CONFIDENTIAL RESUME

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FINANCE AND ADMINISTRATION PROFESSIONAL

Senior Executive professional with over 30 years of comprehensive government administration and finance experience, which includes overall Administration, Finance, Budget & Strategic Planning, Audit, Information Technology, Emergency Management, Human Resources Management, HRIS Implementation and Management, Employee Leadership Development and Performance Evaluation, Policies and Standard Operating Procedures Development and Management. Advises senior management and on strategic planning initiatives in concert with municipal and organizational goals. Excellent ability to manage employees, drive results and implement strategic plans, business process improvements, and funding strategies for cost effective management of resources. Incorporates best practices and strategic initiatives to drive organizational performance.

CORE COMPETENCES

- Strategic Planning and Budget Management
- ➤ High Performing Organizational Management
- ➤ Federal Personnel Laws & Regulations;
- ➤ Human Resources Management;
- Organizational Awareness
- > Financial Accountability and Reporting
- > Training/Professional Development
- Staff Coaching and Mentorship

- ➤ Policy, Business Process & System Design
- > Comprehensive Employee Performance
- > Employee Relations
- ➤ Change Management and Leadership
- Succession Planning & Leadership Development
- > Employee Reward & Recognition Programs
- > Emergency and Crisis Management

PROFESSIONAL EXPERTISE AND ACHIEVEMENTS

City of Deerfield Beach, FL |

Employment Date(s): 03/2020- Present Hours per week: 60

Series: SES (Equivalent) Pay Plan: GS Grade: 15 (Equivalent)

Title: Assistant City Manager

Supv: Mayor/Commissioners - Vice Mayor Ben Preston (954) 728-5886

Provide leadership and direction for a portfolio of 152 employees and 5 direct reports. Ensures compliance with Union/Non-Union Personnel Agreements; Local, State, and Federal laws, and contracted employment system. Provide direction and leadership for the daily operations of Financial Management and Planning, Budget Planning, Procurement, Human Resources, Investigations, Compliance and Contract Management, Fixed Assets and Capital Improvements. Prepares timely and accurate reports to Commissioners regarding investments, current financial position, funding for proposed projects and services, encumbrances, cost allocation, and fiscal year-end report requirements with recommendations for action.

Approves Procurement and Financial transactions in accordance with budget, ordinances, and resolutions. Establishes and implements personnel policies and procedures. Approves procurement and purchase card reconciliation, travel expenses, and card limits.

- Develop performance plans for subordinates to accomplish organizational, departmental, and individual key objectives. Establishes and coaches projects priorities to be accomplished by subordinates. Maintains high morale amongst employees through a system of continuous valuation of work contribution, reward, and discipline of non-performance.
- Encourages and provides tangible support for employee promotional and organizational growth through internal and external training based on available resources, strategic plan, and program.
- Serves as bonded fiduciary with contracting, budget, financial management and signatory responsibilities entrusted to the City of Deerfield Beach. Prepares, communicates, and monitors budgetary and fiscal data to develop recommendations for changes in procedures or methods. Advises governing bodies, City Manager, Commission and Department Directors on matters concerning strategies to address adverse revenue forecasts, legislation, grants, and any changes in budget policies, and guidelines. Anticipates and reviews responses to questions for budget briefings or hearings. Compiles final budget document and publishes ADA remediated document.
- Reviews, Monitors, Audits and Approves Government Purchase Card Reconciliations, Budget Transfers, Travel Requests and Per Diems. Establishes uniform City-wide travel policies and procedures. Uses computer skills in Microsoft Office 365, AS400, Oracle, Munis, Outlook and Ionwave Applications.
- Analyze work processes and interdepartmental communications to determine and implement internal controls, policies and procedures, legislative action background materials for budget briefings, presentations, chronology and recommended action justification.
- Perform budget execution functions for an organization including approving budget transfers, adjustments, recommended fund balance use, and emergency reserves.
 Evaluates funding opportunities and best use of funds through leveraging and applicable grant program funding. Determine funding cost allocations to absorb organizational cost of programs, including reimbursements, administrative support, and split-funding.
- Uses Financial Enterprise System produce, distribute, and review financial reports. Audits expenditures, contracts, travel and use of procurement cards (credit cards) to ensure appropriate utilization, documentation, or tracking of funds. Reviews and approves contract awards, budget, and change orders. Works with City attorney to acquire property of interest to the City for project development.
- Experience mentoring, training, and reviewing the work of other specialists.
- Developed Community Survey Strategic Planning Process and Balanced Scorecard Initiative
- Drafts the Budget Message, Transmittal Letter, budget document tables; economic
 forecasting; revenue projections; and identifying potential concerns or trends. Facilitated
 budget development process; ascertains budget requests from departments with the
 justification of needs; Analyzes cost and anticipated funding to compile City Operating
 Budget and Capital Improvement Plan. Evaluate, develop, present, and manage City's
 Proposed/Adopted Operating Budget and Capital Improvement Plan.
- Attends meetings and makes presentations to various Boards, Committees and the Commission.

• Handles the development, coordination and oversight of various special projects. Assumes full duties of the City Manager in his/her absence upon delegation of authority.

Department of Human Services | Allegheny, PA

Employment Date(s): 09/2018 – 05/2019 Hours per week: 60

Series: SES (Equivalent) Pay Plan: GS Grade: 15 (Equivalent)

Title: Executive Deputy Director for Finance and Administration

Supv.: Agency Director Contact: Jamie Regan (412) 350-6830

Responsible for agency-wide administration, compliance and financial operations. Managed and directed 5 Directors and a portfolio of 231 full-time employees. Ensures compliance with Federal Personnel Laws and Regulations for Civil service, non-civil service, and contracted employment system. Directed the daily operations of Financial Management and Planning, Budget, Human Resources, Investigations, Compliance and Contract Management, Fixed Assets and Capital Improvements. Establishes Performance expectations and evaluates the performance of Directors and departmental goals. Monitors and provides budget reports on projected revenues and expenditures during fiscal periods. Prepare forecast of year-end projections. Analyze budget outcomes and prepares comprehensive financial reports. Directs compilation of the Comprehensive Annual Financial Report, Annual SEFA And Auditor General's Audit, Quarterly Investment Reports, and presentation of information to Commissioners. Prepared Management response/action items to audit issues. Facilitated budget development process; ascertains budget requests from departments with the justification of needs; Analyzes cost and anticipated funding to compile City Operating Budget and Capital Improvement Plan. Evaluate, develop, present, and manage City's Proposed/Adopted Operating Budget and Capital Improvement Plan.

- Designed and implemented software solutions for core business service delivery through contracted services. Implemented internal controls to ensure allocations were appropriately monitored and contained to budget appropriations.
- Improved management and monitoring of providers services through compliance monitoring, analytical analysis, and oversight of performance indicators.
- Developed agency leadership academy to enhance the succession planning and core leadership competencies of the agency's workforce.

Department of Minority Business Development | Richmond, VA

Employment Date(s): 05/2015 –11/2018 Hours per week: 50

Series: SES (Equivalent) Pay Plan: GS Grade: 14(Equivalent)

Title: Deputy Director for Finance and Administration

Supv.: Chief of Staff, David Hicks Contact (804) 646-5660

Responsible for creating, scheduling, and tracking technical training and assistance for new, aspiring, and existing business owners. Provided critique consultations to local businesses, assisted in business plan development; identified funding options, performed business analysis, identified and communicated strategies for high performance and business sustainability. Provides support to the Director and Chief Administrative Officer of Economic Development and Planning in implementing initiatives and directives of the Mayor. Prepared and presented

complex budget funding, forecasts, and economic opportunities.

• Assisted in the development of 25 new businesses in the City of Richmond in 2017-18.

- Increases minority business participation in procured goods and services by actively assisting in marketing available programs.
- Provided Technical Assistance to small and minority owned businesses, and Disadvantaged Business Enterprises in the areas of capital access, financial statement review and understanding; cash flow analysis; crowd funding sources, SBA and VDEP Programs.
- Taught the Money Smart syllabus to new small businesses and provided one on one consultation in the development of their business plans, review of loan applications, and required document filing with various regulatory agencies.
- Aligned annual performance management process with divisional and company objectives, including development and execution of annual salary increases and short term incentive programs

Covenant Woods Retirement and Assisted Living

Employment Date(s): 09/2016 – 06/2017 Hours per week: 20

Series: SES (Equivalent)

Pay Plan: GS Grade: 14(Equivalent)

Title: Chaplain

Supv.: Director, Steven Scott (804) 569-8000

Full responsibility for interviewing patients to conduct spiritual assessments for 400 bed facility. Providing in-depth pastoral counseling to individuals, their families, veterans and care coordination teams demonstrating sensitivity to the religious needs and requirements of each other and each individual. Prepared special services (i.e., communion, holiday, etc) and conducting weekly regularly scheduled services and services for those individuals who are unable to attend regularly scheduled services. Conducting periodic end of life needs assessments of assigned populations served by the facility.

Developed programs of spiritual care that include spiritual assessment, direct pastoral care, and program evaluation components. Provided counsel on medical ethical issues, such as Advance Medical Directives, in the context of the patient religious faith perspective. Communicated effectively with persons of diverse races, cultures, religions, nationalities, ages, and persons having varying types and degrees of disability to understand and address their specific needs. Coordinated clinical staff chaplains and clergy community visits for religious/pastoral care service. Documenting care in electronic medical records and protecting sensitive information from loss, disclosure, or alteration.

- Participating in regional/national activities of ACPE
- Weekend Full Charge Chaplain

Department of Social Services | Richmond, VA

Employment Date(s): 12/2009-05/2015 Hours per week: 50-60 Series: SES (Equivalent) Pay Plan: GS Grade: 14(Equivalent)

Title: Deputy Director for Finance and Administration

Supv.: Director, Doris Moseley (804)646-5660

Managed all aspects of the Finance and Administration portfolio's day to day operations within the Department of Social Services including Finance and Accounting, Information Technology, Personnel and Human Resource Management-451 FTE's, Fraud, General Services, Budget, Fiscal Reporting, waste, Fraud, and Abuse Investigations for Medicaid, Housing, and Audit. Developed the annual department budget of \$76M in complex general and grant funded programs and services. Conducted internal investigations, resolved fiscal complaints, ensured compliance with state and federal regulations. Developed action plans, prepared position papers, ordinances, and resolutions for Council approval relating to assigned areas.

- Completed Mayor assignment to develop Center for Workforce Innovation by Capital Project—Designed and Implemented the City's first Center for Workforce Innovation Center
- Designated and implemented inclement weather shelter for homeless population
- Improved leadership team collaboration in managing operating budget
- Prepared the Comprehensive Annual Financial Report for Social Services; Single Audit Report; SEFA; Strategic Initiatives for meeting Balance Scorecard performance measures.
- Developed information technology solutions for fiscal reporting and management of resource appropriations and expenditures.
- State Audit of DSS Finance and Administration concluded with no material findings for 5 consecutive years,

City of Chesapeake | Chesapeake, VA

Department of Budget and Strategic Planning | Chesapeake, VA

Employment Date(s): 02/2008-12/2009 Hours per week: 50

Series: SES (Equivalent)

Pay Plan: GS Grade: 15(Equivalent)

Title: Director

Supv.: City Manager, William Harrell (757) 222-6100

Planned, directed, managed and coordinated the City of Chesapeake, Virginia annual operational budget of \$954Mand 5 year capital improvement plan of \$1.3B in accordance with federal, state and local requirements, GFOA Best Practices, the City's strategic priorities as defined by the governing body. Forecasted revenues in concert with the Assessor and Commissioners Revenue analysis of real property rates, fees for services, utilities, and other provided recommendations based on submissions and negotiations with departments and forecast based sustainability. Prepared City Manager's transmittal letter, economic forecasts, and presented budget to the administration, elected body and citizens, Supervised 7 Accounting subordinate staff -1 Economist; and 1 Clerical Staff.

- Implemented budget reporting software.
- Received the Distinguished Budget Award FY2007-08 and FY2008-09
- Redefined the community interaction in the budget process through district presentations and citizen response. Received VML 2009 Innovation Award – Budget & Community Process

County of Charles City | Charles City, VA

Employment Date(s): 04/2002- 08/2007 Hours per week: 70

Series: SES (Equivalent) Pay Plan: GS Grade: 15(Equivalent)

Title: County Administrator

Supv.: Board of Supervisors Contact Randolph Boyd (804) 643-6611

Assumed full management responsibility for County's day to day operations, including operational budget of \$23M; day to day operations of county functions, Administration, Information Technology, Public Works, Utilities, Finance, Emergency Management, and Human Resources; implementation of directives of the Board of Supervisors; established and implemented policies and best practices for fiscal stewardship, planning; reporting; and managed 75 FTE's. Awards and administers contracts as approved by the Board of Supervisors and negotiates pricing, cost reimbursement, labor and materials contracts. Acquired investment property for the County's Community Master Plan and Capital Improvement Project Plan. Worked with Virginia Department of Transportation, Dominion Energy, and CH2MHILL in collaboration for site development. Managed contracts exceeding \$10M ensured compliance with applicable State and Federal laws. Provided recommendations to Board of Supervisors regarding compensation and classification; personnel issues, including disciplinary actions, terminations, controversial and sensitive personnel issues. Evaluated and recommend organizational development and improvement strategies to create efficient workflows, hierarchy and position structures, functional assignments, and management. Developed action plans, prepares position papers, ordinances, and resolutions with supporting management advice for overall organizational performance and assigned areas.

- Successfully implemented the County's: first modern Emergency Medical Transportation Service; and the first Rural Public Transportation Partnership.
- Successfully managed capital improvement project management of the county's first modernized Courthouse within \$4.7M budget on time.
- Developed and implemented county's economic development and marketing campaign in collaboration with Virginia Economic Development Partnership.
- Substantially improved housing conditions and reduced the number of housing without indoor plumbing under the Community Development Block Grant/Indoor Plumbing and Substantial Rehabilitation.
- Successfully negotiated permanent revenue base from waste-to-energy operation and economic development agreements.

EDUCATION

VIRGINIA STATE UNIVERSITY – Petersburg, VA, Bachelor of Science Degree Business Administration – Management - 121 Hrs.

VIRGINIA UNION UNIVERSITY—Richmond, VA, Master s Degree (Suma cum Laude) Emphasis on Administration and Leadership, Theology. Served as Senior Class Co-Chair. Honored for Outstanding Academic Achievement -Top 20 Class of 2012 Academic Achievers

MINISTER - LICENSED (2010) ORDANIED 2017

- Spiritual Counseling
- Baby Dedication

- Marriage Counseling
- Prison Counseling
- Young Adult Spiritual Counseling
- Substance Abuse

UNIVERSITY OF VIRGINIA – Charlottesville, VA, Political Leaders Program 2007 **SORENSEN INSTITUTE FOR POLITICAL LEADERS** – Emphasis on Political Science and Leadership Served as Class President 2007; Received the Most Generous Class Award

CERTIFIED FRAUD EXAMINER – 2005 ASSOCIATION OF CERTIFIED FRAUD EXAMINERS

CERTIFIED PUBLIC MANAGER – 2003 VIRGINIA COMMONWEALTH UNIVERSITY/SHRM

MEDIATOR - COMMONWEALTH PUBLIC MEDIATION GROUP CHAPLAIN - COMMUNITY CARING ACPE – CHAPLAINCY –CERTIFICATION CANCER CARE MINISTRY – CANCER CENTERS OF AMERICA 2013

AFFILIATIONS

FLORIDA COUNTY CITY MANAGER ASSOCIATION FLORIDA LEAGUE OF CITIES – Municipal Admin Comm. AMERICAN PUBLIC HUMAN SERVICES ASSOCIATION INTERNATIONAL CITY/COUNTY MANAGERS ASSOCIATION NATIONAL ASSOCIATION OF COUNTIES	2021- Present 2020-Present 2018-Present 2003- 2007 2003-2015
 Human Services Steering Committee 	
Government and Financial Officers Association (GFOA)	2003- present
Conference of Minority Public Administrators	2006-2009
Capital Area Agency on Aging, Chair, Board of Directors	2002-2008
Virginia Municipal League	
Virginia Commission on Local Government Task Force	
Riverside Regional Jail Chair [2006-2007] Board of Directors	2002-2007
Capital Area Workforce Investment Board –	2002-2007
Institute of Internal Audit (IIA) Member	2000 - present
National Forum for Black Public Administrators-Central VA	1997-1999
Virginia Association of Counties - Audit Committee	
 National Association of Counties 	

- National Association of Fraud Examiners

REFEREMCES

Previous Supervisor	Previous Supervisor
Mr. William Harrell	Mr. Timothy Cotman
CEO	County Board of Supervisors
Hampton Roads Transportation Authority	Charles City County Board of Supervisors
(757) 644-9848	(804) 829-9099
Subordinate at previous employer	Executive Assistant previous employer
Linda Jo Williamson	Mrs. Lynda Sharp Anderson
Grants Manager	Executive Assistant
Richmond Department of Social Services	Richmond Department of Social Services
(804) 305-0561	(804) 646-0180
Previous subordinate who served as my Grants Manager (2009-2014)& during prior employment (1996-2000)	lynda.anderson@richmondgov.com