

Curriculum Vitae
BOBBY DALE CAGLE

Permanent Address

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EDUCATION

University of North Carolina at Chapel Hill, School of Social Work
Master of Social Work (Management, Planning, & Community Practice)
May, 1998

University of North Carolina at Chapel Hill
Bachelor of Arts (Political Science and Sociology)
May, 1989

HONORS

2021 Distinguished Alumnus – University of North Carolina, School of Social Work
2019 Trailblazer Award – Penny Lane Centers
2017 Champion of the Year for Youth – Boys and Girls Clubs of America
2017 Shining Star Award – Multi-Agency Alliance for Children
2016-2017 Children and Families Fellowship – Annie E. Casey Foundation
2015, 2016, and 2017 Notable Georgian – Georgia Trend Magazine
2015 Distinguished Public Sector Social Work Practice Award – NASW Georgia
2015 SafePath Child Advocacy Award
2013 Leadership Award – Georgia Early Education Alliance for Ready Students
2012 Leadership Award – United Way of Greater Atlanta, Women’s Leadership Council
2012 Leadership Award – Georgia Interfaith Children’s Movement
2010 Higher Directions Award – Georgia EmpowerMENT
1997 North Carolina Probation/Parole Officer of the Year

EXPERIENCE

October 2023 -present

Executive Director – Child Welfare, Georgia Market
CareSource, Inc., Atlanta, GA

Lead CareSource Georgia market initiatives focused on at-risk children and families with the goal of preventing them from encountering the child welfare and juvenile justice systems by improving access to physical and behavioral health services, addressing social determinants of health, and improving continuity of care.

Jan 2022 – present

Founder/CEO
Cagle Consulting, Inc., Los Angeles, CA

Lead a national consulting practice providing customized strategic planning, technical assistance, operational solution development, crisis management, leadership development and coaching to public, private, and non-profit organizations and communities, with specialized expertise in child welfare, Medicaid care management, human services, early childhood development and education, juvenile and adult corrections, social equity issues, community engagement, and federal/state/local government advocacy.

Nov 2017 – Dec 2021

Director
Los Angeles County Department of Children and Family Services
Los Angeles, CA

Chief Executive Officer of the county agency responsible for child safety, wellbeing, and permanency in a county with a population of 10.2 million people; managed a \$2.8 billion budget and more than 9,300 employees; directed the administration and operation of the Department including strategic planning, fiscal management,

resource use, and staffing to provide effective and efficient programs and services to the County and its constituents; built a culture of accountability by setting high standards, holding people accountable, challenging existing traditions and beliefs, and disengagement; built credibility for the Department by recruiting and retaining top quality employees, communicating a clear and compelling vision, sharing success and progress, implementing reforms and recommendations, and effectively designing and executing programs to serve families and protect children; enriched external relationships with all stakeholders, including the media; ensured and maintained a diverse workforce and fostered a culture of inclusion and acceptance within the Department that incorporates training on, and immersion into daily practice, a cognizance of implicit bias and cultural competency; ensured that Department decisions regarding leadership opportunities, hiring, performance evaluations, performance management, contract awards, customer service, and other administrative matters are based on objective criteria, structure and standardization; vigilantly monitored and addressed organizational culture and patterns of behavior that potentially could be based on biases that override objective departmental criteria and standards that have been established to ensure equitable treatment of employees or families.

June 2014 – December 2017

Director

Georgia Division of Family and Children Services, Atlanta, GA

Gubernatorial appointee and Chief Executive Officer of the state agency responsible for child safety, wellbeing, and permanency and for provision of ameliorative services to families in a state with a population of 10.2 million people; responsible for \$1.6 billion budget and more than 7,700 employees; directed child welfare program and economic services program activities and the use of resources available to carry out the requirements of these programs as mandated by State and Federal law, the priorities determined by the General Assembly and the Governor; directed the managers for all programs including setting priorities, assuring that state and federal laws were carried out through the development and implementation of administrative rule, policy and practice guidelines; assured the development of a budget for the Division that promoted the most efficient and effective services; provided oversight and management of a variety of programmatic services managed through contracts; directed development of legislation related to child welfare safety and permanency; developed and implemented major new child welfare safety and permanency initiatives, resulting in significant changes in operation; represented DFCS and provide leadership in situations involving sensitive cases issues of high media and public interest; assured public awareness of child welfare safety well-being and permanency issues through publications, presentations and media activities; created and maintained a work environment that was respectful and accepting of diversity; set clear guidelines for expected behaviors and clear methods for reporting inappropriate behaviors.

January 2011 – June 2014

Commissioner

***Bright from the Start – Georgia Department of Early Care and Learning
Atlanta, GA***

Gubernatorial appointee and Chief Executive Officer of the state agency responsible for meeting the child care and early education needs of Georgia's children and their families; responsible for a \$687 million budget and approximately 400 employees; administered the nationally recognized Georgia's Pre-K Program; designed, implemented and administered *Quality Rated*TM – Georgia's Tiered Quality Rating and Improvement System; co-wrote winning \$51.7 million Race to the Top – Early Learning Challenge Grant; assured licensing and monitoring of all center-based and home-based child care facilities (approximately 6,600); directed the federal Child and Adult Care Food Program and the Summer Food Service Program; administered the Head Start State Collaboration Office; funded and partnered with the resource and referral agencies that provide services and information to families and child care providers at the local level; administered federal Child Care and

Development Fund (CCDF) grant; administered the federal Maternal, Infant, Early Childhood Home Visiting (MIECHV) grant; directed technical assistance, training, and support to families and child care providers who care for children with special needs; raised funds from private business and philanthropy to increase agency impact; assured collaboration with Head Start, Family Connection Partnership, Georgia Early Education Alliance for Ready Students, the Department of Human Services, the Division of Public Health and Smart Start Georgia to blend federal, state, and private dollars to enhance early care and education.

April 2009 – January 2011

Director of Legislative and External Affairs

Georgia Division of Family and Children Services, Atlanta, GA

Served as a member of the DFCS Executive Leadership Team in an organization with more than 8,800 employees and a \$1.3 billion budget reporting to the Assistant Commissioner, Department of Human Services; directed the work of the DFCS Constituent Services Unit; directed the work of the DFCS Legislative Team; coordinated legislative activity for the Division of Family and Children Services and advised agency leadership on legislative strategy; facilitated effective communication between DFCS and members of the Legislature and their staffs; worked closely with DFCS Budget regarding budget bills and legislation affecting DFCS budget; managed Division testimony before House and Senate committees; organized Legislator and staff briefings regarding laws affecting DFCS operation, constituent issues, and policy matters; facilitated review of proposed legislation and coordinated statements of policy on legislation affecting the operation of DFCS; developed and assured passage of annual legislative package; conducted thorough analysis of proposed legislation and its impact on DFCS operations; disseminated information regarding proposed legislation and potential impact to DHS/DFCS leadership; developed implementation plans for new legislation affecting DFCS operations; disseminated information regarding new legislation to department staff and/or relevant stakeholders; developed plans to improve communications between State Office and Field Operations and external stakeholders; developed plans to increase public awareness of DFCS accomplishments and goals for the future; assured coordination of agency messaging, projects and activities; developed annual stakeholder engagement plan; facilitated effective sharing of information regarding DFCS operations and policy with stakeholders; developed clear mechanisms for responding to concerns, suggestions, and grievances; provided stakeholder feedback to pertinent areas of the organization to allow incorporation into policy/programs; developed plans to improve organizational relationships between DFCS and other federal, state, and local agencies; represented DFCS as liaison between the division and other federal, state, and local agencies.

December 2006 – April 2009

Family Services Director

Georgia Division of Family and Children Services, Atlanta, GA

Served as a member of the DFCS Executive Management Team; supervised 7 unit managers/program directors (Program and Policy Development Unit [child protective services, foster care, and permanency], Adoptions Unit, Interstate Compact Unit, Provider Relations Unit, Family Violence/Sexual Assault Unit, Independent Living Program/TeenWork, Promoting Safe and Stable Families - Title IV-B, CAPTA and CJA grants) and had responsibility for 90 employees; oversaw the development and on-going management of DFCS programs with statewide impact in strengthening families by improving health and well-being, safety, social services, and human resources management; established program plans, outcomes, performance measures, budget and staffing requirements; supervised program managers to ensure programs are completed and meet stated objectives; developed performance-based contracting metrics for administering and monitoring DFCS programs performances; directed social services policies responsive to best practice models and the needs of customers; participated in planning and managing overall DFCS program and services, and operational issues for the division; developed and/or directed the development of goals, objectives, policies, and procedures consistent with the mission of the department and the division.

May 2006 – December 2006

Program Director II

**Office of the Deputy Director for Programs and Policy
Georgia Division of Family and Children Services, Atlanta, GA**

Served as a member of the DFCS Management Team; directed and monitored human services programs in family income support service and child welfare; developed, communicated and initiated project work plans and schedules for assignments; evaluated budget impacts and led teams to improve service and efficiency; participated in meetings and on committees to develop new programs and best practices to improve quality of service and efficiency; developed detailed communication plans to support the introduction of new program direction and policy changes; recommended appropriate staffing and skill mix of individuals necessary to accomplish the work to be done.

August 2004 to January 2006

Deputy Director, Youth and Family Services

Mecklenburg County Department of Social Services, Charlotte, NC

Provided strategic leadership to a staff of 400 and led organizational change initiatives; assisted in development and implementation of vision, mission, and strategic plans to assure quality services; participated in development and management of \$50 million annual budget; managed the day-to-day operations of seven divisions; provided consultation, training, and mentoring to seven unit coordinators; worked in cooperation with the Director to implement major initiatives; worked with community providers and constituents, particularly including Child Advocacy, Area Mental Health, Department of Juvenile Justice, and the Juvenile Courts; worked with Area Mental Health to develop and implement outcome-based measures related to child placements; managed negotiations regarding internal operations with Human Resources, Information Services, Legal Services, and others; handled communications with the print and broadcast media; made public presentations to the County Commission, County Manager, DSS Director, DSS Deputy Director, and other stakeholder groups; worked in cooperation with the Director regarding local and state child welfare issues; oversaw Adoptions and Safe Families Act (ASFA) compliance and the Communities for Families and Kids Initiative; represented the Director as needed.

October 2001 to August 2004

Director

Graham County Department of Social Services, Robbinsville, NC

Planned, organized, administered, and directed widely varied social services programs; provided direct supervision of the professional staff; interpreted social services programs for the county social services board and other officials; enlisted support for the programs and secured action in cases requiring their approval; developed agency policies and procedures; developed plans for future needs of the agency and submitted these plans for approval of the social services board and county commissioners; established organizational relationships with other agencies and groups; worked with state agencies for the purpose of developing resources within the county to provide efficient services to clients; controlled all fiscal activities of the agency with an annual budget in excess of \$23 million and multiple funding streams; prepared, presented, and justified annual budget to the social services board and county commissioners, and carried on negotiations to effect its approval; recruited professional and clerical personnel; conducted interviews as needed; made work assignments; established priorities; coordinated the work of 70 staff members; arranged for and provided in-service training; provided leadership and information for community planning through speaking engagements and informal working relations with various interested groups and individuals; reviewed performance of staff members; provided coaching and mentoring to employees; conducted disciplinary and dismissal actions; and regularly evaluated services rendered.

April 1999 – February 2002

Judicial District Manager

North Carolina Department of Correction, Murphy, NC

Managed the activities of 42 staff members in a 7 county area, providing direct supervision for 3 Chief Probation/Parole Officers, 3 Community Service Personnel, and an Office Assistant; planned, managed and coordinated administrative and programmatic community corrections activities for the Thirtieth Judicial District of North Carolina; applied personnel policies and procedures in recruitment, hiring, and retention of personnel including disciplinary actions, grievances, investigations, benefits administration and training; conducted death sentence investigations and case audits; promoted effective public relations through interaction with community groups and other agencies throughout the district; assisted in fiscal management of the district, including space allocation determination, lease negotiation, asset assignment and control, time reporting/scheduling, and vehicle utilization.

June 1996 – April 1999

Chief Probation/Parole Officer III

North Carolina Department of Correction, Murphy, NC

Supervised 6 probation/parole officers, 2 intensive case officers, 2 intensive surveillance officers, and 1 administrative assistant in a 3 county area; set work schedules; developed work plans; identified personnel problems and determined appropriate action; evaluated training needs and provided on-the-job training; reviewed and approved of work assignments; assigned cases to officers; prepared necessary written reports/investigations for the Courts/Parole Commission/Management; set supervision levels for offenders; assisted with complaints from probationers and the public; carried out other public relations duties; performed periodic safety inspections of equipment and facilities.

August 1994 - June 1996

Probation/Parole Intensive Case Officer

North Carolina Department of Correction, Robbinsville, NC

Supervised probationer/parolees classified as high risk felons and misdemeanants; developed and reviewed surveillance and treatment plans for probationers/parolees; supervised surveillance officer; responded to probation/parole violations, recommended remedial action when necessary; conducted investigations and reported results to the Courts/Parole Commission as assigned; made contact with judicial officials and community agencies.

January 1991 - August 1994

Adult Probation/Parole Officer

North Carolina Department of Correction, Robbinsville, NC

Supervised adult offenders on probation/parole; supervised offenders assigned to Electronic House Arrest Program; conducted random urinalysis; prepared reports on offender activities; recommended remedial action when appropriate; assisted offenders with personal problems through counseling and by referral; conducted investigations and reported results as required by the Court/Parole Commission/management; made contact with judicial officials and community agencies.

October 1989 - January 1991

Social Worker I

Graham County Department of Social Services, Robbinsville, NC

Investigated reports of abuse/neglect/dependency; developed plans to ameliorate conditions causing family problems; presented cases to Courts; conducted individual and family adjustment counseling; performed case management functions for foster care caseload; licensed and supervised family foster homes; prepared adoptive studies, reviewed and selected from among adoptive applicants.

PUBLICATION

Gruendel, J., Cagle, B., & Baker, H. Rethinking young child neglect from a science-informed, two generation perspective. *Institute for Child Success*, (November 2015).

REFERENCES

Available Upon request