

References
for
Angelo F. DiPierro

- 1.) Donald Carter
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- 2.) David Rafaidus
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Community Services Department
Palm Beach County Government
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- 3.) Lorene Cosentino
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- 4.) Irwin Jacobowitz
Director, Contract Development &
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Palm Beach County Governmental Center
Office of Financial Management & Budget
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- 5.) Victoria Mack
formerly, Dir., Career Services (retired)
South University
4277 Hickory Drive
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- 6.) Glenn Pate
Associate Professor – Accounting
Department Chair – Business
Cluster Chair – Accounting
Palm Beach State College
Lewis Center, LC211
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Palm Beach Gardens, FL 33410
office (561) 207-5018
office pateg@palmbeachstate.edu

Don Carter was my supervisor for five years while we served in the Office of Financial Management & Budget. David Rafaidus is a colleague who volunteers his salesmanship services when we hold surplus auction sales. Lorene Cosentino remains a colleague who shared office space with me for ten years. Irwin Jacobowitz is a colleague; we continue to serve in the Office of Financial Management & Budget. Victoria Mack remains a colleague; we served together when I taught for South University. Glenn Pate was my supervisor for several semesters while I was teaching for Palm Beach State College.

Angelo F. DiPierro
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September 22, 2021

City of Palm Coast
160 Lake Avenue
Palm Coast, FL 32164-2400
rfuller@palmcoastgov.com

Re: City Manager

Preface: In my opinion, public service is the noblest of professions when it is done well and devoid of cynicism. Seizing opportunities to implement differentiating, transformative solutions by applying objective and insightful perspectives can lead to the identification of common themes among what appear to be competing challenges. Past experiences demonstrate proven successes by taking entrepreneurial, holistic approaches manifesting into efficacious outcomes – that is, mutually beneficial, collaborative partnerships; smart growth, revitalization, and economic development; enterprise resource planning; maximizing resource utilization and optimizing performance (e.g., NYPD’s chain-of-command/span-of-control, specialized units and programs); and providing mentorship while practicing egalitarianism and transparency.

Dear Colleagues:

Submitted for your consideration are my credentials which describe a value-driven and results-oriented professional defined by an uncommon blend of experiences, a strong record of operational and programmatic accomplishments, and a progressive yet prudent manager who practices sound and reasonable financial principles. As a published scholar with a Master of Business Administration degree in Corporate Economic Planning, I have earned a Professional Educator’s Certificate conferred by the State of Florida in social science. For the most part, my teaching experience has been at the rank of Adjunct Professor spanning many years while working concurrently in full-time positions the lion’s share of which have been in public service.

With successful experiences in public, private, non-profit, and academic settings, I offer a considerable depth and breadth of skills, adaptability, decision making, and unique entrepreneurial talents. I have devised well researched, data-driven strategic plans designed to maximize resource utilization and optimize performance leading teams to produce exceptional results -- that is, profitability, revenue generation, cost control, and budget replenishment. Having been requested by Palm Beach County Government’s executive management to take over a troubled office, I crafted a long-range *Business Plan* incorporating business metrics and key performance indicators to build and lead a successful operation chartered with a broad and diverse portfolio, including an enterprise venture, which has generated well over \$75 million in sales and

reassignment value for the County and its Partner Agencies. In two previously held positions, I was assigned the responsibility to (a) spearhead post-disaster recovery efforts by documenting claims in order to obtain Federal (FEMA), State (DCA), and commercial insurance reimbursement and (b) perform cash management functions. Pertaining to Hurricanes Floyd and Irene, sixty-five projects were processed resulting in \$5 million in reimbursement while the implementation of progressive cash management and banking practices resulted in a level of interest earnings greater than my office's annual operating budget.

Given the increasingly shrinking, interdependent world in which we live, my instructional method centers on providing an integrated, multi-disciplinary approach wherein theory meets practice. Similarly, my managerial approach harnesses operational performance by integrating the organization's mission, goals and objectives, policies, processes, and resources. Establishing a sound protocol with rigorous yet realistic expectations within this framework results in the emergence of a constructive work environment. An environment which serves to drive the team's success while ensuring the work group remains focused on a long-term efficient, effective and productive course with the lowest organizational opportunity cost.

Indeed, these experiences* have confirmed my understanding of the purpose associated with lifelong learning, the importance of organizational improvement and development, and the need for values, ethics, and morality in our lives and the work place.

Thank you for your consideration.

Cordially,

Angelo F. DiPierro

Enclosures.

*Here are just a few of the many highlights from my career followed by additional information presented as a cover letter supplement:

received the Palm Beach County Administrator's "Golden Palm" Award four (4) times for distinguished public service;

served on the New York City Office of Management & Budget's Administration of Justice Task Force with stewardship of a multi-billion dollar annual operating and capital budget, the City of Greenacres' Audit & Finance Committee of a Risk Management Consortium involving oversight of \$7 million in insurance coverage for the Seven Member Municipal Governments, Palm Beach County's Audit Planning & Review Committee and Emergency Management Disaster Planning & Logistics Branch, and reconciling expenditures and accounting for capital and non-capital assets acquired and placed in service for the construction work-in-progress element of projects funded in the multi-billion dollar Capital Improvement Program;

invited to deliver a Power Point Presentation at the 2015 Annual Conference for the Florida Government Finance Officer's Association School of Government titled, "*Maximizing Your Investment Recovery Strategy*," which was well received;

extensive experience with enterprise resource planning and entrepreneurship is clearly evident in the preparation and implementation of a prescient long-range *Business Plan* for the Palm Beach County Fixed Assets Management Office (its core operational mission being capital asset investment and recovery), and automating the work flow processing for the Facilities and Planning, Zoning & Building Departments;

for the City of West Palm Beach, my report titled, "*Present Issues: Future Vision*," was published which mapped the City's economic development (revitalization of the downtown area and central business district); and

establishing a Foundation and Scholarship Fund to honor my High School Principal for his eightieth birthday, funding the Plantation Fraternal Order of Police for officers injured in the line of duty, serving as a volunteer Board of Director with a non-profit animal rescue organization, publishing many management studies (one of particular note is the *Environmentally Sensitive Lands Program*), administering/facilitating the Potable Water Project Bond Issue for the historic center of Greenacres City, and the City of New York's Police Cadet Corps Initiative, School Program to Educate and Control Drug Abuse, and the Playground for All Children.

Cover Letter Supplement (how does my extensive public sector and other experiences relate to the Palm Coast organization?)

My significant, extensive experience and knowledge of local government operations have been gained while working in mega-sized, large, medium-sized, and relatively small public sector organizations from direct, indirect, consultative, and instructional perspectives.

For example, the published report titled *“Present Issues: Future Vision”* completely transformed and revitalized the entire downtown area of the *City of West Palm Beach* while at the same time making it aesthetically pleasing. Meetings with internal/external staff including local, regional, and state officials as well as bankers, developers, business representatives, and other stakeholders along with an intensive amount of research resulted in a *viable program* that not only *mapped the City’s future* but also *brought forth today’s reality*. *Hundreds of millions of dollars of investment in residential, commercial, light industrial, hotels, convention and performing arts centers, parking garages, stores, and restaurants bringing life to a once bleak landscape.*

Additional examples include the following:

while serving with the *City of New York*, I worked in the Expenditure & Personnel Monitoring Unit and on the Administration of Justice and Parks, Recreation & Landmarks Preservation Task Forces to provide new and/or enhanced services for the purpose of *renewing or revitalizing communities*. Among the initiatives were the City’s Buy-Out of several thousand federally funded employees hired per the Comprehensive Employment Training Act, then subsequently replaced by the Joint Training Partnership Act. Coordination with local Community Boards (the real grassroots level of government), Borough Presidents, City Council Offices and Committees, and other stakeholders paved the way for the *City’s rebirth from the trough of its fiscal crisis*.

while serving with the *City of Greenacres*, the *Potable Water Bond Funded Project* for the *historic center facilitated residential and commercial development*.

while serving with the *Palm Beach County Government*, I have a broad and diverse portfolio which involves being responsible for the *construction work-in-progress element of capital projects funded in the multi-billion dollar capital improvement program*. Accordingly, transactions for land, right-of-ways, easements, buildings, improvements other than buildings, infrastructure and other tangible capital asset investments flow through my office such as the attraction of the Scripps Research Institute and professional baseball spring training/minor league stadiums. Additionally, by tapping into the Senior Community Service Employment Program and establishing Student Intern & Technician positions employment opportunities have been provided in the community.

Of course, these dealings encompass working with numerous project managers and operational staff, e.g., baseball team personnel and their management firms, as well as federal, state, external, and internal auditors on a regular basis.

My **management style** is highlighted by **open, bi-directional communication and dialogue, transparency, adherence to laws, regulations, codes, policy and procedures, ethics, and personal integrity**. Of course, laws and other forms of guidance should be periodically reviewed and modified, as necessary, when they are found to be obsolete, unjust, or unreasonable. For example, my work with the **code enforcement process for Palm Beach County** resulted in **amendments to facilitate and encourage compliance yet provide for liens and collection efforts even on homesteaded properties**, which were previously exempt.

Internal information flow and work products should not only occur within departments but also across the organization yet, ultimately, the **chain-of-organizational-command should prevail** so decision making is **qualitatively and quantitatively vetted** thereby **ensuring issues receive timely and proper attention as well as due consideration**.

Speaking as a Professor of Economics, Finance and other subject areas, scarcity vis-a-vis unlimited wants/needs is the fundamental economic/financial problem faced by society. Service levels, deliverables, culture, standard of living and quality of life experiences, as well as affordability are always front and center framing the discussion on budgeting both in the short- and long-run.

Therefore, initially I would **focus on the mechanics of the budget development process** (expense, revenue, and capital components) then how the **procurement, accounting practices, and capital asset recordings are performed**. As a consultant, I found that this **flow of activity revealed the inherent strengths and weaknesses of the organization** clearly demonstrating the **capital to labor ratio and the relationship to productive, effective, and efficient operations**. Thus, a prescient, business model can be constructed with key business analytics/performance indicators to document how the mission-focused and human-centered organization performs its community service.

Consequently, personnel from each of my assigned areas of responsibility will be expected to present **Briefing Papers** explaining their **current and future mission, goals and objectives** (SMART initiatives, i.e., Dashboarding operational and financial information, Radio Frequency Identification Tagging for capital assets and stock inventory, etc.); **business metrics (performance measures/key workload indicators)**; **organizational and flow charts of major activities** (Succession Planning for Retirements/Other Attrition); **administrative policies & procedures and their authority**; **opportunities to streamline and automate manual processes**; **current assignments**; **approaching and annually recurring deadlines**; and, most importantly, **controllable versus uncontrollable costs** citing any unfunded mandates along with an explanation of one time or recurring functions with a budgetary impact.

Accordingly, the aim of this evaluation is to (a) produce a comprehensive assessment then (b) perform a qualitative examination followed by a cost-benefit quantitative analysis to determine the operational/financial/economic impact. **By organizing an operational charrette (collaborative joint ownership exercise) making use of the staff's talents with input from the Management Team, elected and appointed officials, partners, and stakeholders, a comprehensive yet sensible consensus about prioritization may emerge upon which detailed near, mid, and long-range planning and implementation scheduling can be duly advanced.**

In closing, let me offer that I look forward to working on behalf of the City of Palm Coast in order to optimize its best interests into the future. How can I further differentiate myself from other worthy candidates? My experiences include successfully assisting with positioning New York City to emerge from its fiscal crisis in the late 1970s and early 1980s by taking proactive measures to address short-term concerns while working on long-range solutions. Likewise, at this time in your organization's history, research and investigative efforts are called for in order to develop novel approaches and differentiating strategies involving data-driven analyses and evaluations to produce prescient results while simultaneously advancing the organization's commitment to inclusive excellence. I am confident that the portfolio of responsibilities under my administration can meet or exceed such challenges achieving positive outcomes that will resonate accordingly.

ANGELO F. DIPIERRO

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Executive Summary:

- *Professional corporate economic planner with a strategic entrepreneurial spirit (an “Achiever” and “Doer”);*
- *Proven problem solver having a unique blend of experiences in public, academia, for-profit, and non-profit settings;*
- *Record of innovative success enhancing profitability, revenue generation, cost control, and budget replenishment; and*
- *Published scholar and public servant equally at ease writing communication instruments from white papers to full-length consultant studies.*

PROFESSIONAL EXPERIENCE

Public Sector

PALM BEACH COUNTY, FL - Office of Financial Management & Budget February 1995 - Present
Manager, Financial Management Division
Senior Management & Operations Consultant, Management Section,
also serving as Interim Manager, Fixed Assets Management Office (effective December 2000)
Senior Management Analyst, Management Section
Management Analyst, Management Section
(Promotions: while serving in the Management Section plus a position reclassification then onto
Manager in the Financial Management Division.)

Lead, direct, administer, manage, organize, and control the broad and diverse portfolio for the County government's capital asset investment and recovery operations: reconcile and capitalize the construction work-in-progress element of capital projects funded in the multi-billion dollar Capital Improvement Program; implement Governmental Accounting Standards Board's pronouncements, e.g., infrastructure amounting to a book value over \$1.5 billion; maintain and update centralized inventory control over 60,000 capital assets with a book value of \$6 billion; manage the surplus disposal program generating sales receipts and reassignment value, or cost avoidance, in excess of \$75 million since inception (these proceeds directly replenish the budgets of the Board of County Commissioners' departments/agencies including the Palm Beach International Airport, Sheriff's Office, Fire-Rescue, and Solid Waste Authority as well as the budgets of the municipal and special taxing district partners); conceived, researched, crafted, published, and implemented a long-range *Business Plan* with core metrics and key performance indicators, policies and processes, training manuals, interlocal agreements, and desk procedures while launching a successful multi-media marketing campaign; negotiate multiple contracts including communications equipment, records management and retention, asset appraisal services, and recycling; comply with bond/grant covenants (i.e., land/construction/infrastructure and the Senior Community Service Employment Program), statutes, ordinances, and administrative or legal agreements; published FAMO's first annual financial and performance measurement report continuing with monthly, quarterly, and annual updates; developed scope of work and business requirement specifications (enterprise resource planning) for the conversion of the County's computerized financial management system while integrating and enhancing separate software applications; manage the hurricane shelter at Independence Middle School and post-disaster crisis center; served on the County's Audit Planning & Review Committee and Emergency Management Disaster Planning & Logistics Branch coordinating staging areas, supply and distribution sites, and mutual aid efforts; and re-engineered the operations and physical environment of the central office and surplus disposal operations while codifying their redesign into allocated space for the relocation to a new facility in April 2010.

Evaluated operations under the control of the Board of County Commissioners in order to design methods, procedures, improvements to financial and management information systems, and controls necessary to enhance performance by streamlining processes: conducted management studies; operational, financial, programmatic, and compliance audits; generated revenues; and recommended cost control and recovery measures. Translated conceptual ideas into feasible, concrete recommendations for efficient, effective, productive service delivery with the lowest organizational opportunity cost: *Code Enforcement Cost Recovery*; *Vehicle Replacement Policy*; *Capital Projects Management* (established the procedures used in FAMO's project manager training sessions); *FEMA and Commercial Insurance Reimbursement* (established the framework for the successful processing of 65 projects amounting to \$5 million in claims reimbursement for losses attributable to Hurricanes Floyd and Irene); *Land Development Collection Methods & Process/Staffing*; *Environmentally Sensitive Lands Program*; *Parks & Recreation - Revenue Collection & Projections*; *Community Services and Library System Organizational Studies*; and, *Indirect Cost Allocation Plan* resulting in a \$14 million net reimbursement to the General Fund. Initiated new areas for examination by synthesizing real operational and financial concerns requiring attention -- e.g., *County Property Insurance Coverage*. Interpreted Federal, State and County laws and regulations proposing amendments as necessary, e.g., facilitating code compliance initiatives while balancing the rights of property owners with the need for effective code enforcement and collection efforts. Recommended and coordinated programs to assimilate employees, supervisors, and managers in the techniques of work improvement and simplification.

CITY OF GREENACRES, FL - Administrative Services Department
Financial Operations Supervisor

November 1988 - August 1990

Supervised financial, budgetary, data processing, procurement, and administrative processes in a progressive manner (developed and established the protocol for investment/cash management strategies which resulted in unprecedented interest earnings). Commenced and successfully completed a \$1.5 million Potable Water Project Bond Issue. Served on the Audit & Finance Committee of the risk management consortium involving oversight of \$7 million in insurance coverage for the seven member municipal governments. Published data processing training and reference manual for citywide applications. Presided over the installation and modification of equipment/programs to protect and/or improve the computer system -- UPS, GIS, surge and fire suppression, ACCs, LCCs, and contiguous memory storage for enhanced speed and capability. Accepted a one-year contract with Cardinal Newman High School in order to earn the State of Florida Professional Educator Teaching Credential.

CITY OF WEST PALM BEACH, FL - Finance Department
Research & Budget Analyst

September 1987 - August 1988

Prepared the annual capital and operating budget including multi-year financial forecasts for the City's enterprise and internal service funds. Performed operational and organizational studies to measure efficiency and take corrective action; reviewed sources of revenue generation; reconciled the City's Community Development Block Grant funding, expenditures, and cash position from inception-to-date; compiled the Statistical Section of the Comprehensive Annual Financial Report (CAFR); and formulated long-range capital improvement planning in the amount of \$446.5 million to chart the City's future economic development and revitalization efforts (publishing "*Present Issues: Future Vision*") followed by a focused study on the central business district which manifested into City Place and Clematis-By-Night. Prepared resource utilization assessments, developed and monitored citywide goals and objectives, and conducted workshops and delivered presentations. Accepted the position with the City Manager's assurance that the position would be upgraded to Research & Budget Director; unfortunately, the City Manager's contract was abruptly terminated during the fiscal year by the Board of City Commissioners ending his plans to create a Research & Budget Office. Upon successful completion of the entire portfolio of research and budget assignments, accepted a confidential consulting engagement with the General Manager of a local Auto Mall Dealership.

CITY OF NEW YORK, N.Y. - Office of Management & Budget
 Senior Budget Analyst, Administration of Justice Task Force
 Budget Analyst, Parks, Recreation & Landmarks Preservation Task Force
 Assistant Budget Analyst, Expenditure & Personnel Monitoring Unit
 (Promoted twice from Assistant Budget Analyst to Budget Analyst then to Senior Budget Analyst.)

May 1981 - September 1987

Developed one-year, four-year and ten-year financial plans in billions of dollars for a full service entity. Served on the Administration of Justice Task Force presiding over an annual operating and capital budget in excess of \$1.5 billion; the Parks, Recreation & Landmarks Preservation Task Force with a combined budget of \$350 million; and, the Expenditure & Personnel Monitoring Unit accounting for the City's 240,000 employees and related resources with an annual operating budget of \$21.5 billion. Produced service delivery programs such as the School Program to Educate and Control Drug Abuse (SPECDA), Community Patrol Officer Program (CPOP), and the Police Cadet Corps as well as construction (Playground for All Children), reconstruction (Zoo and Wildlife Exhibits), and system improvements (E-911) funded with city and non-city sources -- i.e., CD, JTPA, UPARR, and Environmental Quality Bond Act (EQBA). Implemented policies, revised existing operations to better serve the public, and measurably solved problems. Composed the *F.A.C.T. Book*, *City Council Briefing Papers*, and the *Mayor's Budget Message and Management Report* (connecting budgets to programmatic initiatives and service delivery by providing detailed explanations along with comparative performance measurements). Prepared cash flow data used to define short-term borrowing needs. Created, updated, and maintained the Citywide Quarterly Allocation (QAS) and Integrated Financial Management Systems (IFMS). Accepted a position with the City of West Palm Beach near the area where my family was planning to relocate (Town of Jupiter/Village of Tequesta in northern Palm Beach County).

Academia

CARDINAL NEWMAN HIGH SCHOOL, West Palm Beach, FL
 Teacher/Coach

August 1990 - June 1991

Economics (Advanced Placement Credit - sponsored by Barry University, and three Junior Achievement classes), U.S. History and Government. Broadcasted commercials produced, directed, filmed, and written by the student companies in order to market their products. Each company posted profitable results from the sale of its merchandise. Coached freshmen and varsity football and varsity soccer. Successfully completed and fulfilled obligations/requirements under the one-year contract with the School, the Alternate Teacher Preparation 12-Credit Program administered by Florida Atlantic University, and earned the State of Florida's Professional Educator's Certification. Accepted the challenge offered by a business opportunity with A & S Services, Inc.

PALM BEACH STATE COLLEGE, Lake Worth, FL	Academic Year 1988/89 - Ongoing
SOUTH UNIVERSITY, West Palm Beach, FL	(Winter 1988/89) Academic Year 1994/95 - 2005/6
NEW HORIZON ACADEMY, Boca Raton, FL	Fall 1994
WASHINGTON COUNTY SCHOOL PROGRAM AT ECKERD, Okeechobee, FL	Summer 1992
BARUCH COLLEGE (City University of New York), N.Y.C., N.Y.	Spring/Summer 1987
PEARL RIVER SCHOOL DISTRICT, Pearl River, N.Y.	Winter/Spring 1986-7
Adjunct Professor	

Macro- and Microeconomics (PBSC's Weekend Business Institute and Honor's Program); Decision Sciences; Statistics; Financial, Managerial, and Cost Accounting; Operations Management; Finance; Business Law and Taxation; Conventional and Speed Reading; World History; Mathematics; Communications; Personal Awareness; Fine Arts; and, Yearbook. Develop and implement curricula. Advise and select textbooks. For the most part, my teaching experience has been at the rank of Adjunct Professor spanning many years while working concurrently in F/T positions the lion's share of which have been in public service.

For Profit/Private Sector

A & S SERVICES, INC., Ft. Lauderdale, FL
 President (Equity Ownership)

June 1991 - February 1995

Directed the daily operations, financial management, and inventory management and control of the S-corporation. Organized and managed an automotive repair and vehicular rental business commencing with site and facility acquisition; procuring capital equipment, supplies, materials, and contractual services; hiring and developing staff; and controlling the supply chain and inventory. Designed a marketing program which resulted in sales growth at an increasing rate to achieve a profitable position. Revenues increased by a cumulative growth rate in excess of 80% on \$400k in total sales. Prepared and implemented orientation and in-service training programs covering corporate policies and procedures, product differentiation, technical competency, productivity, efficiency, vendor qualification, procurement methodology, and customer relations. In 1995, sold business as a going concern to accept a position with the Palm Beach County Government.

PRIVATE ENGAGEMENT, Jupiter, FL
 Independent & Confidential Consultant

August 1988 - November 1988

Commenced and completed an engagement commissioned by the General Manager of the North Palm Beach Auto Mall: Chrysler/Plymouth Dealership's Service & Parts Departments. Uncovered opportunities for automation and modernization, operational improvement, organizational effectiveness, procedural efficiency, and productivity which were implemented resulting in a profitable turnaround. Accepted a position with the City of Greenacres – Administrative Services Department. Though I enjoyed consulting and was planning to simultaneously undergo the requirements to become a Certified Professional Educator, the senior executives offered me the opportunity to modernize the financial and technical business operations. Consequently, I postponed undertaking the Certification process until successfully accomplishing the effort. [Note: In early 1995, performed consulting services for International Profit Associates headquartered in Buffalo Grove, Illinois. Engagements focused on essential business fundamentals: strategic pricing; budgeting to make a profit; cash management; and inventory management, control, and turnover.]

Non-Profit Sector

CENTER for the STUDY of the PRESIDENCY, N.Y.C., N.Y.
 Assistant Business Manager (P/T position during senior year in college)

August 1980 - May 1981

Processed accounting functions, created marketing programs to sell published materials, conducted membership drives, organized conferences/symposia, and provided member services including research on U.S. Presidents, the Presidency, and the Executive Branch of Government. Accepted a F/T position with the City of New York.

EDUCATION

Master of Business Administration, Corporate Economic Planning, 1985, Pace University, New York, New York
 Bachelor of Arts, Economics and Political Science (double major), 1981, Fordham University, Bronx, New York
 Alternate Teacher Preparation Program, 1991, Florida Atlantic University, Boca Raton, Florida

CERTIFICATIONS and HONORS & AWARDS

N.Y.C. Mayor's Graduate Scholar
Fortune Pope Foundation Scholarship
National Economic, Political Science, and Foreign Language Honor Societies
GFOA Award for Distinguished Budget Presentation and Certificate of Achievement for Excellence in Financial Reporting
Popularly elected to serve on the Executive Committee of the OMB Benevolent Association
OFMB Incentive Fund Committee (Chairman) and Countywide Recognition Program Member
OFMB Departmental Employee Recognition Program and Countywide Kudos Awardee
Palm Beach County Administrator's Golden Palm Awardee (4 times)
Florida Professional Teaching Certification in Social Sciences (including Economics)
Crisis Prevention/Intervention Certification
South University - Professor of the Year
Florida Notary Public
Participant in public safety preparation for the 1986 Statute of Liberty Celebration and civil defense training of a French national via the United Nations
Customer Relations Recognition
Certificates - CPR, Red Cross, Commitment to Safety, Say No Drugs, Forklift Operation, Providing Employment Opportunities

PUBLICATIONS & JOURNALISM

Author/Reporter

JUPITER COURIER, WEEKDAY, NEWS/ADVERTISER, OMB NEWSLETTER, THE RAVEN, THE EXCHANGE, POINT MAGAZINE. Articles include: *Economy, Elections Have Much in Common; Solution to a Global Problem?; ROI on the MBA; Public Policy: Who's & Why's*; fundraising and scholarships; and many on local government and events/issues in northern Palm Beach County, Florida.

ACTIVITIES & INTERESTS

Fordham Alumni Student Team recruiter and volunteerism - Lighthouse Habitat for Humanity and Gulfstream Goodwill Industries, Inc.
Serving as a Volunteer on the Board of Directors for a non-profit 501(c)(3) Animal Rescue Organization, F.I.N.O. Rescue, Inc.
ICMA, GFOA, FGFOA (presentation titled, "*Maximizing Your Investment Recovery Strategy*," delivered for the School of Government Finance @ the 2015 Annual Conference), IIA, Professional Educator's Network, Citizens for a Sound Economy, and James Madison Institute
Mock Jury Trials on behalf of the Palm Beach County Court System
Landscaping & Home Improvements/ Sporting Clays/ Saxophone/ Real Estate & Financial Markets

Introduction: My leadership approach harnesses operational performance by integrating the organization's mission, goals and objectives, policies, processes, and resources. Establishing a sound protocol with rigorous yet realistic expectations within this framework results in the emergence of a constructive work environment. An environment which serves to drive the team's success while ensuring the work group remains focused on a long-term efficient, effective and productive course with the lowest organizational opportunity cost.

Adapting to and overcoming impediments when seeking new ways to achieve organizational improvement and development highlights the open, bi-directional communication and dialogue processes used in the interest of transparency, adherence to laws, regulations, codes, policy, procedures, ethics, and personal integrity. Of course, laws and other forms of guidance should be periodically reviewed and modified, as necessary, when they are found to be obsolete, unjust, or unreasonable. For example, my work with the code enforcement process for Palm Beach County resulted in amendments to facilitate and encourage compliance yet provide for liens and collection efforts even on homesteaded properties which were previously exempt.

As a Professor & Professional Employer/Employee: From empirical economic evidence, it has been proven that discrimination in any form, prejudice, narrow or closed-mindedness, and favoritism are anathema to the socio-economic order of society.

Just as these vices of exclusion serve to reduce the economy's potential, they serve to stifle initiative to solve our manmade problems. This message is always a central theme in my courses along with discussions on business ethics, values, and morality. After all, economics is a social science and to understand economics is to understand how people and institutions behave and interact with one another – an exercise in “what is” versus “what ought to be” – normative v. positive economic concepts.

Many societies in our day and throughout history have contended with the issue of **racial disproportionality**; yet, it continues to exist proving as elusive as world peace. Unfortunately, just as global conflict is **deeply rooted in history** so too is racial disproportionality. Hence, it cannot be easily resolved but **requires a transformative, holistic approach making use of intentional and strategic interventions to open and sustain avenues of opportunity**. Simply put, one must lead by example – that is, respect each person and her/his culture by finding common ground for the *quality of the content of one's character should be the individual's defining trait*.

My hiring record is an exemplary demonstration of building diversity, equity, and inclusion in the work force. For example, I made use of the *federally funded Senior Community Service Employment Program (chartered with hiring and training participants in the conduct and processes of a modern office environment) and established Student Intern & Technician positions thereby providing employment and training opportunities for residents in the community.* **(Several former Senior Aides and Student Interns & Technicians have gone on to full-time employment within my office and elsewhere in the Palm Beach County government.)**

An organization's employees should represent a microcosm of the community. Its *policies, rules, regulations, procedures, and guidelines should be ethically sound; reasonably, objectively, and equitably applied; and always be in the highest and best interest – that is, concerned with the common good while preserving the welfare of the individual, especially those confronting a financial cliff.*

Strategically designed policies and procedures, etc., should promote and foster diversity, equity, and inclusion by communicating these ideals clearly and unambiguously. **(Palm Beach County's**

government does target positions for minority candidates and may provide veterans additional points awarded on their interview score.) When my Office communicates in writing with individuals who may speak English as a second or third language, translations are provided by way of contractual service contracts. For instance, *published materials pertaining to the Countywide surplus auctions (newspaper announcements, advertisements, rules and procedures) are provided in English, Spanish, and Creole and, as necessary, in other languages.* These outreach efforts mitigate if not entirely eliminate “noise” in the communication process. Thus, **by employing sensible strategies, success has been achieved in ensuring diversity, equity, and inclusion in the operations under my purview for well over a quarter century.**

Having served on the Parks, Recreation & Landmarks Preservation Commission Task Force for the NYC Office of Management & Budget, an example that clearly demonstrates offering recreational services given limited facilities and open space to diverse populations is the **Playground for All Children (an apparatus on which handicapped and non-handicapped children can play together).** The *Playground* was the first of its kind in the country the chosen site being an existing flagship park located in Queens (a centralized geographic center) placing it in close proximity to existing recreational facilities. This choice not only accelerated the approval process for funding but also contributed to a more rapid project completion schedule.

As a Volunteer: *I've had the distinct honor and pleasure to participate in the financing, marketing, and building of eight (8) Habitat for Humanity homes on contiguous lots in Jupiter, Florida, and so I can state unequivocally that the recipients of the homes, who had to invest their own sweat equity and receive home ownership training, anchored the community by their sheer presence and programmatic reciprocity efforts.*

Utilizing strategies learned from my parents, educators, personal and professional experiences have resulted in successfully accomplishing goals and objectives emanating from egalitarian, supportive, and transparent leadership wherein the work or classroom environment prides itself on fact-based analyses and evaluations leading to positive outcomes.

In Sum:

To know and understand the meaning and significance of multi-cultural awareness, open-mindedness, individuality, community, and civil rights & liberties while contributing to the collective good by applying common sense solutions to uncommon problems;

To lead by example providing quality education, creating employment opportunities for senior citizens and student interns/technicians, and coaching student-athletes in the finer points of team sports such as soccer & football;

To distain systemic closed-mindedness and biases by delivering services and products to customers and/or clientele in an equitable manner devoid of cynicism because to do otherwise is anathema to a well-functioning society;

To embrace the notion that individual success can be measured not necessarily by analytics or key performance indicators or benchmarks but by making someone's life easier; and

To assist in a material way advancing the organization's commitment to inclusive excellence using entrepreneurial approaches, creative strategic planning, broad organizational alignment, and practicing cross-disciplinary collaboration to culminate in leading-edge service delivery.