

DONNA HOMEmail: dhom@oaklandnet.com

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Chief Financial Officer/Personnel Manager

Financial Planning / Budget Development / Personnel Management/Strategic Planning / Project Management

Senior level executive with extensive hands-on experience in local government management, financial planning, budget development, economic development, project evaluation and analysis, legislative process, human resource management, and labor relations. Energetic, passionate to public services, and decisive in leadership. Master's Degree in Public Administration. Areas of expertise in:

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| * Financial & Strategic Planning | * Local government legislative process |
| * Collaboration with stakeholders | * Economic project review & evaluation |
| * Charter school planning & start-up implementation | * Organizational development |
| * Public policy implementation & evaluation | * Computer system integration & conversion |
| * Human resource management/Personnel actions | * Labor relations & negotiation |
| * Financial report and audit schedule preparation, labor costing, and revenue collection | |
| * Financial related policy and internal control development | |
| * Teaching in undergraduate and graduate school in Public Administration programs | |

Over 19 years of expertise in local government operations management, strategic planning, policy formulation, implementation, and evaluation. Public service program design, implementation, analysis, and evaluation. Financial management, budget development and implementation, reporting, and auditing. Collaboration with community-based organizations, special interest groups, and citizens in planning, program design, evaluation, and legislation passage. Initiating, planning, implementing special projects under the mayor, city council, and city manager's direction. Computer system conversion, integration, and administration.

Professional Experience*City of Oakland, California**8/1990 to 7/1994 and 8/1995 to Present*

Agency Administrative Manager/Fire Division Manager in the Fire Department (9/2002 to Present; Salary: \$145,000/yr)

Responsible for \$115 million annual operating budgeting with 600 full-time equivalent positions, financial reporting, accounting, and auditing. Special funds and grants handling including Homeland Security grants, Emergency Medical Service fund, Paramedic Service Fund, Violence Prevention and Public Safety fund, and Wildfire Fire Prevention Assessment District fund. Financial status projection and operational planning. Manage personnel functions including recruitment, worker's compensation, recruitment, discipline/grievance, risk management, policy development and implementation, payroll, implement payroll and benefits aspects of labor agreement. Problem solving as needed. Major achievements include:

- Reviewed and modified the public safety component of the city's General Plan
- Managed expenditures within the budgeted amount and managed the accounting process such that all financial reports were free of audit findings
- Task force member, formation of the Wildfire Fire Prevention Assessment District with over 73% passage rate of the voters for \$1.8 million annual revenue
- Planned and designed the Flexible Deployment work schedule to reduce annual personnel spending by \$4 million
- Task force member, passage of the Violence Prevention and Public Safety Act 2004 for \$4 million annual revenue toward the Fire Department's operation
- Task force member, implementation of Telestaff (a sworn personnel staffing software system)

Administrative Services Manager, Life Enrichment Agency/City Manager's Office (11/2000 to 9/2002; Salary: \$109,000/yr)

During this two-year tenure, reported to the Assistant City Manager and considered, analyzed, and made recommendations regarding the day-to-day operations of the Parks and Recreation Department, Library, Museum,

Department of Aging, Health, and Human Services to department directors before issues were escalated to the Assistant City Manager's level. Managed approximately \$100 million annual operating budget with 600 full-time equivalent positions. Some of the major achievements included:

- Negotiated with Coca Cola for a \$3 million community service fund
- Evaluated 22 recreation centers, the Feather River Camp site, and the Kaiser Convention Center operation, preparing written reports for the city council. As a result, some center's services were augmented while others were reduced based on the community needs
- Strengthened the self-sustaining summer youth programs and the year-around adult programs. As a result, the economic break-even point was calculated for some programs and those programs were retained only when the break-even was reached.
- Initiated and implemented the adult aquatic programs division
- Initiated the restructuring of the Alice Performing Arts Center operation
- Implemented RecWare (a recreation software system) for automating the recreation data and financial data management
- Resolved labor issues such as work schedules and job classifications
- Recruited and trained 75% of the fiscal managers and 90% of the fiscal staff of the Life Enrichment Agency

Budget & Operation Analysis III and Acting Principal Financial Analyst, Budget Office (4/1999 to 11/2000; Salary: \$78,000/year)

Responsible for the Life Enrichment Agency and Economic Community Development Agency (CEDA) proposed budget analysis, fee schedule development and modification, council report analysis, position control, and analyzed the proposed inter-fund transfer between the Oakland Redevelopment Agency and the City of Oakland. Major achievements included:

- Conducted labor and benefit costing analysis prior to labor negotiations
- Reviewed and analyzed all real estates transactions prior to city council's hearing and approval
- Worked on the implementation of the CEDA's reorganization plan
- Reviewed and restructured performance measures for economic development programs
- Administered the Budget Report and Analysis Support System (BRASS) (a budgetary software) such as maintaining data tables, integrated budget system with the Oracle financial system
- Initiated and developed two charter school plans at the request of the mayor
- Created fiscal year 2001-03 citywide operating budget baseline in the annual budget, amount of \$600 million

Accountant, Finance & Department of Aging, Health & Human Services (8/1990 to 6/1993 and 8/1995-4/1999; Salary: \$57,000/year)

Monitored expenditure, revenue, and fund balance on a monthly basis. Prepared monthly, quarterly, annual financial statements that met the federal, state, and city's reporting and audit requirements. Projected expenditure and revenue for program managers to make timely operational decisions. Prepared documents for single audit, programmatic audit, and performance audit. Managed contractor's performance in the Parking Violation Bureau. Major achievements included:

- Initiated the Federal required grant sub-recipient audit manual for the city's \$30 million annual Community Development Block Grant (CDBG) and \$8 million annual Job Training Partnership Act (JTPA) grant
- Established the Parking Violation Bureau in 1993 within the City of Oakland to process over 200,000 parking tickets with \$8 million annual revenue
- All grants assigned to me were free of audit findings
- Prepared Federal Financial Assistance Schedule for Comprehensive Annual Financial Report and Single Audit

Accounting Supervisor, Private Industry Council, Inc., Oakland California (8/1994 to 7/1995; Salary: \$35,000/year) Managed \$7 million annual budget with 70 positions, accounting, report, auditing, payroll, and human resources. Developed fiscal policies and procedures. Administered benefits and deferred compensation fund. Supervised fiscal staff. Implemented APAC (an accounting and payroll software system)

Controller, Sunspire, San Leandro, CA. (6/1987 – 8/1990; Salary: \$25,000/year)

Developed, modified and maintained accounting procedures and policies. Managed all phases of accounting and payroll functions. Prepared monthly and annual financial statements, long-term and short-term budgets, revenue projection reports, and tax returns. Managed employee benefit programs such as health, vision, dental, and life insurance, pension, and profit sharing plans. Supervised accounting staff. Managed capital investment for pension and profit sharing funds. Implemented MAS 90 (an accounting system)

Accounting Manager. Amalgamated Asset Management Co., San Francisco, CA. (5/1985 to 6/1987; Salary: \$18,000/year)

Managed all phases of accounting and functions that included general ledger, accounts payable/receivable, payroll, payroll tax returns, commissions and loan progress schedules. Prepared monthly financial and revenue projections reports. Maintained fixed asset records and depreciation schedules. Managed employee benefits programs. Managed fiscal staff and coordinated daily office operations. Developed and implemented a banker's database.

Academic Experience

Adjunct Faculty. University of San Francisco. San Francisco, CA. (1/2004 – Present)

- Teach Public Budgeting, Finance, and Human Resource in the Master of Public Administration (MPA) and Bachelor in Public Administration (BPA) programs.
- **Lecturer.** California State University, East Bay. Hayward, CA. (3/2005 – Present)
- Teach Public Budgeting, Finance, Managing Public Organization, Future Organization, Human Resource, and Labor Relations in the Master of Public Administration program.
- Guest speaker at California State University, East Bay for visiting Chinese scholars and local government officials.

Education

PhD Business Administration, NorthCentral University, Arizona (in progress, **anticipate completion by 2015**)

M.P.A. Public Management. California State University, Hayward, CA. 2003

B.S. Management Information System, Armstrong University, Berkeley, CA. 1985.

A.A. Data Processing, Lewis College of Business, Detroit, MI. 1983.

Certificate, Negotiation for Senior Executives, Harvard University, MA. 2005

Academic Achievements and Honors

Published articles:

Hom, Donna (2011). "Relationship Between the Capital Improvement Programming and the Operating Budget." Encyclopedia of Public Administration and Public Policy, Second Edition. Taylor and Francis: New York, 1:1, (in press).

Hom, Donna. "Understanding the Difficulties of Building Intersubjectivity among Members of an Organization". Chinese Public Administration Review (a subsidiary of the Public Administration Review) Vol. 1, no. 3-4, July/December, 2002, PP. 253-260.

Hom, Donna (2003) "Understanding the Difficulties of Building Intersubjectivity among Members of an Organization" (in Chinese, as one chapter of a book). Zhong Shan University Press, Guangzhou, Guangdong, People's Republic of China.

Woman of the Year 2006, American Biographical Institute

Member of Manchester Who's Who since Jan. 2006

Graduated with 4.0 G.P.A. with M.P.A. degree.

Employee of the Year, City of Oakland 2003.

Member of Pi Alpha Alpha, the National Honor Society for Public Affairs and Administration

National Dean's List 1982, 83, 84, and 85.

Recognition for Scholastic Achievement, 1982 & 1983.

Summa Cum Laude with A.A. degree. 1983

Voluntary Work

Treasurer of Asian Advisory Committee on Crime (AACC)

Treasurer of the Friends of the Oakland Fire Department

Board member of Salvation Army – Chinatown, Oakland

Trainer of the Citizens of Oakland Respond to Emergency (CORE)
Trainer for the Citizens Academy for City of Oakland
American society for Public Administration, San Francisco Chapter board member
Council member of Adjunct Faculty at the University of San Francisco
Four years of School Site Council member with Alameda Unified School District
Four years of Equal Employment Opportunity Committee board member with Alameda Unified School District
Four years Cub Scout/Boy Scout leader
Three years Advisory Council member with City of Oakland's Senior Companion Program
Four years Treasurer with school PTA
Volunteered for various events for over twenty years
Treasurer of Accounting Club at Lewis College of Business

References

Upon request