

Code Enforcement Board applicants

<u>Name</u>	<u>Address</u>	<u>District</u>	<u>Phone #</u>	<u>Date received</u>
Cathy Gladden	96700 Grande Oaks L Fernandina Beach, FL 32034	Three	(904) 432-7799	Sept. 10, 2018
Stephanie Jerrell Estep	Exempt Amelia Island, FL 32034	Two	(904) 230-1163	Sept. 10, 2018
Rita Larrabee	95067 Woodberry Ln. Fernandina Beach, FL 32034	Two	(904) 491-9858	Aug. 30, 2018
Sharon Hatchell	95471 Captains Way Amelia Island, FL 32034	Two	(904) 982-1105	Aug. 23, 2018
Judith Ochs	9531 Hildreth Ln. Amelia Island, FL 32034	Two	(904) 624-7715	Aug. 10, 2018

CATHY GLADDEN

96700 Grande Oaks Lane, Fernandina Beach, FL 32034

904-432-7799

Gladdennix@gmailcom

RCVD COUNTY MGR
10 SEP '10 AM 9:11

Since moving to Fernandina in 2013 I have seen many changes to the area. Prior to the move I have been visiting family in the area since my step-daughter moved to Callahan in 2004. While watching these changes I have become increasingly concerned about issues affecting our quality of life as well as the perception of visitors. After retiring from the Federal Government after 35 years of service I am very familiar with the application of rules and laws to different situations. I believe that experience would be beneficial for service on the Nassau County Code Enforcement Board.

EXPERIENCE

JANUARY 2015 – MAY 2017

CONSULTANT WITH DECISION DYNAMICS SUPPORTING CUSTOMS AND BORDER PROTECTION

After retiring I continued supporting CBP P-3 program by consulting in areas of program planning and execution as discussed below.

JUNE 2006 – DECEMBER 2014

DEPUTY PROGRAM MANAGER, P-3 PROGRAM OFFICE, OFFICE OF AIR AND MARINE, DEPARTMENT OF HOMELAND SECURITY, CUSTOMS AND BORDER PROTECTION

My responsibilities included the overall management of the P-3 aircraft Program Office, (both as the deputy and as acting program manager multiple times) including several multi-million dollar contracts, briefings to upper level officials as well as responding to Congressional inquiries. I led the development of a business case including the strategic planning for a multi-million dollar aircraft sustainment program that was funded by Congress. Management of the sustainment program had to be balanced with budgeting for continuing maintenance as well as allow for unknowns during the production and execution of the plan. A large part of executing these programs involved development of Statements of Work submitted to the industry which including associated market research and risk assessments, based on the Federal Acquisition Regulations. Following contract award I monitored contractor performance both through direct oversight as a Contracting Officer Representative as well as a manager.

AUGUST 1987 – JUNE 2006

SURVEILLANCE PROGRAM SPECIALIST OFFICE OF AIR AND MARINE, DEPARTMENT OF HOMELAND SECURITY, CUSTOMS AND BORDER PROTECTION

Provided oversight and planning of the ever evolving program from budget development and execution to the establishment and monitoring of support agreements with other Federal Agencies such as DoD, FEMA, NOAA and DOE as well as with various Department of State Embassies in Central and South America.

JUNE 1984 - AUGUST 1987

PROGRAM ANALYST, U.S. CUSTOMS SERVICE

Responsible for the U.S. Customs Service Aviation budget. Customs received a separate appropriation for the Aviation Division just before I was hired. I established the internal tracking system and standardized approximately 8 field offices. The tracking system, APATS, is still being used today and has been named as an official system by DHS.

JANUARY 1980 - JUNE 1984

AUDITOR, DEFENSE CONTRACT AUDIT AGENCY

Responsible for insuring compliance of contractor proposals to the Department of Defense were accurate and in compliance with Acquisition Regulations and that the contractor systems and practices were in compliance with Cost Accounting Standards..

EDUCATION AND CERTIFICATIONS

DECEMBER 1980

BACHELOR OF ARTS, UNIVERSITY OF SOUTH FLORIDA

Graduated Cum Laude with an emphasis in Accounting and Business.

CERTIFICATIONS:

- Florida Certified Public Accountant (Inactive)
- Certified Acquisition Professional
- Program Manager Level III
- Contracting Officer Representative Level III

ACTIVITIES

In addition to spending time with family, including grandkids, I am active in Newcomers Club of Amelia Island having been on several special committees in leadership positions. I have been nominated to be on the Newcomers Board for 2019 as the Database Administrator and will chair an activity group in addition to special committees and activities.

**Stephanie
Jerrell
Estep**

Amelia Island, Florida 32034

Home: (904)230-1163

Cell (386-365-2252)
stephestep@comcast.net

PROFESSIONAL - CLIENT FOCUSED - ADAPTABLE

Dedicated and compassionate, professional, ability to cultivate a comfortable environment for individuals and families with a personal touch Displays diligence in all endeavors with attention to detail for optimal end results - never satisfied with status quo.

Effectively identifies and responds to client needs through strong verbal and written communication skills

Proven ability to quickly grasp a situation, evaluate, and take calculated risks if action is warranted. Understands there is a cost associated with doing business and the need to be cost efficient as well as operationally effective.

EXPERIENCE

Nassau County Emergency Management

01/2015 – 02/2016, Present

77150 Citizen's Circle, Yulee Fl. 32097 904-548-0900

- Instructor- CERT Citizens Emergency Response Team, 2015 – Present
- Volunteer Coordinator/CERT Program, 01/2015-02/2016

Key Accomplishments:

- Assess current volunteer needs of the Emergency Management Organization
- Recruitment of ideal volunteers to match specific needs of EM Organization
- Manage Intake Process and ensure completeness of applications
- Documenting credentials and typing for all volunteers
- Ensuring all volunteers have scheduled training to meet NIMS compliance
- Coordinated CERT program for 2015 Classes
- CERT Instructor

Disaster Deployment State OPS Position 10/2017 – 01.2018 Irma Recovery, JFO-Joint Field Office, Orlando, Florida (FEMA – State)

Key Accomplishments:

- State Plans Section Chief – Coordination of state plans response for recovery of hurricane Irma
- State Operations Section Chief – Coordination of state operations for recovery efforts hurricane Irma

Disaster Deployment Volunteer – 10/2017 Irma Recovery, Big Pine Key, Florida, State Incident Management Team

Key Accomplishments:

- Finance Section Chief, management of Base Camp for FEMA and National Guard

Disaster Deployment Volunteer - 09/2017 Irma Recovery, Florida Division of Emergency Management, State Incident Management Team – Single Resource Request by State of Florida DEM

Key Accomplishments:

- State Unit Lead for state wide recovery efforts
- State Plans Section Chief for state wide recovery efforts

Disaster Deployment Volunteer – South Carolina Floods: Florida Incident Management Team representing Nassau County, Florida.

Key Accomplishments:

- During this deployment I received training in Registration intake, transitional sheltering, POD (Points of Distribution) operations.
- Spoke directly with applicants, requested additional information and/or documentation from the applicants, as needed and verified information.
- Referred applicants to the appropriate agencies and documented resources offered.
- Manned Phone Ordering/Distribution Desk for POD's, maintained tracking records for distribution of supplies for 8-12 sites during POD operations.
- Collaborated with multi agencies to ensure distribution of requested resources in an accurate and timely capacity- under tense situations.
- Ground work at POD sites – assisted in the organization of POD's, assisted in the distribution of water to citizens, surveyed damage assessment in the affected areas.

Environmental Safety Training (EST)

2010-present, Training/Consulting Assistant, Jacksonville, Florida

EST develops specialized operational training and provides expert consulting in compliance with various OSHA, EPA and related FOOT regulatory standards. This service is provided to vocational centers that are part of educational institutions of higher learning as well as a personally developed customer base.

Key Accomplishments:

- Demonstrated ability to quickly learn organizational processes, workflows, policies and procedures for training presentations.
- Handled a range of administrative support and office management functions for development of training materials.
- Assisted in the development and presentation of all training seminars, and workshops produced for clientele.

Suwannee Hardware & Supply

2006-2009, Self-employed - Owned, Operated, Managed LLC, White Springs, Florida

Retail business servicing a three-county rural area. Supplier of basic commercial/residential hardware, construction supplies, livestock feed, full line of fishing/recreational supplies and garden center.

Key Accomplishments:

- Planned and directed all functions of the company, including budget preparations, sales targets, hiring and training of all personnel.

- Produced extreme makeover for the preservation of dilapidated building, which included redesigning, remodeling and expansion of pre-existing structure and grounds to provide additional space for the implementation of new marketing strategies
- Cultivated a broader commercial sales base by expanding industry specific stock which resulted in increased revenue.
- Optimized potential revenue by implementing new marketing strategies which included: multi-brand livestock feed distribution, line of fishing tackle recreational supplies conducive for area, expanded monthly account-based clientele.

The Henry & Rilla White Foundation Inc. Florida Department of Juvenile Justice

2005-2006, Case Manager-Conditional Release, Lake City, Florida

A contractual position with the Juvenile Justice Program of Conditional Release to over-see the performance of youth transitioning from the Juvenile Justice System.

Key Responsibilities:

- Developed comprehensive individualized supervision plans for youth ages
- 10-19 yrs. of age.
- Monitoring and assessing 12-18 assigned clients and their families for crisis intervention 24-hrs/per, 7-day wk., encompassing a 50-mile radius.
- Recruiting and coordination for community services and resources based on individual and family needs.
- Completing and distributing weekly, monthly, and annual written reviews and progress reports, regarding each youth's progress towards achieving the goals and objectives of their individual supervision plans.

Therapist - OSTP/Behavioral Therapist

Provides mental health services to clients and their families referred to the program.

Key Responsibilities:

- As part of a treatment team collaborated with Staff Psychiatrist, Program Director, Case Manager, parents and school personnel in the development of a treatment plan, monitored progression, subsequent changes in and termination of treatment.
- Provided therapeutic services that ensure the attainment of identified goals and objectives consistent with programs established strategic plan which include:
 - Individual, group and family counseling
 - Parent effectiveness training
 - Behavioral assessments
 - Designing, developing and monitoring classroom behavioral management programs

S & S Consignments S&S Pawn & Sports, Inc.

1989-2006, Self Employed-Owner, Operated, Managed, Lake City, Live Oak, FL.

Retail business inclusive of buying and selling, pawning new and used merchandise. Federal Firearm License, Ammunitions and Firearms Dealer, Firearms Safety Certified, State Pawn License.

Key Accomplishments:

- Began as new start up business.
- Planned and directed all functions of the company for 17 successful years. Established and integrated the functional strategies of the company to reach financial forecast and business objectives.
- Record of success exhibited by the purchasing of new location (purchase of bldg. & property) while continuing to build customer base.
- Developed sales and marketing plans producing the ability to successfully open a second location.

Planned and directed all functions of the company, including budget preparations, sales targets, hiring and training of all personnel.

EDUCATION

1982 Columbia High School, Lake City, Florida
High School Diploma

2000 Lake City Community College, Lake City, Florida
Associate in Arts Degree
Major in Education

2002 Saint Leo University, Lake City, Florida
Bachelor of Arts Degree
Major in Criminology

2003 North Florida Real Estate School, Lake City, Florida

2015 State of Florida CERT Instructor, CERT Train the Trainer Certified, CERT Program Manager Certified

August 30, 2018

Mr. Mike Mullen, County Attorney
Nassau County Board of Commissioners
96135 Nassau Place, Suite 6
Yulee, FL 32097

I am a Nassau County resident and would appreciate being considered for a seat on the Nassau Code Enforcement Board. Already having a current, working relationship with a member of the Board, Jacque Osborne, the opportunity to serve the community is a welcomed challenge.

Kind regards,

A handwritten signature in cursive script that reads "Rita Larrabee". The signature is fluid and includes a small flourish at the end.

Rita Larrabee
95067 Woodberry Lane
Fernandina Beach, FL 32034
904.491.9858

Rita L. Larrabee 1966-2007

Classroom Teacher

Ft. Bragg, NC

Cherryville, NC

Ambler, PA

Reading Specialist

Fayetteville, NC

Bethesda, MD

Ft. Benning, GA

ASEP & BSEP Instructor

Ft. Benning, GA

Big Bend Community College

Netherlands

Test Examiner/ Army Education Center

Regional Contracting Office

Brussels, Belgium

Area Coordinator/Educational Services

Central Texas College

Hanau, West Germany

The Access Group/ Agent Orange Grant

United Cerebral Palsy Association

Washington, DC

Atlanta, GA

Instructed Writing Courses

Central Texas College
US Embassy Marine Corps Contingent
Liberia, West Africa

Relocation Specialist
One World Relocation Services
Independent Contractor
International Resources for Transferees to or from USA

August 23, 2018

Mr. Mike Mullin
County Attorney
Nassau County Board of Commissioners
96135 Nassau Place
Suite Six
Yulee, Florida 32097

Mr. Mullin,

Please consider me a citizen candidate to serve voluntarily on our Nassau County Code Enforcement Board. As a citizen of Nassau County for more than 25 years, I believe it is my civic duty to give back to my local government, as I do in responding to jury duty and, of course, voting in every election.

I am a retired business owner on Amelia Island and I promise to study the codes required to serve on this board and to attend every meeting.

Thank you for your consideration.

Best Regards,

Sharon Hatchell

Sharon Hatchell
95471 Captains Way
Amelia Island, Florida 32034
(904) 982-1105

Sharon Hatchell

95471 Captains Way, Summer Beach, Amelia Island Florida 32034
904.982.1105 Sharonhatchell@gmail.com

Proven business leader and entrepreneur with expertise in business development, establishing positive client relationships, marketing, sales and Public Relations. MBA degree and focused experience in establishing new businesses, retail business, health insurance, business staffing and consulting companies.

- Marketing Strategy, Planning and Implementation
- Business Development and Sales
- Client Relationship Building
- Retail management, vendor management.
- Effective written and oral communications
- Innovative thinker and problem solver

Career History:

Nassau Diamond Fine Jewelry Amelia Island, Florida
Managing Partner and Chief Marketing Officer

2006-2016

Successfully launched a new retail business in the midst of the Recession in a resort destination. The business model premise is to drive every transaction with premier customer service, embrace customer's feedback and ensure customer satisfaction. Within two years most new business was a result of customer's referrals, creating a loyal customer base.

Decision maker responsible for buying product, tracking financial performance, marketing, advertising and public relations. Teamed with partner for vendor selection and building positive business relationships with national suppliers. Manages retail store, monitors inventory and accountable for all financial reporting and tax documentation.

Planned and hosted two special in-store events a year. 'The Gentlemen's Panic Party'

Remilnet, LLC. www.remilnet.com Jacksonville, Florida
Chief Operating Officer

COO of consulting firm that specializes in the U.S. Department of Defense market segment. Provided leadership across multiple product lines and led financial reporting duties. Teamed closely with Product Line Leaders, ReMilNet President and Chief Executive Officer to ensure ReMilNet's unique vision was maintained and premier customer service are delivered every time to our clients.

Responsible for marketing plan, business development, contract review and responses, financial reporting and maintaining positive rapport with contract consultants. Wrote and

designed presentations and product collateral material.

**Blue Cross and Blue Shield of Florida and subsidiaries
Including First Coast Service Options and Incepture, Inc.**

Incepture, Inc. 2002-2005

Director Contract Staffing Line of Business

Chosen to launch and lead the Contract Staffing business unit for Incepture, a for-profit subsidiary of Blue Cross and Blue Shield of Florida. Launched the internal Contract Staffing line of business in 2002 and led the product line's revenue growth to \$17 million by the end of year three. Contract Staffing quickly became Incepture's keystone revenue and income producing product line, delivering \$1.7 million in net income in CY2004 and placing 175 contract consultants on Enterprise and external commercial assignments.

Responsible for profit and loss, product line success, marketing and business planning, advertising, promotional planning and execution. Managed team of six professionals. Partnered with BCBSF legal counsel, risk management, human resources, payroll and others to create a new classification of employee that met the business needs of the product and best mitigated risk for the Enterprise. Product line contributed \$4 million annually to funding the company's administrative overhead.

This line of business was recognized by the *Jacksonville Business Journal*, as the tenth largest temporary staffing firm in the northeast Florida, when peer ranked competitors have been in business 40+ years.

Director of Business Development

Leader of Incepture's new Business Development program for this for-profit subsidiary that is wholly owned by Blue Cross and Blue Shield of Florida. Responsible for new product research, evaluation and funding proposals that are presented to Incepture leadership for approval. New products include identifying and developing new market segments to existing products and evaluating completely new products for funding and launch in the commercial markets.

First Coast Service Options, Inc. (Blue Cross Blue Shield of Florida)

Director of Systems Sales and Marketing

Provided innovative leadership to the system division's emerging Marketing and Sales program, which was transformed into the Enterprise's for-profit subsidiary, Incepture, Inc. Planned, directed and readied for implementation, a start-up Information Technology Contract Staffing line of business.

Contributed to strategic planning initiatives in the Systems and Executive Council forums. Provided Marketing perspective to major Request for Proposal Team.

National Computer Services, Inc.**Amelia Island, Florida**

Director of Marketing and Communications. Directed and implemented marketing strategy for Information Technology consulting firm. Designed sales incentive and recognition programs. Developed retention programs that responded to needs of 200 contract consultants. Executed major client meetings.

Blue Cross Blue Shield of Florida Manager, Customer Advisory Councils:

Managed five councils statewide that included more than 100 critical customer decision makers. Responsible for maintaining positive relationships with these key customers and involving them in the customer advisory council meetings that I planned quarterly. Besides the executing the strategic plan for the councils, I was responsible for all the on-site meeting planning to cater to each group.

Community Relations:

Implemented strategies to place corporate executives in appropriate community functions. Responsible for planning and hosting large scale events with National Conference of Christians and Jews, Jacksonville Symphony and corporate sponsored health conferences.

EDUCATION:**Masters of Business Administration**

Jacksonville University, Jacksonville Florida

Kellogg Graduate School of Management

Northwestern University, Chicago Illinois

"Accelerating Sales Force Performance"

"Breakthrough Leadership"

Bachelor of Arts Journalism/Marketing/Economics

Marshall University, Huntington, West Virginia

Six Sigma Yellow Belt

Blue Cross and Blue Shield of Florida

Summary Statement. I have extensive experience in federal government budgeting, accounting, financial management, and strategic planning. During my 35 years in the US Treasury Department, I dealt regularly with senior career officials and political appointees, Congressional appropriations committee staff, the federal Office of Management and Budget (OMB) and the General Accountability Office (GAO). I worked with a President's Management Council committee and wrote Secretary Rubin's performance agreement with the President, which outlined Treasury's missions and goals and set a framework for later strategic plans. I managed several offices within Treasury including: a program analysis staff of 10, an IRS financial management staff of 20, and an IRS budget formulation staff of 25. I was Acting Executive Director of a Treasury/IRS oversight board, which oversaw and reviewed the IRS Tax Systems Modernization program. I was a Special Assistant to the Deputy Assistant Secretary (DAS) for Departmental Finance and Management, and represented the DAS in daily interactions with political appointees and career executives on a wide range of budget, planning, personnel policy, and procurement issues

CAREER EXPERIENCE

SENIOR ANALYST (GS-15) (2/03-8/14)

*Office of the Fiscal Assistant Secretary, Office of Accounting Policy
Treasury Department, Washington, DC*

Reported to Deputy Assistant Secretary for government accounting policy. Wrote Congressional testimony for fiscal assistant secretary re government-wide financial reporting and financial management issues. Wrote talking points for Under Secretary for Domestic Finance. Analyzed and monitored Treasury's progress in resolving material weaknesses in government-wide financial reporting. Worked with Treasury's Financial Management Service to develop a plan of corrective actions to resolve 70 GAO open audit findings on the government financial report, drafted internal control policy and procedures for closing out audit findings. Planned and convened a high-level roundtable of outside experts to elicit feedback on improving the government financial report and won an award for this effort. Served on a Treasury-OMB-GAO working group to develop a shorter, easily understood summary report of the Financial Report of the US Government. On a detail to the Consumer Financial Protection Bureau (CFPB), performed the first independent audit of the budget and operations of the CFPB as required by Pub.L. 112-11, Full-year Continuing Appropriations Act, 2011. Chaired a CFO Council subcommittee on integrating budget, accounting and performance information and held a roundtable of experts to explore implementation.

PROGRAM ANALYST, ECONOMIC TEAM LEADER (6/97-2/03)

*Office of Strategic Planning & Evaluation
US Treasury Department, Washington, DC*

Wrote international and domestic economic sections of the Treasury Performance Report and Annual Accountability Report. Prepared analyses and detailed spreadsheets to crosswalk Treasury's budget structure to strategic plan missions and goals. Convened an interagency information meeting with OMB leaders on the various initiatives of the President's Management Agenda. Served as Acting Chief of Departmental Budget Execution, supervised staff of five and monitored over 100 appropriation accounts, prepared apportionments, transfers, supplemental requests, and Congressional reprogramming requests. Worked with Treasury DCFO, Inspector General and OMB to establish Departmental guidance for the first Statement of Net Cost for FY 1998 audited financial statements. Served on a high-level Treasury team working with DC Government officials to interpret new legislation and advise the Secretary on transferring certain DC pensions to Treasury.

STAFF ASSISTANT TO DEPUTY ASSISTANT SECRETARY (3/96-5/97)
Deputy Assistant Secretary (Departmental Finance & Management)
US Treasury Department, Washington, DC

Worked directly with eleven senior career executives in daily coordination on specific tasks involving a wide range of issues (budget, planning, procurement, IT and personnel policy). Liaison with political appointees in offices of the Secretary, Deputy Secretary, Chief of Staff and Executive Secretariat. Coordinated with deputy bureau heads to plan the agenda for Deputy Secretary's biweekly meetings with bureau heads. Served on a senior-level team that advised the Secretary and made recommendations on IRS reform. Compiled 50-page report of Department's IRS Reform Task Force and wrote executive summary.

ACTING EXECUTIVE DIRECTOR (6/95-2/96)
IRS Modernization Management Partnership
US Treasury Department, Washington, DC

Chartered, organized and directed a high-level Treasury/IRS board to provide oversight of IRS Tax Systems Modernization in a period of intense Congressional scrutiny. Coordinated participation of several Departmental and IRS offices. Provided oversight and review of IRS Modernization issues. Prepared a risk assessment of a highly visible electronic filing project about to be brought online, surfaced significant problems and made recommendations that resulted in action by the Secretary. Prepared reports for the Assistant Secretary and Deputy Secretary. Developed briefings for Departmental and OMB officials, and personally briefed senior level Treasury and OMB officials on IRS Modernization issues.

ACTING DIRECTOR (1/95-5/95)
Office of Organizational Improvement (Planning & Mgmt. Analysis)
Treasury Department, Washington, DC 20020

Directed Treasury's initial planning and implementation of the Government Performance and Results Act (GPRA). Developed and conducted a Department-wide conference on integrating GPRA, GMRA and CFO Act requirements within operational activities. Helped coordinate Treasury's reinvention/devolution review for National Performance Review. Worked with a small team of high-level Departmental and Bureau officials to develop proposals for devolving, privatizing, terminating and/or reinventing Treasury programs. Presented the proposals to the Secretary, NPR and the White House. This effort was commended by the White House and NPR. Supervised staff of 10.

REINVENTION TEAM MEMBER (3/94-12/94)
Treasury Reinvention Team,
Treasury Department, Washington, DC 20020

Served as principal staff support to President's Management Council (PMC) customer service subgroup and liaison with National Performance Review (NPR). Worked with the Treasury COO, who served as subgroup chairman and top officials from other cabinet departments to develop a government-wide strategy for implementing the President's Executive Order on customer service. Helped design, market and develop customer service plans and standards government-wide. Won a cash award for this effort. Prepared detailed plan and recommendations for Treasury action on the NPR report on government-wide financial management improvement. Drafted Secretary's performance agreement with the President, outlining Treasury missions and goals and providing a framework for later strategic plans.

CHIEF, IRS FINANCIAL MANAGEMENT ANALYSIS (3/93-3/94)

*Office of Financial Management Analysis,
Internal Revenue Service, Washington, DC*

Directed and coordinated a major management review of IRS national office and regional office financial operations. Developed annual financial operating plans for 15 headquarters operational units. Developed components of IRS's strategic plan and annual business plans; set priorities and monitored progress. Published a comprehensive Financial Management Reference Guide for District Managers. Developed and conducted financial management training for field financial managers. Conducted CFO customer satisfaction surveys. Developed CFO standards for internal management control reviews under FMFIA. Analyzed IRS core business system processes. Reviewed and made recommendations for improvement in Treasury budget process as member of multi-bureau quality improvement team. Supervised three GM-14 section chiefs, staff of 20.

IRS BUDGET OFFICER/CHIEF OF BUDGET FORMULATION (4/91-3/93)

*Office of Budget Formulation
Internal Revenue Service, Washington, DC*

Coordinated and directed formulation of \$7.5 billion, 116,000-FTE annual operating budget. Prepared four yearly budget submissions, detailed analyses and briefing materials for the CFO and IRS Commissioner. Provided oral and written guidance and direction to officials and budget staffs in 13 functional areas. Converted budget formulation system from a stand-alone, mainframe time-sharing system to a mini-computer-based system that integrated budget formulation, budget execution and accounting systems. Brought up the new system with no major conversion problems. Improved the accuracy and consistency of budget data, improved clarity of budget justifications and timeliness of submissions, while reducing overtime and staff burden. Trained the staff in the federal budget process. Supervised staff of 25.

BUDGET OFFICER (4/88-3/91)

National Academy of Sciences (National Research Council), Washington, DC 20240

Directed and managed preparation of indirect cost and reimbursable budgets, capital budget, and general funds operating budgets. Coordinated submission of budgets from 12 large program units and several smaller offices comprising over 200 cost centers. Prepared budget materials for presentations to the NAS budget committee, governing board and council. Reorganized budget process, replacing manual system with computer-based submissions. Instituted a mid-year budget review, which achieved a 12 percent budget reduction the first year. Developed and negotiated indirect cost rates with government auditors. Worked with accounting office to prepare periodic financial reports, general ledger reports and statements.

BUDGET ANALYST (1/80-4/88)

*Departmental Budget Office
Interior Department, Washington, DC 20240*

Reviewed and analyzed program budgets, monitored budget execution. Developed departmental budget guidance, including analysis and interpretation of appropriations, authorization and other special legislation. Dealt on a daily basis with OMB and Appropriations committee staff. Performed internal control vulnerability assessments. Wrote a compendium of authorizing legislation for all Interior bureau programs. Authored a 350-page departmental budget handbook of guidance and standards on all aspects of the Interior and Federal budget processes. Received an award for this manual, which is still Interior's basic budget reference guide.

EDUCATION

MPA, PUBLIC ADMINISTRATION (1978) *AMERICAN UNIVERSITY, WASHINGTON, DC*
BA, HUMANITIES (1965) *Harpur College, State Univ. of New York, Binghamton, NY*

OTHER TRAINING, CERTIFICATIONS

EXECUTIVE DEVELOPMENT SEMINAR (80 HRS.) (11/00) OPM Management Training Center,
Shepherdstown, WVA

SENIOR EXECUTIVE SEMINAR (120 hrs.) (5/97-6/97) H. John Heinz School of Public Policy & Mgmt.
Carnegie Mellon University, Pittsburgh, PA

CIO EXECUTIVE SEMINAR SERIES (12 hours) (1996) Information Resources Management College,
Fort McNair, Washington, DC

CERTIFIED GOVERNMENT FINANCIAL MANAGER (CGFM, 1996)

Member: Association of Government Accountants, American Assn. for Budget & Program Analysis