



County of Orange
SOCIAL SERVICES AGENCY

500 N. STATE COLLEGE BLVD.
ORANGE, CA 92868-1673
(714) 541-7700

DEBRA J. BAETZ
DIRECTOR

AN TRAN
CHIEF DEPUTY DIRECTOR

DORTHE LEE
DIVISION DIRECTOR
ADMINISTRATIVE SERVICES

JYOTHI ATLURI
DIVISION DIRECTOR
ASSISTANCE PROGRAMS

CHRISTINE SNAPPER
DIVISION DIRECTOR
CHILDREN & FAMILY SERVICES

GAIL ARAUJO
DIVISION DIRECTOR
FAMILY SELF-SUFFICIENCY &
ADULT SERVICES

ANNE H. LIGHT, M.D.
MEDICAL DIRECTOR

September 07, 2021

Deborah Sanchez
Community Development Agency
Economic Development Division
1000 E. Santa Ana., Suite 200
Santa Ana, CA 92701

Dear Deborah,

Subject: Workforce Development Board (WDB) Successor

With my resignation from the Santa Ana WDB as of September 16, 2021, the County of Orange Social Services Agency (SSA) nominates Gail Araujo as SSA's representative to the Santa Ana Workforce Development Board. Gail Araujo has been promoted to succeed me as the Family Self-Sufficiency and Adult Services Division Director. Gail will bring a background in Family Self Sufficiency & Adult Services and administration to the WDB.

Best wishes,

A handwritten signature in cursive script that reads "Christine Snapper".

Christine Snapper
Division Director, Children and Family Services, SSA

cc: An Tran, Chief Deputy Director, SSA
Gail Araujo, Division Director, Family Self-Sufficiency and Adult Services, SSA

Gail Araujo

500N. State College Blvd, Orange, CA 92868
Phone: (714) 541-7810 • E-mail: gail.araujo@ssa.ocgov.com

OBJECTIVE

Administrative management professional with over 14 years of proven management, leadership, and administrative skills. Seeks to foster innovation and lean management skills for the betterment of the organization and the public we serve, through compassion, integrity, and team work.

KNOWLEDGE, SKILLS, AND ABILITIES

- ✓ Effective management style which fosters teamwork and collaboration, and ensures successful completion of projects through empowerment and follow-up.
- ✓ Experienced leader who's individual philosophy of sharing and teaching has allowed for good long lasting working relationships with people and continued success in all assignments.
- ✓ Change agent with substantial knowledge of change management principles, including change readiness, stakeholder engagement, business process reengineering and gap analysis, and communication management.
- ✓ Extensive knowledge in Project Management standards, including, schedule management, resource management, communications management, and risk management and mitigation.
- ✓ Innovative communicator with excellent public speaking skills and extensive presentation experience.
- ✓ Ability to lead high performing teams in a fast-paced and ever-changing environment.
- ✓ Excellent writing skills that provide clear communication in a professional manner.
- ✓ Critical and analytical thinker with effective management, technical, and supervisory and problem-solving skills.
- ✓ Team player who can collaborate with others in a professional manner.
- ✓ Proficient in Power Point, Microsoft Excel, Microsoft Outlook, Microsoft Word, Adobe Software Suite, Visio, Microsoft Project, SharePoint, Skype for Business, Microsoft Teams, Publisher, and Prezi.

PROFESSIONAL EXPERIENCE

Social Services Agency

Orange, CA

Executive Manager (2021 - Present)

Division Director, Family Self-Sufficiency and Adult Services

- Management of over 850 staff, from AM-III's to clerical, responsible for administering Refugee Cash Assistance program, Foster Care Eligibility, the CalWORKs program, In-Home Supportive Services (IHSS), and Adult Protective Services which enables disadvantaged individuals and families to become self-sufficient through employment, and protects aged and disabled adults from abuse and exploitation, with a total operating budget of approximately \$347 million.
- Direct the development and implementation of both agency and divisional goals, policies, and strategic plans, and manage the allocation of resources and service levels to meet client needs.
- Monitor the organizational structure, staff assignments, service levels, and systems required to accomplish SSA's mission and objectives in an effective and efficient manner, and direct the identification and analysis of opportunities for service enhancements.

- Consult with and provide well prepared reports to the SSA Director, Chief Deputy Director, the County Executive Office, and the Board of Supervisors or their staff regarding the activities of the functional area assigned and coordinate with other County departments in addressing service needs.
- Represent SSA before, or provide information to, commissions, boards, committees, and representatives from federal, State, and local agencies, professional organizations, constituent organizations, community, civic and industry leaders, or the media.
- Direct the development and implementation of the division's strategic plan and operational budget, and monitor expenditures to ensure adherence to the approved budget.
- Provide employee mentorship and training to achieve Agency goals and outcomes.
- Maintain positive working relationships with federal, state, and local agencies.
- Determine financial impact, monitor project budgets and make recommendations regarding projects to be funded, and present fiscal strategies and justification to administration.
- Interpret applicable laws, ordinances and codes, and measure organizational effectiveness against key operational and financial targets and reset strategies accordingly.
- May act for and assume responsibilities of the Chief Deputy Director or Agency Director in their absence.

Social Services Agency

Orange, CA

Administrative Manager III (2017 - 2021)

Deputy Division Director, Adult Services

- Management of over 250 staff, from AM IIs to clerical, responsible for administering In Home Supportive Services and Adult Protective Services programs.
- Provide oversight and direction including, staff management, direct client engagement matters, management of Warner lobby, and general program administration with a total operating expense budget of approximately \$31 million.
- Represent SSA Adult Services in various State and community partnership meetings and committees, including CWDA Adult Services Committee Meeting, Elder Abuse Forensic Center, Financial Abuse Specialist Team, and IHSS Advisory Committee.
- Serve as the Agency liaison with Public Authority, by providing guidance on staffing, budget, operations, and participating in MOU negotiations with labor groups.
- Assist with escalated client complaints and client matters involving media, litigation, and the Board of Supervisors.
- Reengineer business processes, implement process improvements, and restructure staffing and resources to enhance organizational effectiveness and operational efficiencies to better serve the community.
- Establish priorities for subordinate staff and provide oversight to ensure goals are met, and set vision and mission for teams to ensure alignment with Agency Core Values.

Deputy Division Director, Contracts, Procurement, Human Resources, and Training and Career Development

- Management of over 100 staff, from AM IIs to clerical, responsible for supporting contracts, procurement, recruitment, position control, human resources, and training and professional development for all Social Service agency Divisions.
- Provide oversight, including review and approval of over 500 contracts and MOUs that provide over \$180 million in goods and services to all areas of the Agency, to ensure critical and mandated services can be provided to the public we serve.
- Approve and authorize Agency purchases of up to \$100,000.
- Provide oversight and direction of the creation, maintenance, and monitoring of approximately 1600 Agency positions, including temporary help and extra help.
- Provide oversight, direction, and recommendations regarding recruitment activities for all Agency vacancies, which result in over 300 new hires and promotions per year.

- Provide oversight, direction, and recommendations regarding training and career development, which results in delivery of approximately 800 in person and eLearn trainings per year, and the training of approximately 350 new hires, as well as ongoing trainings for existing SSA staff.
- Serve as the Agency liaison between HRS and SSA, responsible for making recommendations to Executive Management regarding high profile and critical employee relations issues and assisting with Union-related matters such as labor inquires, MOU negotiations, and Meet and Confer obligations.
- Reengineer business processes, implement process improvements, and restructure staffing and resources to enhance organizational effectiveness and operational efficiencies in contracts, procurement, recruitment, and position control.
- Establish priorities for subordinate staff and provide oversight to ensure goals are met, and set vision and mission for teams to ensure alignment with Agency Core Values.

Other Deputy Division Director Duties as Member of the Leadership Development Team

- Chair and serve on Agency-wide steering committees and leadership development teams that are geared toward achieving efficiencies, promoting development of staff, and making decisions regarding policies and procedures for the Agency.
- Participate as Logistics Chief in the Department Operations Center. During the COVID pandemic, this included coordination and oversight of the purchasing of approximately \$6 million dollars of Personal Protective Equipment and other emergency supplies; development, implementation, and ongoing management of agency wide protocol for positive notifications to staff; collaborating with Human Resources on issues regarding Emergency Paid Sick Leave and Emergency Family and Medical Leave Act, including messaging to staff; coordinating and facilitating discussions with Labor Unions to keep them informed and address any concerns regarding staff safety; assisting with the development and implementation of telework equipment prioritization and distribution, which resulted in deploying over 50% of staff to telework; and coordination of volunteer staffing and other resource needs.

Department of Public Social Services

Los Angeles, CA

Administrative Services Manager II (2017 - 2017)

- Direct management of approximately 15 management and non-management staff assigned to Communications Section, including, but not limited to: supervising and directing staff; assigning, reviewing, and approving work products; mentoring and training staff; and conducting annual performance reviews.
- Assisting and serving as back-up to the Administrative Services Manager III in charge of the Communications Section, including, but not limited to, attending executive level meetings and interfacing with and making recommendations to Executive Management and other stakeholders.
- Oversight of internal and external departmental communication, including, but not limited to, departmental social media sites, media inquires, Annual Reports, awareness campaigns, outreach campaigns and activities, monthly departmental newsletters, departmental news channel, electronic bulletin boards, etc.
- Preparing reports and presentations for executive leadership to report project status and create awareness of project goals and objectives.
- Leading management meetings, including meetings with County Executive Management and other stakeholders.

Internal Services Department

Los Angeles, CA

Administrative Services Manager II (2015 - 2017)

- Making recommendations to higher level managers pertaining to all aspects of County contracting.
- Conducting surveys and preparing reports to respond to Board motions and inquiries related to County contracting.
- Preparing presentations to train County staff on contract related processes and procedures, including, but not limited to, general contracting, RFSQ, Evaluations, and Living Wage.
- Developing solicitation documents, to include, Request for Proposals and Sample Agreements.

- Experience with Proposition A solicitations.

Department of Public Social Services

Norwalk, CA

Administrative Services Manager II (2014 - 2015)

- Direct management of approximately 30 management and non-management staff assigned to the Organization Change Management Section, including, but not limited to: supervising and directing staff; assigning, reviewing, and approving work products; mentoring and training staff; and conducting annual performance reviews.
- Assisting and serving as back-up to the Human Services Manager III in charge of the Organizational Change Management Section, including, but not limited to, attending executive level meetings and interfacing with and making recommendations to Executive Management, vendors, and other project stakeholders.
- Preparing reports and presentations to executive leadership to report project status, train staff on project management processes and procedures, and create awareness of project goals and objectives, and collaborating on multi-media presentations designed to inform and educate staff on Organizational Change Management concepts and tools.
- Developing tools to help track, monitor, and control essential project functions, including project schedule, risk management, communications management, and resource management, and collaborating with Executive Management, vendors, and other project stakeholders to develop project management procedures and methodologies that standardize operational process.
- Leading project management meetings, including meetings with vendors, County Executive Management, and other project stakeholders.

Department of Public Social Services

Norwalk, CA

Administrative Services Manager I/Administrative Services Manager II (2006 - 2014)

- Direct management of approximately 4 management and non-management staff assigned to the Leader Replacement System (LRS) Project, including, but not limited to: supervising and directing staff; assigning, reviewing, and approving work products; mentoring and training staff; and conducting annual performance reviews.
- Assisting and serving as back-up to the Administrative Services Manager III in charge of the LRS Project, including, but not limited to, attending executive level meetings and interfacing with and making recommendations to Executive Management, the State's Office of Systems Integration, and other project stakeholders.
- Leading the LRS solicitation, including, but not limited to: collaborating with County Counsel and Outside Counsel in preparing and finalizing LRS solicitation, including the Request for Proposal, Statement of Work, Statement of Requirements, and Sample Agreement; managing the LRS Proposal Evaluation, including development of the LRS Evaluation Manual, training of the Evaluation Committee members, and ensuring process integrity; representing DPSS during the RFP protest process, including preparing documentation and defending the LRS Procurement to the County Review Panel; participating in contract negotiations with selected Proposer.
- Leading the LRS Project design and development initiation, including but not limited to: preparing project related documents, such as funding requests and budget documents to the State's Office of Systems Integration, monthly project status reports to the California Technology Agency, LA County Board of Supervisors correspondence, executive facts sheets, project status memos and reports, and project management plans and reports; developing tools to help track, monitor, and control essential project functions, including contract management, fiscal management, change management, communications management, and resource management; leading project management meetings, including meetings with vendors, County Executive Management, County Counsel and outside counsel, the County's Chief Information Officer, the State's Office of Systems Integration, and other project stakeholders.

Department of Public Social Services

El Monte, CA

Information Systems Analyst I/Information Systems Analyst II (2001 - 2006)

- Working with managers to evaluate policy and regulations for CalWORKS, Food Stamps, General Relief, and Medi-Cal, and to analyze and develop recommendations for enhancements to the LEADER system, such as CW Time Limits, Medi-Cal Redeterminations, Cal-Learn, and Triba TANF.
- Analyzing existing policies, processes, and procedures for CalWORKS, Food Stamps, General Relief, and Medi-Cal to define LEADER functionality, drafting functional requirements, conducting requirement verification meetings and documenting business processes, and designing, developing, and executing test plans and scenarios to ensure comprehensive testing of new enhancements to the LEADER system.
- Participating in procurement planning activities to replace the existing LEADER System, including, but not limited to: participating in reprocurement strategy meetings; drafting functional requirements to be included in the new system Request for Proposals; and assisting in the development of the Statement of Work to be included in the new system Request for Proposals.

Department of Public Social Services**Rancho Dominguez, CA***Eligibility Worker I/Eligibility Worker II (1998 - 2001)***EDUCATION**

Master of Arts Sociology/ California State University, Fullerton (2010)	Fullerton, CA
Bachelor of Arts Sociology/ California State University, Fullerton (2003)	Fullerton, CA