

Eric P. Nicklas, M.P.Aff.

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SUMMARY

Seasoned professional, completing Ph.D. in Social Welfare Policy in Fall 2009, with 15 years of public sector experience in positions of increasing responsibility. Seeking challenging opportunities to apply my skills and expertise toward positively affecting the lives of children and families.

SKILLS/EXPERTISE

- Child Welfare
- Quantitative data analysis
- Working w/ administrative data
- Project/program management
- Foster parent support/recruitment
- Child and Family Policy
- Program evaluation
- IT tools development
- Cross systems issues
- Youth transitioning
- Criminal Justice
- Accountability systems
- Data sharing
- Practice tools development
- Adoption

ACCOMPLISHMENTS

- ✓ Using the **Fragile Families and Child Wellbeing Study**, conceptualized family violence incidence analysis violence and modeled effects of this exposure on child development outcomes. Fragile Families tracks nearly 5,000 children born in US urban areas to mostly unmarried parents.
- ✓ Led efforts to build public child welfare agency's capacity to use administrative data to measure outcomes and performance in foster care and child protective services, including **GIS** tools.
- ✓ Led development and implementation of **EQUIP** in the New York City child welfare system from 1999-2007. **EQUIP** was an innovative accountability system for contracted child welfare services that assessed the quality of practice and outcome and was a critical decision-making tool.
- ✓ Provided direction and leadership in the development and implementation of the **Scorecard** system. Scorecard replaced **EQUIP** by building on the key capacities developed and integrating a range of innovations and improvement based on lessons learned from **EQUIP**.
- ✓ Core member of the **ChildStat** development team from 2006-2007, leading the development and implementation of the outcomes/indicator tools that support the weekly **ChildStat** session.
- ✓ Built the capacity for ongoing data sharing between public education system and child welfare agencies on children in foster care and children subject to investigation due to a school source.
- ✓ Leading implementation of the **School Success** collaboration that offers real-time access to child-specific school performance information to providers of foster care for children in their care.
- ✓ Responsible for implementation of critical initiatives including **New York/New York III** supportive housing for youth transitioning from foster care, **Bridges to Health** Medicaid waiver program, and **Youth Financial Empowerment** (youth asset building).
- ✓ Leading development of practice guide and related tools for **Improved Outcomes for Children**, an integration of team-decision making, case management delegation and heightened monitoring.
- ✓ Leading the efforts to engage youth and staff at targeted residential sites that focuses the work on youth engagement, youth permanency and ultimately reduces reliance on residential services.

- ✓ Program lead for **Recruitment, Development and Support (RDS)** strategy, one of the core Family to Family strategies. New York City is an anchor site for Family to Family.
- ✓ Provided key analytic support for re-engineering of New York County **Arrest to Arraignment** process from 1994-1999.

EDUCATION

Columbia University School of Social Work, New York, NY

Ph.D (candidate), concentration in Social Policy & Policy Analysis *anticipated October 2009*

Dissertation: Family Violence in a Community Sample: Incidence and Effects on Child Development
Two-day Course, *Missing Data*, Washington DC *December 2008*

Master of Philosophy *May 2008*

The University of Texas at Austin, Lyndon B. Johnson School of Public Affairs

Master of Public Affairs *May 1994*

Professional Report: An Evaluation of the Travis County Juvenile Justice System
Teaching Assistant, Public Financial Management, Spring 1994
Graduate Research Assistant, 11/93 - 1/94

Tufts University, Medford, MA

Bachelor of Arts in Political Science, Cum Laude *May 1988*
Tufts-in-London, Westfield College *Spring 1987*

PROFESSIONAL EXPERIENCE

New York City Administration for Children's Services, New York, NY *March 1999 - Present*
Associate Commissioner, Division of Family Permanency, 04/07 – Present

- Provide leadership for and direction to New York City's foster care system – a privatized systems with nearly 17,000 children in care, over 10,000 active foster parents and over 30 provider agencies
- Manage directly and coordinate the work of the areas of the division (approximately 60 staff) that focus on foster parent recruitment and support, youth engagement, youth development, and adoption practices and outcomes
- Direct the implementation of key initiatives for the division and agency in critical areas:
 - Foster parent recruitment (Family to Family Recruitment, Development and Support)
 - Supportive housing (New York/New York III)
 - Youth asset building (Youth Financial Empowerment)
 - Family-based Medicaid waiver services (Bridges to Health)
 - Information sharing with the Department of Education (School Success)
- Lead division's efforts to reduce New York City's utilization of residential foster care through targeted work with specific providers of residential services
- Develop through a collaborative process a comprehensive set of tools to guide practice and support staff working directly with families and youth
- Direct division's role in setting performance expectations for the foster care agencies that are integrated into the Scorecard, a tool for measuring provider agency performance

- Division lead and liaison on IT issues including development of new systems/tools and cross-agency initiatives, e.g. piloting of HHS Connect
- Represent the division and agency in both internal and external settings/forums to promote the interests of children and families involved in the foster care system

Assistant Commissioner, Office of Research and Evaluation, 01/03 – 04/07

- Provided leadership within the agency and the child welfare system on accountability and other information/evidence based initiatives
- Managed units charged with providing mandated and reform-driven products in support of accountability efforts
- Responsible for the timely production of the following deliverables:
 - Childstat indicator report for weekly Childstat review
 - EQUIP and PES scores (provider agency annual evaluation protocol)
 - Reinvestment quarterly performance targets and tracking,
 - Mayor’s Management Report submission
 - ACS Monthly Update
 - Top 12 Performance reports
- Promoted cross-systems data sharing, e.g. Departments of Education, Homeless Services
- Promoted an evidence-based research agenda within the agency and child welfare system
- Provided technical assistance and expertise on issues of policy, research and evaluation on an as-needed basis
- Represented the Office, Division and Agency in both internal and external settings/forums to promote the agenda of accountability and the utilization of evidence-based information within child welfare.

Director of Management Analysis, 3/99 – 1/03

- Managed unit responsible for the analysis of administrative data to support managerial accountability, quality improvement, policy development, and program evaluation
- Created and published analytic reports for internal and external distribution
- Led the implementation of and managed annual evaluation of foster care providers, the Evaluation and Quality Improvement Protocol (EQUIP)
- Provided technical/analytic support on a variety of agency initiatives, including Neighborhood-Based Services and Capacity Management
- Represented and promoted the interests of ACS in variety of internal and external forums
- Managed consultants’ work plans for contracted analytic services
- Coordinated initiatives with other agencies, e.g. data sharing with Department of Education

New York County District Attorney’s Office, New York, NY

October 1994 – March 1999

Senior Supervising Analyst, Bureau of Planning and Management

- Coordinated and performed analyses of operational, management and budgetary issues in order to develop policies and procedures that optimize efficiency
- Wrote and administered federal and state grants
- Trained and supervised staff analysts

Community Opportunity Center of the Tarrytowns, Tarrytown, NY *March 1998 – September 1998*

Acting Fiscal Administrator

- Analyzed and tracked agency's budget for purpose of improving resource utilization
- Revised paper and electronic systems for maintaining financial records
- Developed new funding, including grant proposal writing
- Developed requirements for permanent position of Fiscal Administrator

Pleasantville Cottage School, Pleasantville, NY

October 1994 - November 1995

On-Call Milieu Counselor

- Supervised and counseled emotionally disturbed children in residential treatment center

Hathaway Children's Services, Sylmar, CA

January 1990 - July 1992

Administrator, 2/91 - 7/92

- Administered operations for 125 bed residential treatment facility for severely emotionally disturbed children during non-business hours
- Responsible for crisis intervention with clients, resolution of staffing issues, approval and administration of PRN medication, and management of all aspects of agency operations

Assistant Child Care Supervisor, 9/90 - 2/91

- Supervised staff in daily execution of program on 14-bed Intensive Treatment Unit for adolescent boys
- Trained new staff members
- Developed individual treatment plans for clients
- Administered psychotropic medication

Child Care Worker, 1/90 - 9/90

- Directly supervised and counseled adolescent boys on Intensive Treatment Unit

Phase V Technologies, Incorporated, Wellesley Hills, MA

August 1988 - September 1989

Clinical Research Associate

- Analyzed clinical trial studies and reported findings for pharmaceutical industry
- Constructed and managed databases in SAS

INTERNSHIPS/VOLUNTEER EXPERIENCE

Community Opportunity Center of the Tarrytowns, Tarrytown, NY *November 1995 – March 1998*

Member of Board of Directors, 1/97 – 3/98

- Participated in strategic planning process for the Center
- Worked on fund raising efforts, e.g. direct mailing and grant applications

Community Volunteer, 11/95 – 12/96

- Tutored adolescents in math
- Supported Executive Director in administrative functions, including grant management
- Provided technical assistance to After School Program in the use of personal computers

Office of the City Auditor, Austin, TX

January - May 1994 / February - May 1993

Professional Intern

- Developed survey plan, performed field research, analyzed data, and wrote reports, including work on Opportunities for Youth audit

Connecticut Institute of Municipal Studies, Hartford, CT

June - August 1993

Professional Intern

- Supported studies in areas of property revaluation and regional governmental structures
- Developed contacts and gathered information for Institute's projects

Texas Guaranteed Student Loan Corporation, Austin, TX

October 1992 - February 1993

Professional Intern.

- Supported director of research in policy development and evaluation
- Analyzed data using SAS
- Wrote articles for internal newsletter.

PUBLICATIONS

Administration for Children's Services, (2001), *Progress on ACS Reform Initiatives: Status Report 3*, New York City: Author.
(http://www.nyc.gov/html/acs/downloads/pdf/stats_status_report3.pdf)

Administration for Children's Services (2000). *First Annual Placement Report*, New York City: Author. (http://www.nyc.gov/html/acs/downloads/pdf/stats_placement_report.pdf)

Administration for Children's Services (2000). *Reform Plan Indicators: Status Report 2*, New York City: Author.

CONFERENCE PRESENTATIONS

Governing Conference, Managing Performance '05, (October 5-7, 2005), New York, NY.
Presentation: *Rightsizing, Reinvestment, Realignment: Using Performance Data to Make Decisions and Drive Change*, Presenters: Jennifer Jones Austin, Eric Nicklas, Dr. Dennis Smith.

American Public Human Services Association, National Spring Conference, 75 Years of Excellence in Public Human Services, (March 20-23, 2005), Washington, D.C. Presentation: *Evaluation Tools for Decision-Making: EQUIP in NYC's Foster Care System* by Eric Nicklas as part of panel entitled Using Data to Tell a Story.

National Resource Center for Information Technology in Child Welfare, 6th National Child Welfare Data Conference - Making IT Work: Using Data to Measure and Improve Outcomes, (April 9-11, 2003), Arlington, VA. Presentation: *Top 12 Outcomes Performance Reports: Using Outcomes-Focused Informational Tools in Child Welfare*, Presenters: Eric Nicklas, Patty Donaldson.

National Resource Center for Information Technology in Child Welfare, 5th National Child Welfare Data Conference - Making IT Work: Using Data for Program Improvement, (April 10-12, 2002), Arlington, VA. Presentation: *Evaluating New York City Foster Care Service Providers: Evaluation and Quality Improvement Protocol (EQUIP)*, Presenter: Eric Nicklas.

National Resource Center for Information Technology in Child Welfare, 4th National Child Welfare Data Conference - Making IT Work: For Child Safety, Permanency and Well-Being, (April 2-4, 2001), Arlington, VA. Presentation: *ACS' Use of Comparative Geographic Analysis for Planning and Evaluation*, Presenter: Eric Nicklas.

National Resource Center for Information Technology in Child Welfare, 4th National Child Welfare Data Conference - Making IT Work: For Child Safety, Permanency and Well-Being, (April 2-4, 2001), Arlington, VA. Presentation: *ACS Top 12 Outcomes & Indicators: Developing Tools for Accountability and Quality Improvement*, Presenters: Eric Nicklas, Dianne Connolly.

National Resource Center for Information Technology in Child Welfare, 4th National Child Welfare Data Conference - Making IT Work: For Child Safety, Permanency and Well-Being, (April 2-4, 2001), Arlington, VA. Presentation: *Data Sharing Between Child Welfare and Educational Systems: Educational Performance of Children in Foster Care*, Presenters: Eric Nicklas, Dylan Conger, Sara Workman.