

**North Carolina  
Social Services Reform and  
Child Welfare Reform Plans**

**CSF PROJECT TEAM  
INTRODUCTION**

*August 2018*

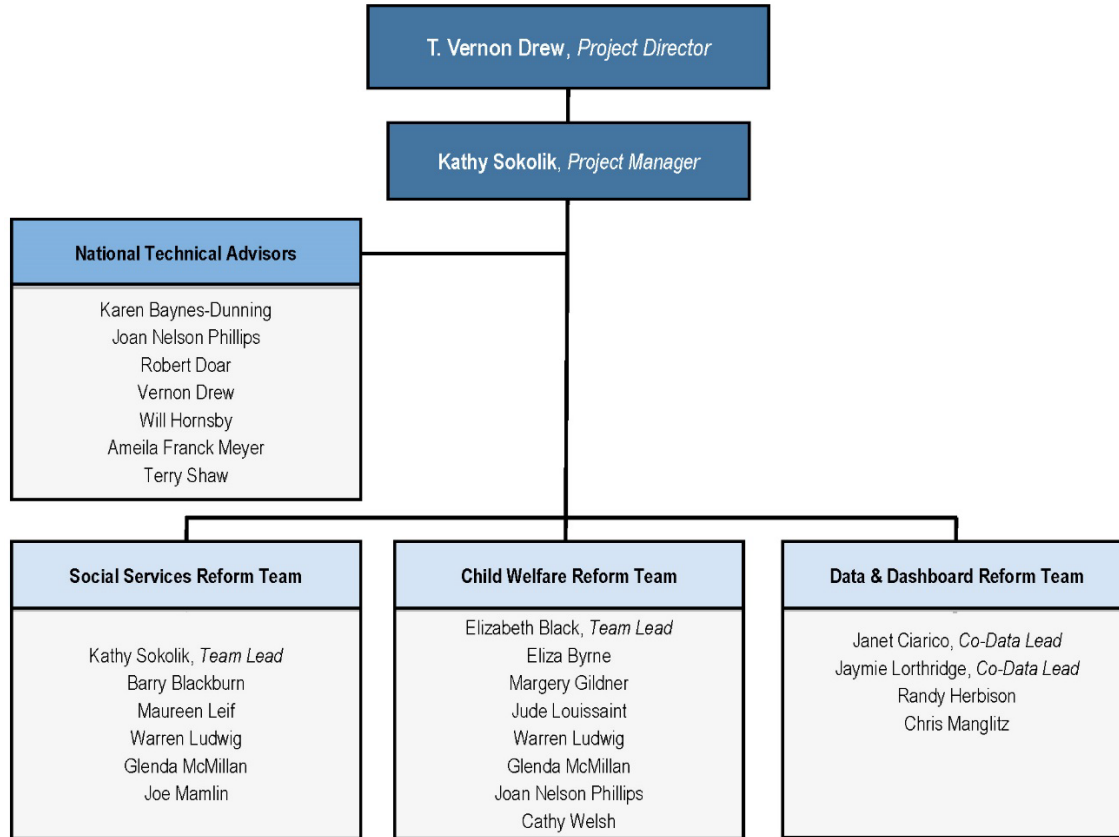


Center for the Support of Families. (CSF)  
A Division of SLI Global Solutions LLC  
8555 16th Street, Suite 800  
Silver Spring, MD 20910  
Phone: 301.587.9622  
Fax: 301.587.9620  
Web: [www.csfsite.org](http://www.csfsite.org)

Contact: T. Vernon Drew Jr., President  
Email: [vdrew@csfmail.org](mailto:vdrew@csfmail.org)

**W**e would like to introduce our CSF team. Please find immediately below a team organizational chart, followed by a snapshot view of team members and their roles, and then a brief biographical synopsis for each. We include a snapshot chart and biographical sketches for our National Technical Advisors next.

### CSF Team Organizational Chart



### CSF Team Staffing Snapshot

Name & Title	Project Role
Vernon Drew, CSF President	Project Director
Kathy Sokolik, CSF Vice President for Child Support	Project Manager/ Social Services Reform Team Lead
Elizabeth Black, CSF Director for Child Welfare	Child Welfare Reform Team Lead
Barry Blackburn, CSF Senior Associate	Social Services Reform Team
Eliza Byrne, CSF Senior Associate	Child Welfare Reform Team
Margery Gildner, CSF Senior Associate	Child Welfare Reform Team
Jude Louissaint, CSF Associate	Child Welfare Reform Team
Glenda McMillan, CSF Senior Associate	Social Services Reform Team, Child Welfare Reform Team
Joan Nelson Phillips, CSF Senior Associate	Child Welfare Reform Team
Cathy Welsh, CSF Senior Associate	Child Welfare Reform Team
Warren Ludwig, CSF Consultant	Social Services Reform Team; Child Welfare Reform Team
Maureen Leif, President, Grays Peak Strategies	Social Services Reform Team
Joe Mamlin, Consultant, Grays Peak Strategies	Social Services Reform Team
Janet L. Ciarico, Westat	Data Analysis/Dashboard Co-Team Lead
Randy Herbison, Westat	Data Analysis/Dashboard Team
Jaymie Lorthridge, Westat	Data Analysis/Dashboard Co-Team Lead
Christian Manglitz, Westat	Data Analysis/Dashboard Team



**Vernon Drew**, CSF President, has worked in human services since 1970 and the Child Support program since 1975. During his tenure, he has worked in the federal, state and private sectors in the areas of administration and management, policy formulation and analysis, technical assistance and training, data conversion, and systems implementation. Mr. Drew is a veteran operations analyst with experience on local, state, and national levels. He has served as President of the Center for the Support of Families (CSF) since its beginning in 1991. In this capacity, he directs work in its wide-ranging services to federal, state, and local government. He has management responsibility and works directly on projects investigating public policy questions concerning children and families, welfare, children's rights (including support and visitation), and privatization. He has assisted states in the development of automated child support systems, quality assurance and program standards, identification of opportunities for policy and procedural changes in human services delivery, training development and delivery, and in privatization pursuits. Mr. Drew served as South Carolina's first IV-D director. He is active in professional organizations and has served as President of both ERICSA and NCSEA. He is an Honorary Life Member of NCSEA and ERICSA.

**Kathy Sokolik** is a veteran policy and operations analyst having been involved in social services programs in the public and private sectors since 1983. She has worked in the child support program developing policy, administering programs, and providing direct services to the public. She is an experienced and successful project manager, ensuring that projects are completed on time, and deliverables are of excellent quality, while fostering professional and cordial working relationships among all project team members. Ms. Sokolik serves as Vice President for Child Support for CSF.



**Elizabeth Black** serves as the Director of Child Welfare for the Center for the Support of Families. She has worked in the public and non-profit sectors in the fields of child welfare and education since 1993. Her work has concentrated in the areas of leadership and management, public policy and systems implementation, including the use of implementation science informed approaches in child welfare. Ms. Black's work in Tennessee and nationally has focused on ensuring that children are safely and permanently cared for within their own families and communities.

She was previously the Executive Director of the Office of Child Permanency at the Tennessee Department of Children's Services (DCS) in Nashville where she served as the lead for the second round of the CFSR in Shelby County. She was also a part of the federally funded Permanency Innovations Initiative Training and Technical Assistance Team (PII-TTAP) that used implementation science to improve outcomes for children languishing in foster care and then create the *Guide to developing, implementing and assessing an innovation*.

She is currently a member of the Monitoring and Technical Assistance Team in the *Kenny A. v. Deal Consent Decree* between Georgia's child welfare system and Children's Rights, Inc. Additionally, she is the Vice Chair of the Board of Directors for Alia, a Minnesota based nonprofit aiming to inspire change within child welfare throughout the United States, and a member of the Advisory Council for the Congressional Coalition on Adoption Institute (CCAI), a nonprofit, nonpartisan organization dedicated to raising awareness about the need for safe, permanent and loving homes for children around the world.



**Barry Blackburn** has provided training and technical assistance to more than 25 states in a variety of human service programs, including child support enforcement, child welfare, child protective services, and others. He has performed several program assessments, including analysis of policies, procedures, workflow, and overall operations. Mr. Blackburn has written numerous research-based project reports, training and user manuals, and he has also designed, developed, and delivered operational and systems training for numerous human service professional audiences.

**Eliza Byrne** received a dual masters from the University of Pennsylvania in Macro Social Work and Governmental Administration in 2005, prior to joining CSF. While in graduate school, Ms. Byrne's work focused on data analysis and evaluation. For two years, while on the Fels-DHS partnership project, Ms. Byrne assisted in the statistical analysis for the performance-based contracting system at the Philadelphia Department of Human Services. Since working at CSF, Ms. Byrne has worked on projects in the states of Mississippi, Georgia, New Hampshire, Massachusetts, Connecticut, and Michigan; the County of Philadelphia Pennsylvania; and on the federal level, as a sub-contractor with JBS on the Continuous Quality Improvement project and as a sub-contractor with the Capacity Building Center for States. In these projects, Ms. Byrne primarily focuses on the evaluation of child welfare programs, data validation cleansing and report development, developing and testing case review and other qualitative instruments, conducting analysis to inform system practice and decision making, and continuous quality improvement systems and activities.



**Margery Gildner** has consulted with government and non-profit groups throughout the U.S. to improve organizational efficiency and effectiveness. Her specific areas of expertise include strategic planning; leading and facilitating transformational change; empowering leaders to create learning cultures; and coaching and facilitating for individual leadership and team development. At CSF, her work is focused on assisting State and local child welfare agencies in evaluating their child welfare programs and implementing needed improvements in their practice, policies, and procedures.

**Jude Louissaint** serves as a Senior Associate for CSF. He brings over 20 years of public and private sector child welfare experience on the local and state levels in a variety of program areas; child protection, family preservation, foster care, adoption and quality assurance. Prior to joining CSF, he served as the director of Quality Assurance and Kenny A. Consent Decree with Fulton County Department of Family and Children Services. In that position, he managed a team of Quality Assurance Specialists and the Kenny A. Consent Decree for the County. The Kenny A. Consent Decree is a class action lawsuit that Children's Rights Inc. (CRI) filed, requiring the State of Georgia to meet its obligations to serve and protect abused and neglected children. His past work experiences have also been concentrated in the areas of management and administration, technical assistance, and direct child welfare.



**Glenda McMillan** serves as a Senior Associate for CSF. She brings 25+ years of public sector child welfare experience in a variety of program areas; child protection, family preservation, foster care and adoption. Prior to joining CSF, she served as the Associate Commissioner of Eligibility Operations for the State of Texas. In that position, she managed 9300+ statewide staff in 251 locations, responsible for providing economic support (TANF, SNAP, and Medicaid) services to the public and led the healthcare reform implementation efforts.

Prior to this, Ms. McMillan served as the Regional Director of Fulton and DeKalb Counties in Georgia. In this role she was responsible for all child welfare and social services functions, including the Kenny A. Consent Decree, a class action lawsuit filed by Children's Rights Inc. (CRI), requiring the State of Georgia to meet its obligations to serve and protect abused and neglected children. Her past work experiences have also been concentrated in the areas of senior and mid-level management and administration, frontline supervision, technical assistance, and direct child welfare delivery.



**Joan Nelson Phillips** brings 33 years of expertise in the child welfare profession and is an accomplished leader in project management, agency assessment and program improvement. She has extensive management experience and is skilled in facilitating inter- and intra- agency group processes that strengthen organizational functioning. Ms. Nelson Phillips has overseen the development and implementation of both small and large agency projects with expertise in the Federal Child and Family Services Review process, including state program improvement planning. She has expertise in Council on Accreditation (COA) standards and is skilled in preparing public agencies for a successful accreditation experience. She brings experience in building and maintaining continuous quality improvement processes and assessing organizational CQI capacity with her proficiency in the development and use of quality assurance and CQI tools. She brings expertise in the development of State strategic planning documents (Federal Child and Family Services Plan and Annual Progress Services Report) and is a skilled facilitator in building strong public/private child welfare partnerships that promote improvements in child welfare system performance. Ms. Nelson Phillips is experienced in promoting, coaching and evaluating casework practices in child welfare agencies that are trauma-informed. She is a proven presenter, communicator and trainer in child welfare policy development and an innovator in identifying and defining new ways to develop and utilize performance data to advance positive outcomes.

**Cathy Welsh** joined CSF in February 2004. She has 32 years' experience in the field of Child Welfare, including direct social work and supervisory experience in CPS investigation, prevention, protection, foster care, and independent living. Since joining CSF, Ms. Welsh has managed and/or contributed to numerous projects for agencies, including, trauma-focused child welfare practice model curriculum design and development, training and coaching to improve service delivery, assessing agency and system capacity and change readiness and implementation science.



### ***CSF Consultant***



**Warren Ludwig** has a Ph.D. in psychology and has more than 30 years of experience working in North Carolina's public human services programs. He began as a clinical administrator for Lee-Harnett Mental Health, where he frequently worked with children and parents involved with child welfare. He moved to Wake County MH/DD/SAS as clinical director of adult mental health in 1988 and later became director of child mental health. After Wake County consolidated its human services programs, he was responsible for helping integrate mental health, social services, and public health services for children. Dr. Ludwig directed Wake County's child welfare division from 2001 to 2014 and served on the National Association of Public Child Welfare Administrators' executive committee from 2012 to 2014. He is currently a consultant in child welfare and mental health.

## **Grays Peak Strategies**

**Maureen Leif**, President, Grays Peak Strategies, is a Project Manager and a Human Services Subject Matter Expert with more than 15 years of experience focused on multiple human service programs. In 2015, she established Grays Peak Strategies and has been providing consulting and professional services in addition to providing leadership and direction to the company. She was formerly the Child Support Coordinator at the Colorado Judicial Branch, where she acted a liaison between the Judicial Branch and the state, county, and federal offices of Child Support. Maureen has worked in the area of family law and human services since 1999 and currently serves on numerous state committees dealing with child support, child welfare, and technology. In 2005, she was appointed by the Governor of Colorado to serve on the Colorado Child Support Commission overseeing the review of child support guidelines and in 2014 became the Co-Chair and in 2016 became the Chair of the Colorado Child Support Commission. In that capacity Maureen oversees the statewide uniform guideline review, research on the current economic data on raising children and current best practices in low-income adjustments and presumptions of imputed income. Maureen is a frequent speaker at state, regional, and national conferences on topics including Strategic Planning, Child Support Law and Policy, Legal Ethics and the innovative use of technology in the Human Services Arena.



**Joe Mamlin**, Consultant, Grays Peak Strategies, is a certified Project Manager (PMP) and consultant with experience in human service programs since 1992. He most recently served as a Project Manager and Senior Business Analyst with strong policy, business process analysis, and procurement/RFP development skills. He has devoted the majority of his career to the child support program focused on serving families better by giving programs and workers the tools they need to succeed. As a former State Child Support Director in Indiana, he understands the challenges that state and local agencies face each day, and he provides expertise on leveraging technology and business process improvements to drive efficiencies for clients and their programs. Mr. Mamlin is Immediate Past President of the National Child Support Enforcement Association (NCSEA) and Board Member and Officer of the Western Interstate Child Support Enforcement Council (WICSEC).

## **Westat Data Team**

**Janet Ciarico**, Co-data lead, has more than 20 years of experience conducting research and evaluation in child welfare and early childhood programs, and assisting agencies with data-driven practices to track agency outcomes, explore practice and outcome concerns, and implement continuous quality improvement (CQI) methods.



In her current work, Ms. Ciarico leads the child well-being and family protective factors data collection and outcomes for the Michigan IV-E Waiver evaluation, and she leads the cost study evaluation for the California IV-E Waiver evaluation. As a member of the team conducting the Evaluation of the Permanency Innovations Initiative (PII), she performed data mining to assist jurisdictions in choosing appropriate interventions to expedite the discharge of children lingering in foster care; she developed formative and distal evaluation outcome measures using state-level and program-specific administrative data; and she managed the benchmark process that was used to track milestones to measure progress as Grantees moved toward their long-term intervention goals and outcomes. In her work for the Capacity Building Center for Tribes, Ms. Ciarico assists tribal programs in using data to track family and child services and outcomes, and she creates products to assist tribes in using their program data for CQI. Ms. Ciarico also served as a consultant for the National Resource Center for Child Welfare Data and Technology where she focused on developing data-driven approaches for state agencies through her facilitation of a state agency peer-to-peer group where data and program managers learned about

managing with data; she worked on a team that developed a framework to assist states in analyzing their data to drive case management practices and services, she assisted state agency staff with using data to explore their concerns and improve CFSR and other outcome measures, and she served on the Children's Bureau's NYTD site visit team that conducted a site visit with Virginia's NYTD implementation team. She also attended NYTD and NCANDS technical meetings. For the Head Start Impact Study, she designed and implemented a survey to capture data from local child care centers and Head Start Program Directors. On the study analysis team, she created school-level, classroom-level, and teacher-level evaluation measures; led the task to create a data file of national census data and other community data indicators to inform the local Head Start and child-level study data; and she has provided technical assistance and support to researchers using the Head Start Impact study data.

**Randy Herbison** is proposed as Senior Systems Analyst for the Westat Data team, Randy Herbison is a senior systems analyst with more than 25 years of experience in the

Collection, processing, and dissemination of administrative and research data. At Westat, he serves as the data processing manager for several research projects. For the Evaluation of the Permanency



Innovations Initiative (PII), leads a team of programmers supporting data collection, processing of administrative data files from multiple local, state and federal sources, and reporting for multiple data collection sites. For the Building the Capacity of J/TIP Grantees to Collect and Use Performance Data, a project of the Office to Monitor and Combat Trafficking in Persons (J/TIP), U.S. Department of State, Mr. Herbison was the Data processing manager for all data processing activities, including programming support for the creation of analysis files, toolkits, and the generation of tables and graphs. Mr. Herbison will supervise all systems resources for the data team.

**Dr. Jaymie Lorthridge**, proposed as Westat project director and co-data lead is a Westat Senior Study



Director with more than 12 years of experience evaluating and supporting improvement of social services for families and children. In collaboration with multidisciplinary teams, she has designed and implemented program and organization level research informing creation and implementation of reforms that led to agency-wide changes in policies and practices. She regularly designs and administers data collection tools, including surveys, interview and focus group protocols, and data extraction protocols, and uses quantitative and qualitative methods to assess achievement of project objectives.

At Westat, Dr. Lorthridge is the evaluability assessment and process evaluation lead for the newly initiated Sexual Assault Kit Initiative (SAKI) project, project manager for the California IV-E Waiver Demonstration evaluation, which is mid-way in its performance period, and is closing two projects as the fidelity task lead for the Michigan IV-E Waiver Demonstration evaluation and senior evaluator for Mobilizing Action for Resilient Communities (MARC). On the SAKI and MARC projects, Dr. Lorthridge conducts evaluability assessments. These assessments start with a review of documents and discussions with stakeholders to define the purpose and scope of services and programs. For the California and Michigan IV-E Waiver evaluations, Dr. Lorthridge supports continuous quality improvement through fidelity assessment and discussion of fidelity findings with state and local-level staff. These discussions facilitate creation of service improvement strategies. She also works with California sites to identify outcome indicators and data sources for the sub-studies, solve data quality and data gap issues, design a sub-study focusing on decision-making and process improvement, and works with state-level data administrators to determine metrics and data sources for measuring the cost of program changes.

For other recent projects, Dr. Lorthridge developed measures to assess outcomes and close large data gaps, worked with stakeholders to develop administrative data exchange procedures and shared data reports. She also worked with a site to select, implement, and use a data decision-support system, refine

program fidelity measures and instruments, and she provided training on data quality improvement. Dr. Lorthridge created data dashboards for a Hilton Foundation Initiative and was part of multidisciplinary teams that evaluated family preservation, child abuse prevention, and child care training programs and conducted research in areas such as health disparities and family strengthening factors.

Dr. Lorthridge will supervise all Westat’s project activity, including project schedules, deliverables and use of other Westat non-key staff and resources.

**Chris Manglitz**, proposed as Administrative Data Analyst, is a data analyst and economist with 9 years of experience in data analysis, database management, and project management. He performs statistical analysis, develops regression models, writes reports, and creates presentations. He provides in-house expertise in MS Excel, MS Project, and Stata. He holds an inactive Secret security clearance. For the Evaluation of California’s IV-E waiver, Mr. Manglitz is helping develop the cost study approach and is managing data sharing, data analysis, and data reports and presentations. He is conducting an analysis of the cost and outcome data of the Protect MiFamily Program, including the development of statistical analysis tables and data reports. For the Evaluation of the Independent Review of Applications Process



Client for the federal Food and Nutrition Service, Mr. Manglitz developed the analytical tables and metrics for conducting the evaluation. He will analyze the administrative and survey data, develop regression models and perform regression analysis, and help write the analysis report.

### Technical Advisors Snapshot

Name & Title	Subject Matter Expertise/ Rationale for Their Selection
<p><b>Karen Baynes-Dunning, Esq.</b> Former Fulton County Juvenile Court Judge</p>	<p>Judge Baynes-Dunning has dedicated over 20 years to improving child and family serving systems. She is on the Board of Directors for the Southern Poverty Law Center (SPLC) and the federal monitor for a child welfare consent decree in Georgia.</p>
<p><b>Robert Doar</b> Morgridge Fellow, American Enterprise Institute (AEI)</p>	<p>Mr. Doar is a former New York State commissioner of social services and former commissioner of New York City’s Human Resource Administration, where he administered 12 public assistance programs, including welfare, food assistance, public health insurance, and help for people living with HIV/AIDS. This experience and knowledge positions him to effectively inform the CSF team’s work in regards to public assistance and adult protective services.</p>
<p><b>Will Hornsby</b> CSF Vice President for Child Welfare</p>	<p>Mr. Hornsby has experience implementing large scale child welfare reforms in Mississippi, Michigan and as part of the federally-funded Permanency Innovations Initiative (PII). He previously led the federal Child and Family Services Review for child welfare systems throughout the United States in Round 2 of the CFRs.</p>
<p><b>Amelia Franck Meyer</b> Founder, CEO, Alia</p>	<p>Ms. Franck Meyer is a subject matter expert in the areas of the human impact of childhood trauma through the lifespan, abuse and neglect on children, out-of-home placement for children, grief and loss for children, child well-being, caregiver well-being, organizational culture in child welfare agencies, and many more topics in normal and abnormal child development.</p>
<p><b>Terry Shaw</b> Director, Ruth Young Center for Families &amp; Children; Associate Professor, School of Social Work, University of Maryland</p>	<p>Mr. Shaw has focused on leveraging existing administrative data systems to improve policy and practice. He has over 15 years of experience and expertise in developing the infrastructure, relationships and programming structure to successfully implement multi-agency data linking systems and he has expertise in advanced statistical methods and extensive experience utilizing longitudinal data systems to answer questions related to service outcomes that inform policy and practice.</p>





Former Juvenile Court Judge **Karen Baynes-Dunning** has dedicated over 20 years to improving child and family serving systems. While practicing complex antitrust litigation in the headquarters of the nationally-renowned law firm Alston & Bird, Mrs. Dunning began her career of public service by providing pro bono legal assistance to youth charged with truancy. This experience propelled her to serve as the first Executive Director of the Court Appointed Special Advocates (CASA) Program and Director of Program Development and Management for the Fulton County Juvenile Court. She was then appointed to the bench by Chief Judge Glenda Hatchett.

After many years, she left the bench to focus on research and policy, in an attempt to address the underlying issues that propel families into the juvenile and criminal justice system. She has served as the Associate Director for Governmental Services and Research at UGA's Carl Vinson Institute of Government; and focused on educating the next generation of the workforce as a visiting professor at the Emory University School of Law and Associate Professor at the University of Alabama.

In 2012, Mrs. Dunning was appointed by the Federal District Court to monitor the Georgia Department of Family and Children Services as they work toward improving services and outcomes for children and families. She continues in that role and also volunteers her time to assist students and programs at Albany State University.

**Robert Doar** is the Morgridge Fellow in Poverty Studies at AEI, where he studies and evaluates how free enterprise and improved federal policies and programs can reduce poverty and provide opportunities for vulnerable Americans. Before joining AEI, Mr. Doar worked for Mayor Michael Bloomberg as commissioner of New York City's Human Resources Administration, where he administered 12 public assistance programs, including welfare, food assistance, public health insurance, and help for people living with HIV/AIDS. Before joining the Bloomberg administration, Mr. Doar was New York State commissioner of social services, helping make New York a model for the implementation of welfare reform.



**Will Hornsby** serves as the Vice President for Child Welfare for the Center for the Support of Families. Mr. Hornsby brings over 20 years of public sector child welfare/human services experience on the local, state, and federal levels. During his employment with the Federal Children's Bureau he managed the Child and Family Service Reviews (CFSR) of state child welfare services programs in all 50 states, the District of Columbia, and Puerto Rico. The CFSR is a federal review of title IV-E and IV-B State plan requirements that all states must undergo periodically. Prior to his employment with the Federal government he worked for the Alabama Department of

Human Resources focusing on reforming child welfare practice at the state and local level in accordance with System of Care principles. At the state and federal levels, his work has involved the design, implementation, and management of ongoing processes for evaluating the effectiveness of child welfare practices and policies on the outcomes for children and families, and recommending improvement strategies. His past work experiences have also been concentrated in the areas of management and administration, resource development, technical assistance, and direct child welfare and child support activities. At CSF, his work is focused on assisting state and local child welfare agencies in evaluating their child welfare programs and implementing needed improvements in their practice, policies, and procedures.

**Amelia Franck Meyer** is a subject matter expert in the areas of the human impact of childhood trauma throughout the lifespan, abuse and neglect on children, out-of-home placement for children, grief and loss in children, child wellbeing, caregiver wellbeing, organizational culture in child welfare agencies, and many topics in normal and abnormal child development.



**Terry Shaw's** background and interests focus on leveraging existing administrative data systems to improve policy and practice. He is particularly interested in examining the pathways into and through child serving systems focusing on opportunities for these systems to understand service overlaps, improve overall service delivery and address the multiple needs of the children and families involved with these systems. Dr. Shaw has over 15 years of experience and expertise in developing the infrastructure, relationships and programming structure to successfully implement multi-agency data linking systems and he has expertise in advanced statistical methods and extensive experience utilizing longitudinal data systems to answer questions related to service outcomes that inform policy and practice.