



CITY OF BELLE ISLE, FL
CITY COUNCIL SPECIAL CALLED SESSION
Held in City Hall 1600 Nela Avenue

Monday, March 20, 2023 * 6:00 PM

AGENDA

City Council Commissioners

Nicholas Fouraker, Mayor

Vice-Mayor – Jim Partin, District 7

District 1 Commissioner – Ed Gold | District 2 Commissioner – Anthony Carugno | District 3 Commissioner – Karl Shuck | District 4 Commissioner – Randy Holihan | District 5 Commissioner – Beth Lowell | District 6 Commissioner – Stan Smith

Welcome

Welcome to the City of Belle Isle City Council meeting. Agendas and all backup material supporting each agenda item are available in the City Clerk's office or on the city's website at www.belleislefl.gov. Rosenberg's Rules of Order guide the conduct of the meeting. Order and decorum will be preserved at all meetings. Personal, impertinent, or slanderous remarks are not permitted. Please silence all cellular phones and pagers during the meeting. Thank you for participating in your City Government.

- 1. Call to Order and Confirmation of Quorum**
- 2. Pledge to Flag**
- 3. Report from City Manager on Interim Candidate Search from Colin Baenziger and FCCMA**
 - [a.](#) Colin Baenziger Interim Candidate - Ron Williams
- 4. Interim City Manager Candidate Interviews (30 min interview, 10 min Council discussion, and 5 min break)**
 - [a.](#) Howard Brown - 6:10 pm - 6:55 pm
 - [b.](#) Lynne Ladner - 7:00 pm - 7:45 pm
 - [c.](#) Jane Shang - 7:50 pm - 8:35 pm
 - [d.](#) Alan Rosen - 8:40 pm - 9:25 pm
- 5. Discuss Candidates and Potential Candidates for Interim City Manager**
- 6. Adjournment**

Yolanda Quiceno

From: Bob Francis
Sent: Friday, March 17, 2023 2:50 PM
To: Yolanda Quiceno
Subject: Fw: The person I would present for consideration as Belle Isle's Interim
Attachments: Williams, Ron - Resume 2022.docx

You can add Colin's email and the attached resume to the new agenda.

Sincerely,

Bob Francis
City Manager
City of Belle Isle
1600 Nela Avenue
Belle Isle, FL 32809
(407) 851-7730 (o)
(407) 450-6272 (c)
bfrancis@belleislefl.gov



From: Colin Baenziger <colin@cb-asso.com>
Sent: Monday, March 13, 2023 4:45 PM
To: Bob Francis <bfrancis@belleislefl.gov>
Cc: mparew@bellsouth.net <mparew@bellsouth.net>
Subject: The person I would present for consideration as Belle Isle's Interim

The person CB&A would propose is Ron Williams as interim manager. As you can see from the attached resume, he is a very experienced manager and one who has proven to be very capable.

The terms we would suggest, if you were to hire him, are:

- Monthly fee paid to CB&A: \$16,000. CB&A would then pay Mr. Williams' salary.
- Lodging Allowance: We do not know what the local availability of a furnished apartment is. Hence, we propose up to \$3,000 per month for housing. Belle Isle would pay the apartment complex / hotel directly.

- Trips Home: Mr. Williams would also be reimbursed for mileage for two round trips to his hometown of Live Oak, FL. We estimate the cost to be approximately \$487 (approximately 186 miles one way x 2 for the round trip x the IRS mileage reimbursement rate of \$.655/mile x 2 trips per month).

a.

Hence, we estimate of the maximum total cost to the City would be \$19,487/month.

Best Wishes,

Colin

@ Colin Baenziger & Associates

Cell: (561) 707-3537

...Visit our website

at: www.cb-asso.com

Ron E. Williams

1023 Pineview Circle SW, Live Oak, FL 32064
Cellular: 305-338-8990

EXECUTIVE PROFILE

Highly professional and experienced Public Administrator with more than 35 years of progressive public management experience.

SKILLS HIGHLIGHTS

- Operations Management and Review
- Contract Management and Cost Containment
- Financial Management
- Process/Procedure Development
- Infrastructure Maintenance and Improvement
- Significant Employee Growth & Development
- Budget, Management and Analysis
- Economic Development

CORE ACCOMPLISHMENT

Managed multimillion-dollar contract for the establishment and installation of the first in the nation 800 Mhz radio system for Police and Fire Departments of the City of Miami, Florida.

PROFESSIONAL EXPERIENCE

City Manager - City of Live Oak, FL

4/2016 – 1/2021

City Manager and Chief Administrative Officer responsible to City Council for the Management of all services, personnel, laws and regulations. This responsibility also includes the providing of municipal utility services and the management of a very active Community Redevelopment Agency (CRA).

Village Manager – Village of Palmetto Bay, FL

05/2007 – 04/2015

Chief Administrative Officer responsible to the Village Council for the management and supervision of all personnel, codes, ordinances, city procedures and the operations of all departments.

Director – Department of Public Works

Village of Palmetto Bay, FL

06/2003 – 05/2007

Managed operating and Capital Improvement Projects, including budgets, facility maintenance and support for municipal buildings, fleet, a fee-based storm water utility program, consultant engineering service agreements, departmental personnel, and operations.

Senior Juvenile Justice Manager, District 11/District 9

10/1997 - 10/2000

Florida Department of Juvenile Justice

Miami, Florida

Developed and maintained cooperative and collaborative relationships with other State agencies, law enforcement, local elected and appointed officials, county juvenile justice councils, and a district board. Position required the careful management of a system of coordinated juvenile justice services, while insuring the proper care and safe custody of youth entering the Juvenile Justice System.

Assistant City Manager – City of Miami, Florida

08/1992 – 10/1997

Supervised direct service delivery Directors and their departments while performing other assigned responsibilities and special city-wide productivity projects as required by the City Council and City Manager.

Director/Assistant Director, General Services Administration

09/1983 – 08/1992

City of Miami, Florida

Director of a significant City Department that is responsible for all facilities, buildings, communications, and Internal Services for the City of Miami. These responsibilities required the management of a large staff that included professional, technical, and skill trades employees.

Director, Department of Materials Management

07/1977 – 09/1983

Chief, Budget and Analysis

Miami-Dade County Transportation Administration

Miami, Florida

Position required the high-level performance of the duties of Budget Chief with the responsibility for budget preparation and subsequent analysis of all expense line-items. This position controlled the approval authority over purchases and personnel decisions affected budget and organizational impacts.

This position functioned as Director with Responsibility for supervision of all Materials Procurement, Performance Contracts, Warehousing, Shipping/Receiving and Distribution of parts and supplies in support of the bus, light-rail, and passenger trains within the Miami-Dade County transportation system and its networks. The effort required the development and maintenance of a strong inventory management system that included proper checks and balances.

Budget Analyst - City of Miami

10/1974 – 07/1977

Miami, Florida

Worked as an analyst within the Department of Budget and Analysis. The Analyst performed duties directly related to budgetary preparation and review of assigned departmental budgets. This responsibility also required a constant and on-going review of operations and efficiencies within departments in order to insure the maintenance of high-level productivity and performance.

TEACHING ACTIVITY

10/2000 – 06/2003

Miami-Dade Public School System - Miami, Florida

High School Mathematics

Miami Dade College – Miami, Florida

Business Curriculum

EDUCATION

Bachelor of Science in Management -1972

Master of Public Administration -1974

University of West Florida

SPECIAL PROGRAMS AND TRAINING

Organization Budgeting – Intensive course covering private and public budgetary concepts. Program offered attendees the opportunity to share budgetary experiences through case studies, presentations, lectures, and group discussions. The training was provided through the Joint Center for Political Studies, Washington, D.C.

Transportation Management – Selected by USDOT-UMTA to attend an international senior level course that provided detailed instruction in all phases of transportation management. Special concentration was in the areas of financial administration, service mapping, and management development. The course was held at the British Transport Staff College, Working, Surrey, England.

Solid Waste Management – Selected by the International City/County Management Association (ICMA) to participate as a member of a United States (U.S.) Delegation to study, evaluate, and make recommendations for the improvement of solid waste management and techniques in major South African cities. This U.S. Delegation traveled to the South African cities of Cape Town, Soweto, Johannesburg, Durban, and Pretoria to review all aspects of solid waste management. The delegation was required to maintain advisory relationships through the ICMA “Resources Cities” International Program.

SIGNIFICANT ACCOMPLISHMENTS AS VILLAGE MANAGER

- Created a downtown task force consisting of all stakeholders to create, planned, develop and provided initial funding for new development consistent with new zoning in the Palmetto Bay Downtown.
- Through strong financial management, we were able to increase the General Fund balance each year to more than 90% of the Operating Budget.
- Has a strong and proven record of staff development at all levels.
- Applied for and received \$20 million dollars in the grants for the purpose of building and the Village infrastructure and facilities.
- Developed and managed a budget for eight continuous years without millage increases while maintaining and/or increasing resident services.
- Managed a financial system in the Village for eight years that yielded “no findings” in financial audit reports.
- Provided positive community-based police services that maintained crime levels below area and national levels.
- Built a parks system and facilities that received state/national recognition.

HOWARD W. BROWN, JR., ICMA-CM

Howardwbrownjr@gmail.com

West Palm Beach, FL 33412 ☎ 305-788-9647 [LinkedIn](#)

CITY MANAGER & CHIEF ADMINISTRATIVE OFFICER

A visionary leader and turnaround expert with 25+ year's leadership experience in both municipal government and the private sector. Proficient in planning, organizing, directing, coordinating, and evaluating results of day-to-day municipal operations focused on implementing policy directives by working independently and coordinating with various departments, agencies, and the public within the city. Adept at labor negotiations, community development, project management, and financial and budget knowledge to accomplish a vision.

Leadership □ *Budgeting and financial management* □ *Staff Mentoring & Development*
 □ *Program Implementation* □ *Verbal and Written Communication*
Office Administration □ *Relationship management* □ *Contract Negotiation* □ *Municipal Management*

CAREER HISTORY

As Village Manager, Village of Indiantown, Florida *January 2019 – January 2023*

Incorporated December 31, 2017, the Village of Indiantown is unique, being the 413th municipality incorporated in South Florida.

- **Negotiated a multimillion-dollar** interlocal agreement with Martin County saving the residents of the Village ~ \$1.5MM throughout the interlocal agreement for Fire Rescue Services.
- **Created and implemented a 5-year strategic action plan** together with the initial Village Council; we hit the ground running, achieving it within 3-years.
- **Negotiated and purchased a private water and sewer plant for \$8.5MM**, subsequently managing to have ~80% of the loan to purchase the asset forgiven. In addition, we negotiated a 0% interest rate over a 30-year term. This was the best water and sewer acquisition deal ever done in Florida.

As City Manager, City of Bell, California *January 2016 – October 2018*

The City of Bell, CA, is an incorporated city in Los Angeles County, California. Accountable for the day-to-day operations of all City departments, \$32MM in annual operating and capital budgets, and 150+ employees serving a daytime population of 50,000+.

- **Led the City through its first-ever recodification** of all city codes of ordinances, including retaining a consultant to conduct a charter review for Council Consideration.
- **Prepared a balanced budget**, successfully adopted by the Mayor and Council two years in a row despite declining property, sales taxes, and rising pension costs.
- **Organized several neighborhood groups, including Neighborhood Watch**, and met regularly with residents to sell the city's Strategic Plan and City Priorities approved by the Mayor and Council.

As CITY MANAGER, City of Muskogee, Oklahoma *January 2014 – January 2016*

The City of Muskogee is an incorporated city located in the Tulsa, Oklahoma, metropolitan area.

- **Collaborated with the Mayor and City Council to develop** an employee compensation plan and labor relations strategy for three collective bargaining agreements: Police, Fire, and Non-uniformed employees.
- **Wrote the Muskogee 2020 Strategic Plan**, adopted by the Mayor and City Council.
- **Oversaw day-to-day operations of all city departments** while managing a \$61MM operating and capital budget and 600+ employees serving a daytime population of more than 50,000.

City of Opa-Locka, Florida

January 2010– January 2014

The City of Opa-Locka, FL, is an incorporated city in Miami-Dade County, FL.

ACTING ASSISTANT CITY MANAGER (2013-2014)

- **Led the reorganization of the Building Services Division** to reduce the budget deficit by 25% and created the city's first Certificate of Use program, generating ~ \$1MM per annum.
- **Executed the directives of the City Manager, Mayor, and City Council** while managing a municipal organization with a \$13MM annual operating budget and 190 employees, serving a population of 16,000.
- **Directly supervised and managed** Police, Human Resources, IT, Finance, Public Works, Parks and Recreation, Planning and Community Development, Code Enforcement, and Building and Licensing Departments.

DIRECTOR, PLANNING AND COMMUNITY DEVELOPMENT (2010- 2013)

- **Prepared the city's first Annexation Plan** pursuant to the Miami-Dade County Code and the State of Florida Annexation law
- **Managed/directed all Community Development Block Grant (CDBG)** funding, including project management/grant proposal writing.
- **Received \$1.2 MM Community Challenge Planning Grant** – from the United States Housing and Urban Development Department. Only two cities within the state of Florida were awarded those funds by USHUD.

Director, Planning and Development Services, City of Albany, GA

October 2007– July 2010

Neighborhood Improvement Manager /

September 2002 – October 2007

Planning and Zoning Department Head, City of Lilburn, GA

Chief of Code Enforcement City of Lauderdale Lakes, FL

June 2000 – September 2002

EDUCATION

Harvard University, Cambridge, MA (2022)
**Certificate, Program for State and
Local Government Executives**

University of West Florida, Pensacola, Florida (1995)
Master of Public Administration

Florida State University, Tallahassee, Florida (1993)
Bachelor of Science in Criminology

CERTIFICATION & PROFESSIONAL DEVELOPMENT

Credentialed Manager, International City Manager’s Association (ICMA)
Certified Urban Planner, American Institute of Certified Planners (AICP) - Certification No. 24680
National Incident Management Systems (NIMS) Certifications: ICS 100, 200, 300, 400, 700 & 800

BOARD APPOINTMENTS / MEMBERSHIPS

International City/County Management Association (ICMA), Full Member
Florida City and County Management Association (FCCMA), Full Member
American Institute of Certified Planners (AICP), Full Member
American Planning Association (APA), Full Member

VOLUNTEER ACTIVITIES & CIVIC CONTRIBUTIONS

Habitat for Humanity, Albany, GA
Boy Scouts of America, Tulsa, OK and Indiantown, FL
International Rotary Club of America, Rotarian, Tulsa, Ok, and Albany, GA

HONORS – AWARDS – PROFESSIONAL RECOGNITION

National Defense Service Medal – Persian Gulf War, United States Army
Humanitarian Service Medal - Hurricane Andrew Disaster Relief, United States Army
40 under 40 – most influential persons - Albany Herald, Albany, GA

Lynne Ladner – ICMA – CM, SHRM-SCP

+785.760.1714
elizabethlladner@gmail.com
[linkedin.com/in/lynne-ladner-1203436/](https://www.linkedin.com/in/lynne-ladner-1203436/)

b.

February 27, 2023

Bob Francis
Manager, City of Belle Isle
1600 Nela Avenue
Belle Isle, FL 32809

RE: Interim City Manager – City of Belle Isle, FL

Dear Mr. Francis.

I am writing to express interest in the position of Interim City Manager for Belle Isle, Florida. I am confident that my skills and experience align well with the qualifications you are seeking for this position and my experience in various communities in Florida and throughout the U.S. in full-service communities overseeing police services, managing, researching, and applying for grant funding for major projects, obtaining human resources professional certifications to better inform and develop policies and support organizational human capital, and project management for capital projects.

My open communication style and willingness to meet with residents is a cornerstone of my customer service philosophy and lays the foundation for how I will work with the community, adjacent communities, partner organizations, and the state and federal legislatures for the benefit of Belle Isle.

As you can see from my resume, I have extensive experience in public service, including serving as an Interim Manager and Interim Department Head of Finance and HR. I am a leader who brings integrity, strategic focus, and vision to public service, and have experience working with local government. I have a record of success in developing and negotiating collaborative relationships with other governments and agencies.

I am experienced in developing and implementing performance standards for both staff and programs. I have a strong budget development background and experience in successfully pursuing grants and leveraging resources. Additionally, my experience in managing and leading teams will be an asset to your organization.

I am excited about the opportunity to bring my skills and experience to the City of Belle Isle and contribute to the success of the community. Thank you for considering my application. I look forward to the opportunity to discuss my qualifications further.

Sincerely,

Thank you for your time and consideration.



Lynne Ladner – MPA, ICMA- CM, SHRM-SCP

Professional Summary

Strategic executive administrative professional with experience impacting business direction with successful leadership decisions and key plan development and implementation. Highly dependable, ethical, and reliable specialist, and leader that blends advanced organizational, technical, and business acumen. Works effectively with cross-functional teams in ensuring operational and service excellence

Career Experience

Town of Ocean Ridge (1,816) 9/2022 – Present
Interim Town Manager/Finance Director Ocean Ridge, FL

Provide contracted short-term assistance during the transition to a new permanent town manager to enable the community to effectively ensure continuity of service delivery during the transition period

- Identified new financial management software and presented it for Commission approval
- Assisted departments in moving FY 23 capital projects forward including the construction on new Public Works storage building, IT Refresh project for Police Department, stormwater drainage project, and waterline replacement project.
- Assisted with the final FY 23 budget hearing, adoption, and entry into financial management software
- Complete FY 22 year-end journal entries, closeout, and preparation for annual audit.

City of Pahokee, FL (5,394) 5/2022 – 8/2022
Contracted Interim Finance/HR Director Pahokee, FL

Provided month-to-month contracted assistance during the transition of a new city manager to enable the manager to effectively build the City's leadership team while having the confidence that internal city services are being managed in the short term.

- Assist current finance staff with implementing current audit findings and any unresolved findings from previous findings
- Led the Finance department in regaining regulatory compliance with financial reporting compliance by assisting with preparing for the FY 2021 Audit submission, preparation for completion of the FY 2022 Audit
- Assist Interim City Manager in preparing for FY 23 budget development and adoption process
- Provide a detailed evaluation of the Personnel Handbook including detailing areas of risk due to outdated or missing policies and identifying best practices/policies which can be adopted or modified to meet the community's needs.
- Assist with the onboarding of new employees ensuring all employment and benefits paperwork is completed in a timely manner and employees are provided employment expectations and objectives.
- Bid and recommend employee benefit program options and alternatives to maximize options for employees while minimizing costs to the city and employees seeking to improve employee retention and recruitment.
- Engage with Property and Liability insurance carrier to facilitate better risk management.

Imagine That Performance 1/2022 – Present
Senior Consultant Tampa, FL

Provide a collaborative environment where consultants and local government leaders strive to learn and implement evolving leadership principles, nurture trusting teams, advance employee development, expand citizen participation, and further community trust.

- Provided interim municipal executive management services as Interim City Manager and Interim Department Head of Finance and HR
- Completed special human resources projects including evaluations of organizational Personnel Handbooks, review of position Job Descriptions, development of Job Descriptions for new positions and determination of competitive compensation

Merit Network 6/2021 – 1/2022
Community Member Engagement Manager – South Central Region Ann Arbor, MI

As a member of the Community Engagement Team, I am responsible for generating and following up on leads with qualified organizations to collaborate on providing a variety of technology services including Internet, Merit Voice, Cyber Security, Workshops and training opportunities for individual organizations.

- Work with client representatives to identify their technology infrastructure and current and future need and how the Merit suite of products can assist them with achieving their goals
- Collaborate with internal stakeholders to deliver high-quality reliable services to meet client project schedule

- Identify resources for organizational collaboration with outside entities to expand and partner on Merit projects and services.

Town of Kenneth City (4,994)

4/2021 – 6/2021

Interim Town Manager/Chief Administrative Officer

Kenneth City, FL

As the Interim Town Manager, I was tasked with the responsibility of managing the transition of the community following the separation of the previous manager and the entire administrative staff from the Community. This included ensuring continuity of business and daily operations in the absence of a town clerk, HR director, reception staffing and finance responsibilities other than payroll and A/P.

- Developed recruitment advertisement and brochure for long-term Town Manager and Town Clerk positions
- Opened contract negotiations with the Police Benevolent Association to hear the requests of the bargaining unit for the new contract term
- Met with Council members and residents to understand the challenges that existed as a result of the extended period of leadership vacancies at the manager and clerk level and identified ways to begin to restore community trust by providing greater access to information through the city website.
- Responsible for updating and maintaining HRIS system through Centrally HR including new employee onboarding, employee termination, changes in benefits and income, and verifying and approving time-off requests.

City of Hart (2,084)

7/2018 – 4/2021

City Manager/Chief Administrative Officer

Hart, MI

As city manager of Hart, I was responsible for the day-to-day operations. Responsibilities include making recommendations to the mayor and other city leaders on a variety of issues, including budgets, personnel needs and project costs. I focus on the practical, everyday responsibilities of running a city as well as long-range programs that benefit residents and work with various heads of department to identify and resolve issues facing the community.

- Obtained CDBG Grant funding for Downtown Pocket Park totaling \$398,290 in grant funding for completed in 2021
- Executed insurance RFP and renewal processes for all City insurances including property, Workers' Compensation, general liability and employee benefits generating savings of over \$25,000 annually while expanding and improving coverages.
- Entered Intergovernmental agreement with Oceana County to provide assessment services to the City upon the retirement of the City's assessor saving the City over \$30,000 annually.
- Proactively identified and solved complex problems impacting operations management and business direction including compliance with Administrative Consent Order and Federal Energy Regulatory Commission requirements for hydroelectric dam
- Developed and integrated COVID-19 Workplace Preparedness and Response Plan, identifying strategies for ensuring employee and customer health and safety in the workplace, public buildings and public spaces
- Prepared and implemented updated personnel handbook with policies related to: Zero Tolerance Drug Use, Organizational Credit Card use, and implementation of employee job descriptions
- Planned and executed annual budgets with revenue and expenditures in excess of \$11 million annually

City of South Lyon (11,805)

2014-2018

City Manager/Chief Administrative Officer

South Lyon, MI

As city manager my responsibilities include managing the collective bargaining agreements with local law enforcement, sanitation, and city workers. Critical project work to ensure water supplies for city were safe and made critical investments future of clean water supply.

- Addressed the challenges of extensive growth in the community and adjacent townships that tax multiple levels of infrastructure including water, wastewater, streets and storm water.
- Successfully negotiated multiple Collective Bargaining agreements with unions representing Police Command, Patrol, Public Works/Water/Sewer and Clerical. Ensured all parties were represented fairly and negotiations came to a successful outcome.
- Wrote and executed RFP process for selecting a 24-hour IT services company for all city departments to reduce downtime and to ensure archiving compliance.
- Oversaw completion of \$4 Million water main replacement project partially funded by Drinking Water Revolving Loan funds. This project was critical to ensure safe drinking water and with the use of the revolving loan the financial impact to the city was reduced significantly.

- Oversaw the implementation of new technology for the City’s financial, building and utility billing systems to improve efficiency, expand customer service offerings and enable the City to accept online bill payments. This dramatically change how the city could send invoices and accept payments.
- Responsible for the development and administration of the City budget in excess of \$10 Million annually. The budgeting process is critical to the overall success of the city and future planning for capital investments.

City of Hiawatha (3,246)

2006-2013

City Administrator/Chief Administrative Officer

Hiawatha, KS

Appointed by the City Council, the City Administrator is responsible for ensuring the policy decisions made by the City Council are executed and for the timely and cost-effective delivery of the City's public services. Responsibilities include managing the City budget, carrying out City Council goals and policy decisions, overseeing day-to-day operations of the City, delivery of public services in an efficient manner, and informing and advising the City Council of any and all City matters.

- Successfully obtained Federal Grant dollars for the second phase of downtown streetscape redevelopment in the excess of \$500,000 in federal share for FY 2012.
- Obtained \$500,000 Community Development Block Grant through a competitive process for sewer distribution system rehab and reconstruction for FY 2012.
- Authored successful grant applications bringing \$838,000 in grant money to the community for FY 2011 equaling 15.4% of the overall budget.
- Execute strategies for service delivery while managing an annual budget in excess of \$5.6 million controlling costs, decreasing tax mill levies, and reducing staffing levels by 10% while scheduling multiple capital improvement projects for FY 2012
- Function as administrative and leadership liaison to various boards and community committees; including Hiawatha Foundation for Economic Development, Hiawatha Convention & Visitor’s Bureau, Planning Commission, and Board of Zoning Appeals
- Effectively coordinated public-private partnership project and managed the completion of the relocation of City administrative offices to the newly renovated Francis Sewell Plamann History Center.
- Managed economic development department including the development of a comprehensive incentive program for new lodging development, facilitated the development of new commercial development between local property owners and two new national franchise businesses scheduled to begin construction in the spring 2012
- Development of the Hiawatha Fitness and School Trail awarded a \$21,500 grant from the Sunflower Foundation and \$782,967 from the Federal Transportation Community and System Preservation program.

Education

Masters Public Administration

Grand Valley State University – Grand Rapids, MI

Bachelor of Science | Political Science

Grand Valley State University – Allendale, MI

Senior Executive Institute

University of Virginia – Charlottesville, VA

Activities & Organizations

International City/County Management Association, Class of 2014 Leadership ICMA Graduate, Credentialed Manager

Florida City/County Managers Association

Palm Beach County City Managers Association

Florida Government Finance Officers Association

Government Finance Officers Association

Society for Human Resources Management – Senior Certified Professional

Jane K. Shang 771 Mountain Ash Way, Deltona, Florida 32725

(386) 259-5624, email: janeshang2@aol.com

SUMMARY

Nearly 35 years of experience in government operations with expertise in the following areas:

- municipal, state (FL, MA, TX) and federal law
- customer service and organizational improvement
- emergency preparedness and storm management
- land use and zoning
- private public partnerships
- smart growth and work force housing
- transportation and multi-modalism
- communication/community consensus building
- economic development and redevelopment
- fiscal and labor management
- local government, especially Florida
- project development and management
- strategic planning and implementation
- utilities development and operations

RELEVANT GOVERNMENT EXPERIENCE

City Manager, City of Deltona, Florida

June 2015-January 2020

Deltona, the largest City in Volusia County (approx. 100,000), is located between Orlando and Daytona Beach. Deltona was incorporated as a City on December 31, 1995 and began as a retirement community. Being equidistance from Orlando and Daytona Beach, Deltona is a bedroom community (85%). The current vision is to transition to a diversified tax base and recruit/target businesses, restaurants and employment to create a sustainable community.

Duties and Responsibilities as City Manager:

- Oversee day to day operations with approx. \$170M annual budget and approx. 400 employees, excluding 83 contracted personnel from Volusia County Sheriff’s Office. Departments include City Manager’s Office, City Clerk, Finance, Information Technology, Planning and Development (including CBDG and SHIP funds), Building and Enforcement Services, Human Resources, Law Enforcement, Fire/Rescue, Public Works/Deltona Water, Parks and Recreation, and The Center at Deltona (new \$8.9M events/venue facility for rent).
- Prepare and submit the annual all funds operating budget, capital improvement program, Community Redevelopment Area Plan and budget message to the City Commission.
- Coordinate/direct federal, state, county and municipal officials; City departments and the public to optimize service and sound fiscal delivery to improve the quality of life for Deltona residents.
- Coordinate with Volusia County Emergency Management staff during hurricane season (Matthew and Irma) and maintain healthy reserves (\$8.1M, increased annually for inflation) for natural disaster relief.

Achievements:

- Awards:
 - Gus Dowels Humanitarian Award for Community Service (2022): NAACP, West Volusia Chapter/Deltona Dream Keepers.
 - Recognition by Boys and Girls Club for Humanitarian Contributions (2022): West Volusia.
 - Game Changer Award to City Manager (2020): Deltona Dream Keepers.
 - Deltona City Manager Recognition (2019): Guitars for Veterans, Deltona, Florida.
 - Deltona Citizen of the Year (2017): Deltona Dream Keepers.
 - City Manager of the Year (2016): Volusia League of Cities.
- *11th City Manager in City’s 24 year history (as of 2020). Served almost five years when average tenure was 1-1 ½ years. Since 2020-2022 three City Managers have been hired.

- **Economic Development:**
 - Amazon fulfillment center: 1.4M square foot/\$100M facility opened in September 2020. 500 new and high paying jobs anticipated.
 - Halifax Hospital: \$160M state of the art facility and 20,000 square foot medical office building opened in spring 2020 to address Deltona’s medical needs. Hundreds of new and high paying jobs created.
 - Two new emergency care facilities (Halifax and Advent Health) constructed and valued at approximately \$25M.
 - Several hundred millions of dollars of commercial development in the queue/completed, such as Wawa, RaceTrac, Hardee’s, Burger King, Dunkin Donuts, McDonalds, Honest-1, and so on to create local employment and shopping opportunities.
 - 1000 new homes in various stages of rezoning, design and construction to address local housing shortage, housing diversification needs and promote home occupancy ownership as opposed to rental properties with absentee owners. Accessory dwelling units were also encouraged through zoning.
 - Manpower Group (Jan. 4, 2019) ranked Deltona as “#1 for net employment growth (37%)” compared to Tampa at 31% and Miami at 22%.
 - Created Community Redevelopment Area and managed Community Redevelopment Plan.
 - Built \$8.9M events facility to allow City to hold large entertaining and speaking events (ex. Ron DeSantis and Andrew Gillum, Governor’s Election).
 - Initiated on-line permitting and plans review for commercial and residential projects.
 - Coined the phrase “Deltona...A City on the Move” for brand recognition and marketing.

- **Fiscal:**
 - Developed first five year Strategic Plan which provides clear direction on City priorities.
 - Aa2 Moody’s Bond rating.
 - Provided resources to protect City IT system from being “hacked” by outsiders. No data breach and no payment to outsiders.
 - Obtained approximately \$15M in new grant funding from state legislature, Transportation Planning Organization and Volusia County for transportation and ecological/parks projects.
 - Lowered and maintained millage rate while providing new services, hiring additional staff, maintaining excellent employee health insurance, adding employee education benefits, providing employee raises and maintaining a balanced budget.
 - Brought diversity into the hiring practices as the NAACP was on the verge of filing a lawsuit.
 - Oversaw negotiations for a new solid waste contract with Waste Pro prior to expiration of contract term and initiated franchise fees for commercial hauling.

- **Public Safety:**
 - Worked closely with Sheriff’s Office to improve use of technology (license plate readers) and data to target areas. Crime is down by double digits.
 - Successfully negotiated two collective bargaining agreements with the Fire Department Union. Prior to my arrival distrust existed and negotiations were at an impasse requiring several hundred thousand dollars for labor attorney fees.
 - Successfully negotiated medical transport agreement with Volusia County.
 - Budgeted adequate reserves for hurricane disaster relief whereas some municipalities had to borrow funds for clean-up. Worked with FEMA on two hurricanes (Matthew and Irma) to address property damage and local flooding/drainage issues.
 - Lowered City’s ISO (Insurance Service Office) rating to bring insurance rates down.

Deputy City Manager, El Paso, Texas

2008-2015

El Paso is a border municipality located adjacent to Juarez, Mexico. El Paso’s population is approximately 700,000 and the metropolitan area, including Juarez, Mexico, is approximately 2.2 million.

Duties and Responsibilities as Deputy City Manager:

- Oversight responsibility for the following functions: airport, building maintenance, bus operations, engineering and construction, international bridges and trade development, parks management, streets and roadways, traffic management, economic development, finance, project planning and implementation, and service delivery.
- Development and oversight of over \$160M operating budget and \$1B Capital Improvement Program (“CIP”) to support economic development, street/transportation infrastructure and quality of life projects established by the public and the Mayor/City Council. Deliver projects on time and within budget to provide exceptional municipal services.

Achievements:

- Transformed the Sun Metro bus system from a near meltdown to the Outstanding Transit Agency of the Year. Obtained federal funding for the City’s \$145M Bus Rapid Transit ("BRT") program under the New Starts Program and for Transit Oriented Development supporting multi-modal transportation. Created Tax Increment Financing Zones to finance transportation corridors.
- Within the \$1B CIP, approximately \$500M was devoted to Quality of Life projects related to libraries, museum and cultural affairs, parks and zoo improvements. Projects include the siting, design and construction of a children’s museum, cultural center, downtown revitalization, library facilities, multi-purpose area, regional parks, Olympic size and competition swimming pool and zoo facilities. Initiated first three years of Quality of Life program.
- Initiated smart growth zoning and development at El Paso Airport, which has approximately 5000 acres available for development. Oversight of Tom Fazio designed municipal golf course.
- Negotiated and implemented the P3/560 Program to reduce border wait times at the City owned ports of entry. This program was one of five programs approved nationwide by the Department of Homeland Security. Worked with Economic Development to look at the City's international bridges as an economic asset for the City rather than for only transportation purposes.
- Secured funding at the Metropolitan Planning Organization to develop a CIP for International Bridges and the City’s bus system.
- Oversaw redevelopment of City Hall site to construct a baseball stadium for Triple A baseball games. Thoughtful redevelopment supports commitment to promote quality of life initiatives.
- Gained the respect of the ADA community by championing accessibility issues. I chaired the Accessibility and Transition Committee previously chaired by the Mayor.

Director, Engineering and Development. Hillsborough Area Regional Transit (HART), Tampa, FL **2004-2008**

Duties and Responsibilities as Director:

- Directed the overall development and construction functions of the authority including New Starts projects, development of regional impact projects, transit centers, roadway improvements, land use reviews, and facility planning and development related to a bus and streetcar system.
- Developed and oversaw budget planning, federal and state grant applications/reporting, environmental site assessment and NEPA compliance, site review, community outreach, alternatives analysis, travel forecasting/modeling, preliminary engineering and design, ADA compliance, cost forecasting and reporting, procurement through Requests for Proposals, value engineering studies, design and construction award, and budget/contract administration in accordance with generally accepted accounting principles.

Achievements:

- Planned, funded and implemented the Capital Improvement Program within budget and on time, including facilities to support the organization's growth.
- Worked with marketing to promote the preservation/revitalization of historic Ybor City.
- Saved the organization several millions of dollars by negotiating an agreement with FTA to grandfather work completed according to the New Starts program.

Manager. Logan Airport, Boston, MA.

1996-2004

Duties and Responsibilities as Manager:

- Responsible for legal, property and fiscal management of approximately 40 airline accounts at Logan International Airport consisting of approximately 700,000 rentable square feet of space and generating approximately \$110M-\$120M in annual revenues. Also responsible for the portfolio management of non-tenant air carriers and airline related entities such as Federal Aviation Administration/Transportation Security Administration (35+ leases), flight kitchens (2), aviation service operators (6) and commercial service operators (35) which generate approximately \$11M in annual revenues. Essential tasks include:
 - (a) Economic oversight of Massport's commercial real estate development function;
 - (b) Participation in processes to bring new air carrier tenants and businesses to Logan Airport; and
 - (c) Participation in the development of capital improvement and rehabilitation budgets for airport facilities and long term economic development.

Achievements:

- Kept Logan Airport in the black fiscally during a period when most airlines were not paying tenant fees due to the down turn in the aviation industry as a result of 9/11. Maintained a revenue stream of approximately \$130M.
- Dramatically improved airline relationships between large and small carriers operating at Logan Airport. Airlines worked as a team during difficult financial times.
- Successfully negotiated concession agreements to improve customer satisfaction and to improve airport revenues.
- Earned the respect of the airline community.

Assistant Director. MBTA, Boston, MA

1990-1996

Duties and Responsibilities as Assistant Director:

- The MBTA operates a multi-modal transit system, including bus, BRT, commuter boat, commuter rail, light rail and subway. I was responsible for negotiating financial agreements and obtaining all necessary property rights for transportation. Types of acquisitions include easements, partial takings within downtown Boston buildings, a sand and gravel operation, commercial/industrial land with ongoing businesses---various types of acquisitions necessary to create a new railroad right of way corridor, to build or expand station sites/layover facilities, to provide handicap accessibility, to build bridges, etc. Preserving the environment and historic character of the Boston community were priorities, as well as addressing climate change.

Achievements:

- Negotiated and acquired property rights vital to construction projects ranging from \$0.5M to \$600M, including the Central Artery Interfacing – “Big Dig” (the largest environmental project in the 90s). Projects also focused on multi-modalism to address traffic/parking problems.

- Developed excellent relationships with the public and public officials during all negotiations.
- Possess extensive business, construction, real estate and transportation experience as well as knowledge of public sector, administrative, contract, environmental and eminent domain law.

Senior Real Estate and Contracts Attorney. 1987-1990

Massachusetts Water Resources Authority, Charlestown Navy Yard, MA

Duties and Responsibilities as Senior Attorney:

- Chief legal counsel/coordinator for eminent domain and relocation projects for the MWRA. Responsible for negotiating/resolving property acquisitions (water/sewer projects, office space, landfill location) with private and public (federal, state and municipal) entities and compliance with federal and state regulations for the clean-up of the Boston Harbor to promote eco-tourism.

Achievements:

- Achieved over a 75% negotiation rate earning me a reputation for being fair and understanding. This was very difficult because very expensive homes (Boston suburbs) and pristine backyards were impacted. Saved the organization several hundreds of thousands of dollars in litigation costs.
- Participated in siting the location to build a facility to turn sludge into dry fertilization pellets.
- Addressed numerous environmental issues to provide infrastructure improvements while preserving the environment and Boston’s majestic waterfront.
- Successfully defended the organization against lawsuits aimed to stop construction of necessary infrastructure to clean-up the Boston Harbor.
- Earned high respects for my work despite the organization being the subject of numerous lawsuits and disliked for rising sewer and water rates.

Assistant Corporation Counsel. City of Boston, MA 1986-1987

Duties and Responsibilities as Assistant Corporation Counsel:

- Responsible for defending the City of Boston in court and before administrative bodies; researching and advising the Mayor and City Council as to policy making objectives; drafting legislation for passage; and acting as in-house counsel to City departments. Knowledge of federal and state procurement laws.

Achievements:

- Provided sound legal advice to the City of Boston.

EDUCATION/MEMBERSHIPS:

Brown University, A.B. 1980. Organizational Behavior/Business.

Suffolk Law School, J.D. 1985.

Admitted to Massachusetts Bar in December 1985.

CNU-A (Congress for New Urbanism) certified, 2011-2015

ICMA member and previously on Awards Committee

REFERENCES: furnished upon request

February 25, 2023

Dear City Manager Francis:

Please find attached my resume for consideration for the position of Interim City Manager, Belle Isle, FL.

You will note in my resume that I have extensive local government experience, especially in Massachusetts, Florida and Texas. For approximately five years as City Manager in Deltona (Florida), I worked closely with the community and City Commission to develop its first useable strategic plan. Prior to my arrival, there was no process to identify goals to be achieved and how to reach consensus. The City staff constantly drifted from project to project without completion. Inertia was prevalent because when you try to do everything you end up doing nothing. Once the strategic plan was adopted both the Commission and staff had clear direction on what projects were a priority so that the required staff time and appropriate funding could be assigned. The plan allowed staff to provide exceptional municipal services in a fiscally prudent manner because the priorities and desired outcomes were identified and agreed to.

Deltona has an all funds budget of over \$170M and over 400 employees, excluding 83 contracted Sheriff's Department personnel. City Departments consist of Building and Enforcement Services, City Clerk, Economic Development, Finance, Fire/Rescue, Human Resources, Information Technology, Parks and Recreation, Planning and Development Services, and Public Works/Utilities/Solid Waste. More has been accomplished in my tenure than under previous City Managers. In 2016 and with less than a year as City Manager, I received the City Manager of the Year award for Volusia County. My reputation is an "improvement maker" because I achieve results by working collaboratively with numerous individuals, entities and partners. For example, under my direction Amazon has built a 1.4M square foot distribution center in Deltona. Deltona is the envy of numerous municipalities across the nation. Deltona is now well on its way in transforming from a retirement/bedroom community (over 80% residential) to a more diversified property tax base. Prior to my arrival this development goal was discussed for over a decade with no results.

Before Deltona, I was the Deputy City Manager for Transportation and Public Works for El Paso, Texas. The City of El Paso is a border community of approximately 700,000 located adjacent to Juarez, Mexico (2.3M metropolitan area). Major issues facing the City of El Paso, similar to other communities, are ensuring reliable revenue estimates, providing excellent services to citizens in every area despite budget constraints, finding new revenue sources to address unfunded liabilities, maintaining/improving the community's quality of life, balancing/guiding/targeting economic development/redevelopment, creating jobs, promoting environmental conservation/sustainability, improving public safety and increasing health and human service needs. As the Deputy City Manager, I managed the City's airport (including a municipal golf course) and bus systems, \$1B capital improvement program, engineering department, facilities and land management, international bridges, streets and traffic programs. Back then my portfolio had an operating budget of over \$160M, a capital budget of approximately \$1B and over 1600 employees. As a complement to building infrastructure for the future, I also worked closely with the arts, building services, civic organizations, financial services, historic groups, human services and public safety regarding downtown revitalization (construction of a Triple A baseball stadium and relocation of City Hall) and well-planned residential neighborhoods.

If I am selected as the Interim City Manager, I will continue to foster this spirit of equity, collaboration and teamwork with the City administration. I am a "proactive problem solver" who can facilitate and guide individuals/entities to achieve consensus and to achieve a common vision/result. I support a team that represents a "can do" attitude. I have communication, intergovernmental and public information experience as I have overseen capital improvement projects, construction, engineering, roadway, streets, traffic, storm water and water and sewer operations in Deltona and El Paso. I have also managed Community Redevelopment Areas/Agencies and Master Planned Communities in both Deltona and El Paso. This background is vital to building a prosperous,

sustainable and vibrant community, while enhancing the City’s infrastructure and maximizing the City’s resources to provide outstanding municipal services.

I have the ability to carry out government initiatives and to make strategic decisions pertaining to the conservation of natural resources, creating a business-friendly environment and land development. I have experience with smart growth and understand the value to building a vibrant community where residents can live, work and play, as well as promoting solar initiatives, tourism and walkability. I have the ability to set the tone and vision for staff. I can find ways to gain efficiencies in service delivery and provide a new vision for how staff provides quality services so that residents believe their tax dollars are being put to good use. I have been complimented with establishing the best senior management team and inspiring the most productive workforce in Deltona to create government excellence. I will strive to maintain/improve the quality of life for the community while still being environment and business friendly. I value partnerships with other communities on regional issues and resource sharing. I am a critical decision maker, am able to process information strategically and can implement decisions into reality. I have the ability to be “big picture” oriented while maintaining an acceptable level for details. I am adaptable, business and people oriented, diplomatic, dynamic, ethical, fiscally conservative, flexible, innovative, passionate, professional, self-confident and strategic. I also have the confidence to acknowledge my mistakes and to be held accountable.

My rebuilding of the Sun Metro bus system in El Paso from the verge of a meltdown into the Outstanding Transit Agency of the Year serves as an example of my ability to carry out a vision, to be focused on customer service and to transform a low performing department to a high performing department. My prior experience with the clean-up of the Boston Harbor, the “Big Dig” and 9/11 shows that I have the knowledge to deliver and come up with improved policies and procedures and innovative solutions to ensure economic results and to resolve problems while preserving Boston’s natural coastline and waterfront. My extensive Boston experience gives me an excellent and progressive background in economic development/redevelopment, historic communities, labor negotiations, natural resources, technology, tourism and waterfront preservation. I understand the importance of preserving the character and history of unique communities. During that time period I also managed to maintain Airport operations in the black despite the downturn in air travel and growing safety mandates. I have strong negotiation skills that can find a way to turn disputes into consensus and to carry forward the City’s goals and initiatives.

I have a diverse background which includes experience in civil rights, community consensus building, construction, contract and union negotiations, economic development/redevelopment, emergency preparedness, environmental processes, fiscal/financial management, historic preservation, labor relations, land/project development and management, operations, public information, public private partnerships, public works, real estate, resiliency, strategic planning and implementation, smart growth development, technology, tourism, transportation, utilities and zoning. I have worked and partnered with many organizations, including federal, state and local entities and non-profit organizations. I am a high performer, customer-focused, creative and dedicated individual. I will set a positive example of accountability, competence, hard work, ethics, leadership and professionalism to the organization and community. I have expertise in traffic improvements, comprehensive plans and event planning related to centennial celebrations.


My past experience and accomplishments in Deltona/El Paso/Tampa/Boston make me a strong candidate and an excellent fit to be the Interim City Manager for Belle Isle, FL. Thank you for considering my application.


Sincerely,


Jane K. Shang
janeshang2@aol.com
386-259-5624

Alan Rosen, MPA, ICMA-CM

CONTACT

 954-644-9999

 816 Arbor Pointe Ave.
Minneola, FL 34715

 AlanMPA2005@gmail.com

EDUCATION

Rockefeller College of Public Affairs and Policy

Master of Public Administration, with Honors - 2005

University at Albany – State University of New York

Bachelor of Arts in Psychology, Summa Cum Laude - 1999

CERTIFICATIONS

- IS-100.c, (FEMA), 2022
- IS-700.b, (FEMA), 2022
- IS-800.d, (FEMA), 2022
- ICMA Credentialed Manager, 2021
- Six Sigma Yellow Belt, 2015
- Essential Management Skills Certificate (ICMA), 2011
- Certificates in Process Improvement and Advanced Facilitation, 2006

RELEVANT SKILLS

- Microsoft Office 365 Suite
- Tyler Munis
- Workday
- CGI-AMS
- Technical Writing
- Public Speaking
- Process Improvement
- Facilitation
- Strategic Planning
- Performance Measurement
- Organizational Analysis
- Leadership Development

WORK EXPERIENCE

Founder & CEO **Sep. 2021 - Present**
Local Government Solutions, LLC.

Local Government Solutions was formed to assist local governments in creating more efficient operations, benchmarking, strategic planning, process improvements, interim services, and leadership development.

- Completed an organizational analysis for the Pinellas County Facilities Department that resulted in 18 recommendations aimed at increasing the effectiveness of the department.
- Trained all Dade City, FL staff on customer service using emotional intelligence skill building.
- Served as interim budget manager for Nassau County, FL to ensure the continuity of services, leadership development, and analysis including reviews of economic development grants.
- Assisted Nassau County, FL in reorganizing their Public Works Administration Division to provide more effective support.
- Assisted the City of Mexico Beach with capital improvement planning process enhancements.
- Created a 4-year future staffing strategic plan for the City of Oak Hill.

County Manager **Feb. 2021 – Aug 2021**
Lake County, FL

Lake County is the 19th largest county in Florida, serving over 400,000 residents. The budget is over \$753 million and includes almost 1,000 FTEs under the Board of County Commissioners.

- Obtained support from County Commission to significantly increase pay for the EMS Department that had a 50% vacancy rate and significant turnover, without increasing taxes.
- Reorganized the Public Safety Department to provide more appropriate support from the executive level.
- Increased funding for roads by 80% and 300% in FY 21 and 22 respectively without increasing taxes.
- Guided budget development to increase fund balance from 8.6% to 12.6% while increasing salaries to retain and attract county staff in one year.
- Created the county's \$71 million ARPA spending plan.
- Coordinated the first facilitated strategic planning session in the County's history leading to consolidated future goals.
- Reorganized executive management team to allow for more manageable span of control without significantly increasing budget expenditures.
- Created online survey for building and zoning and implemented other improvements based on customer feedback. Within a few months, customer satisfaction averaged 9 out of 10.
- Provided leadership training, direction, and planning for operations of all departments.
- Managed development, planning, and implementation of department goals, objectives, policies, and procedures.
- Directed update on new purchasing manual to increase efficiency and reduce timelines for procuring goods and services for the county.
- Reviewed and approved numerous policy, resolution, ordinance, and regulation changes with the goal of improving county operations.

PUBLICATIONS AND SPEAKING ENGAGEMENTS

2022

Speaker: “Improving Customer Service Through Emotional Intelligence” – Dade City, FL

2018

Speaker: “Budgeting: Connecting Revenue and Expenditures for Parks and Recreation” – Florida Recreation and Parks Association

2017

Speaker: “Lessons Learned from Hurricane Matthew: How to Increase Your Chances of Reimbursement” – Florida City and County Management Association

2015

Rosen, A. & Belknap, A. (2015). Navigating the Economic Upturn: Five Priorities to Guide Managers. *Public Management*, 97 (7), 28.

2011

Rosen, A. (2011). Tips for TIFs: How to get a quicker return on your tax increment financing dollar. *Public Management*, 93 (4), 14-17

WORK EXPERIENCE (CONTINUED)

Interim City Manager & Assistant City Manager City of Port Orange, FL

Jan. 2015 – Jan. 2021

Port Orange is the 3rd largest city in Volusia County serving 64,230 residents. The city has a budget of \$160 million and 492 FTEs.

- Completed multiple fee studies to better align fees with actual costs in Fire and Parks and Recreation.
- Shared duties as Incident Commander during all hurricanes and tropical storms.
- Supervised FEMA Public Assistance process, obtaining millions in reimbursements for Hurricanes Matthew and Irma.
- Led process to create a fire service fee to help fund Fire Rescue.
- Served as acting Administrative Services Director, directly supervising Human Resources, Information Technology, and Risk Management.
- Created 5-year forecast that highlighted future fiscal concerns.
- Created new fund balance policy that ensured financial stability through COVID-19 and numerous hurricanes and tropical storms.
- Led the city’s effort to update the Enterprise Resource Planning (ERP) software, which was completed on time and on budget.
- Analyzed possible savings of switching from local pension program to the Florida Retirement System.
- Managed legislative agenda for the city, monitoring and assessing proposed legislation for policy and financial impacts.
- Worked with local, state, and federal officials in obtaining necessary legislation, grant funding and support for targeted priorities including \$1.5 in stormwater grants.
- Acted as lead negotiator and successfully negotiated all union contracts on behalf of the city in 2015.
- Successfully coordinated multi-jurisdictional effort to update the interlocal agreement on fuel tax distribution.
- Led effort to completely overhaul the city’s feral cat program to increase transparency and accountability.

Senior Management Advisor Management Partners, Inc.

Apr. 2013 – Jan. 2015

Management Partners is a local government management consulting firm with offices in California and Ohio. The firm specializes in helping local government organizations improve their operations.

- Managed a project to determine the feasibility of a regional jail facility for Baldwin County, Alabama.
- Managed an efficiency study for West Palm Beach Parks and Recreation that resulted in 37 recommendations for improving services while reducing expenditures.
- Trained staff in multiple cities and counties on outcome-based budgeting and performance measurement.
- Completed a complex parks and recreation fee structure and market analysis for 10 Northern California cities that improved competitiveness and realigned cost recovery.
- Analyzed financial functions for the City of Sanford as part of an organization-wide study that resulted in 71 recommendations and \$8.7 million in cost savings and revenue enhancements.
- Assisted the City of Los Altos, CA in documenting all Human Resources and Risk Management related functions.

PROFESSIONAL MEMBERSHIPS & VOLUNTEERISM

Florida City and County Management Association (FCCMA)

2020-2022 FCCMA At-Large Director
2019-2020 Chair – Professional Development Committee
2017-2019 Professional Management Matters Committee
2016-2017 Conference Planning Committee
2014-2016 Professional Development Committee

International City/County Management Association (ICMA)

2004-2005 Conference Planning Committee

Winding Woods HOA

Treasurer

Congregation B’Nai Torah

Board Member

South Lake Youth Sports

Assistant Baseball Coach

WORK EXPERIENCE (CONTINUED)

Budget Manager

Feb. 2012 – Apr. 2013

Washoe County, NV

Washoe County encompasses approximately 6,542 square miles in northwestern Nevada including the Cities of Reno, Sparks, and parts of Lake Tahoe. The County has a budget of \$834 million and 3,023 FTEs that serve a population of about 485,000.

- Won the GFOA award for distinguished budget presentation.
- Created a new 3-year planning process, which incorporated long-term strategic planning into the budget process.
- Expanded the capital improvement process to include larger groups of decision makers for a more well-rounded approach to capital planning.
- Simplified the quarterly budget report to better reflect the audience of elected officials and department heads.
- Created new budget book presentation for easier reading by the public.

Financial Systems Manager

Jun. 2009 – Feb. 2012

Fulton County, GA

Fulton County is the largest county in Georgia, serving a population of over 1 million with a budget of over \$1.25 billion and about 4,800 FTEs.

- Supervised the county’s transition to outcome-based budgeting, which helped save over \$50 million annually.
- Worked with the Sheriff to analyze the impact of a new county jail, and the possible closure of the regional Peace Officer Standards and Training Academy.
- Edited the budget books, which received the GFOA award.
- Organized the \$25 million five-year capital program.
- Saved \$3.1 million by seeking creative cost reductions.
- Created a community-based budgeting activity, which the county used to gather citizen input and increase involvement in the budget process.
- Facilitated process improvements, which reduced process times by up to 50%.

Senior Budget and Management Analyst

Jun. 2005 – Jun. 2009

Broward County, FL

Broward County is the second largest county in the State with a population of 1.9 million, a budget of approximately \$5.6 billion and 6,667 employees.

- Assisted in the creation of the outcome-based budget process, which saved \$80 million.
- Facilitated process improvements in budget, purchasing, and housing finance, saving over \$100,000 annually.
- Created and coordinated new IT capital request process for the entire county.
- Managed \$450 million annually in operating and capital.
- Responsible for performance measurement, process improvements and facilitations for assigned departments.
- Wrote synopsis of The Price of Government, which the county used to create the outcome-based budgeting process.