



**Committee:** Directly to Council  
**Staff:** Selena Mendy Singleton, Esq., Clerk of the Council  
**Purpose:** To interview/final action - vote expected  
**Keywords:**

AGENDA ITEM 1.5 &16  
December 14, 2021  
**Interview/Action**

## SUBJECT

Interview and Action - County Executive's appointee as Chief, Children, Youth, and Families in the Department of Health and Human Services

## EXPECTED ATTENDEES

Dira Treadvance

## COUNCIL DECISION POINTS & COMMITTEE RECOMMENDATION

None.

## DESCRIPTION/ISSUE

Ms. Treadvance is being interviewed as the County Executive's appointee as Chief of Children, Youth, and Families in the Department of Health and Human Services. Confirmation is tentatively scheduled for December 14, 2021.

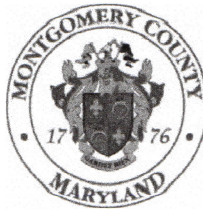
## SUMMARY OF KEY DISCUSSION POINTS

Not applicable.

### This report contains:

Memorandum and appointment documents from County Executive	© 1-3
Draft resolution	© 4
Ms. Treadvance's resume	© 5-8

**Alternative format requests for people with disabilities.** If you need assistance accessing this report you may [submit alternative format requests](#) to the ADA Compliance Manager. The ADA Compliance Manager can also be reached at 240-777-6197 (TTY 240-777-6196) or at [adacompliance@msontgomerycountymd.gov](mailto:adacompliance@msontgomerycountymd.gov)




OFFICE OF THE COUNTY EXECUTIVE

Marc Elrich  
*County Executive*

MEMORANDUM

December 1, 2021

TO: Tom Hucker, President  
Montgomery County Council

FROM: Marc Elrich, Montgomery County Executive 

RE: Appointment of Chief of Children, Youth and Families with the Department of  
Health of Human Services

I am transmitting the appointment of Dira Treadvance for the position of Chief of Children, Youth and Families with the Department of Health of Human Services. Ms. Treadvance is being appointed at a salary of \$180,000. Her appointment will be effective upon confirmation by the County Council.

Enclosures

cc: Selena Singleton, Clerk of the Council, Montgomery County Council  
Richard S. Madaleno, Chief Administrative Officer  
Fariba Kassiri, Deputy Chief Administrative Officer  
Ken Hartman, Director of Strategic Partnerships  
Dale Tibbitts, Special Assistant to the County Executive

APPOINTMENT

PURSUANT TO THE AUTHORITY VESTED TO ME UNDER SECTION 215 OF THE  
CHARTER OF MONTGOMERY COUNTY, MARYLAND, I HEREBY APPOINT

Dira Treadvance

TO SERVE AS Chief of Children, Youth and Families with the Department of Health and  
Human Services.

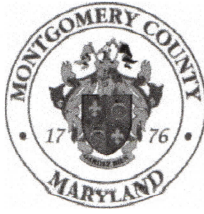
THIS APPOINTMENT SHALL BE EFFECTIVE UPON CONFIRMATION BY THE  
COUNCIL FOR MONTGOMERY COUNTY, MARYLAND.



---

MARC ELRICH  
COUNTY EXECUTIVE

12/01/2021  
DATE



OFFICE OF THE COUNTY EXECUTIVE

Marc Elrich  
*County Executive*

Richard S. Madaleno  
*Chief Administrative Officer*

MEMORANDUM

December 1, 2021

TO: Tom Hucker, President  
Montgomery County Council

FROM: Richard S. Madaleno, Chief Administrative Officer *BSM*

RE: Due Diligence on Non-Merit Appointment – Dira Treadvance

The purpose of this memo is to confirm that in making appointments for non-merit positions, our selection process utilizes thorough reference checks, criminal history, checks for wants and warrants, credit history and other inquiries appropriate to the position being filled.

Please be assured that due diligence was exercised in determining the suitability of Dira Treadvance for appointment as Chief of Children, Youth and Families with the Department of Health and Human Services. In addition, Ms. Treadvance has filed her Financial Disclosure Statement.

cc: Selena Singleton, Clerk of the Council, Montgomery County Council  
Fariba Kassiri, Deputy Chief Administrative Officer  
Ken Hartman, Director of Strategic Partnerships  
Dale Tibbitts, Special Assistant to the County Executive



Resolution: \_\_\_\_\_  
Introduced: \_\_\_\_\_  
Adopted: \_\_\_\_\_

COUNTY COUNCIL  
FOR MONTGOMERY COUNTY, MARYLAND

---

By: County Council

---

Subject: County Executive's Appointment of Chief of Children, Youth and  
Families with the Department of Health and Human Services

The County Council for Montgomery County, Maryland approves the  
following resolution:

The County Executive's appointment of Chief of Children, Youth and  
Families with the Department of Health and Human Services

Dira Treadvance

The appointment of Ms. Treadvance is confirmed by the County Council.

This is a correct copy of Council action:

---

Selena Mendy Singleton, Esq.  
Clerk of the Council

# Dira Treadvance

**Linked In:** [www.linkedin.com/in/dira-treadvance-mpa-6723095a](https://www.linkedin.com/in/dira-treadvance-mpa-6723095a)

## CORE COMPETENCIES

- ❖ Strategic Planning & Change Management
- ❖ Strategic Partnerships & Relationship Building
- ❖ Project Management & Planning
- ❖ Community Engagement
- ❖ Diversity Competence, Equity & Social Justice
- ❖ Operational & Fiscal Management
- ❖ Program Development & Evaluation
- ❖ Administrative Management

## ACCOMPLISHMENTS

- ❖ Invited by The Mayor's Office to facilitate discussions with members of the New York City Racial Justice Commission to develop a series of recommendations to dismantle structural and institutional racism across the city
- ❖ Expanded Office from unit of 4 to a fully functional Bureau with over 72+ staff to mobilized Department criminal justice reform agenda with a health promotion and racial equity lens
- ❖ Executed strategies to assess organizational effectiveness and roadblocks that resulted in the implementation of change management strategies that maximized programmatic and organizational performance
- ❖ Led strategy to institutionalize & operationalize health equity by implementing a foundational life course approach to maternal mortality, reproductive justice, early intervention and school health agenda
- ❖ Directed the development of racial equity and implicit bias training modules in the standard curriculum of the Academy for Justice Informed Practice, a free and accessible program that provides behavioral health and legal trainings from content matter experts in the field, with the goal of bridging the knowledge gap between the two communities
- ❖ Spearheaded criminal justice systems data-driven mapping efforts that resulted in actionable strategies to mobilize equity resulting in a shift to clear goals and objectives, impact driven performance indicators
- ❖ Designed and mobilized community engagement strategy to develop and maintain community led programming and innovations in healthcare and criminal justice arena
- ❖ Served in the NYC Crisis Prevention and Response Taskforce (2019) providing new strategies to transform the NYC crisis system and better serve individuals with serious behavioral health needs and foster connections to treatment and care

## PROFESSIONAL EXPERIENCE

**Department of Health and Mental Hygiene (DOHMH), New York, N.Y**

**Mar 2019-Present**

**Director of Strategic Initiatives/ Chief of Staff, Office of the Deputy Commissioner**

Collaborator, advisor, and thought partner to the Deputy Commissioner in the oversight, planning, development and overall direction of the Division of Family and Child Health

- Spearheaded the re-structuring of the Deputy Commissioner's Office and re-assessment of the overall strategic direction of the division to center the impact of the COVID-19 pandemic on division programing, including the development of tracking tools and dashboard to capture impact
- Mobilized the implementation and integration of a life course approach across all divisional and bureau efforts to maximize health equity for families and children in NYC, including the identification of key performance indicators to track impact
- Led strategic planning and prioritization effort to map agency's maternal mortality and morbidity work, focused on programmatic infrastructure/ structures and processes, that seek to dismantle the disparities that drive the parallel pandemics of maternal mortality and severe maternal morbidity
- Mobilized divisional action team to develop the Division of Family and Child Health's equity action plan (goals and objectives) to advance health and racial equity in unit operations, and facilitate learning activities to build staff knowledge or racial equity issues in healthcare
- Leveraged maternal mortality data to improve research agenda and influence equitable shifts in public policy
- Secured \$200K in baseline funding for the design and implementation of a diversity and inclusion focused internship program and learning series centered of creating opportunities and pathways to careers in public health for Black and Latinx youth during a tense fiscal climate in the City due to the COVID-19 pandemic



- Realigned the goals and objectives, operations, processes, policies and procedures of the re-engineered School Mental Health Specialist Program to better serve and support NYC schools meet the mental health needs of students
- Partnered with City Hall and DOE to implement a telephony platform to provide clinical and non-clinical health related call center services for New York City Early Childhood and Learning Bridges programs
- Active in agency wide COVID-19 Incident Command System, leading efforts to support the safe reopening of NYC schools and the sustainable operation of childcare programs

**Director, Office of Criminal Justice/**

**Asst. Commissioner, Bur. of Health Promotion for Justice Impacted Populations Jan 2016 – Mar 2019**

Principal contributor and leader of the DOHMH's progressive Public Health/ Public Safety agenda. Managed system transformation efforts, best practices/policy development, and new programmatic initiatives that center on improving health and behavioral health services for justice involved populations

- Oversaw and expanded the Bureau portfolio totaling over \$95+ million in programmatic funding
- Developed strategic vision and planning for the Bureau, including the development of long-term and short-term goals tied to metrics that measure qualitative and quantitative performance, and impact
- Directed the onboarding of unit of 72+ staff, including recruitment strategy and training
- Provided direct supervision, coaching and direction to 10+ direct staff
- Prepared fiscal year budget and commitment plans for all programs and unit operations resulting in a reduction in underspending
- Embedded racial equity and social justice lens across all unit practices, including recruitment and retention, and contracting
- Operational oversight of the Office of Criminal Justice, including oversight of all procurements, contracts, data agreements, MOUs, development and reporting of contract outcomes, budgets, scopes of services.
- Analyzed program data to monitor programmatic performance and overall progress and efficiency in the provision of services
- Developed policies and procedures for programs within portfolio and designed workflows to maximize program operations
- Convened City agencies (Mayor's Office of Criminal Justice (MOCJ), the New York City Police Department (NYPD), State Office of Mental Health, etc.), community-based organization, elected officials, and treatment providers to plan, and coordinate public health needs of justice involved populations
- Coordinated press events and developed reports for public dissemination
- Mapped out policy and advocacy efforts centering on criminal justice reform

**Key Innovation Achievements:**

- ❖ In partnership with NYPD, successfully developed and implemented the Crisis Intervention Team Training program model providing training for members of the force to better enable them in recognizing the behaviors and symptoms of mental illness and substance use; to learn techniques for engaging people in respectful, non-stigmatizing interactions that de-escalate crisis; and to have tools for assessing what alternatives to jail or hospitalization are appropriate for the specific situation and symptoms presented
- ❖ Architect and implementer of the Co-Response Unit, a joint initiative between DOHMH and NYPD, employing law enforcement and clinical professionals to find treatment and medical solutions for individuals with mental illness and co-occurring disorders whose inability to engage with services places them and/or the community at risk
- ❖ Developed and launched the Health Engagement and Assessment Teams (HEAT) a short-term health intervention model offering an alternative response to people with mental health and substance use needs traditionally encountered by first responders

**Administrative Staff Analyst, Office of Criminal Justice**

**March 2014-Jan 2016**

Developed, implemented and managed the NYC Court Based Intervention Resource Teams (CIRT), a diversion service model for behavioral health justice involved population

- Fiscal and programmatic oversight of the DOHMH CIRT contracts valued at \$2.3 million, tasked with providing client advocacy, community-based supervision, and case management services for individuals in New York City Department of Correction (DOC) custody presenting with mental health issues and assessed as posing low to moderate flight and recidivism risks
- Develop program benchmarks, scope of services, budgets, policies and procedures
- Developed program reporting and quality improvement tools for all of the contracts in the Office of Criminal Justice portfolio
- Agency liaison/representative when interfacing with other local government agencies and programs including, H+H Correctional Health Services, City Hall, the Mayor's Office of Criminal Justice, and the Department of Correction to advance program goals
- Ensured vendors were providing and coordinating linkages to medical treatment and mental health treatment to clients
- Collect, manage and review monthly and quarterly vendor reports and invoices
- Gather and analyze data from vendors to monitor performance and overall programmatic progress, and provide technical assistance when needed
- Supervise administrative staff and Program Specialists in the accurate, timely and thorough completion of all required program oversight activities and efficiency of day to day operations

**Program Administrator, Project HOPE**

**Dec 2012-Feb 2014**

Coordinated all administrative, operational and community-based activities for the DOHMH Crisis Counseling program for Hurricane Sandy



- Managed and oversaw the development and dissemination of publications and resource documents for distribution to the community
- Developed surveys, workshops, trainings, and presentations for key stakeholders and community partners
- Conducted field-based site visits to ensure staff were implementing sound practices in the provision of services to the community and making linkages to care and mental health treatment
- Liaised with local and state government agencies to coordinate and improve service provisions
- Developed program policies and protocol for field-based Crisis Counselors
- Provided technical assistance and training to program staff across 15 provider agencies
- Monitored program activities to ensure compliance with FEMA and local and state standards
- Managed program projects to ensure programmatic efficiency
- Lead programmatic research efforts in the areas of Crisis Counseling Programs, trauma, and program evaluation to capture lessons learned and best practices
- Analyzed state data to generate monthly reports and QPR Reports for Commissioner and developed tools for qualitative program analysis
- Prepared memos, letters, articles, translations and documents for distribution to the public and providers.
- Created tools and systems to track program information & performance, including the Development and designed provider portal to facilitate content sharing and vendor communication
- Recorded webinars for staff trainings

**Common Ground Community, New York, N.Y.**

**2008-2012**

**Coordinator**

Responsible for 4+ supportive housing sites for low-income and chronically homeless populations

- Managed intake process for sites with over 400+ units: occupancy stats, outcomes, demographics, homeless status, etc.
- Responsible coordinating community outreach efforts and public education on application process and services
- Ensured that appropriate and effective case management/care coordination for all client needs were met, both medial and behavioral health
- Liaised with local providers as well as housing and city agencies to assess needs of community and clients served and generate appropriate intervention strategies where needed
- Ensured compliance with LIHTC guidelines, other housing contracts and Equal Housing Laws
- Organized data and prepared monthly/ quarterly performance reports
- Conducted data cleansing, maintenance and management of databases
- Prepared reports and spreadsheets for Department of Homeless Services (DHS) and the Intake Department to track performance and programmatic compliance
- Interviewed and analyzed low-income applicants, NYNY, DHS and HASA referrals for various housing projects, and assessed for health care needs to ensure/ coordinate appropriate planning and access to care
- Processed initial leases and assisted in the procuring and/or transfer of rental subsidies for new applicants as well as conduct lease signings and unit inspections

## **GUEST LECTURES & PRESENTATIONS**

**Columbia University School of Social Work, New York, N.Y. Guest Lecturer**

Fall 2017, T6801 "Social Welfare Policy"

Professor: Antoine Lovell

**Rutgers University School of Social Work, New Brunswick, N.J. Guest Lecturer**

Fall 2017, BASW OTG "Diversity and Oppression" (BSW)

Professor: Antoine Lovell

**Treadvance, D.** (May, 2018). "John Jay's P2PH 5th Annual Conference – The Keys to Closing Rikers, Co-Sponsored by the Greenburger Center". Panelist on front end diversion innovations.

**Treadvance, D.** (Nov, 2018). Presented on structural violence within the criminal justice system at the Division of Mental Hygiene's first all staff meeting.

**Treadvance, D.** (April, 2018). Presented overview of the criminal justice system and the intersection of public health and justice. Presentation was delivered at bi-annual convening of behavioral health housing providers hosted by the Office of Housing at the Department of Health and Mental Hygiene.

## **LANGUAGES & SKILLS**

- Fluent in Spanish (verbal and written)
- Grant writing

## **TRAININGS & CERTIFICATIONS**

- Certified Mental Health First Aid Instructor

- Behavioral Health and Criminal Justice
- Crisis Counseling Assistance and Training Program
- Trauma Informed Care
- Low Income Housing Tax Credit Training Certificate

## EDUCATION

---

**Long Island University, Brooklyn, N.Y.**

**Degree Conferred May 2014**

❖ Master of Public Administration

*Advanced Certificate in Nonprofit Management*

**Fordham University, New York, N.Y.**

**Degree Conferred May 2009**

❖ Bachelor of Arts Degree in Latin American and Latino Studies