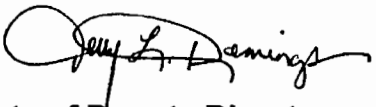




Interoffice Memorandum

August 19, 2022

TO: Commissioner Nicole Wilson, District 1
Commissioner Christine Moore, District 2
Commissioner Mayra Uribe, District 3
Commissioner Maribel Gomez Cordero, District 4
Commissioner Emily Bonilla, District 5
Commissioner Victoria P. Siplin, District 6

FROM: Mayor Jerry L. Demings 

SUBJECT: **Managerial Appointments of Deputy Directors – Community and Family Services Department**

In April, I shared my intent to expand the leadership structure within the Community and Family Services Department to include the addition of two Deputy Directors. The new leadership structure will advance several key strategic objectives within the department and provide operational leadership to support the department's diverse portfolio of programs and services. Dr. Tracy Salem and Ms. Lavon Williams have served in these capacities on an interim basis since then. Therefore, I am pleased to recommend the permanent appointments of Dr. Salem and Ms. Williams to the position of Deputy Director of the Community and Family Services Department.

Dr. Salem began her employment with Orange County Government as a Senior Children's Services Counselor at Great Oaks Village in 2002. She has served in progressively responsible roles within the Youth and Family Services Division, including Program Manager and, most recently, Manager of the Division for the past nine years. Dr. Salem holds a Bachelor of Arts in Criminal Justice from the University of Central Florida, a Master's of Science in Human Resource Development and Administration from Barry University, and an Educational Doctorate in Organizational Leadership from Nova Southeastern University. She will continue providing administrative oversight of several divisions and advance customer service initiatives and other strategic objectives within the department. Dr. Salem's starting annual salary will be \$152,276, and her resume is attached for your review.

Ms. Williams joined Orange County Government in 1997 as a Senior Planner in the Planning Division. During her 25-year tenure, she has held the positions of Chief Planner in the Planning Division, Manager of the Neighborhood Services Division for fifteen years, and most recently, Manager of the Community Action Division for the past five years. Ms. Williams has a Bachelor of Arts in Political Science and History from the University of North Florida, a Master's degree in Urban Planning and Public Administration from Florida State University, and a Juris Doctorate from Florida A&M University. She will continue providing administrative oversight of several divisions, advance technology-related initiatives, and additional strategic objectives within the Managerial Appointment of Deputy Directors - Community and Family Services Department

department. Ms. Williams' starting annual salary will be \$152,276, and her resume is attached for your review.

These appointments will be effective September 4, 2022, subject to Board confirmation. Additionally, we intend to initiate a nationwide recruitment process for the Director of the Community and Family Services Department, which will be open to both internal and external candidates. Until that recruitment is complete, Dr. Salem and Ms. Williams will continue working closely with Deputy County Administrator Carla Bell Johnson.

Please contact County Administrator Byron Brooks if you have any questions or desire more information.

ACTION REQUESTED: Confirmation of the Mayor's managerial appointments of Tracy Salem and Lavon Williams as Deputy Directors of the Community and Family Services Department.

JLD/cbj

Attachments

c: Byron W. Brooks, AICP, County Administrator
Carla Bell Johnson, AICP, Deputy County Administrator
Lisa Snead, Assistant County Administrator
Ricardo Daye, Director, Human Resources

Lavon B. Williams, Esq., AICP

Honesty ♦ Respect ♦ Loyalty

Profile

Empathetic and inclusive public servant with twenty-five years of public administration and management experience, and thirteen years of legal practice.

Educational Background

- Juris Doctorate, Florida A&M University, College of Law, May 2009
- Master of Public Administration, Florida State University, 1997
- Master of Science in Planning, Florida State University, 1997
- Bachelor of Arts, Political Science and History, University of North Florida, 1994

Certifications

- American Institute of Certified Planners
- Guardian ad Litem
- Circuit Civil Court Mediator
- Human Trafficking Intervention/Trauma Informed Care

Work History

Interim Deputy Director, Community and Family Services Department (2021 – present)

- Oversee and provide direction for division operations for Parks, History Center, Citizen Resource Office and Community Action Divisions
- Review and submit agenda items for Board of County Commissioners
- Serve as a liaison to community nonprofits and citizens
- Develop partnerships for delivery of social services
- Develop, review and submit department budget

Manager, Orange County Community Action Division, (2017-2021)

- Oversee social services agency serving families in poverty
- Develop and submit a division budget
- Manage a budget that includes general fund and federal grant funds
- Develop, manage, and monitor special projects such as Census 2020, CARES and ARPA
- Oversee maintenance and operations of community centers
- Guide and direct the Office on Aging
- Provide supervision, performance reviews and disciplinary correction

Manager, Orange County Neighborhood Preservation and Revitalization Division (2002 – 2017)

- Community organization management, resources and assistance
- Urban planning, land use, and redevelopment
- Outreach and organizing, crime prevention
- Grant program administration
- Provide supervision, performance reviews and disciplinary correction

Chief Planner, Neighborhood Services Section, Orange County Planning Division (1999-2002)

- Community organization management resources and assistance
- Neighborhood Planning
- Grant program administration
- Outreach and organizing

Senior Planner, Orange County Planning Division (1997-1999)

- Neighborhood Planning
- Enterprise Zone

Attorney, Lavon B. Williams Law Office, P.A. (2011-present)

- Solo practice with trial experience, mediation and negotiation in family law, dependency law
- Knowledgeable of Department of Children and Family procedures

Dr. Tracy Salem
509 Shining Armor Lane
Longwood, FL 32779
(407) 247-8490
TCLA296462@aol.com

Responsible, organized professional with over 23 years of Social Work and management experience. Experience with Social Service programs to include Department of Juvenile Justice and Department of Children and Family. Strong knowledge of community concerns to include participation on the Human Trafficking committee, Department of Juvenile Justice Council, the Children In Need Of Services/ Family In Need Of Services work groups, and Embrace Families provider board. Collaborate consistently with Embrace Families and the Department of Juvenile Justice to increase the safety of the children and families in the county. Skill set in management, delegation of authority, motivation, negotiation and improvement of operations through effective communication.

Experience

Orange County Government

Division Manager 03/2013- present

- Coordinating intakes with the Community Base Care Lead Agency
- Contribute on the United Way Board
- Work as a liaison between the division and the community partners
- Develop objectives for the division that meet the need of Orange County and the community
- Create and implement new policies and procedures
- Monitor and assist with developing the divisions budget
- Interact with personnel situations to include hiring, disciplining, training and developing employees
- Negotiate contracts

Transition Team

Transition Team Lead 09/2012- 03/2013

- Lead program operation change for Youth and Family Services
- Created and implemented Trauma Informed Care Training
- Developed staffing schedule for Family Teacher Assistants at Great Oaks Village

Orange County Government

Lead Program Manager 07/2010- 03/2013

- Supervise Program Managers and assist with staff
- Coordinate meetings with all of the Program Managers and the Assistant Division Manager
- Assist the Assistant Division Manager with several of the programs
- Review and adjust the budgets with all of the Program Managers
- Review the grants and ensure that the program complies
- Review Division Policies and adjust as needed
- Assist with restructuring programs as needed to ensure compliance with Orange County and the contract

- Attend meetings monthly with all of the programs and their contracts in addition to meetings with the community to keep abreast of changes and updates
- Attend Board Meetings for the Division and for the Florida Network
- Complete all reports for the all of the programs supervised for the Division Manager
- Conduct Outreach events for all of the programs

Orange County Government

Program Manager 02/2006-07/2010

- Supervise all staff
- Maintain the program budget
- Create new policies and procedures
- Coordinates and conducts mandatory training
- Ensures compliance with licensure and contracts
- Coordinates community outreach
- Implement new practices
- Communicate with Contract Managers
- Complete reports weekly/ monthly / quarterly
- Peer reviewer with COA and DJJ
- Hire, discipline, coach and train all staff

Orange County Government

Senior Counselor, Family Teacher 04/2002-02/2006

- Train new employees on the policies and procedures
- Maintain the areas budget
- Lead cottage staff
- Draft weekly schedules
- Interact with Department of Children and Families to assist in reunification goals
- Collect and present data
- Assist in writing monthly newsletter
- Supervise several cottages at one time

Education

Nova Southeastern University, Orlando, FL

Ed.D Organizational Leadership 05/2008

GPA 3.6

Barry University, Orlando, FL

MS Human Resource Development and Administration 05/2001

GPA 4.0

University of Central Florida, Orlando, FL

BA Criminal Justice 05/1995

GPA 3.0

Boards

Florida Network Board Member

Embrace Families past Chair

Heart of Florida United Way- Building Safe Communities