

STEPHEN M. LIGGETT-CREEL, LCSW-C

SUMMARY

Executive leader with over 20 years of experience in clinical and operational management of both non-profit and government agencies. Result oriented and recognized for collaborative leadership style who brings a proactive, innovative approach to meeting an Agency's mission. A proven leader with a strong executive presence, capable of blending big-picture viewpoints with tactical considerations to inspire, build trust, and achieve goals.

WORK HISTORY

Howard County Department of Social Services

2020-Current

Director

- Provide leadership for a \$45 million-dollar local social service agency responsible for local provision of Child Welfare, Family and Adult Services, Financial Assistance Programs, Nutrition Assistance, and Child Support, with 163 state, county, and contractual staff.
- Develop and monitor local agency practices, policies and operating procedures to meet locally assessed needs, state and federal mandates, and monitor implemented strategies to reduce findings and improve agency outcomes based on federal and state level audits.
- Collaborate with local state and county agencies, and local nonprofits to assess and provide a service continuum to meet critical needs of the County's most vulnerable residents.
- Develop agency budgets to support operations from state, county, and other sources.
- Presented budget requests to local elected officials. Monitored spending to make sure effective use of public funds.

Key Achievements

- Transitioned agency to a full telework model without compromising productivity, and set long term expectations to maintain partial teleworking as the staffing model.
- In partnership with the local housing authority, implemented a new housing voucher program for emancipating youth out of foster care.
- Implemented an external and internal customer service effort, focused on direct feedback and means to share information as a Continuous Quality Improvement model including monthly data benchmark reports.
- Implementing in collaboration with County and local foundation a healthy food, mobile farmer market program to bring reduced/match cost fresh locally sourced food items to neighborhoods to best serve SNAP, WIC, and other low income residents.

Prince George's County Department of Social Services

2014-2020

Chief of Staff

- Provided leadership of the Department's Child, Adult, and Family Services Division, and Department's administrative operations, including Finance, Procurement, Central Services, Human Resources, and Information Technologies. Served in the role of the Director in their absence.
- Served as Department's lead for special initiatives including school collaboration on

improving child safety, family support services, and county's behavioral health integration and efforts on improving health outcomes for youth and families.

- Designed and reviewed agency policies, standard operating procedures, and internal and external communications and using program level data to make policy and practice changes and institutionalize successful practices for long term integration.
- Provided leadership in community in responding to all agency audits including development of corrective action plans with Quality Assurance and monitoring of ongoing

Key Achievements

- Led the expansion of a collaborative community school program with the local Public School Administration and Health Department including.
- Led the Child Advocacy Center unit, a specialized abuse center, to meet national standards allowing for success in their accreditation.
- Provided leadership in the implementation of a number of evidence-based and promising practices to improve services and outcomes to families and children, youth in foster care, and vulnerable populations.
- Provided leadership for implementation of improved substance abuse services within the child welfare division, improved housing outcomes for families and transitional age youth in coordination with the homeless Continuum of Care, and improvement of service delivery model for youth and families who identify as LGBTQ.

Hearts & Homes for Youth

2005-2014

Administrator of Therapeutic Programs

Vice President of Therapeutic Programs

- Managed a continuum of non-profit based child welfare programs, including independent living, therapeutic group homes, treatment foster care programs serving mothers and their children, and community-based programs serving homeless youth populations.
- Provided supervision of 70 staff persons, including direct clinical supervision of 20 social work staff.
- Managed program operations including, budgets, grants, staffing, IT, and infrastructure needs.
- Evaluated and assessed program effectiveness in meeting the needs of the youth and families and developed policies and procedures to adapt accordingly and meeting compliance with federal/state/local regulations.
- Collaborated with State and community stakeholders to ensure sustainability of the Agency's services purpose of increasing referrals, developing service relationships, building agency awareness and branding, and support agency fundraising activities.

Key Achievements

- Implemented new training program for residential counselors to ensure a better trained work force and aligned skills with changing needs of youth entering programs.
- Developed and implemented a more robust clinical training program for social workers.
- Restructured the independent living program to improve best practices and the service provision paradigm. Reorganized program staffing and budgets to better serve the youth and to better meet state and federal requirements.
- Implemented specialized and promising curriculums for supporting teen mothers in foster care in collaboration with experts in trauma and parenting.

Program Coordinator, Therapeutic Foster Care

- Managed daily activities of a 24 bed therapeutic foster care program.
- Retooled existing training protocol for incoming and existing foster parents to provide more clinically relevant and child centered information.
- Reorganized recruitment strategy to include more active marketing and community outreach to reach potential foster parents able to manage difficult behaviors.

ARC of Baltimore, Foster Care Program

2003-2005

Social Worker

- Provided clinical case management services to children ages 1 to 21 with chronic medical illness, developmental delays, and/or emotional disturbances.
- Developed and implemented therapeutic service plans focused on child specific needs.

Baltimore County Department of Social Services

2001-2003

Social Worker

- Provided school based mental health services to high school students and their families and addressed basic needs via referrals to local DSS.
- Completed psychosocial assessments, contracted, and developed treatment goals with students presenting with behavioral, emotional, and/or social concerns.

Social Work internships

Kennedy Krieger Institute

2000-2001

- Provided home-based individual and family therapy to adults and children with emotional and developmental disorders.
- Performed assessments and established treatment goals for families and children with cognitive delays.

Baltimore City, State's Attorney, Child Abuse Division

1999-2000

- Performed forensic interviews of children involved in child abuse cases.
- Developed comprehensive treatment plans for offenders to present in court as alternatives to incarceration.

LICENSING

Licensed Certified Social Worker-Clinical, (LCSW-C), MD
Board eligible Supervisor

Expires 10/2024

EDUCATION

MSW w/ Maternal Child Health Certificate, University of MD, Baltimore,
B.S. in Business Admin/Marketing, University of MD, College Park,

2001
1999

BOARDS

Association of Community Services, Vice Chair	2020- present
Board to Promote Self Sufficiency, Chair	
Howard County Local Workforce Board, Appointed	
Mental Health Authority of Howard County, Board Member	2011- 2018