

Carole L. Holland, Ed.D.

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Qualifications

Skilled public sector executive with extensive background and demonstrated skills in budget and fiscal management, human resource management, legislative and stakeholder relations and policy development and implementation. Proven record in organizational development and quality improvement, project management, and performance management. Exceptional organizational, analytical, and managerial skills.

Experience

Office of Financial Management, Olympia, WA

June 2005 to present

Senior Budget Assistant to the Governor

November 2005 to present

Supervise a team of fiscal analysts who develop the Executive Branch budget, and monitor fiscal and policy issues for health care and human services agencies with a biennial budget of more than \$23.3 billion. Oversee review of legislation affecting assigned agencies. Represent the OFM budget division on legal and policy issues related to program areas. Participate in collective bargaining for health care benefits and support other collective bargaining negotiations. Lead the Priorities of Government (POG) process for the Vulnerable Children and Adults team, which uses performance data to evaluate budget proposals. Represent OFM on the Governor's Health Care SubCabinet.

Senior WorkFirst Coordinator

June 2005 to present

Supervise the WorkFirst Performance team and provide oversight and coordination for the Washington WorkFirst partnership, which is the State's welfare-to-work program. Manage performance monitoring, inter-agency communications, partnership training, and the program's \$850 million annual budget. Staff the WorkFirst SubCabinet, which is made up of the six agency directors and is chaired by the Director of the Office of Financial Management. Served as the staff lead for the WorkFirst Re-examination Task Force, that identified program improvements, efficiencies and expenditure reductions. Coordinated the implementation of Task Force recommendations and of program changes required by the Federal Deficit Reduction Act. Led the development of WorkFirst performance measures used in the Government Management, Accountability and Performance (GMAP) process. Improved the quality and consistency of WorkFirst partnership training.

Washington State Senate Ways and Means, Olympia, Washington

December 2003 to June 2005

Legislative Fiscal Analyst

Non-partisan staff to the Senate Ways and Means committee for human services programs, including children's services, developmental disabilities, Temporary Assistance to Needy Families (TANF), general assistance and other Department of Social and Health Services programs. Analyzed budgets, developed recommendations for fiscal and programmatic changes, analyzed or drafted bills, and testified in legislative hearings. Advised Senate leadership on budget investments of about \$4 billion per biennium. Developed a guide for New Budget Analysts to enhance training of fiscal staff. Participated in updating the employee performance appraisal process.

Seattle University, Institute of Public Service, Seattle, Washington

September 2003 to present

Adjunct Faculty

Teach graduate-level courses in public sector and non-profit budgeting, policy formation and development, human resource management and management skills for the Masters of Public Administration program. Develop curriculum for courses, design class activities and assignments and evaluate the work of students.

Holland Associates, Olympia, Washington

1998 to present

President/Consultant

Performed various consulting activities including developing clinical practice guidelines for early intervention, administering a ten-year community medical monitoring project, conducting special projects for the Washington State Department of Social and Health Services, and conducting research for the Institute for Health and Productivity Management. Served as the acting director of education for the American College of Occupational and Environmental Medicine (3/2001 to 12/2001). Most recent work includes conducting a systematic review of the evidence on the prevention of low-back pain. Examples of accomplishments include:

Finalized the Foster Care Improvement Plan with Casey Family Programs and prepared a 20-year history of financial data on for the Attorney General's Office.

Planned and implemented two national professional conferences for the American College of Occupational and Environmental Medicine (ACOEM).

Increased pharmaceutical sponsorship for educational activities and negotiated course contracts to increase profits for the College.

Achieved a reduction in annual expenditures for ACOEM of \$1.5 million, which was 25% of the annual budget.

Department of Social and Health Services, Olympia, Washington

May 1994 to August 1999

Director of Policy and Program Development*July 1998 to August 1999*

Managed the Division of Program and Policy Development for the Children's Administration, including supervising 55 employees, was the lead on legislative relations, policy and rule development, regulatory reform, program implementation, quality assurance, training and development, and Indian Child Welfare tribal relations.

Director of Management Services*May 1994 to October 1998*

Managed the Division of Management Services, supervising a staff of about 60 employees. Responsible for fiscal management, budget and allotment development, accounting, contract management, human resources, quality assurance, training and development, research, quality initiative, strategic planning and operations support (\$650 million biennial budget; 2000+ employees).

Implemented the Governor's Quality Initiative.

Established a Quality Assurance and Training Unit that achieved higher quality and more comprehensive training of social work staff, within the existing resources.

Improved data management and performance measurement systems at the state and local levels.

Office of Financial Management, Olympia, Washington

August 1988 to May 1994

Executive Director, WA State Efficiency and Accountability Commission*1991 to 1994*

Managed Efficiency Commission activities to identify and implement management improvements in Washington State government. Staffed the 14-member private and public sector commission, which was chaired by the Governor. Managed the Office of Financial Management's (OFM) management services unit, which provided consulting services to state agencies on a fee-for-service basis. Assisted in completing re-organizations and mergers for multiple state agencies.

Acting Senior Budget Assistant to the Governor, Program Coordinator 3*1988 to 1991*

Managed the capital and transportation section of the Governor's budget office. Prepared budgets, appropriation bills, and other materials for the Legislature. Testified to legislative committees. Served as the Governor's lead policy analyst on the Capital Forum initiative. Successfully increased the State's debt capacity for capital project funding. Evaluated program goals and objectives; prioritized program needs, recommended funding levels; and prepared the Governor's budget for assigned agencies. Analyzed legislation for fiscal and programmatic impact. Participated in special projects, which included financial analysis for the 1990 Goodwill Games, establishing the Department of Health, and the developing the initial cost-benefit analysis requirements for state information technology projects.

Thurston County, Olympia, Washington*1984 to 1988***Assistant to the Chief Administrative Officer***1986 - 1988*

Prepared the annual Thurston County operating budget using the BARS system. Developed monitoring and tracking systems linked to Commission goals. Established the Employee and Administrative Services Department which merged the County's human resource and federal employment and training activities and served as the Acting Director. Managed facility construction, space allocation, and parking programs. Planned and implemented special projects.

Personnel Officer*1984 - 1986*

Established and managed Thurston County's first centralized personnel office. Provided comprehensive human resources services. Implemented county-wide comparable worth classification and compensation plan.

Education

Educational Doctorate in Educational Leadership Seattle University	2003
Master of Arts, Adult Education and Training Seattle University	2000
Bachelor of Arts The Evergreen State College	1983

Awards and Achievements

Director's Award, Office of Financial Management	2007
President's Award, American College of Occupational and Environmental Medicine	1997
Washington State Executive Management Program	1995
Accredited Professional in Human Resources	1985-1988