

CITY OF WESTLAKE



AGENDA

City Council Workshop Meeting
Tuesday, April 19, 2022, at 6:30 PM

Westlake Council Chambers
4005 Seminole Pratt Whitney Road
Westlake, Florida 33470

In efforts to balance the need for the City of Westlake to function and conduct business during the COVID-19 pandemic, we will adhere to the recommended social/physical distancing (staying at least six feet away from each other) guidelines, per the Centers for Disease Control and Prevention (CDC) and Palm Beach County's directives. There will be limited seating available in the Council Chambers. Therefore, preregistration will be required for in-person participation.

The instructions for preregistration attendance/participation and viewing of the meeting are outlined below:

PREREGISTRATION FOR IN-PERSON ATTENDANCE:

- All interested persons, Quasi-Judicial meeting applicants, their representatives, and witnesses must preregister to attend/participate in a meeting by sending an email to City Clerk, Zoie Burgess at zburgess@westlakegov.com or by phone at 561-530-5880 no later than one (1) business day prior to the meeting date (e.g. by 4:00 P.M. on a Friday, if the meeting is scheduled for that Monday, etc.)
- In-person attendance/participation will be based upon the order in which the preregistration requests are received by the City Clerk. For Public Hearing Quasi-Judicial meetings, precedence into the Council Chambers will be given to applicants, their representatives, and/or witnesses over all other preregistered parties.

COMMUNICATIONS MEDIA TECHNOLOGY – WEBEX:

Members of the public may also participate in the meeting through electronic means and may access as follows:

1. Join the Webex meeting from your computer, tablet or smartphone at the following link:
<https://cityofwestlake.my.webex.com/>

Meeting ID: 2632 611 2074

Password: hello

2. Participants may also dial in using your phone with any of the following number(s):

United States Toll: +1-408-418-9388

Meeting ID: 2632 611 2074

For participants attending the meeting via WebEx, public comments will be accepted via an electronic comment card, at least 24 hours prior to the public meeting and also acknowledged during the meeting when participants utilize the “raise your hand” feature during the designated time.

Procedures for Public Comment are also provided via the City website:

<https://www.westlakegov.com/cityclerk/page/covid-19-public-meetings>

CITY COUNCIL:

JohnPaul O’Connor, Mayor

Vacant, Vice Mayor

Pilar Valle Ron, Council Member – Seat 1

Julian Martinez, Council Member – Seat 2

Greg Langowski, Council Member – Seat 4

CITY STAFF:

Ken Cassel, City Manager

Zoie P. Burgess, CMC, City Clerk

Donald J. Doody, Esq., Interim City Attorney

Nilsa Zacarias, Planning and Zoning Director

Suzanne Dombrowski, City Engineer

CALL TO ORDER

ROLL CALL

PLEDGE OF ALLEGIANCE

WORKSHOP AGENDA

A. Group #3 Vacancy - Applicant Review & Discussion

Abrams, Bianca

Leonard, Charlotte

Thomas, Tammy

Wheeler, Jacob

CITY COUNCIL COMMENTS

A. Councilman Julian Martinez

B. Councilwoman Pilar Valle Ron

C. Vice Mayor Greg Langowski

D. Mayor JohnPaul O'Connor

CITY ATTORNEY COMMENTS

CITY MANAGER COMMENTS

PUBLIC COMMENTS

This section of the agenda allows for comments from the public to speak. Each speaker will be given a total of three (3) minutes to comment. A public comment card should be completed and returned to the City Clerk. When you are called to speak, please go to the podium or unmute your device, and prior to addressing Council, state your name and address for the record.

ADJOURNMENT

Next Meeting (Subject to Change or be Cancelled):

Regular City Council Meeting - May 9, 2022

NOTICE: If a person, firm or corporation decides to appeal any decision made by the City Council with respect to any matter considered at this meeting, you will need a record of the proceedings, and you may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. (The above notice is required by State Law. Anyone desiring a verbatim transcript shall have the responsibility, at his own cost, to arrange for the transcript). The City of Westlake does not prepare or provide such verbatim record.

In accordance with the Americans with Disabilities Act, persons who need an accommodation in order to attend or participate in this meeting should contact the City Clerk at (561) 530-5880 at least three (3) business days prior to the meeting in order to request such assistance.

AGENDA POSTED: April 12, 2022

File Attachments for Item:

A. Group #3 Vacancy - Applicant Review & Discussion

Abrams, Bianca

Leonard, Charlotte

Thomas, Tammy

Wheeler, Jacob



Advisory Board/Committee Application

DATE: 4/5/2022	NAME: Bianca Abrams
ADDRESS:	16131 Whipoorwill Circle, Westlake, FL 33470
PHONE: 561-635-4904	E-MAIL: bianca_bee@hotmail.com
What is the Board/Committee of your choice?	City Council - Seat #3
How long have you lived in the City of Westlake?	3 years
Are you a full-time resident? If not, how many months do you reside in City?	Full-time
Are you a registered voter?	Yes
Current occupation and employer, if retired, please list previous occupation and employer:	Business Owner - Identifax
Do you currently hold public office? If so, what is the office?	No
Please list any business, volunteer, community activities you have been involved in:	
I have been involved in numerous business activities and organizations pertaining to combating insurance fraud within the state of Florida.	
Have you ever been convicted, plead no contest, plead guilty or had the adjudication of guilt withheld for any criminal offense other than a minor traffic violation? If yes, please explain.	
No	
Would you and/or any organization with which you are affiliated, benefit from decisions or recommendations made by this advisory board/committee? If yes, explain:	
No	
Experience. Please list experience and/or and any knowledge, skills, abilities, or qualifications that you possess and believe relevant to the board/committee for which you seek appointment:	
I am a business owner with over a decade of experience related to conducting insurance fraud investigations. Owning a business has provided me with a vast knowledge of operating expenses/budgeting, problem-solving and management skills that have proven to be invaluable. As a resident of Westlake since 2019 I believe I am qualified to be involved in helping make decisions for our great city going forward.	

Resumes are encouraged to be attached, and any other information you feel pertinent. This application should be forwarded to the City Clerk, Zoie Burgess: zburgess@westlakegov.com or by mail/in person: City of Westlake, City Clerk's Office 4001 Seminole Pratt Whitney Road, Westlake, Florida 33470.

Thank you for volunteering to serve the citizens of Westlake.

Bianca M. Abrams

Licensed Private Investigator

Westlake, FL, 33470

(561) 635-4904

bianca_bee@hotmail.com

www.linkedin.com/in/babrams

Results-oriented licensed private investigator bearing fraud prevention experience and exceptional leadership and communication skills. Background includes collecting information pertaining to insurance fraud investigations and surveillance. Highly observant, detail-oriented, and organized with a strong follow through approach. Prepared to apply knowledge and skills to a new position within city council and ready for a new challenge.

Skills

- Insurance fraud investigations
- Report preparation and writing
- Ethical and honest
- Background checks and online based investigations
- Covert investigations
- Records management
- Payroll administration and processing
- Time sheet and billing experience
- Proficient in video editing and production
- Telephone and email etiquette
- Accounts payable and receivable
- Management of staff

Employment

April 2010 -
Current

Business Owner – Insurance Investigator

Identifax Investigative Services, Inc., North Palm Beach, FL

- Stored evidence properly and preserved data integrity for court hearings.
- Collected information pertaining to insurance fraud investigations.
- Conducted electronic and field investigations pertaining to insurance fraud.
- Testified in court and conducted numerous depositions in preparation for litigation.
- Organized undercover insurance fraud surveillance operations.
- Tracked hours and expenses for billing purposes.
- Supervised numerous field investigators and collaborated with personnel to identify strengths and areas of weakness.
- Documented findings and prepared detailed reports.
- Conducted various background investigations.

Affiliations/Certifications

- Florida “C” Private Investigator Licensed
- Florida “MA” Investigator Agency Manager Licensed
- Florida Insurance Fraud Education Committee exhibitor
- National Council of Investigation & Security Services member
- Florida Notary Public



Advisory Board/Committee Application

DATE:	March 18,2022	NAME:	Charlotte Price Leonard
ADDRESS:	15370 Goldfinch Circle, Westlake, FL 33470		
PHONE:	561-704-6634	E-MAIL:	cpriceleo@gmail.com
What is the Board/Committee of your choice?		City Council	
How long have you lived in the City of Westlake?		May 2022 will be 1 year	
Are you a full-time resident? If not, how many months do you reside in City?			yes
Are you a registered voter?		yes	
Current occupation and employer, if retired, please list previous occupation and employer:		Healthcare executive, (Regional Director of Operations) Promedica	
Do you currently hold public office? If so, what is the office?			No
Please list any business, volunteer, community activities you have been involved in:			
I am a active volunteer with Alpha Kappa Alpha, Sorority, Inc. , National Coalition of 100 Black Women, National Health Services Executive Association, and Advisory board member for Soulmovement			
Have you ever been convicted, plead no contest, plead guilty or had the adjudication of guilt withheld for any criminal offense other than a minor traffic violation? If yes, please explain.			
No			
Would you and/or any organization with which you are affiliated, benefit from decisions or recommendations made by this advisory board/committee? If yes, explain:			
I live in Westlake so any decisions that affect this community would impact me and my family.			
Experience. Please list experience and/or and any knowledge, skills, abilities, or qualifications that you possess and believe relevant to the board/committee for which you seek appointment:			
I have served as past President of a Community Foundation, recently I participate in Women on The Run sponsored by the Women's Foundation of Florida to learn about the aspects of running for office, and my work experience provides the skills need to critically think through problems to resolution.			

Resumes are encouraged to be attached, and any other information you feel pertinent. This application should be forwarded to the City Clerk, Zoie Burgess: zburgess@westlakegov.com or by mail/in person: City of Westlake, City Clerk's Office 4001 Seminole Pratt Whitney Road, Westlake, Florida 33470.

Thank you for volunteering to serve the citizens of Westlake.

CHARLOTTE LEONARD

West Palm Beach, FL 33413 ▪ 561-704-6634 ▪ cpriceleo@gmail.com ▪ linkedin.com/in/charlotte-leonard

SENIOR DIRECTOR / VP, OPERATIONS

Oversight: 9 Facilities | 1600+ Workforce | \$2M Budgets | \$98.5M Revenue

VERSATILE OPERATIONS STRATEGIST governing multimillion-dollar, multi-location operations primarily within healthcare facilities. Known for spearheading strategic planning process for the implementation of strategic initiatives designed to improve internal workflows, maximize operational efficiency, minimize costs, boost productivity and enhance customer experience.

FORWARD-THINKING BUSINESS TACTICIAN adopting inventive systems and controls to propel revenues, cost efficiency and patient focus while running day-to-day operations. Partnering with facility leaders to proactively pinpoint and resolve financial and operational issues.

JOHN MAXWELL CERTIFIED COACH, TRAINER AND SPEAKER who consultatively engages with staff to illuminate and fill their skills gaps by coordinating training opportunities. Draw on affable, motivating and hands-on-management style to nurture top performers and bring out the best in teams.

**Operations Management ▪ Program Development ▪ Quality Systems Implementation ▪ Continuous Improvement
Regulatory Compliance ▪ Financial Data Analysis ▪ Performance Metrics ▪ Cost Management
Training ▪ Hands-On Team Leadership ▪ Mentoring & Coaching ▪ Operational Excellence**

CAREER HISTORY

HCR MANORCARE ▪ Toledo, OH, 2005 – Present

Regional Director of Operations (2014 – Present)

Appointed to steer operations and enhance day-to-day processes at 11 nursing facilities while ensuring alignment with company programs and performance targets. Oversee 11 facility leaders (each with 150 employees) and enforce compliance with company's vision, values and goals. Manage \$2M operating budget and enforce related controls. Analyze and address regional training requirements. Liaise with location managers to resolve financial and operating issues.

- Yielded \$141M in revenue; ranked 2nd best contribution margin percentage for SNF division.
- Sustained 85%+ occupancy rate in 2019 by nurturing collaboration among facility leaders to synchronize strategic occupancy plans.
 - ✓ Reached #3 in highest occupancy for SNF division.
- Saved \$4.5M in 2019 following overall process revamp; minimized expenses through changes in overtime policy, dietary plans and equipment rental policy.
- Bolstered staff interpersonal and leadership skills via rolling out state-sponsored Administrator in Training program.
- Achieved highest employee retention rating and top 3rd online reputation amongst all regions.
- Earned 4.0 Google star rating for 2019; best in division.

Senior Administrator (2005 – 2014)

Brought on board to govern operations of 2 facilities with 180 beds and 300+ employees. Trained, coached and directed 300+ staff members. Collaborated with management to assess business needs and formulate short- and long-range operational plans while controlling \$4.5M P&L budget.

Continued

CHARLOTTE LEONARD

West Palm Beach, FL 33413 ▪ 561-704-6634 ▪ cpriceleo@gmail.com ▪ linkedin.com/in/charlotte-leonard ▪ Page 2 of 2

Senior Administrator (Cont'd)

- Delivered positive contribution margin for 12 consecutive months.
- Maintained occupancy rate at 95% or above through continuous process improvement and staff training.
- Achieved 85% staff retention through setting clear expectations, applying hands-on, mentoring leadership style and promoting collaboration among employees.

ENCORE SENIOR VILLAGE ▪ Greenacres, FL, 2001 – 2005

Administrator

Designated to lead operations of assisted living facility with 80 beds, providing Alzheimer's patients with compassionate care. Preserved extended care license and enforced stringent service quality standards. Interfaced with management to review business needs and shape strategic plans. Coached and oversaw team of 5 and administered budget.

EARLIER ROLES

<u>VIP CARE MANAGEMENT</u> ▪ Geriatric Care Manager	2000 – 2001
<u>GREENWOOD NURSING AND REHABILITATION</u> ▪ Administrator	1997 – 2000
<u>HOSPICE OF PALM BEACH COUNTY</u> ▪ Team Manager	1996 – 1997

EDUCATION

Master of Health Law (MHL)

Nova Southeastern University, Davie, FL

John Maxwell Certified Coach, Teacher, Trainer and Speaker, 2018

Healthcare Administration and Planning Coursework

Fisk University, Nashville, TN

Licensed FL Nursing Home Administrator

PROFESSIONAL ACCOLADES

South Florida's Most Powerful & Influential Black Leaders in Business, Designee, 2017

Women of Excellence, Business Executive Award Winner, 2015

Zoie P. Burgess
City Clerk
4001 Seminole Pratt Whitney Road
Westlake, FL 33470

04/03/2022

Re: NOTICE OF CITY COUNCIL VACANCY

To: Zoie P. Burgess

I hope this letter finds you well.

My name is Tammy C. Thomas, and I am writing to inquire about the recent “**Notice of City Council Vacancy**” that I recently came to learn of.

I am very interested to learn more about this position as well as eager to discuss my qualifications further. I believe I would qualify as a strong candidate due to my vast experience, education and most importantly my personal commitment to public service. I have over 12+ years of experience as a public health professional, former government official and various other roles in the public sector.

I was previously employed as the *Director of Strategic Payer Initiatives* at the New York City Department of Health and Mental Hygiene (NYC DOHMH) and most recently as the *Program Director* at Gulfstream Goodwill Industries’ Senator Philip D. Lewis Center. I strongly believe both my experiences as well as my personal motivators have prepared me for the rigors of this position.

During my tenure in public policy, I have demonstrated a history of applying a health equity lens to program development and management. I am skilled in various areas including leadership, project management, program planning, capacity building, technical assistance, development and implementation of innovative health care delivery models, facilitating trainings, conducting social research, overseeing grant-funded programs and more. Lastly, I am currently pursuing my terminal degree (DrPH) in Public Health.

I have included a copy of my resume and other documentation further detailing my qualifications and skills. I would be grateful for the opportunity to elaborate on my experience and relevance to the current vacancy and serve on the Westlake City Council.

Sincerely,

Tammy Thomas

Tammy C. Thomas, MPH



Advisory Board/Committee Application

DATE:	03/25/2022	NAME:	Tammy C. Thomas
ADDRESS:	15340 Goldfinch Circle Westlake FL 33470		
PHONE:	954-297-7337	E-MAIL:	tamia16@gmail.com
What is the Board/Committee of your choice?		Westlake City Council - Group #3	
How long have you lived in the City of Westlake?		1+ Year	
Are you a full-time resident? If not, how many months do you reside in City?			YES
Are you a registered voter?		YES	
Current occupation and employer, if retired, please list previous occupation and employer:		Program Director; Gulfstream Goodwill Ind	
Do you currently hold public office? If so, what is the office?			NO
Please list any business, volunteer, community activities you have been involved in:			
Broward Health Hospital- Coral Springs; American Public Health Association; Calvary Chapel; USF; NSU; LLU; Sigma Sigma Rho Sorority Inc.; City of Pembroke Pines			
Have you ever been convicted, plead no contest, plead guilty or had the adjudication of guilt withheld for any criminal offense other than a minor traffic violation? If yes, please explain.			
NO			
Would you and/or any organization with which you are affiliated, benefit from decisions or recommendations made by this advisory board/committee? If yes, explain:			
NO			
Experience. Please list experience and/or and any knowledge, skills, abilities, or qualifications that you possess and believe relevant to the board/committee for which you seek appointment:			
I believe I would qualify as a strong candidate due to my vast work experience, education and most importantly my commitment to public service. I have over 12+ years of experience as a public health professional, former government official and various other roles in the public/non-profit/government sector. Lastly, I am currently pursuing my terminal degree (DrPH) in Public Health and passionate about creating a more equitable community for us all.			

Resumes are encouraged to be attached, and any other information you feel pertinent. This application should be forwarded to the City Clerk, Zoie Burgess: zburgess@westlakegov.com or by mail/in person: City of Westlake, City Clerk's Office 4001 Seminole Pratt Whitney Road, Westlake, Florida 33470.

Thank you for volunteering to serve the citizens of Westlake.

TAMMY C. THOMAS, MPH

15340 GOLDFINCH CIR WESTLAKE, FL 33470

PHONE: 954- 297-7337 • E-MAIL: TAMIA16@GMAIL.COM

<http://www.linkedin.com/in/tammycthomas>

EDUCATION

Loma Linda University Doctor of Public Health (DrPH) Candidate Current GPA: 3.8	Loma Linda, CA Est. 2025
Nova Southeastern University Master of Public Health Summa Cum Laude – 4.0 GPA	Fort Lauderdale, FL 2012- 2014
Widener University School of Law Juris Doctorate (JD) Candidate Master of Public Health Candidate	Wilmington, DE 2011- 2012
University of South Florida Bachelor of Psychology Minor in Public Health & Health Administration	Tampa, FL 2006- 2010

WORK EXPERIENCE

Gulfstream Goodwill Industries <i>Program Director</i>	West Palm Beach, FL 2022 - Current
<ul style="list-style-type: none">• Oversee and manage the daily operations of the Senator Philip D. Lewis Center• Implement and manage case management operations for a 24-hour facility; create and maintain schedule for Case Management Supervisor/Housing Advocate Case Managers (HACM), Lead/LPNs and Soar Specialist; provide on call support during and after hours to all staff• Facilitate guest consultations. Conduct case conferencing with HACM Supervisor and staff to discuss guest progress, continued length of stay, and guest exits• Responsible for the oversight of all case management files; conducts charts audits per policy/procedure; ensures files are ready for audits and manages storage of closed files. Takes the lead in audits and/or site visits; prepares corrective action reports/plans in response to audits and/or site visits and ensures plans are initiated and followed-through• Collaborates with leadership to develop and manage program budgets. Review monthly profit/loss statements and completes the monthly variance report; Compare with budget projections. Investigate and report on variances• Provide supervision of direct reports; develop and implement services that provide person centered interventions that address barriers to housing retention. Support, provide training and ensure that programming is grounded in harm reduction, motivational interviewing, rapid rehousing and trauma informed care	
Health Council of Southeast Florida <i>Director of Programs</i>	Palm Beach Gardens, FL 2021
<ul style="list-style-type: none">• Responsible for oversight, development and program management of multiple health programs and initiatives• Provided direct supervision and training of managerial level staff and beyond• Supervise the fulfillment of contractual, grant, program, and service obligations of organization• Development, negotiation, supervision, and administration of contracts and subcontracts• Implemented programmatic procedures for timely invoicing of provider services, payment, and reimbursement, in accordance with contractual rules• Collaborated closely with the Director of Finance on fiscal management and during fiscal monitoring	
New York City Department of Health & Mental Hygiene <i>Director of Strategic Payer Initiatives</i>	New York, NY 2018- 2021
<ul style="list-style-type: none">• Reported directly to Assistant Commissioner within the Office of Health Care Access and Policy in the Bureau of Equitable Health Systems• Led the analysis and evaluation of health insurance coverage and benefits of agency's priority• Research and analysis of public insurance laws, policies, and regulatory guidance• Monitor, research and evaluate policies, programs and market trends regarding relevant payment reform and reimbursement models. This includes value-based payment initiatives• Design and implement strategic methods to collect and assess existing coverage data within private and public insurance products• Identify opportunities within public insurance programs and the private health insurance market to increase access to primary and preventive care as well as other related and appropriate services	

- Strategize innovative methods to improve health insurance benefit design among all payers
- Review data, evidence-based methods, best practices, and other appropriate literature regarding services, emerging models of care, and treatments for chronic disease management to support implementation
- Create and execute strategies to engage and form partnerships with health insurance issuers and external stakeholders. This includes securing and leading meetings with key players and preparing Agency leadership
- Engage with policymakers at the state-level; this includes strategic meetings with staff that regulates the Medicaid program, commercial insurance, and other relevant payment reform initiatives
- Assist leadership in developing effective presentations and communications that includes information regarding insurance coverage research, relevant benefit design, payment models and return on investment analysis
- Supervise and support staff, providing direction and oversight on relevant projects and work

The Coalition for Behavioral Health

New York, NY
2016-2018

Program Director

- Program Director of the Regional Addiction Resource Center grant awarded through NY State Office of Alcoholism and Substance Abuse Services. Responsible for assisting communities in accessing local resources by identifying local prevention resources, local treatment opportunities, recovery services and other supports.
- Worked directly with Executive staff and VP of Policy to advocate, lobby, and perform analysis of health policy on a Local, State and Federal level.
- Served the policy needs and demands of over 150+ non-profit organizations which deliver a wide range of mental and behavioral health services across New York City and NY State.

Massachusetts Division of Insurance

Boston, MA
2014-2016

Senior Health Care Research Analyst

- Reported directly to the Deputy Commissioner. Coordinated the Health Care Access Bureau's efforts to develop qualitative and quantitative reports regarding insured health plans in Massachusetts
- Assist Deputy Commissioner with the implementation of legislative and regulatory changes, including but not limited to, the federal Affordable Care Act (ACA), state and federal Mental Health Parity laws, Cost Containment laws, and any new legislation as required
- Work collaboratively with the Financial Surveillance Unit in the collection, analysis, review and reporting of information associated with Risk-Bearing Provider Organizations' annual risk certification processes. In addition, summarize findings from the review process to advise leadership of status and whether the Division might consider regulatory changes to address findings
- Served as Commissioner on the Drug Formulary Commission, a Governor appointed position. The Commission is est. by MA General Law to identify abuse-deterrent products that insurance carriers will be required to cover within their insured products at the same level as they may be covering non-abuse-deterrent products
- Assisted in Product Review cycle of insured HMOs, insured preferred provider plan, small group/individual insurance plans, and Plan Management Binders submitted for approval for products to be used by BCBS of Massachusetts, Inc. and BCBS of Massachusetts HMO Blue, Inc. in relation to state and relevant federal laws. Evaluate all contracts and provider networks of managed care plans for adherence to the statutes and regulations governing such products in MA. Coordinated form filings with relevant rate filings; assisted in the bi-annual re-accreditation process of MA HMOs.
- Coordinate the development of enhanced consumer materials to inform consumers and other interested parties about choices in the market for health insurance.

Massachusetts Department of Public Health

Boston, MA
2013-2014

Management Analyst II

- Worked within the Office of the Commissioner and provided support for Public Health Council including meeting logistics, communications, and preparation of docket and all related protocols
- Collaborated with several agencies and organizations to implement section 14 of Chapter 224 of the Acts of 2012, "An Act Improving the Quality of Health Care and Reducing Costs through Increased Transparency, Efficiency and Innovation"
- Plan and develop State Health Plan in association with Public Health Planning Council to analyze health care service and facility utilization and need, inventory resources, and generate service maps
- Legislative analysis and research for bills pertaining to the Department and attended several public hearings
- Work in partnership with advisory committee to increase organ donation rates across the Commonwealth; drafted State report of "Massachusetts Organ Transplant Fund" utilization
- Drafting meeting materials, updating record of serious reportable events, analysis and data entry

Broward Regional Health Planning Council

Hollywood, FL
2012-2013

Needs Assessment Team

Reserveage Organics

Gainesville, FL
SMR 2011

International Business Development Coordinator

Abraham & Sweeney, PLLC <i>Executive Administrative Assistant</i>	Fort Lauderdale, FL 2006 – 2011
USF Student Government Computer Services <i>Computer Lab Assistant</i>	Tampa, FL 2008 –2010
University of South Florida <i>Exam Administrator/Proctor</i>	Tampa, FL 2008 –2010

VOLUNTEER EXPERIENCE

Broward Health Hospital– Coral Springs <i>Community Education Center</i>	Coral Springs, FL 2002- 2014
Public Health Student Association <i>Executive Board</i>	Fort Lauderdale, FL 2012-2013
HAITI <i>International Volunteer</i>	Jacmel, HAITI SMR 2011
University of South Florida <i>Teaching Assistant, Department of Foreign Languages</i>	Tampa, Florida 2009-2010
Sigma Sigma Rho Sorority Inc. <i>Community Service Chair</i>	Tampa, Florida 2007-2010
City of Pembroke Pines <i>Intern/ Volunteer</i>	Pembroke Pines, Florida 2004-2010

ADDITIONAL SKILLS AND QUALIFCATIONS

Certifications:

- Covid-19 Contact Tracing course certificate earned through JOHN HOPKINS UNIVERSITY
- Communication & Collaboration for Project Success certificate of completion through CITY OF NEW YORK
- The Associate Professional in Insurance Regulation (APIR) Designation completed through the National Association of Insurance Commissioners (NAIC) Insurance Regulator Professional Designation Program
- Mini-Medical School Certificate of Completion through HARVARD MEDICAL SCHOOL
- Mental Health First Aid USA Certificate

Languages: Fluent and Bilingual in Malayalam, Conversant in Spanish

Computer Skills: Proficient in Microsoft Office programs including Excel, Word, PowerPoint and more; Legal software

Customer Service: Over 15+ years of experience through various positions

AWARDS & HONORS

- | | |
|--|-----------|
| • Dean’s List - Nova Southeastern University | 2012-2014 |
| • Merit Scholarship Recipient - Widener University School of Law | 2011 |
| • Student Government “ <i>Service and Leadership</i> ” Medal | 2010 |
| • Bright Futures Scholarship Recipient | 2006-2010 |
| • Sigma Sigma Rho Sorority Inc. “ <i>Community Service Award</i> ” | 2008-2010 |

REFERENCES

Kevin Patrick Beagan
Deputy Commissioner
Health Care Access Bureau
Massachusetts Division of Insurance
P: (617) 521-7323
E: kevin.beagan@state.ma.us

Mina Chang, Ph.D
Deputy Director – Chief
Analytics & Compliance Division
Ohio Department of Aging
P: (617) 301-1961
E: mchang@age.ohio.gov



This is to certify that

Tammy C. Thomas

Has successfully completed all prescribed
requirements and is hereby designated by the
National Association of Insurance Commissioners

as a

Associate Professional in Insurance Regulation

In testimony whereof, we have subscribed our signatures.

A handwritten signature in black ink, appearing to read "John M. Hill". The signature is written in a cursive style with a horizontal line underneath.

President, National Association of Insurance Commissioners

A handwritten signature in black ink, appearing to read "John Hill". The signature is written in a cursive style with a horizontal line underneath.

Chair, NAIC Designation Advisory Board

August 31 2016

Date

A handwritten signature in black ink, appearing to read "AJR". The signature is written in a cursive style with a horizontal line underneath.

Chief Operating Officer and Chief Legal Officer

The Longwood Seminars

MINI-MED SCHOOL CLASSES FOR A LAY AUDIENCE

CERTIFICATE OF COMPLETION

AWARDED TO

TAMMY THOMAS

CONFERRED APRIL 28, 2015

THE OFFICE OF COMMUNICATIONS & EXTERNAL RELATIONS
HARVARD MEDICAL SCHOOL • BOSTON, MASSACHUSETTS • HMS.HARVARD.EDU



HARVARD
MEDICAL SCHOOL

Mental Health First Aid USA



**MENTAL
HEALTH
FIRST AID®**

Certificate

Tammy Thomas

has completed the 8 hour course and is now certified in

Mental Health First Aid USA

And has been trained to provide initial help to people experiencing mental health problems such as depression, anxiety disorders, psychosis, and substance use disorders.

This certification became effective on:

Date

04/05/2018

This certification expires on:

Date

04/04/2021

Instructor

Instructor



**NATIONAL COUNCIL
FOR BEHAVIORAL HEALTH**
MENTAL HEALTH FIRST AID
Healthy Minds. Strong Communities.



Mental Health First Aid USA is coordinated by the National Council for Behavioral Health, the Maryland Department of Health and Mental Hygiene, and the Missouri Department of Mental Health.



JOHNS HOPKINS
UNIVERSITY

05/15/2020

Tammy Chinnu Thomas

has successfully completed

COVID-19 Contact Tracing

an online non-credit course authorized by Johns Hopkins University and offered through Coursera

Dr. Emily S. Gurley
Associate Scientist
Department of Epidemiology
Johns Hopkins Bloomberg School of Public Health

COURSE
CERTIFICATE



Verify at coursera.org/verify/8XBL3BXL2SSA
Coursera has confirmed the identity of this individual and their participation in the course.

July 21, 2020

To whom it may concern,

It is with great pleasure that I recommend Ms. Tammy C. Thomas to the Doctor of Public (DrPH) Health program at your respected institution. As the former Assistant Commissioner, I have directly managed and supervised Ms. Thomas through her work as the *Director of Strategic Payer Initiatives* within the Bureau of Equitable Health Systems, formerly known as the Bureau of Primary Care Access and Planning, at the New York City Department of Health and Mental Hygiene.

The Bureau is dedicated to improving access to culturally appropriate healthcare and aims to create and implement policy, planning, program, and research interventions that maximize health insurance coverage opportunities. An essential part of this work is directed by Ms. Thomas with the implementation of strategic efforts to promote health insurance coverage of key benefit items across both public and private payers. The objective is to incentivize optimal patient and provider behavior and to improve overall population health. Several aspects of her work specifically address this objective as well as other agency goals and priorities.

For instance, Tammy has worked collaboratively with internal and external stakeholders regarding health insurance programs and policies concerning chronic disease prevention and management. She has successfully led strategic policy development for several city-wide initiatives to increase insurance coverage of key benefits, services, medications, and treatments. The strategic payer initiatives team is fully engaged with all payers to work towards benefit alignment, highlight inconsistencies of coverage, and to improve awareness and health outcomes. She and her team has successfully built a partnership among the top 6 payers in the NYC health insurance market with an overall reach of over 81% of insured lives.

Tammy is sincerely committed to expand on the experiences and opportunities presented to her while working in the public health sector. She has increased her understanding of insurance design, gaps in policy and delivery, including federal/state oversight, operational structures, contracts, payment and product design. She has also expanded her expertise regarding public health insurance programs, managed care, value-based payment and other emerging and innovative reimbursement models particularly related to chronic disease prevention and treatment. Likewise, she has grown in her experience managing multi-faceted projects, engaging internal/external partners, creating, and executing work plans and working within tight timelines. She has displayed superior project management skills and is highly organized, determined and detail-oriented individual.

Ms. Thomas is both scholarly and culturally entrenched, ambitious, creative, and dedicated. Her compassionate and respectful character will certainly make her a valuable member of any team and organization. These are strong attributes to enable her inquisitive and academic pursuit of a terminal degree in the public health field. I encourage you to look favorably upon her application as I believe she will be a committed student and competent professional. I recommend her unreservedly and am happy to expand upon my endorsement of her.

Sincerely,



Dr. Mina Chang

Vice President of Quality and Training



NEW YORK CITY DEPARTMENT OF
HEALTH AND MENTAL HYGIENE

Oxiris Barbot, MD

Commissioner

November 12, 2019

Sarah Shih, MPH
Assistant Commissioner
sshah@health.nyc.gov

Gotham Center
42-09 28th Street, # 11-125
Queens, NY 11101-4132

+ 1 347 396 4895 tel

Dear Admissions Committee,

This letter serves as a recommendation for Ms. Tammy C. Thomas to the Doctor of Public (DrPH) Health program at your institution. I am an Assistant Commissioner and have worked indirectly with Ms. Thomas through a multi-bureau initiative at the New York City Department of Health and Mental Hygiene.

Ms. Thomas is the Director of Strategic Payer Initiatives. She and her colleagues work across multiple teams to improve access to quality and culturally appropriate primary care for New Yorkers, particularly those who are at risk for poor health outcomes. Ms. Thomas is part of the larger team of the Office of Health Care Access and Policy which is housed within the Bureau of Equitable Health Systems (EHS). EHS is tasked with reviewing and commenting on health insurance coverage and policies; with a focus on maximizing health insurance coverage and access to affordable, high quality, and coordinated primary care, with an emphasis on health equity. She and the team promote health insurance coverage of key benefit items for those with chronic diseases across both public and private payers where the ultimate goal is to create systems that lead to optimal patient health.

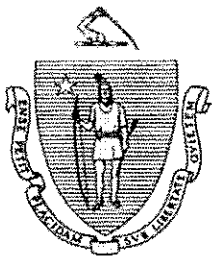
Ms. Thomas has worked collaboratively with internal and external stakeholders regarding health insurance programs and policies concerning chronic disease prevention and management. She has led and supported several initiatives to increase insurance coverage of key benefits, services, medications and treatments for all NYC residents. Ms. Thomas is a valued member of our team and very well regarded in her work. She is our subject matter expert on health insurance coverage. Staff and leaders within our bureau, as well as throughout the agency solicit her input and advice. In this work, she has demonstrated a strong commitment to advancing public health priorities and would like to grow into senior leadership positions to advance programs and strategies for population health and to help shape public health policy and practice.

Ms. Thomas has expressed a strong interest in advancing her career as a public health practitioner and professional. The doctoral program will enhance her innate skills and talent to translate evidence base for broader implementation and application to advance health for vulnerable populations. These are populations she is deeply invested in and committed to serving throughout her career. The program will also help refine her ability to use concepts and methods from social and behavioral sciences to design and implement community health interventions and assess their impact.

I highly recommend Ms. Thomas and know she will be dedicated and successful in your program.

Sincerely,

Sarah Shih, MPH



COMMONWEALTH OF MASSACHUSETTS
Office of Consumer Affairs and Business Regulation
DIVISION OF INSURANCE

1000 Washington Street, Suite 810 • Boston, MA 02118-6200
(617) 521-7794 • Toll-free (877) 563-4467
<http://www.mass.gov/doi>

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ECONOMIC DEVELOPMENT

JOHN C. CHAPMAN
UNDERSECRETARY OF CONSUMER AFFAIRS
AND BUSINESS REGULATION

GARY D. ANDERSON
ACTING COMMISSIONER OF INSURANCE

April 21, 2017

To Whom It May Concern,

I have provided this reference regarding Tammy C. Thomas who reported directly to me within the Health Care Access Bureau of the Massachusetts Division of Insurance between August 2014 and September 2016 after which she left the Boston area to relocate to New York City. I thoroughly enjoyed working with Tammy and wholeheartedly recommend her to future hiring managers as a valuable asset to organizational teams. I consider my Division to have been fortunate that Tammy joined our staff after she served as a management analyst with the Office of the Commissioner within the Massachusetts' Department of Public Health.

The Health Care Access Bureau is responsible to coordinate all Division of Insurance research about health care trends that impact the availability and affordability of insured health care within the Commonwealth of Massachusetts. We work with insurance carriers, health care providers, consumer advocates, and many other state agencies, to develop analyses to advise the Insurance Commissioner and the Baker-Polito Administration about the evolving market for health coverage and the impact that changes in state and federal laws/rules may have on the Massachusetts market.

During her time with the Health Care Access Bureau, Tammy was involved in and directly responsible for projects that affected all aspects of health insurance regulation, including but not limited to the following:

- cataloguing carriers' coverage for contraceptive services, tobacco cessation drugs, etc.;
- cataloguing carriers' coverage for behavioral health care services;
- review of applications for hospitals and other health care providers to accept downside risk¹ in reimbursement contracts with carriers and other payers;
- evaluating utilization within limited network and tiered network products when compared with full-network plans in Massachusetts;
- review of carriers' evidences of coverage for compliance with Massachusetts laws for managed care products and evaluation of the actuarial value of plan benefits; and
- monitoring carriers' substance use treatment patterns and representing the Commissioner on Drug Formulary Commission² meetings to identify abuse-deterrent drug products.

In all cases, Tammy investigated issues thoroughly and worked closely with regulated parties to collect data, analyze data and develop reports, policy documents or other tools that would analyze complex health issues or explain emerging health trends. Tammy worked cooperatively with internal colleagues and external contacts to carefully define issues, clarify sources of confusion and develop working relationships that facilitated completion of project work. She was chosen to represent the Commissioner in policy meetings due to her knowledge and expertise in public health. She is a conscientious, reliable, and dedicated professional who accomplished a great deal during her tenure with the Health Care Access Bureau.

¹ <http://www.mass.gov/ocabr/government/oca-agencies/doi-lp/risk-certificate-application-information.html>

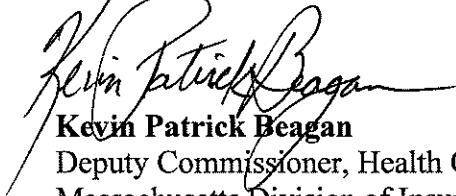
² <http://www.mass.gov/eohhs/gov/newsroom/press-releases/eohhs/governor-names-drug-formulary-commission-on-opioids.html>

April 21, 2017

Page 2 of 2

Without hesitation, I wholeheartedly find that Tammy Thomas would be an invaluable asset to any organization. Please feel free to contact me at (617) 521-7323 should you like to discuss Ms. Thomas' qualifications and experience further. I'd be happy to expand on my recommendation.

Best wishes,



Kevin Patrick Beagan

Deputy Commissioner, Health Care Access Bureau

Massachusetts Division of Insurance

kevin.beagan@state.ma.us

617-521-7323



Advisory Board/Committee Application

DATE: 4/4/2022	NAME: Jacob Wheeler
ADDRESS:	15150 Goldfinch Circle, Westlake, FL 33470
PHONE: 386-795-3314	E-MAIL: jbwheeler@gmail.com
What is the Board/Committee of your choice?	Council Seat #3
How long have you lived in the City of Westlake?	2y 1mo
Are you a full-time resident? If not, how many months do you reside in City?	Yes
Are you a registered voter?	Yes
Current occupation and employer, if retired, please list previous occupation and employer:	Sales Engineer/ Business Dev. W&O supp
Do you currently hold public office? If so, what is the office?	no
Please list any business, volunteer, community activities you have been involved in:	
Member of Navy Reserve, Veteran disability assistance Volunteer	
Have you ever been convicted, plead no contest, plead guilty or had the adjudication of guilt withheld for any criminal offense other than a minor traffic violation? If yes, please explain.	
no	
Would you and/or any organization with which you are affiliated, benefit from decisions or recommendations made by this advisory board/committee? If yes, explain:	
no	
Experience. Please list experience and/or and any knowledge, skills, abilities, or qualifications that you possess and believe relevant to the board/committee for which you seek appointment:	
Current background in business development with over 13 years of military service. Strong leader with proven track record of obtain result both in civilian and military roles. Experience working within municipalities and with leaders. Community advocate for member of the military.	

Resumes are encouraged to be attached, and any other information you feel pertinent. This application should be forwarded to the City Clerk, Zoie Burgess: zburger@westlakegov.com or by mail/in person: City of Westlake, City Clerk's Office 4001 Seminole Pratt Whitney Road, Westlake, Florida 33470.

Thank you for volunteering to serve the citizens of Westlake.

Jacob B. Wheeler

15150 Goldfinch Circle, Westlake F.L., 33470 – jbwheeler89@gmail.com - (386) 795-3314

Education

Florida Atlantic University

B.G.S. Degree with concentration in Business and Project Management.
Relevant Coursework: Project Management and Leadership

Florida Atlantic University

M.B.A Degree with concentration in International Business and Operations.
Relevant Coursework: Operations Management and Advanced Financial Management

Military Experience

United States Navy Reserve

Machinery Repairman (MR1) E-6

Miami Lakes, FL
Sept. 2018 - Present

Assigned to Surge Main Miami, FL as a journeyman level machinist to augment naval shipyard personnel throughout the United States to conduct depot-level maintenance on aircraft carriers, surface ships, and submarines. Lead Petty officer of the unit I am responsible for overseeing 30+ Navy Reserve engineers and acting as a direct representative of the units' command to ensure the successful completion and implementation of naval directives.

United States Coast Guard

Machinery Technician (MK2) E-5 (Active Duty)

U.S.A
Nov. 2007 - Dec. 2017

Prior to an honorable discharge, I was the Engineering Petty officer of a U.S. Coast guard station Sackets Harbor, NY. Responsible for the successful scheduling and execution of U.S.C.G. surface assets and facilities while acting as the unit's lead boarding officer where I was responsible for inspecting U.S. recreational and commercial vessels for compliance with USCG standards. From 2009-2013 assigned to U.S.C.G. Station Ft. Lauderdale I the engineering department section leader where I was responsible for managing, organizing, and executing unit and depot level maintenance for a unit of 8 surface assets and the engineering department of 20 personnel. During such time I was the lead Boarding officer where I was responsible for performing inspections on U.S. and international commercial vessels under the jurisdiction of the United States where I was responsible for ensuring the proper operation and compliance with U.S.C.G. regulations and applicable CFR's. 2007-2009 assigned to Coast Guard Cutter Bear WMEC-901 a 270-foot medium endurance cutter, as a member of the auxiliary engineering department I was responsible for the maintenance and repair of the vessel's facility and power generation equipment.

Experience

W&O Supply

Technical Project Engineer

Remote, FL
Apr. 2019 – Present

Performs engineering surveys on various vessel systems onboard cruise ships, commercial cargo vessels, commercial tankers, barges, and tugboats to analyze and provide the vessels owners and/or port engineers and management staff with detailed reports for the successful completion of dockside or drydock project ranging in value from \$1,000,000 - \$200,000,000 in value. This will ensure the vessel and owners maintain required deadlines and remain in compliance with Coast Guard and ABS compliance. Provide vessel engineers and management staff with recommendations and insight on Class society requirements while also working with Class society personnel to ensure project specifications meet designated ABS or other Class requirements. Standardized the platform in which W&O engineers perform surveys to ensure that every marine platform regardless of use is being properly surveyed, this expedited the survey program saving company time and money while providing the end-user with a higher level of assurance that all material will be delivered and meet compliance regulations required by government and class society regulations. Meet and perform material testing alongside U.S.C.G. and ABS inspectors to ensure that all approvals meet U.S.C.G and ABS standards. Communicate with Vessel management and contractor teams to ensure that material is being delivered and installed to manufacture and class society standards.

Tropical Shipping

Field Service Engineer

Riviera Beach, FL
Apr. 2018 – Apr. 2019

As a field service engineer responsible for the scheduling and timely execution of vessel maintenance and repair of commercial container vessels ranging in size from 300 TEU' to 1100 TEU's. performs regular maintenance on vessel

auxiliary, primary powerplant, and propulsion equipment to include rebuilding primary engines, generator, HVAC systems, and Ballast control and filtration systems. Responsible for attending drydock with vessels to manage contractor work and contract while overseeing class inspectors to ensure vessel compliance prior to refloating.

Turnkey Controls Solutions Inc. (TCSI)
Automation & Controls Engineer

Endicott, NY
Jun. 2016 – Apr. 2018

Performed maintenance and repair on facility emergency power generation and building management systems. Responded to scheduled and emergency situations where onsite live decision-making was required to ensure the proper operation of facility automation services. Built and tested Programmable Logic computer panels. Upon successful testing, I was responsible for the installation and commissioning of PLC and automation equipment for natural gas pumping stations and municipal water treatment facilities.