As a State of Wisconsin State Hero Representative, I set up conference Workshops, planned activities for skits in 10 district areas, and was responsible for membership.
- ❖ Initiated consultations with parents on a daily basis regarding students behaviors.
- ❖ Supervised students in a wide variety of activities in a school setting and provided a fun filled atmosphere.

Office Experience

- ❖ I prepare, complete and submit Pre-Sentence Investigations, Revocation Summaries, Court Reviews, Sentence after Revocation Packets, Subpoenas and Investigations for court hearings.
- ❖ Developed skills and competence in many clerical procedures including; typed, filed, issued receipts, answered telephones, distributed mail, filled

out necessary forms to track addresses and postage, and Xeroxed copies of documents.

- ❖ Examined documents for accuracy, effectiveness, and completeness, research, Problem- solving, Critical Thinking, Flexibility, Ability to Self-Direct an Anticipate Needs.
- ❖ Telemarketing experience, contacting current customers and introduce product to past customers.
- ❖ Management & Training,

WORK EXPERIENCE

01/19--Current	WI State Representative, District 77, Madison, WI
04/06-04/21	County Board Supervisor Dane, District 23 County, Madison, WI
12/08-1/09	Match Support Specialist Madison area Urban Ministry, Madison, WI
07/06-12/06	Customer Service SITEL Corporation, Madison. WI
07/05-current	Administrator End Time Missionary Baptist Church, Madison, WI
03/1/06-03/20/06	Telemarketing Spherion, Madison, WI
07/98-7/05	Probation/Parole Agent WI Department of Corrections, Madison, WI
08/99-8/02	Professor Mount Senario College, Ladysmith, WI
06/98-07/98	Summer Camp Assistant Madison Public School District, Madison, WI
03/95-05/95	Clerical Assistant WI Department of Revenue, Madison, WI
06/94-08/94	Coordinator Assistant Casey Elementary School, Jackson, MS
06/94-08/94	Telemarketing Agent Olan Mills, Jackson, MS
09/93-06/94	Coordinator Assistant Lee Elementary School, Jackson, MS
06/93-09/93	Program Assistant II WI Public Service Commission, Madison, WI
06/92-08/92	Secretary Assistant Moss Insurance, Beloit, WI
06/91-08/92	Telemarketing Agent American Automobile Association, Beloit, WI

EDUCATION

M.S.M., Science in Management-CARDINAL STRITCH UNIVERSITY,
Madison, WI 2004

B.S., Criminal Justice Administration-MOUNT SENARIO COLLEGE,
Ladysmith, WI 1997

B.A., Political Science- TOUGALOO COLLEGE, Tougaloo, MS 1993

SHELIA RENE STUBBS

REFERENCES

Ruben Anthony, Jr.
Dane County Executive, Former

Kirbie Mack
Vice President
Blacks for Political and Social Action, Inc.

Sadie Pearson, Retiree
Treasurer

Shelia R. Stubbs, M.S.M.

March 21, 2023

Dane County

210 Martin Luther King Jr., Blvd.

Madison, WI 53703

Director of Department of Human Services

To Whom It May Concern,

The roll of the Director of the Department of Human Services is where I see myself truly being able to make a difference to our local government and have an impact in the policy process. I have always been passionate about people in my community and being able to make a difference for Madison and Wisconsin, and local government is one of the best places to do so. I have lived in Madison, Wisconsin since 1993 and I embrace the diversity in the community. I began volunteering in the Bridge Lake Point Neighborhood since 1993 and is currently the President of our neighborhood Association. Madison is where I have decided to call home for me and my family. Currently, I serve as Wisconsin State Representative, Assembly District #77. I am honored to have been elected to such an honorable position. I am the First African American ever elected to office breaking 170 years of history. I have 21 years of political experience writing, amending, and introducing and passing laws. I know firsthand, by serving as a public servant in politics that I am making a difference from the ground up is where my true passion lies.

My motivation to learn, prior experience, and work ethic will ensure my success with this position. I am committed to developing my knowledge of the department, expanding my knowledge of government, local office, and continuing to grow with the organization as well; especially in a place that I love and have called home for so long. I have worked with many different people during my time on the Dane County Board. Working with 7 staff members has improved my skills in working with, or leading, a team. During this time, I was able to work under tight deadlines, both individually and with a team. I know my national positions have improved my communication with my constituents orally and in writing and draft a new legislative project for my office. I gained even more skills such as keeping myself accountable for my tasks, managing my time effectively, and working independently on long-term projects.

As a Dane County Board of Supervisor serving Dane County for 16 years has given me extensive experience with all Dane County Agencies. My serving on the Wisconsin County Association Board of Director and serving at the National Association of Counties have expanded my knowledge at statewide and national levels. My experiences, knowledge, and passion for politics in the County and State of Wisconsin make me a good fit for this roll. I will be able to provide resources from the state and federal levels based upon my networking efforts. My abilities and resources have given me the ability to work from anywhere, on any time constraint. I am confident that my experience and motivation will allow me

to make a positive contribution to the Department. I look forward to discussing this opportunity and please feel free to contact me via cell phone at _____ by email at _____

Sincerely,

A handwritten signature in black ink that reads "Shelia Stubbs". The signature is written in a cursive, flowing style.

Shelia Stubbs, M.S.M.

Shelia R. Stubbs, M.S.M.

March 21, 2023

Dane County

210 Martin Luther King Jr., Blvd.

Madison, WI 53703

To Whom It May Concern,

With a history of involvement in policymaking at the state legislative as well as the county board level, including crafting, advocating for and help passing legislation, I am eager to express my interest in applying for this opening. With my diversity of research, leadership, and policy experience, I am well positioned to exceed your expectations for this role.

I have a combined 21 years of dynamic leadership and policy experience. Currently, I serve as the Wisconsin State Representative for the 77th Assembly District for 5 years. My experience ranges from serving as a Dane County Board of Supervisor for 16 years to statewide office. It should be noted that I served in both political positions at the same time for 4 years because I wanted to serve my constituents to the best of my ability. Unfortunately, we experienced a pandemic, and I did not want to leave my county board of supervisor office when my constituents had the greatest needs. I served as the First and Second Vice-Chair of the County Board, Chair of Health & Human Needs Committee, a Member of Personnel & Finance Committee as well as other leadership positions locally, statewide, and nationally. In addition, I have served as a 2020 Wisconsin Elector, Former Chair of the Wisconsin Legislative Black Caucus, Co-Chair of the Speakers Taskforce on Racial Disparities, and Ranking Member of Assembly Committee on Corrections Committee. I believe each of these leadership positions enhanced my ability to lead a large agency that is responsible for over half of the county budget. I have experience working on million-dollar county budgets and billion dollar state budgets.

The process of budget hearings and committee hearing are important for working authentically with the people I represented at both levels of government. I have established relationships from local, state to national level which is critical to the success of the department.

As a representative to the legislature, I attentively responded to, introduced legislation, documented, and implemented on-going communications with Governor Evers office, state agencies, legislative colleagues, constituents, and local government entities. I organized listening sessions in my district and outreach events involving voters across the state. I served in many leadership roles, and I believe these experiences will enhance my ability to further enhance the mission, vision, and innovations in the

department. I am confident and prepared to substantially impact the success of your department as your next Director of the Department of Human Services.

My professional background as an instructor at the secondary and collegiate levels gives me transferrable skills that are essential to working as a part of your team. My ability to teach and coach students gives me expertise that I will use to provide leadership in the office and supervise staff members. Furthermore, my diversity of experience enables me to recognize different working styles and run your department with consistent attention to representation of office, discretion, and professional comportment.

I have a Master Degree of Science in Management from Cardinal St. Ignace University in Milwaukee, Wisconsin. Consequently, my academic study, my political experience and expertise, and experience serving as Chair of the Health and Human Needs Committee for 5 years enables me to give strong recommendations for county policy, trainings, directives, etc. More specifically, it positions me as the best candidate to contribute to your mission of creating innovative policy solutions that address the challenges that citizens of Dane County face every day. As the Chair of the Health & Human Needs Committee, I gave direct feedback from the committee members, registrants from the committee meetings to the Director of the Department of Human Services. I was given a unique position to meet with county employees and gather direct input from them on various issues. I met with the unions, lobbying groups, the County Executive, and the County Board Leadership team to make direct recommendations. As a Former Dane County Board of Supervisor, I supported Joining Forces for Families for 16 years, Social Workers, the Community Restorative Courts, Behavioral Health Services, and many more programs. As your director, I will continue to support these programs and many more that the county implements for the residents of Dane County. I will reintroduce the mission and vision statements to all dept employees and provide a copy to all staff. I will remind them of the importance of the work that we provide as an agency. I will schedule a Meet/Greet with all staff to get their input on the mission and vision statement.

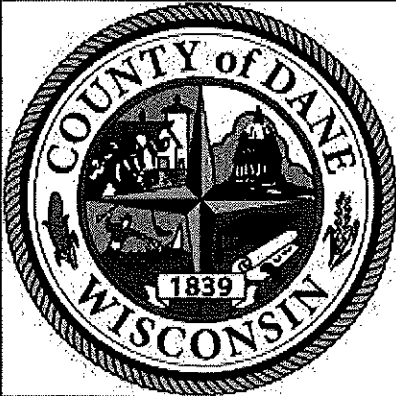
This type of work requires a team effort and someone with extensive experience in county government. I am excited to learn more about this opportunity and share how I will be an asset to your team. I am available for an interview at your convenience and can be reached via mobile phone at _____ r
via email at _____

Sincerely,



Shelia Stubbs, M.S.M.

EMPLOYMENT APPLICATION



DANE COUNTY
 210 Martin Luther King Jr Blvd, Room 418
 Madison, Wisconsin 53703
 (608) 266-4125
<https://www.governmentjobs.com/careers/countyofdane>
Vidaver, Regina M
2023-00225 DIRECTOR OF DEPARTMENT OF HUMAN SERVICES

Received: 3/24/23 5:48 PM

For Official Use Only:

QUAL: _____

DNQ: _____

Experience

Training

Other: _____

PERSONAL INFORMATION

POSITION TITLE: DIRECTOR OF DEPARTMENT OF HUMAN SERVICES		EXAM ID#: 2023-00225
NAME: (Last, First, Middle) Vidaver, Regina M		SOCIAL SECURITY NUMBER: N/A
ADDRESS: (Street, City, State/Province, Zip/Postal Code)		EMAIL ADDRESS:
HOME PHONE:	ALTERNATE PHONE:	NOTIFICATION PREFERENCE: Email
DRIVER'S LICENSE: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DRIVER'S LICENSE: State: WI Number:	LEGAL RIGHT TO WORK IN THE UNITED STATES? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
What is your highest level of education? Doctorate		

PREFERENCES

MINIMUM COMPENSATION: \$72.00 per hour	ARE YOU WILLING TO RELOCATE? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Maybe
WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular	
TYPES OF WORK YOU WILL ACCEPT: Full Time	
SHIFTS YOU WILL ACCEPT: Day	
OBJECTIVE: It is an honor to apply for the position of Director of Human Services. I seek the opportunity to utilize my expertise in program development, execution, and evaluation; my deep understanding of and experience with personnel and fiscal management and administration; my strategic planning and implementation, networking, and relationship building experience; and my prowess with written and spoken communication to serve the people of Dane County.	

EDUCATION

DATES: From: 9/1993 To: 7/1999	SCHOOL NAME: University of Wisconsin-Madison	
LOCATION:(City, State/Province) Madison, Wisconsin	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Doctorate
MAJOR: Cellular & Molecular Biology		
DATES: From: 9/1988 To: 5/1992	SCHOOL NAME: Amherst College	
LOCATION:(City, State/Province) Amherst, Massachusetts	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Bachelor's
MAJOR: Biology		

WORK EXPERIENCE

DATES: From: 10/2017 To: Present	EMPLOYER: WI Dept of Health Services	POSITION TITLE: Section Manager, Chronic Disease Prevention & Cancer Control
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 1 West Wilson St, Madison, Wisconsin, 53703		COMPANY URL: dhs.wisconsin.gov
PHONE NUMBER: 608-598-9065	SUPERVISOR: Jennifer Ullsvik - Director, Bureau of Community Health Promotion	MAY WE CONTACT THIS EMPLOYER? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$7,032.00/month	# OF EMPLOYEES SUPERVISED: 4

DUTIES:

Oversee Chronic Disease Prevention, Wisconsin Well Woman, WISEWOMAN, Primary Care, Comprehensive Cancer Control and Oral Health Programs for the state of Wisconsin
 Oversee submission of multiple simultaneous federal grant proposals
 Responsible for hiring & mentoring managerial staff and dental professionals, and maintaining staff morale
 Participate in high-level strategic planning, quality improvement processes, and policy assessment
 Participate in cross-bureau initiatives, and assess new and emerging partnership opportunities
 Oversee internal policy and procedure compliance
 Develop content for internal and external policy consideration
 Oversee state grants to free and charitable clinics, dental access clinics, and allied health professional and advanced practice clinician programs
 Serve as Domain lead for Public Health Accreditation Board (PHAB) reaccreditation process (2023)

REASON FOR LEAVING:

N/A

DATES:

From: 5/2014 To: 10/2014

EMPLOYER:

University of Wisconsin School of Medicine and Public Health

POSITION TITLE:

Program Manager II, Wisconsin Research & Education Network (WREN)

ADDRESS: (Street, City, State/Province, Zip/Postal Code)

1100 Delaplaine Ct, Madison, Wisconsin, 53715

COMPANY URL:<https://www.fammed.wisc.edu/>**SUPERVISOR:**

David Hahn - Director, Wisconsin Research & Education Network (WREN)

MAY WE CONTACT THIS EMPLOYER? Yes No**HOURS PER WEEK:**

40

SALARY:

\$5,833.00/month

OF EMPLOYEES SUPERVISED:

7

DUTIES:

Oversaw all financial, personnel, and administrative activities for a statewide, primary care-based research network:
 Prepared and maintained budgets for up to 15 simultaneous projects and supervised up to 7 staff members
 Complied with all University, state and federal regulations regarding accounting, purchasing and vendors
 Compiled and presented reports to Network Steering Committee, Department, and University core funder
 Performed complex project management, including relationship building, troubleshooting, hiring, and personnel forecasting
 Led strategic planning processes for WREN and the DFMCH Research Division
 Wrote, compiled and submitted single- and multi-site grant applications, including successful grant from the Patient Centered Outcomes Research Institute (PCORI) to support WREN's annual Convocation of Practices
 Wrote and edited manuscripts, abstracts, posters, and monthly e-newsletters
 Certified in facilitation and collaboration through the University of Wisconsin-Madison

REASON FOR LEAVING:

New opportunity in Public Health

DATES:

From: 5/2004 To: 4/2014

EMPLOYER:

Free to Breathe (since merged into Lung Cancer Research Foundation)

POSITION TITLE:

Executive Director

ADDRESS: (Street, City, State/Province, Zip/Postal Code)

Madison, Wisconsin

SUPERVISOR:

Joan Schiller - President, Board of Directors

MAY WE CONTACT THIS EMPLOYER? Yes No**HOURS PER WEEK:**

40

SALARY:

\$7,666.00/month

OF EMPLOYEES SUPERVISED:

20

DUTIES:

Shepherded organization from fledgling state, with myself as the sole employee, to 20-fold growth in budget and personnel, achieving national recognition
 Directly oversaw all strategy, scientific, patient education, and professional education programs, and research grants
 Developed relationships with academic clinicians and scientists, industry representatives, donors, patients, and caregivers
 Developed reputation as thought leader in lung cancer and cancer patient advocacy
 Primary content developer for website, patient education materials, newsletters, and professional education
 Maintained authority over all aspects of organization, including budget, planning, programs, and marketing and development (reported directly to Board of Directors)

REASON FOR LEAVING:

New opportunity

DATES:

From: 10/2003 To: 5/2004

EMPLOYER:

University of Wisconsin-Madison

POSITION TITLE:

Science Writer and Editor, University of Wisconsin-Madison

ADDRESS: (Street, City, State/Province, Zip/Postal Code)

2314 Chamberlain Ave, Madison, Wisconsin

SUPERVISOR:

Jo Handlesman - Professor

MAY WE CONTACT THIS EMPLOYER? Yes No**HOURS PER WEEK:**

40

SALARY:

\$4,170.00/month

OF EMPLOYEES SUPERVISED:

0

DUTIES:

Edited volume of collected scientific essays: From Maize to Menopause; proposed topics for next volume
 Assisted in writing grant proposals, progress reports, and summary statement

REASON FOR LEAVING:

New opportunity

CERTIFICATES AND LICENSES

Nothing Entered For This Section

Skills

Nothing Entered For This Section

ADDITIONAL INFORMATION

Nothing Entered For This Section

REFERENCES

Nothing Entered For This Section

Agency-Wide Questions

1. **Have you ever been convicted of a felony?**
2. **Are you a current regular part time or full time Dane County employee (excludes LTE's)?**
No
3. **If you answered 'yes' to the previous question, please provide specific details for each occurrence including: 1) Date; 2) Location; 3) Charge and a description of the offense; 4) Penalty/Disposition. If this is not applicable, please type "NA" in the box below.**
4. **Education Level**
PHD, MD, JD or other
5. **How did you first learn about this job? Please check one.**
Internet

Job Specific Supplemental Questions

- Candidates should submit a Resume and a Letter of Qualifications that expresses your interest in the position. The Letter of Qualifications should describe in detail your education, training, and work history that has prepared you to direct the Department of Human Services. Make sure to use specific examples that clearly demonstrate your level of expertise and past responsibilities. The Letter of Qualifications should also include your vision for providing direct services in the community. Have you submitted a Resume and Letter of Qualifications?**
- 1.**

Yes

The following terms were accepted by the applicant upon submitting the online application:

By clicking on the 'Accept & Submit' button, I hereby certify that every statement I have made in this application is true, correct and complete to the best of my knowledge. I understand that if employed, any falsification, misstatement or omission of fact, in connection with my application, whether on this document or not, may result in immediate termination of my employment. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of Dane County and will not be returned. I understand and consent that Dane County may contact prior employers and other references and that for certain positions, Dane County will complete a criminal background check if I progress to a certain stage in the application process, and if I have a criminal history, then Dane County will disqualify me if the position's responsibilities are substantially related to my criminal history.

I understand that I must notify the Employee Relations Division of any changes in my name, address, or phone number.

Dane County is an Affirmative Action Employer operating under a Civil Service Merit System. We are seeking a diverse and talented workforce. As an employer, we strive to provide a work environment where diversity and differing opinions are valued, creativity is encouraged, continuous learning and improvement are fostered, teamwork and open/honest communication are encouraged, and meeting customer needs through quality service is a shared goal. All employees must be able to demonstrate multicultural competence – the awareness, knowledge, and skills needed to work with others who are culturally different from self in meaningful, relevant, and productive ways. Applicants from traditionally underrepresented populations including women, racial and ethnic minorities, and persons with disabilities are especially encouraged to apply.

This application was submitted by Regina M Vidaver on 3/24/23 5:48 PM

Signature _____

Date _____

Regina Vidaver, Ph.D.

Experience

Section Manager, Chronic Disease Prevention & Cancer Control **October 2017-present**
Bureau of Community Health Promotion, Division of Public Health
Wisconsin Department of Health Services
Madison, WI

- Oversee Chronic Disease Prevention, Wisconsin Well Woman, WISEWOMAN, Primary Care, Comprehensive Cancer Control and Oral Health Programs for the state of Wisconsin
 - Oversee submission of multiple simultaneous federal grant proposals
 - Responsible for hiring & mentoring managerial staff and dental professionals, and maintaining staff morale
 - Participate in high-level strategic planning, quality improvement processes, and policy assessment
 - Participate in cross-bureau initiatives, and assess new and emerging partnership opportunities
 - Oversee internal policy and procedure compliance
 - Develop content for internal and external policy consideration
 - Oversee state grants to free and charitable clinics, dental access clinics, and allied health professional and advanced practice clinician programs
 - Serve as Domain lead for Public Health Accreditation Board (PHAB) reaccreditation process (2023)
- Spearheaded and lead Supervisors' Community of Practice to provide cross-sectional support & retention of supervisors
- Interim Unit Supervisor for Reproductive Health and Family Planning Program (July 2022-March 2023)
 - Directly supervised five staff members, and liaised with Medical Director
 - Ensured adherence to all Title X requirements and responsibilities, contracting processes, and budgetary restraints
 - Strengthened processes and approaches within the Advisory Committee and Information & Education Subcommittee
 - Made hiring recommendations
 - Reproductive health panelist with US Department of Health and Human Services Secretary Bacerra and Assistant Secretary Levine and other community providers (Cudahay, WI, January 2023)
- Co-lead, incident command for response at Fort McCoy, housing Afghan guests (September 2021-February 2022)
 - Led weekly meetings overseeing public health response to large number of guests staying in communal barracks, most of whom had not met standard vaccination and public health screening requirements prior to entry on U.S. soil
 - Troubleshoot new issues and elevated concerns to higher levels of leadership
 - Liaised with WI Department of Children and Families and US Department of Health and Human Services
- COVID-19 response (March 2020-June 2021)
 - Managed team procuring all necessary supplies for Alternate Care Facility at State Fair Park in West Allis
 - Coordinated COVID-19 vaccination supplemental grant proposals to Centers for Disease Control and Prevention
- Co-lead, 2020 State Health Assessment writing team (August 2019-September 2021)
 - Worked collaboratively to compile multiple data assessments into comprehensive narrative
 - Edited writing of team members and identified graphic design needs
- Certified in Results-Based Accountability; proficient with Clear Impact software

Program Manager II, Wisconsin Research & Education Network (WREN) **May 2014-October 2017**
Department of Family Medicine & Community Health (DFMCH)
University of Wisconsin School of Medicine & Public Health (UW SMPH)
Madison, WI

- Oversaw all financial, personnel, and administrative activities for a statewide, primary care-based research network:
 - Prepared and maintained budgets for up to 15 simultaneous projects and supervised up to 7 staff members
 - Complied with all University, state and federal regulations regarding accounting, purchasing and vendors
 - Compiled and presented reports to Network Steering Committee, Department, and University core funder
- Performed complex project management, including relationship building, troubleshooting, hiring, and personnel forecasting
- Led strategic planning processes for WREN and the DFMCH Research Division
- Wrote, compiled and submitted single- and multi-site grant applications, including successful grant from the Patient Centered Outcomes Research Institute (PCORI) to support WREN's annual Convocation of Practices
- Wrote and edited manuscripts, abstracts, posters, and monthly e-newsletters
- Certified in facilitation and collaboration through the University of Wisconsin-Madison

**Executive Director, Free to Breathe (now Lung Cancer Research Foundation)
Madison, WI**

May 2004-April 2014

- Shepherded organization from fledgling state, with myself as the sole employee, to 20-fold growth in budget and personnel, achieving national recognition
- Directly oversaw all strategy, scientific, patient education, and professional education programs, and research grants
- Developed relationships with academic clinicians and scientists, industry representatives, donors, patients, and caregivers
- Developed reputation as thought leader in lung cancer and cancer patient advocacy; service appointments, major media appearances, and invited presentations reflecting this reputation listed below
- Primary content developer for website, patient education materials, newsletters, and professional education
- Maintained authority over all aspects of organization, including budget, planning, programs, and marketing and development (reported directly to Board of Directors)

**Science Writer and Editor, University of Wisconsin-Madison
Madison, WI**

October 2003-May 2004

- Edited volume of collected scientific essays: *From Maize to Menopause*; proposed topics for next volume
- Assisted in writing grant proposals, progress reports, and summary statements

**AAAS/NSF Science & Engineering Fellow, National Science Foundation
Alexandria, VA**

September 2002-August 2003

- Performed Executive Secretary duties for inter-agency federal committee on protection of human research subjects
- Assisted in programmatic review for National Science Foundation-sponsored award competition
- Researched new programmatic opportunities and outreach mechanisms

**Scientific Programs Manager, Society for Women's Health Research
Washington, DC**

September 1999-August 2002

- Planned and executed multiple scientific conferences pertaining to sex differences in biology
- Authored seminal paper on inclusion of women in federally-funded clinical research
- Developed and wrote content for fact sheets describing sex differences in multiple fields of health
- Oversaw inaugural research network on Sex, Gender, Drugs and the Brain
 - Recruited thought-leader members, planned and executed group meetings, facilitated information exchanges between members, and described Network successes in external communications

Education

Ph.D., Cellular & Molecular Biology, University of Wisconsin-Madison, Madison, WI

Thesis title: Mechanisms of U6 Conformational Changes During pre-mRNA Splicing

B.A., Biology, Amherst College, Amherst, MA

Graduated *magna cum laude*

Service & Community Engagement

Current

- Elected Alder, District 5, Madison Common Council, 2021-present
- City of Madison Appointed Committees:
 - Madison Food Policy Council & Healthy Retail Access Work Group, 2018-present
 - COVID-19 Response Urban Agriculture and Food Sovereignty Work Group, 2020-present
 - Finance Committee, 2022-present
 - Joint Campus Area Committee, 2021-present
 - Ad Hoc Committee on Common Council Relations, 2022
 - Education Committee, 2021-2022
 - Landmarks Ordinance Review Committee, 2021-2022
 - Sustainable Madison Committee, 2021-2022

Completed

- Member, Madison Metropolitan School District Advanced Learning Advisory Committee, 2015-2021
- Member, Beth Israel Center Board of Directors, 2016-2021
 - Chair, COVID-19 Response Task Force, 2020-2021
- Member, National Cancer Institute Council of Research Advocates, National Institutes of Health, 2013-2018

- Beth Israel Center Rabbi Search Committee: Member, 2016-2017; Chair, 2017-2018
- Chair, UW DFMCH Strategic Implementation Team, Research, 2016-2017
- Chair, UW DFMCH Strategic Planning Research Task Force, 2015-2016
- Congressionally Directed Medical Research Program:
 - Member, Lung Cancer Research Program Integration Panel, 2010-2014; Inaugural Chair, 2009-2010
 - Member, External Advisory Board, Lung Cancer Early Detection Clinical Consortium Award, 2011-2014
- American Thoracic Society:
 - Chair, Public Advisory Roundtable, 2013-2014; Member, 2009-2014
 - Member, Board of Directors, 2013-2014
 - Member, Education Committee, 2009-2013
- National Cancer Institute, National Institutes of Health:
 - Co-Chair, Patient Advocate Steering Committee, 2010-2012; Member, 2009-2012
 - Member (Patient Advocate), Thoracic Malignancies Steering Committee, 2009-2012
- Member (Patient Advocate), Oversight Committee, Master Protocol on Squamous Lung Cancer, Friends of Cancer Research/NCI/Southwestern Oncology Cooperative Group, 2013-2014
- Member, Clinically-Meaningful Outcomes in Lung Cancer Working Group, American Society of Clinical Oncology, 2012-2014
- Member, Cancer Leadership Council, 2006-2014
- Member, Global Lung Cancer Coalition, 2006-2014
- Founding Member, Lung Cancer Action Network (LungCAN), 2005-2014
- Member, External Advisory Panel, CAP/IASLC/AMP Guidelines for Molecular Testing in NSCLC, 2010-2012
- Member (Patient Advocate), Avastin Registry: Investigation of Efficacy and Safety (ARIES) Steering Committee, Genentech, 2007-2013
- Member, Board of Directors, Sigma Delta Epsilon-Graduate Women in Science, 2003-2009
 - Past-President, 2006-2007; President, 2005-2006; President-Elect, 2004-2005; Vice President, 2003-2004

Publications

- Increasing system-wide implementation of opioid prescribing guidelines in primary care: findings from a non-randomized stepped-wedge quality improvement project. A.E. Zgierska, J.M. Robinson, R.P. Lennon, P.D. Smith, K. Nisbet, M.W. Ales, D. Boss, W.J. Tuan, R.M. Vidaver, D.L. Hahn. *BMC FAMILY PRACTICE*, 2020; 21:245.
- Enhancing system-wide implementation of opioid prescribing guidelines in primary care: protocol for a stepped-wedge quality improvement project. A.E. Zgierska, R.M. Vidaver, P. Smith, M.W. Ales, K. Nisbet, D. Boss, W.J. Tuan, D.L. Hahn. *BMC HEALTH SERV RES*, 2018; 18(1):415.
- Typical Time to Treatment of Patients with Lung Cancer in a Multisite, US-Based Study. R.M. Vidaver, M.B. Shershneva, S.J. Hetzl, T.R. Holden, T.C. Campbell. *J ONCOL PRACT*, 2016; 12(6)e643-53.
- Clinician and Staff Perspectives on Participating in Practice-based Research (PBR): A Report from the Wisconsin Research & Education Network (WREN). A.E. Hoffmann, E.K. Leege, M.B. Plane, K.A. Judge, A.L. Irwin, R.M. Vidaver, D.L. Hahn. *J AM BOARD FAM MED*, 2015; 28(5):639-48.
- Timeliness of lung cancer care: assessing the needs and measuring outcomes using patient interviews. M.B. Shershneva, R.M. Vidaver, T.C. Campbell, J.H. Kim, E. Osley, K.R. Oettel. *CE MEASURE*, 2013; 7(3):81-85.
- 2008 Annual Meeting of the National Lung Cancer Partnership: A Summary of Meeting Highlights. R.M. Vidaver, and B.S. Schacter. *JOURNAL OF THORACIC ONCOLOGY*, 2009; 4:666-668.
- 2007 Annual Meeting of the National Lung Cancer Partnership: A Summary of Meeting Highlights. R.M. Vidaver, and B.S. Schacter. *JOURNAL OF THORACIC ONCOLOGY*, 2008; 3:190-194.
- Sex and the brain: Not just a one-track mind. R.M. Vidaver. *TRENDS IN EVIDENCE-BASED NEUROPSYCHIATRY*, 2002; July/August.
- Early encounters, lifetime effects: Hormones in the intrauterine environment. S.A. Fannon, R.M. Vidaver, and S.A. Marts. *TRENDS IN ENDOCRINOLOGY & METABOLISM*, 2002; 13(6):230-231.
- Sex, cells and signals in the developing brain. S.A. Fannon, R.M. Vidaver, and S.A. Marts. *TRENDS IN NEUROSCIENCES*, 2002; 25(7):334-335.
- Sex, genes and hormones. S.A. Fannon, R.M. Vidaver, and S.A. Marts. *TRENDS IN COGNITIVE SCIENCES*, 2002; 6(6):230-231.
- Molecular and clinical evidence of the role of estrogen in lupus. R.M. Vidaver. *TRENDS IN IMMUNOLOGY*, 2002; 23(5):229-230.
- Historical Perspectives: An Abridged History of Sex Steroid Hormone Receptor Action. S.A. Fannon, R.M. Vidaver, and S.A. Marts. *JOURNAL OF APPLIED PHYSIOLOGY*, 2001; 91:1854-1859.
- Women Subjects in NIH-Funded Clinical Research Literature: Lack of Progress in Both Representation and Analysis by Sex. R.M. Vidaver, B. LaFleur, C. Tong, R. Bradshaw, and S.A. Marts. *JOURNAL OF WOMEN'S HEALTH & GENDER-BASED MEDICINE*, 2000; 9:495-504 [published erratum: 9:1041-1043].

- Multiple Functions of *Saccharomyces cerevisiae* Splicing Protein Prp24 in U6 RNA Structural Rearrangements. R.M. Vidaver, D.M. Fortner, L.S. Loos-Austin, and D.A. Brow. *GENETICS*, 1999; 153:1205-1218.
- An Element in Human U6 RNA Destabilizes the U4/U6 Spliceosomal RNA Complex. D.A. Brow and R.M. Vidaver. *RNA*, 1995; 1:122-131.

Invited Presentations

- North American Primary Care Research Group Practice Based Research Network Annual Meeting “Developing a Road Map for Optimum Patient-Partnered Chronic Condition Management”, Bethesda, MD, 2016
- Genenetch BioOncology Medical Affairs annual internal meeting “Advocacy & Industry: Harmonizing for Progress”, San Francisco, CA, 2013
- National Coalition for Cancer Survivorship Industry Roundtable, “Molecular Tumor Testing: Advances & Opportunities”, Washington, DC, 2012
- NCI Translates: The 2009 NCI Translational Science Meeting, “The power of advocacy: Targeting EGFR and understanding the role of K-Ras – an example”, National Cancer Institute, Vienna, VA, 2009
- Lung Cancer Research Program Stakeholders Meeting, “Identification and Treatment of Early Disease”, Congressionally Directed Medical Research Program, Vienna, VA, 2009
- Bonnie J. Addario Lung Cancer Foundation Summit 07, “Collaborations in lung cancer”, San Francisco, CA, 2007
- Scientific Leadership Council in Lung Cancer, “Why are certain groups under-represented in lung cancer clinical trials?”, Coalition of Cancer Cooperative Groups, Dallas, TX, 2007

Major Media Appearances

- Doctor Oz: The Little Cough That Kills, Air Date: February 10, 2011
- Wall St. Journal radio: Update on Lung Cancer Screening, Air Date: July 16, 2011

Regina Vidaver, PhD

March 21, 2023

Dane County Human Services Department
210 Martin Luther King Jr. Blvd., Rm 418
Madison, WI 53703

Dear Hiring Committee,

I am pleased to submit my application for the Director of Human Services position. I believe my extensive experience in personnel and program management; skills in strategic planning; deep commitment to health equity; and familiarity with public health and public program approaches, interventions, and evaluation will ensure my success in this position.

Currently, I serve as Section Manager for Chronic Disease Prevention & Cancer Control in the Wisconsin Division of Public Health. In this role, I oversee the state's heart disease, stroke, diabetes, and cancer prevention programs, oral health program, primary care program, and direct service programs detecting breast and cervical cancer, and preventing heart disease for un- and under-insured women. The majority of these programs are funded through competitive grants from the Centers for Disease Control and Prevention, and the Health Resources and Services Administration. While I directly supervise four individuals, there are 30 staff within my Section for whom I'm ultimately responsible. In addition to my core duties, I have been selected for multiple stretch roles, including service as: interim Unit Supervisor for the Reproductive Health and Family Planning program, which provides direct family planning and reproductive care services, including for adolescents; co-lead for our public health emergency response to the arrival of thousands of Afghan refugees at Fort McCoy; team lead to procure materials to stand up a COVID-19 Alternate Care Facility at the state fairgrounds; and writing lead for two grant proposals to the Centers for Disease Control and Prevention for COVID-19 and influenza vaccination outreach and implementation, which required extensive community partner engagement to determine capacities for on-the-ground program execution. I also led the writing and editing of our 2020 State Health Assessment, which purposefully centered community voice, and initiated a Supervisors' Community of Practice after observing challenges among my peers. Through all of these experiences, I have led with equity, keeping the needs of our community partners and most vulnerable constituents at the forefront.

My fiscal management background is extensive. I have developed and overseen up to fifteen independent budgets at a time, and the projects and staff who carried them out. I am familiar with and attentive to Federal, State, and local budgetary and contracting processes and requirements. As Executive Director of Free to Breathe, a lung cancer research advocacy organization with national scope, I grew the organization from myself as sole employee to a 20-fold increase in personnel and budget (to \$4.5M). Growing an organization from the ground up required development of operational policies and procedures as the number of staff grew; I successfully utilized models from other sources to build the right policies for our organization, and with my growing team, adapted them as situations changed.

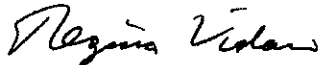
I believe strongly in the adage "nothing about us without us". Engaging stakeholders is critical in program planning, and implementing purposeful initiatives to reach meaningful outcomes. While serving as Program Manager for the Wisconsin Research & Education Network (WREN), a primary care practice-based research network, I wrote, submitted and obtained a grant from the Patient

Centered Outcomes Research Institute (PCORI) to support the development of a prospective research agenda for the Network. I subsequently recruited advocates, patients, clinicians, and academics to develop the agenda to ensure broad interests were represented. At Free to Breathe, I learned with and from my peers on various advocacy committees, oversaw a multi-stakeholder strategic planning process, and frequently served as the public face of the organization. My writing experience includes technical and lay-oriented products, such as grant proposals, annual reports, fact sheets, patient education materials, website content, and newsletters.

Since 2021, I have had an additional, community role as an elected Alder on the Madison Common Council. In this capacity, I directly respond to constituent concerns, and work collaboratively with my peers on new and revised policies designed to improve the health and resilience of our City. While still in my first term, I have counted as successes getting our Public Market across the finish line of funding after expected federal support was lost, and collaborating with our Sustainability Director to implement a Building Energy Savings Program, designed to reduce the climate impact of our largest commercial buildings, which currently contribute 30% of Madison's carbon footprint. This experience has provided me with a new lens on the importance of local community engagement and buy-in from multiple players to achieve public initiatives and community development.

When I reviewed the responsibilities of and qualifications for the Director of Human Services, I was struck by how my diverse background and experience appeared to be a perfect fit. My vision of human services in Dane County includes behavioral health care and support that is easy to access 24/7; robust family and youth programming and services that create resilient communities; access to affordable and reliable child care; respectful support and services for our elders and the differently abled that allow everyone to live life to the fullest; and affordable and available housing for all. I would greatly appreciate the opportunity to speak with you to discuss my qualifications and vision for the future of Dane County. I look forward to hearing from you.

Sincerely,

A handwritten signature in cursive script that reads "Regina Vidaver".

Regina Vidaver, PhD