

Tara Nicole Gaudin, M.S., SHRM-CP, PHR, CPC

May 17, 2021

Hello!

I am enthusiastically submitting my résumé in hopes of becoming the Director of Human Services for Broward County!

During my over 25 years of experience as a leader, public servant, funder, direct service provider and consultant, I have been committed to helping individuals, organizations, and communities collectively and collaboratively provide the highest quality health and human services to all who need them, with a special focus on serving our most vulnerable individuals and families.

In addition to my wide range of experience, what makes me confident that I will be highly successful in providing the leadership you are looking for is that I pride myself in being:

- An effective oral and written communicator who builds trustful, open rapport with a broad diversity of people by creating inclusive and engaging climates of teamwork and mutual respect;
- An emotionally intelligent leader, innovative and analytical problem-solver, and “bridge-builder” who is skilled in thinking and performing strategically, collaboratively, relationally, creatively, and courageously;
- A consistent professional who is able to maintain high standards of excellence through a keen attention to detail and an established accountability for achieving results;
- A positive, supportive and motivating servant-leader and relationship-builder who inspires others to give and produce their very best, knowing that our work truly changes generations of lives and entire communities; and
- A gifted facilitator and leader who is committed to upholding the dignity and basic human rights of all people, which includes access to high quality health and human services.

As demonstrated in my experience working in government leadership for 2 of the largest counties in Pennsylvania (Philadelphia County with a population of 1.6 million and Montgomery County with a population of 831,000), I also firmly believe that the collective impact and overall success of a department of human services is vitally and critically important to the continued prosperity and growth of the entire county. I would be proud to continue that collaborative, highly impactful good work for and with Broward County.

I am really looking forward to speaking with you about this wonderful opportunity. Please feel free to contact me by phone [REDACTED] or email [REDACTED].

Thank you so much for your consideration!



RECENT PROFESSIONAL EXPERIENCE

Department of Health and Human Services, Montgomery County, PA

Director: 2018 - Present

- Responsible for the coordination, development, direction, implementation and quality of the services provided by the integrated department of Health and Human Services, which includes the following program offices/divisions: Senior/Aging Services, Early Learning Resource Centers, Children and Youth, Community Connections (Information and Referral), Drug and Alcohol, Housing/Homeless Services and Community Development, Mental Health, Developmental Disabilities and Early Intervention, Public Health, and Veterans Affairs; and the following strategic offices: Community Information and Education, Finance and Administration, Integrative Services, Managed Care Solutions, and Performance and Planning
- Led the creation and implementation of the department's first strategic plan, adopting access, prevention, and service integration as priorities; and the guiding principles of maximizing diversity, equity and inclusion, being trauma-informed, working in true partnership.
- Serve as part of the County senior leadership team with significant interaction with County Commissioners, other members of the senior leadership team and other County department leaders.
- Oversee a departmental budget of over \$500 million and a staff of approximately 600.

City of Philadelphia's Office of Homeless Services, Philadelphia, PA

Chief of Staff (promoted from Deputy Director, Emergency Housing): 2015 - 2018

- Oversaw the staffing and operations of 4 units: Housing Services; Planning, Policy and Performance; Administrative Services; and the Office of the Commissioner.
- Led, designed, and provided project management, coordination, trainings and communications on a variety of agency-wide and city-wide transformation initiatives and projects.
- Participated in negotiation of contracts and agreements with over 65 public and private agencies; establish scopes of services for contracts and proposals to assure conformance with program needs, objectives, budget allocations, and regulatory city, state and federal requirements.
- Interfaced and liaised with City Council and other City departments; oversaw Budget Hearing process, preparation and testimony for the department.
- As designated department's Diversity Officer and Integrity Officer, was responsible for successfully implementing all related goals of the City's Office of Diversity and Inclusion and Office of Integrity.
- Represented the Commissioner and agency in conferences, forums, round tables and planning meetings.

American Friends Service Committee (AFSC), Philadelphia, PA

Director of Diversity, Inclusion and Equality: 2014 – 2015

- Designed and implemented a range of proactive, integrative strategies that supported AFSC's Inclusion and Diversity strategic goals of: dismantling institutional racism; increasing cultural competencies; developing inclusive leadership; increasing recruitment and retention of diverse staff; and creating safe spaces for inclusive and diverse dialogues.
- Provided leadership across the organization (nationally and internationally) in building a culture and knowledge base of diversity, inclusion, equality and equity in AFSC's workplace, direct service programs, and community partnerships.

- Led and coordinated a number of staff and volunteer governance committees, such as the Diversity Council; the Community, Equality and Justice Committee; and staff and volunteer affinity groups and employee resource groups.
- Provided coaching, training and consultation to staff and governance members in the areas of employee relations, engagement and development.
- In consultation with the Human Resources Department, ensured that all AFSC's employment policies and practices were adhered to, and complied with all relevant Federal, State and local AA/EEO requirements.

United Way of Greater Philadelphia and Southern New Jersey (formerly United Way of Southeastern PA), Philadelphia, PA

Director, Inclusion and Employee Engagement: 2013 – 2014

- Created, designed and led the organization's first comprehensive Diversity, Inclusion and Employee Engagement initiatives, which included assessing the organization's overall culture through survey and feedback design and analysis; developing appropriate intervention plans; and creatively executing on these plans.
- Designed and implemented classroom/in-person and e-learning trainings and workshops to increase staff's skills and professional development.
- Led organization and department-wide team-building, organizational learning and cultural integration activities, including quarterly "town hall meetings" of staff from all locations; department leadership and staff retreats; on-going working groups; and new staff and volunteer orientations.

Director, Community Impact: 2006 – 2013

- Oversaw the funding (averaging \$4-7 million per year), and programmatic and monitoring and compliance relationships with over 100 health and human service agencies in the areas of Health and Healthy Aging, Basic Needs, Workforce Development, and Asset Development throughout the 5-county region.
- Directly hired, supervised, trained, and coached management-level and coordinator-level staff and volunteers in 3 separate Community Impact units.
- Helped design, implement and fundraise for a comprehensive new community impact investment process.
- Led a variety of special grant-funded and donor-funded initiatives, including the development of the 2-1-1 Call Center/Online Portal; Community Networks of Care; and the Job Opportunity Investment Network (JOIN).
- Provided executive direction for Philadelphia County's Emergency Food and Shelter Fund; coordinated and served on Local Operating Board.
- Chaired the local United Way Diversity Council; served on the United Way Worldwide Business Resource Group; and served on United Way Worldwide's Inclusion Forum planning committee.
- Led numerous successful fundraising projects and public policy initiatives; designed and implemented numerous staff and donor education and community engagement activities.

Trinity Transformations, Philadelphia, PA

Founder, Trainer, Consultant, and Coach: 2001 – Present

- Provide organizational and human resources/talent development services to health, human, and social service and faith-based organizations.

OTHER RELEVANT PROFESSIONAL EXPERIENCE

Women Against Abuse, Inc., Philadelphia, PA

Director, Residential Programs and Services: 2002 - 2006

Northeast Treatment Centers, Philadelphia, PA

Women's Program Coordinator and Primary Therapist: 2001 – 2002

Mercy Hospice Homeless Shelter and Recovery House, Philadelphia, PA

Case Manager and Education Director: 1998 – 2001

Montgomery County Emergency Services, Norristown, PA

Human Service Worker/Psychiatric Assistant: 1997- 1998

Victim's Services Center of Montgomery County, Norristown, PA

Counselor: 1997

BOARD AND COMMITTEE INVOLVEMENT (*selected list*)

Pennsylvania Association of County Human Services Administrators Board

Board Member: 2021 - Present

Montgomery County Behavioral Health Board

Board Member: 2018 - Present

Women's Way

Grants Committee Member: 2014 – 2018

Homeless Assistance Fund, Inc. (HAFI)

Board Member; Officer Nominating Committee: 2010 - 2013

Emergency Food and Shelter Fund Program – Philadelphia County

Board Member: 2006 – 2013

PUBLICATIONS (*selected list*)

Called to Leadership. A book on leadership development examining the characteristics and abilities of an effective leader: Character and Integrity; Vision; Bridge Building; Faith; Willingness to Serve; Tenacity and Perseverance; Courageous Risk-taking; Creativity; Charismatic Confidence; Wisdom; and Motivation and Inspiration. (*Self-published, 2010*)

Board Basics: Building a Firm Foundation. A board development manual presenting the roles and functions of an effective board, and the roles and responsibilities of a productive board member. (*Self-published, 2009*)

To Whom Much Is Given, Much is Required. A leadership development workbook that covers topics such as Finding Your Leadership Style; Effective Communication Skills; How to Lead a Group; Creating Consensus and Solving Problems; and Public Speaking. (*Self-published, 2001*)

EDUCATION

- Master of Science, Psychology: La Crosse University, 2002
- Master of Divinity Program (coursework): Oral Roberts University, 1995-1997
- Bachelor of Arts, Clinical Sociology: Indiana University of Pennsylvania, 1994

PROFESSIONAL CERTIFICATIONS

- SHRM Certified Professional (SHRM-CP): Society for Human Resource Management, 2015 - present
- Professional in Human Resources Certification (PHR): HR Certification Institute, 2014 - present
- Coaching Professional Certification (CPC); Energy Leadership Index - Master Practitioner Designation: Institute for Professional Excellence in Coaching (*ICF-credentialed*), 2013 - present

OTHER TRAINING

- Certificate, Human Resource Management: Villanova University, 2013
- Certificate, Leading from the Center® Leadership Development Program, 2012
- Certificate, Public Innovation and Leadership: Harwood's Institute of Public Innovation, 2011
- Trained in Sanctuary Model® implementation and supervision
- Trained in administration of DISC, Myers-Briggs (MBTI), FourSight, True Colors™, Intercultural Development Inventory, and various Emotional Intelligence (EQ) and 360° assessments.