

## ANN C. FLAGG

(b)(6)

---

Mission-driven, strategic, and highly experienced public policy leader, with demonstrated success in building teams and results-oriented internal culture in the public and private sectors, developing pragmatic public policy solutions informed by research, practitioners, and community, and advancing transformational initiatives within the health and human services sector.

### PROFESSIONAL EXPERIENCE

---

#### **American Public Human Services Association**

**10/9/2017-Present**

##### *Senior Director, Policy and Practice*

- ◆ Oversee the administration of APHSA's Policy and Practice Collaborative Centers, including staff supervision, fund development and budget oversight, and design and execution of a multi-year action plan for the products, services to support the work of state and local Health and Human Services (H/HS) executives and administrators.
- ◆ Engage affinity groups, representing associations of state and local administrators of Child Welfare, Child Care, SNAP, TANF, Program Integrity, Legal Services and Information Technology, including supporting and advancing administrators' policy and practice initiatives.
- ◆ Serve as senior policy and strategy lead for APHSA's human services policy portfolio, working with Congress and the Federal Administration to advance policies using whole family and prevention approaches. Lead development of policy statements, comment letters, written testimony and other position papers that advance the policy agenda, especially related to federal financing, budgeting and broad policy issues that may impact health and human services with specific focus on issues affecting state and local health and human service delivery systems and community health and well-being outcomes on behalf of state and local H/HS.
- ◆ Cultivate funder relationships, including solicitation and management of grants and sponsorships to build on APHSA's policy, research, and practice work.
- ◆ Lead APHSA's influence strategy through the strategic partnerships and effective use of communication channels highlighting national best practices, developing resources and toolkits and providing regular updates through weekly policy publication, as well as representing the association with media.

#### **Maryland Department of Human Services**

**5/4/2014- 9/10/2017**

##### *(Various positions, including, Principal for Innovation, Acting Deputy Secretary for Programs, Deputy Executive Director of Family Investment Programs, Director of Maryland Office for Refugees)*

- ◆ Provided leadership and oversight to the State of Maryland's economic assistance, child welfare and social services, and child support programs, including supervision of the state's executive program team in each functional area, as well as 24 county-based Executive Directors of the local Departments of Social Services, totaling more than 4,000 staff.
- ◆ Led programmatic involvement in implementation of integrated case management and benefit eligibility system, focusing on organizational change management.
- ◆ Served as agency liaison to a number of interagency policy and practice initiatives contributing to statewide strategies to address poverty, underemployment and child well-being, including the Lt. Governor's Interagency Commission on Intergenerational Poverty, the Workforce Innovation and Opportunity Act Alignment team, and the Maryland Interagency Council on Homelessness.
- ◆ Represented the Department to state level elected officials, including providing testimony on the Department's budget hearings and relevant bill hearings. Primary point of contact for all federal and intergovernmental affairs within DHS' program areas.
- ◆ Administered and interpreted Federal and State laws and regulations governing Temporary Assistance to Needy Families (TANF) programs, Supplemental Nutrition Assistance Program (SNAP), Medicaid eligibility, homeless services, and emergency food and energy assistance grants.
- ◆ Oversaw distribution of more than \$80M in state and federal funds to state and local government agencies, community colleges, and nonprofit partners to ensure effective delivery of critical services, including case management, employability, medical, and emergency assistance to the Department's customers. Managed grantee monitoring,

including development of accountability controls and delivery of technical assistance to ensure appropriate spending.

**Catholic Charities of Baltimore**

**10/1/2010-4/30/2013**

*Director of Performance Management*

- ◆ Provided leadership and management of development, implementation and adoption of information management, knowledge management and organizational learning strategies across Catholic Charities programs.
- ◆ Led strategic planning processes to identify key outcomes for program performance and customer outcomes and associated indicators. Developed case management systems, producing high-utility reports that assist program directors, leadership, and front-line staff in program oversight, decision making, and communications.
- ◆ Delivered coaching and training for new management staff to orient them on grant compliance, budget monitoring, cash management, and internal fiscal policies.
- ◆ Conducted annual quality improvement reviews, incorporating review of quality indicators, historical performance analysis, consumer and staff feedback. Assisted in developing quality improvement strategies and monitored progress toward quality improvement plan deliverables.

**The Center for Leadership Innovation**

**3/1/2009- 9/30/2010**

*Senior Program Manager*

- ◆ Managed grant competition process for Bank of America's Neighborhood Excellence Initiative, coordinating the review of more than 3,500 grant applications for eligibility and financial sustainability, as well as the responsiveness of the application. Updated requests for proposal format and grant evaluation process annually.
- ◆ Developed project staffing plan, including recruitment and management of 10 technical assistance providers and consultants.

**Constellation Energy**

**7/15/2008- 12/12/2008**

*Principal Community Relations Specialist*

- ◆ Organized and supported employee volunteer programs consistent with Constellation Energy's community outreach activities through the network of volunteer representatives throughout the company.
- ◆ Coordinated Corporate Contributions staff assessment of grant and sponsorship proposals
- ◆ Assisted the CE Corporate United Way Steering Committee and business unit representatives in planning and implementing a campaign, including creation of complimentary volunteer activities and business unit tracking.

**Public Resources Specialist**

**1/2/2007 –7/1/2008**

*Catholic Relief Services, Baltimore, MD*

- ◆ Acted as primary point of contact for USG grants management and compliance issues, including review and negotiation all contracts and cooperative agreements for accuracy, compliance and internal risk. Over the life of the award, worked with field staff to identify the need for grant amendments and ensure donor follow through.
- ◆ Provided CRS programs and field-based partners guidance and training on compliance to federal donor regulations, OMB Circulars and Federal Acquisition Regulations.
- ◆ Performed regular reviews of USG budgets, including Congressional Budget Justification and Supplementary Budgets to develop a responsive growth strategy.

**International Rescue Committee**

**10/1/2004 –12/31/2007**

*Resource Developer*

- ◆ Managed local development efforts and grant compliance for Baltimore-based refugee assistance program.
- ◆ Established partnerships with universities and community organizations to staff skilled volunteer and intern positions. Partners included Johns Hopkins Schools of Nursing and Public Health, University of Maryland School of Social Work, the Returned Peace Corps Volunteer Domestic Program, and AmeriCorps programs.
- ◆ Developed and implemented annual fundraising campaign including annual appeals, events, and foundation giving.

**Catholic Relief Services**

**1/2/2001 –9/30/2004**

*Logistics Resource Coordinator*

- ◆ Assisted country program staff in developing annual logistics plan for food distribution programs and ensure compliance with all Title II regulations and policies.
- ◆ Maintained all documentation required by USG donors and served as primary liaison to internal and external auditors..

## **EDUCATION**

---

**University of Baltimore**, Baltimore MD, Master of Public Administration  
**Towson University**, Baltimore MD, Bachelor of Science, Sociology

## **VOLUNTEER EXPERIENCE**

---

**Maryland Center for Economic Policy**, Treasurer, Board of Directors  
**National Association of Welfare and Research Statistics**, Member, Board of Directors