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Education:

Ph.D. Public Administration and Public Affairs **April 2009**
Dissertation Title: *From Collaborative Creation to Implementation: The Evolution of a Contract for a Model Program to Finance Child Welfare*

Center for Public Administration and Policy
Virginia Polytechnic and State University
Falls Church, Virginia

Master of Public Administration and Public Affairs **1998**
Center for Public Administration and Policy
Virginia Polytechnic and State University
Falls Church, Virginia

Diploma of Polygraph Science and Methodology **1984**
A. Madly Academy of Polygraph Science and Methodology
Charlotte, North Carolina

Bachelor of Science Criminal Justice **1983**
University of North Carolina at Charlotte
Charlotte, North Carolina

Honors and Awards:

Student Commencement Speaker **2009**
Virginia Polytechnic and State University
National Capital Region
Falls Church, VA

**Nomination for Fairfax County Department of Family Services
Recognition Awards** **2007**
Foster Care Title IV-E Process Improvement

Letter of Appreciation **1999**
Fairfax County Juvenile and Domestic Relations Court
Chief Judge Gayl Carr

Graduate Research Assistant **1997-1998**
Center for Public Administration and Policy
Institute for Public Policy Research
Virginia Polytechnic and State University

**United States Secret Service (USSS)
Certificate of Appreciation** **1997**

Dissertation:

From Collaborative Creation to Implementation: The Evolution of a Contract for a Model Program to Finance Child Welfare

My research explored the evolution of a long term contract between a state university and a local county through collaboration among university, county and private sector stakeholders to implement a unique model program to maximize revenues for the county from federal entitlement programs and state programs. Second, the research examines selected elements from the New Public Management (NPM) form of governance and the collaboration that occurred during the implementation and evolution of this model project.

Policy, Research and Analytical Experience:

Special Research Faculty/Senior Program Director/Principal Investigator **2002-current**
Virginia Polytechnic and State University, Virginia Tech Institute for Policy and Governance, School of Public and International Affairs and Office of Outreach and International Affairs, Federal Reimbursement Unit
Fairfax County, VA

- Direct the team's activities and provides technical assistance in ensuring seamless operational processes to enhance Fairfax County's ability to access federal funds and maximize revenue under Title II, Title IV-D, Title IV-E, Title XVI and Title XIX of the Social Security Act.

- Fiscal impact for the county during FY 2008 exceeded \$5.3 million.
- Direct and modify the team's work processes and activities for quality assurance purposes ensuring accuracy and integrity of all work produced to meet the University's contractual obligations and the project's objectives and goals
- Research, collect, interpret, organize, analyze data and information to meet the University's contractual reporting requirements
- Provide policy up-dates and briefs to County management and staff following policy changes and changes in interpretation to federal and state regulations, laws, and rules, thus continuing to maximize revenues for the Fairfax County
- Create and modify all FRU training materials, conducts training sessions, and provides technical assistance related to policies and procedures
- Develop and Implement Continuity of Operations Plan (COOP) for the team

Benton and Associates, Ltd.
Consultant

2008-current

State of Hawai'i Department of Human Services (DHS) and University of Hawai'i at Manoa

- Collaborate with State of Hawai'i stakeholders in identifying additional funding sources for Hawai'i's Department of Human Services
- Analyze case data and information to identify funding opportunities

Court Specialist Supervisor

1998-2002

Virginia Polytechnic and State University, Center for Public Administration and Policy, Institute for Public Policy Research, Federal Reimbursement Unit

Fairfax County, VA

- Establish Judicial Support Orders on behalf of children in foster care in Fairfax County
- Interview parents, negotiate with attorneys, perform child support calculations, and research parental income information
- Collaborate with Fairfax County Attorney's Office, Special Counsel of Division of Child Support Enforcement, attorney's, judges, and the Department of Family Services on issues involving child support
- Research and analyze from multiple databases
- Interpret and integrate research data from multiple sources; use automated technology to establish and maintain case records
- Develop and maintain multiple data management systems
- Research and analyze current and proposed federal, state, and local legislation and regulations through reviews of federal and state documents, professional publications, and communicate with interagency staff
- Prepare and distribute multiple reports and documents to meet contract deliverables

**Special Research Faculty/Senior Project Associate / Principal Investigator/
Project Director**

2008

**Virginia Polytechnic and State University, Virginia Tech Institute for Policy and Governance, School of Public and International Affairs and Office of Outreach and International Affairs, Federal Reimbursement Unit
Loudoun County, VA**

- Collaborate with local human services management in identifying additional federal and state funding sources
- Analyze case files to maximize revenues for Title II, Title IV-D, Title IV-E, and Title XVI funding
- Prepare and distribute contract deliverable
- Present case review results to appropriate program managers across the state
- Make recommendations on case files for additional funding sources

**Benton and Associates
Consultant**

1999-2001

VA Department of Social Services, Richmond, VA

- Collaborate with state and local human services management in identifying additional funding sources for Virginia Dept. of Social Service localities
- Conduct research in pilot projects across the state that were incorporated into a statewide process by the Virginia Department of Social Services
- Review case files to maximize revenues for Title II, Title IV-D, Title IV-E, and Title XVI funding
- Present case review results to appropriate program managers across the state
- Analyze selected cases for VA Department of Social Services prior to Federal audit
- Make recommendations on case files for additional funding sources

Graduate Research Assistant

1997-1998

Virginia Polytechnic and State University, Center for Public Administration and Policy, Institute for Public Policy Research, Federal Reimbursement Unit

Fairfax County, VA

- Establish of Judicial Support Orders in Fairfax County's Domestic Relations and Juvenile Court on behalf of children in foster care
- Interview parents, negotiate with attorneys, perform child support calculations, and research parental income information
- Collaborate with Fairfax County Attorney's Office, Special Counsel of Division of Child Support Enforcement, attorney's, judges, and the Department of Family Services on issues involving child support
- Research and analyze from multiple databases
- Interpret and integrate research data from multiple sources; use automated technology to establish and maintain case records
- Develop and maintain multiple data management systems
- Serve as a liaison between the County Attorney's Office, Division of Child Support Enforcement, and the Department of Family Services on all issues involving child support for children in foster care
- Research and analyze current and proposed federal, state, and local legislation and regulations through reviews of federal and state documents, professional publications, and communicate with interagency staff
- Prepare and distribute multiple reports and documents to meet contract deliverables

Management Experience:

**Special Research Faculty/Senior Program Director / Principal Investigator/
Project Director** **2002-current**

**Virginia Polytechnic and State University, Virginia Tech Institute for Policy and Governance, School of Public and International Affairs and Office of Outreach and International Affairs, Federal Reimbursement Unit
Fairfax County, VA**

- Direct all aspects of the contract between the university and Fairfax County with a team of seven members, liaison with subcontractors and University staff located in the National Capital Region and Blacksburg

In 2008, the fiscal impact to the county was over \$5 million by accessing five state and federal funding streams.

- Provide contract deliverables to meet the university's contractual obligations
- Continually evaluate the university's contractual obligations to the county, ensuring that the FRU operates as efficiently and effectively as possible
- Negotiate the contract between the University and Fairfax County
- Create and maintain the job performance activities and measurements, create and modify all staff performance indicators, staff evaluations, and salary actions
- Direct all activities related to the advertising, recruitment, interviewing, selection, orientation, training, and retention of the FRU management and staff
- Direct all tasks associated with unit's expenditures

**Circuit City Stores, Inc. 1986-1995
Regional Loss Prevention Manager**

- Direct and enforce corporate loss prevention and operations policies
- Collaboratively work with division and store level managers and staff to prevent losses in the Metropolitan D.C. market. This included approximately 20 stores, a service center, division office, and distribution center
- Direct regional and store management and staff, including undercover operatives, during active investigations.
- Organize and manage local police officers in providing store security in selected stores throughout the year and in all stores during the holiday season.

Investigative, Research, and Analytical Experience:

**Volunteer Investigator 1989-1997
United States Secret Service (USSS)
Washington Field Office,
Metro Alien Fraud Task Force,**

- Co-founder of multi-jurisdictional task force comprised of federal state, local law enforcement officers and the private sector, dedicated to the investigation of credit, check, cell phone fraud, and identity theft.
- Conduct investigations involving bank, check and credit card fraud involving West African organizations

- Participate in the execution of search and seizure warrants; collected, processed, and analyzed evidence obtained during these seizures
- Establish and maintained contacts with fraud departments of financial institutions and law enforcement agencies across the country
- Contact financial institutions and alleged victims of financial crimes, requested, obtained and analyzed documents
- Conduct investigations and special projects as assigned by the Special Agent in Charge
- Prepare of documents for criminal actions
- Contacted appropriate federal, state, and local law enforcement agencies regarding investigations; obtained their assistance as needed

Circuit City Stores, Inc.

Regional Loss Prevention Manager

1986-1995

- Direct and enforce corporate loss prevention and operations policies through the preparation and presentation of oral and written reports and projects to regional and corporate management
- Conduct investigations involving check and credit card fraud involving Asian and West African organizations, and associate integrity; filed criminal charges and testified in court as a result of completed investigations
- Co-founder in the establishment of a multi-jurisdictional task force (federal, state and local law enforcement agencies) specializing in organized financial fraud directed by the Washington Field Office of the USSS
- Analyze areas contributing to corporate losses by research of multiple databases and conduct Risk Management seminars and presentations for corporate, regional and store associates
- Conduct investigations regarding theft, shoplifting, fraud and illegal narcotics use by employees and customers; initiated background investigations on perspective and current associates
- Audit store, cash office, and warehouse operations
- Develop and maintain relationships with federal, state, and local law enforcement agencies and financial institutions
- Gather, analyze, and organize intelligence through a variety of available sources (law enforcement, credit bureaus, verification services, databases, confidential informants, management, and other associates); entered gathered intelligence into a database for future use and updated the intelligence as needed
- Kept abreast of current trends in the fraud industry through membership and participation in multiple professional organizations (International Association of Credit Card Investigators (IACCI), Metropolitan Area Fraud Investigators (MAFIA), and the American Society of Industrial Security (ASIS))

Teaching Experience:

Senior Program Director / Special Research Faculty Principal Investigator 1997-current
Virginia Polytechnic and State University, Virginia Tech Institute for Policy and Governance, School of Public and International Affairs and Office of Outreach and International Affairs
Fairfax County, VA

- Train FRU management and staff in policy changes and changes in policy interpretation
- Provide training and technical assistance to Fairfax County Department of Family Services (DFS) management and staff, Comprehensive Services Act (CSA) management and staff in interpreting federal and state regulations, rules, and policies
- Create and modify training materials, conduct training sessions, and provide technical assistance in field of child welfare
- Plan and conduct internal training workshops for FRU team

Guest Lecturer 2003, 2004, 2005, 2006
Marymount University, Criminal Justice Program, Criminal Justice Management

- Lecture on modern management characteristics in public and private sector organizations with emphasis on the necessity to collaborate across and within multiple organizations
- Provide practical guidance for managing public and private sector criminal justice oriented organizations

Workshop Facilitator 2004
Special Research Faculty/Project Director
Virginia Polytechnic and State University, Virginia Tech Institute for Policy and Governance, School of Public and International Affairs and Office of Outreach and International Affairs

- Guest speaker at Virginia's Division of Child Support Enforcement Continuing Education Retreat to Virginia's Child Support Enforcement Special Counsel
- Presentation topic: overview and benefit to the state in obtaining child support from non-custodial parents when their children are in foster care

Co-Instructor Spring 2002-2003
Virginia Polytechnic and State University, Center for Public Administration and Policy, National Capital Region, Falls Church, VA
Complex Public Organizations

- MPA and Ph.D. level course examines the principal conceptual and theoretical knowledge for understanding the structure and environment of complex public organizations; also explores the problems bureaucracy poses for democratic theory and for vigorous economy

- Conduct seminars and interactive activities with students on relevant topic and areas of interest during the semester

Co-Instructor

Fall 2002-2003

Virginia Polytechnic and State University, Center for Public Administration and Policy, National Capital Region, Falls Church, VA

Government Administration I: Behavioral Skills for Public Administrators

- MPA level course providing theoretically grounded but practical knowledge of behavioral skills necessary for the public manager to lead, to supervise, to organize, and to communicate in public settings
- Conduct and moderate seminars and interactive activities with students on relevant topic and areas of interest during the semester

Court Specialist Supervisor **1998-2002**
Virginia Polytechnic and State University, Center for Public Administration and Policy, Institute for Public Policy Research, Federal Reimbursement Unit

Fairfax County, VA

- Conduct presentations and training session for Fairfax County Department of Family Services management, staff, and county attorneys regarding child support issues for children in foster care

Regional Loss Prevention Manager **1986-1995**
Circuit City Stores, Inc.

- Train division level and store management and personnel on topics such as inventory thefts, cash, check and credit card fraud, shoplifting, etc.
- Train store and division management on hiring/interviewing techniques in accordance to corporate loss prevention screening process and related activities

Assistant Instructor/Divemaster **1982-1983**
UNC at Charlotte

- Aid faculty in teaching basic and advanced scuba diving course. Areas of instruction included: night diving, search and rescue techniques, wreck diving, emergency diving techniques, limited visibility diving, boat diving
- Technical knowledge, minor equipment repair, filling dive tanks, diver problem recognition, first aid techniques, equipment care and maintenance
- Assist in conducting certification dives for new diver's to earn their scuba certification

Consultant Experience:

- Serve as consultant with Arlington County, VA Juvenile & Domestic Relations Court's Chief Judge, Arlington County Division of Child Support Enforcement Special Counsel, Arlington County Director of Social Services to assist their development of obtaining Judicial Support Orders from parent's who's children are in Arlington County's foster care program
- Serve as consultant for Benton & Associates, Fresno State University and Fresno Department of Social Services on duplicating the FRU's activities in Fresno, CA
- Serve as consultant on Virginia Tech University Social Security Advocacy Research Project. Providing technical assistance on Social Security policy and FRU unit practices and procedures
- Review and prepare selected cases for VA Dept of Social Services prior to Federal audit
- Serve as consultant to Africa Nazarene University, Director of Academic Programs (Bachelor of Education programs), Dr. Raphael Kiugu, Nairobi, Kenya. Collaborate with Vice Chancellor and Deputy Vice-Chancellor for Academic Affairs, to create a Bachelor of Education curriculum for Primary

and Early Elementary Education for Kenyan children. This curriculum was approved by the Kenyan government (2004).

- Serve as consultant to Africa Nazarene University, Dept. of Education, Nairobi, Kenya in planning a model classroom for early and primary education
- Serve as consultant to Africa Nazarene University, Director of Security Moses Nguma, Nairobi, Kenya focusing on interviewing and interrogation skills, general investigative techniques to include physical and campus security
- Serve as consultant to Africa Nazarene University Vice Chancellor, Dr. Leah Marangu and Finance Director, John Opiyo, Nairobi, Kenya, regarding grant and proposal editing and creation to The Kresge Foundation Bricks & Mortar Grant Request and USAID;
- Serve as panelist at the 2007 17th Annual Office of Child Support Enforcement Annual Conference- “Crash Course: How to Use Cooperative Agreements to Establish Orders for Children Placed in Foster Care with the Department of Social Services, Children Committed to the Custody of the Department of Juvenile Justice and the Local Courts”
- Participate in Virginia Tech University National Capital Region Faculty Association discussion groups regarding the future of graduate education in the National Capital Region

Presentations:

- 1987-1995 Numerous presentations to regional and store level management and staff regarding multiple topics involving corporate asset protection and risk management
- 1998 Presentation and facilitation of Round Table discussion to FRU management and staff as Graduate Research Assistant
Topic: Adoption in Virginia
- 1999 Guest Speaker Fairfax County Bar Association
Topic: The Establishment of Judicial Support Orders for Non-custodial Parents Whose Children Are in Foster Care
- 2004 Guest Speaker Virginia Division of Child Support Enforcement
Statewide Continuing Legal Education Retreat
Topic: Revenue Maximization for Children in Foster Care
- 2004 Presentation to Grants Administrator Office of Research and Sponsored Programs from California State University at Fresno, management and staff from the central California regional Department of Social Services, and Bill Benton, President of Benton and Associates. Presentation purpose to explore the operation of the FRU as they investigate the establishment and implementation of a public/public partnership with the State of California Department of Social Services and California State University at Fresno.
- 2007 Proposed Presentation to the Office of Child Support Enforcement national seminar
Topic: Crash Course: How to Use Cooperative Agreements to Establish Orders for Children Placed in Foster Care with the Department of Social Services, Children Committed to the Custody of the Department of Juvenile Justice and the Local Courts

- A portion of my dissertation research was presented during a presentation on collaboration at the 2007 American Society of Public Administrator's (ASPA) annual conference, "Monumental Possibilities: Capitalizing on Collaboration".
- Selected as the May 2009 Virginia Tech National Capital Region Student Commencement Speaker

Professional Affiliations:

- Member, Virginia Tech Faculty Association, National Capital Region; currently serve in position of Secretary
- Member, American Society for Public Administration
- Member, Section on Health and Human Services, American Society for Public Administration
- Member, Section on Intergovernmental Administration and Management, American Society for Public Administration
- American Society for Public Administration, Northern Virginia chapter
- Member, Public Administration Theory Network
- University Member, National Association of County Human Service Associations
- Former member American Society for Industrial Security (ASIS),
- Former member International Association of Credit Card Investigators (IACCI) currently the International Association of Financial Crimes Investigators
- Former member Metropolitan Association of Fraud Investigators (MAFIA)

Other Affiliations:

- Former member, Missions Council, Calvary Annandale Nazarene Church, Nazarene Missions International
- Zeta Tau Alpha National Fraternity

Technology Skills:

Advanced Computer skills:

- Microsoft Office Applications (Word, Excel, Access, PowerPoint, Publisher, Front Page, VISIO)
- Microsoft Internet Explorer, Netscape Navigator, the design, publication, and maintenance of numerous web sites
- Vast experience with numerous academic databases specifically those related to public administration and policy, child welfare, criminal justice, federal, state, and local government, management, business and the social sciences
- Significant experience with various federal and state agency databases (VA DMV, VEC, NCIC, APECS, SPIDER), and multiple internet based email systems
- Some experience with NCSA and SPSS, statistical computer programs

- Conceptualizes and develops new data reporting formats for Federal Reimbursement Unit data management systems, enhancing the unit's ability to research, analyze, and communicate relevant data to multiple stakeholders

Photography Skills:

- Courses in SLR and digital photography to include formal structured courses in high school, college and multiple seminars offered by Nikon School
- Experienced in many types of photography-travel, landscape, floral, woodlands, animals, and military
- Experienced in black and white darkroom techniques; digital processing and printing
- Experienced in video recording

Licenses & Certificates:

- Formerly licensed by each state's Polygraph Licensing Board to conduct polygraph examinations in NC, SC, GA, AL, and VA
- Certificate for Basic Sailing Course, Belle Haven Marina, Alexandria, VA

Continuing Education:

- Attended 2007 annual seminar ASPA (American Society of Public Administration) Annual Conference, "Monumental Possibilities: Capitalizing on Collaboration", in March. A portion of my research was presented during a presentation by Dr. Larkin Dudley of the CPAP on collaboration
- Attended multiple Virginia Tech Center for Public Administration and Policy Round Table events held in the National Capital Region focusing on leadership and administration
- Specialized training by the VA Department of Social (VADSS) focusing on Title IV-E federal legislation
- Specialized training sessions from Virginia's Department of Medical Assistance Services (DMAS) regarding Title XIX requirements, policy and process changes
- Specialized training by the Social Security Administration focusing on Title XVI benefits
- Workshops, seminars, and conferences for professional development in the field of Public Administration through the American Society for Public Administration (ASPA), American Public Human Services Association (APHSA) and Virginia Tech University
- Attended various workshops and seminars in management and investigating/interviewing techniques including the Reid Technique of interviewing and interrogation, Kinesic Interviewing Technique, Wicklander/Zulawski (WZ) interview and interrogation techniques, and the Laboratory for Scientific Interrogation (LSI) Scientific Content Analysis, the Art of Confession

- Attended specialized training in Virginia's Uniform Assessment Instrument CAFAS™/PECFAS™
- Attended specialized training in Virginia Supreme Court's Court Improvement Project- Case Processing in Child Dependency Cases
- Attended Virginia Tech University training on writing successful grants and finding potential funding sources
- Attended Virginia Tech University training on hiring processes, practices, and policies
- Attended Virginia Tech training on staff performance management and evaluation process. Topics included setting expectations, rating scale, meeting with the employee for performance management
- Attended applicable training sessions from Virginia Tech's Faculty Development Institute (FDI)

Academic Service and Community Outreach:

- Participant Train To End Stroke Program Marathon Training Program; received Best Team Member Award 2001
- Volunteer at Annandale Christian Community for Action (ACCA) Food Warehouse
- Organize and facilitate on-going church wide food collection for ACCA
- Serve as mentor to Virginia Tech student's in Master of Public Administration program
- Rebuilt houses in Alabama destroyed by Hurricane Wilma
- Participate in volunteer work in Africa by writing grants and creating a Bachelor of Education curriculum for Primary and Early Elementary Education for Kenyan children.