

General Job Application

Job Title	Requisition Number
Executive Director - Community ReDevelopment Agency	56917

Personal Data

Contact

First Name	Middle Name	Last Name
Larry	J.	Stephens
Address		
461 Alamanda Street		
City	State	Zip Code
Daytona Beach	Florida	32114
Primary Phone	Alternate Phone	Email Address
3864535591		ljstephens2@aol.com

Salary Requirement

What is your desired salary range?

\$100,000 - \$150,000

Eligibility

Do you have a legal right to work in the U.S.?

Yes

If yes, are you able to provide documents as required by law to verify your eligibility to work in the U.S.?

Yes

Have you ever been convicted of a crime excluding misdemeanors and/or summary offenses?

No

If yes, provide the details for all such instances.

Education Information

High School

High School Name	Did you graduate?
Seabreeze High School	Yes
City	State
Daytona Beach	Florida

College/University

Name of College/University/Other	Start Date	End Date
Nova Southeastern University	9/1/1995	4/4/1997
City	State	
Fort Lauderdale	Florida	
Degree	Major	Did you graduate?
Bachelors	Business Management	Yes

College/University

Name of College/University/Other	Start Date	End Date
City	State	

Degree	Major	Did you graduate?

College/Graduate School

Name of College/University/Other	Start Date	End Date
Nova Southeastern University	10/1/1997	11/19/1999
City	State	
Fort Lauderdale	Florida	
Degree	Major	Did you graduate?
Masters	Accounting/Business Administration	Yes

Vocational/Technical

Name of Vocational/Technical School	Start Date	End Date
City	State	

Degree	Major	Did you graduate?

Additional Education Information

Please list any additional education below.

Employment Information

Beginning with your present or most recent employment, describe ALL periods of employment including self-employment, unemployed periods and military service. Your adult employment MUST be complete. Use the space provided below, if necessary. The City of Margate appreciates the reasons why you might prefer that your current employer not know about this application. Be advised that the City generally does not contact any employer until the latter stages of our hiring process.

Most Recent Employer

Start Date	End Date			
04/22/2019	12/16/2019	Full Time		
Position Title				
Chief Facilities Officer				
Employer	Phone Number			
Baton Rouge Community College	2252168282			
Address				
201 Community College Drive				
City	State	Zip		
Baton Rouge	Louisiana	70806		
Duties				
Led the Operations Division for multiple service areas and eight (8) campus sites as a member of the Chancellor's (President's) Leadership Team, to maximize operational excellence.				
Provided clear and visible leadership; interacted with other vice presidents, deans, and faculty for implementation of operational initiatives that generated dynamic learning and work environments.				
Directed system-wide capital planning, facilities management, major construction & renovation projects, maintenance, grounds, custodial services, Environmental Health & Safety, Fleet Management, work order oversight, event support, and sustainability for eight campus sites.				
Designed and promoted strategies to assist in the retention, success, and wellness of students.				
Guided the Division's human resource functions – Immediately reduced long-term staffing deficits and increased efficacy; recruited high performance professionals; planned work assignments; mediated conflict; represented the agency at grievance hearings.				
Administered reviews and approval of major contracts; regulated bid specifications for outside contractors; accounted for college-wide physical assets; managed quality of service delivery.				
Facilitated a culture of collaboration, transparency, and accountability by fostering open communication; employed practices that included essential stakeholders in decision-making.				
Evaluated Departmental Directors' performance; set personal development targets; addressed deficiencies, provided coaching; took disciplinary action as necessary.				
Promoted practices that delivered outstanding customer service; promoted openness and trust; instilled innovative solutions to achieve the College's objectives.				
Drove leadership teams to execute priorities through support, facilitation, and weekly executive staff meetings, to include agenda setting, outcome documentation, and action item follow-up.				
Developed purposeful policies and procedures; managed quality of services; approved major contracts; regulated external contractors; preserved college-wide physical assets.				
Reason for leaving?				
Resignation; the new Chancellor (President) wanted to bring in his own leadership team.				
May we contact for reference?				
Yes				

Previous Employer

Start Date	End Date	
03/21/2016	04/15/2019	Full Time
Position Title	Phone Number	
COO	2408821662	
Employer		
DJ Williams & Associates, Inc.		
Address		
9103 Woodmere Centre Drive, Suite 226		
City	State	Zip
Lanham	Maryland	20706
Duties		
Reengineered operational policy, programmatic strategies, and administrative structures, designed to develop high-powered leadership by way of government relations consultancy.		
Partnered with the CEO to ensure smooth operations of all administrative tasks; managed competing priorities; drove completion of crucial deliverables; established metrics to ensure staff reached their goal-aligned milestones as a part of the strategic planning process.		
Maximized the CEO's reach by managing projects and initiatives; effectively managed competing priorities; led key initiatives, including research, planning and facilitation of meetings, tracking outcomes, and development of communication plans for the efficient flow of information.		
Directed organizational change processes and the integration of equity into goal-setting, community programs, people systems, and other aspects of local, state or national organizations.		
Supervised all Business Operations, Finance, Human Resources, client services, team development, relationship management; and technology enhancements.		
Built a strong performance culture fueled by feedback, with robust performance management disciplines that linked daily/weekly/monthly KPI execution to quarterly results and the annual plan.		
Served as a change agent in all phases of business improvement - field operations, customer support, and project management; delivered quantifiable returns using data-rooted concepts.		
Oversaw all aspects of human resources management practices, including setting and enforcing policies; hiring & termination; achieving diversity goals; managing performance; aligning compensation; working with employees to resolve issues.		
Delegated tasks and special projects to Department Directors and Supervisors as appropriate.		
Reason for leaving?		
I accepted a position with the Baton Rouge Community College		
May we contact for reference?		
Yes		

Previous Employer

Start Date

03/08/2015

End Date

03/04/2016

Full Time

Position Title

Director, Operations & Maintenance Division; Assistant Director, Facilities Management Department

Employer

Fairfax County Government

Phone Number

7033242595

Address

12000 Government Center Parkway, Suite 270

City

Fairfax

State

Virginia

Zip

22035

Duties

Served as the as division manager for. a large unionized municipality, and member of the Department's Senior leadership Team, directing and managing the professional work, resources (including budget and staff) and operations of all management support for multiple business areas within a large, complex department; with responsibilities for department-wide administration and policy; represents the department on County-wide task forces and Board or Committee meetings; and/or as a County-wide expert in highly specialized areas with wide-reaching implications.

Led 11 operations units and four levels of direct reports (management and maintenance teams) that optimized performance of 244 facilities (11,217,125 SF), including 17 staffed satellite sites.

Managed the day-to-day operations and the performance of 150 employees, to include multiple levels of management and administrative support staff, and a \$54 million Division budget.

Directed operations & maintenance of all County facilities comprised of 10 Government Centers, a 274,000 SF Public Safety Headquarters; 147,000 SF Transportation & Emergency Operations Center (EOC); 23 public libraries; Building and Fire Automation Systems; Public Safety Training Facilities; 42 Fire & Rescue Stations; and two Detention Facilities.

Set budget priorities; oversaw departmental procurement, service agreements, asset preservation, risk management, and the completion of 55,000 work orders per annum.

Supported management functions during day-to-day interface with leadership teams, the efficient flow of information, effective decision-making, timely follow-up and high-quality task execution.

Worked collaboratively with the Division's CFO to optimize funding streams, prepare income and expense projections, monitor allocations and vendor contracts for multimillion dollar projects.

Maintained relationships with other senior administrators and legislative officials to sustain the County's operations, support its 12,000 employees, 1.1 million residents.

Accountable for strategic planning/goal setting; coordination of all facilities maintenance and modernization programs; contract administration; and preservation of the County's assets.

Ensured compliance with federal, state, and local regulations, while managing 100+ capital projects totaling \$43 million, in various stages of planning, advancement, and conclusion.

Reason for leaving?

Resignation

May we contact for reference?

Yes

Previous Employer

Start Date	End Date			
12/03/2012	05/18/2014	Full Time		
Position Title				
Assistant Director of Physical Plant Operations				
Employer	Phone Number			
University of Maryland Eastern Shore	4106517502			
Address				
11868 College Backbone Road				
City	State	Zip		
Princess Anne	Maryland	21853		
Duties				
Implemented a top notch service oriented culture focused on employee engagement, management excellence, and the overall customer experience, while optimizing performance and productivity.				
Controlled performance of the Division's 12 departmental units – monitored daily operations, streamlined internal processes, and gauged life cycle effectiveness of facility assets.				
Directed life cycle replacement of assets on an 1159 acre main campus; 13 managers and 160 unionized trades; allocations for 12 departmental units; \$30 million operating and \$10 million CIP budgets; and sustainability projects for two campus locations.				
Guided building infrastructure improvements, planning and scheduling for major maintenance outages, and coordinated relocation projects with other University departments.				
Led University-wide integration of a wireless CMMS to manage service requests, streamline work processes, output, project scheduling, and system architecture.				
Completed a \$103 million, 166,000 square-foot STEM complex building project.				
Led operations support for more than 73 facilities, 40 residential buildings, a 64,000 SF Hotel & Banquet Center, along with a 5,000 seat multipurpose arena and aquatic center; oversight of energy generation plants; water and sewer distribution infrastructure, etc.				
Principal advisor to President's Cabinet and Senior Leadership Team members, for planning of multifaceted campus facilities projects and emergency response, within the University's \$396,800,000 capital budget, and proposed capital improvement program (CIP).				
Administered governance of Facilities Operations - HVAC/Mechanical, Electrical, Plumbing, Fleet Management, Environmental Health & Safety, General Maintenance, Grounds, Procurement, Custodial Services, preventive maintenance, construction projects & emergency preparedness.				
Oversaw capital building projects & renovations within the University's multi-year CIP budget.				
Executed control of operating budgets, expenditures, budget amendments, capital equipment procurement & maintenance, audit activities, and fiscal year closeout.				
Oversaw the Division's Human Resource Management – hiring, training & development, termination, collective bargaining, compensation, coaching, and policy development.				
Created an inclusive workplace culture that attracted and retained diverse team members.				
Ensured compliance with applicable regulations including quality standards and system policies.				
Reason for leaving?				
Relocation				
May we contact for reference?				
Yes				

Previous Employer

Start Date

01/02/2007

End Date

05/30/2012

Full Time

Position Title

Instructor, Accounting; Business Administration

Employer

Bethune Cookman University

Phone Number

3212434809

Address

640 Dr. Mary McLeod Bethune Blvd.

City

Daytona Beach

State

Florida

Zip

32114

Duties

Highly innovative academic professional with solid technical, administrative, and instructional skill set - artfully inspired students to succeed in an environment of collegiality and innovation.

Responsible for student academic success through high-quality classroom and web-based instruction, evidenced-based presentations, course design, content assessments, counseling.

Delivered instruction in Human Resources Management; Finance; Management & Organizational Behavior; Operations Management; Computer Applications for Business (technology integration).

Trained students in budget management, financial reporting, expenditure control, account reconciliations, budget analyses and fiscal projections.

Worked with the administration, faculty senate, and students to define educational needs, design course specifications and analyze options to meet instructional and course development goals.

Drafted comprehensive instructional supports for all learners, including students with disabilities

Reason for leaving?

I sought a position as an administrator with another institution.

May we contact for reference?

Yes

Previous Employer

Start Date	End Date	
06/02/2004	09/30/2011	Full Time
Position Title		
Managing Partner, Operations & Administration		
Employer	Phone Number	
L & G Associates, LLC	3862575077	
Address		
315 N. Atlantic Avenue		
City	State	Zip
Daytona Beach	Florida	32118
Duties		
Managed large scale residential and commercial real estate development projects; infrastructure and site planning; acquisition of the firm's real estate portfolio; engineering design; and administrative functions.		
Supervising Project Management and Development teams for construction/facilities projects, related permits, property acquisitions, capital improvement, maintenance, and safety inspections.		
Supervised development groups and controlled design teams, construction managers, project entitlements; project documentation; regulatory compliance.		
Overseeing planning and real estate acquisition initiatives including infrastructure planning - projects included negotiation of property transfers with private, institutional and municipal entities.		
Facilities Management & Operations, engineering, maintenance, repair, construction, safety, and administrative functions such as supervising contractual teams.		
Leading real estate development planning, managing pre-acquisition analysis, site selection/planning, preconstruction planning, cost management, assembly of development teams, project execution, asset management/preservation, and close out.		
Presiding over contract administration for vertical construction projects.		
Coordinating customer support services for inspection, technical assistance, maintenance, repair, construction, engineering, specifications, etc.		
Ensuring agency practices complied with local, state, and federal laws and regulations.		
Interfacing with local and state permitting agencies to conduct plan reviews and inspections to ensure building requirements were translated into project designs & scopes of work.		
Representing the firm in its relationships with external contractors, public officials, governmental agencies, customers, suppliers.		
Negotiating service level agreements and contracts; assigning projects to external contractors.		
Managing Project Management Teams who were responsible for multiple projects from conception to closeout, design review, field visits and development of scopes of work, constructability, code analyses, construction schedule reporting, and cost estimating.		
Collaborating with development and construction management staff, third-party design professionals, and general contractors to develop high quality, financially feasible projects.		
Prepared bid packages for capital projects; led pre-bid meetings; evaluated bids; negotiated service level agreements and contracts; assigned select projects to external contractors.		
Reason for leaving?		
A severe economic downturn forced changes in business operations.		
May we contact for reference?		
Yes		

Additional Work Experience Information

Please list any additional work experience below.

Extremely well-organized strategist with exceptional capacity for managing and leading people in large fast-paced, rapidly changing environments; provides extensive knowledge of the principles, practices, and techniques relating to project management life cycles and their supporting phases; functional areas of business operations; legislative and executive decision making processes. Identifies organizational issues, evaluates possible solutions, selects and implements the most advantageous courses of action.

Skills & Certifications

Professional Certifications and Licenses

List all jobs skills, abilities, qualifications, and volunteer experience relevant to the position for which you are applying.

CORE COMPETENCIES

Large Project & Multi-Division Control
Project & Facilities Management
Preventive & Deferred Maintenance
Vendor Contract Monitoring & Oversight
Local & State Building Code Compliance
Design and Construction Management
Budgeting and Financial Management
Facilities Engineering Services

PROFESSIONAL AFFILIATIONS:

International City County Management Association (ICMA)	2015 - Present
National Fire Protection Association	2016 - Present
APPA Maryland/DC Chapter – First Term Director	2013 - 2014
City of Daytona Beach Building Code Enforcement Board (Chairman)	2004 - 2012
Daytona Beach Vision Foundation - Executive Board Member	2009 - 2012
Daytona Beach Municipal Golf Course Advisory Board (Vice Chairman)	2009 - 2012
City of Daytona Beach Business Revitalization Program – Contractor	2004
City of Daytona Beach Community Relations Council	2000 - 2003
City of Daytona Beach Special Events Task Force	2001 - 2012
Florida Department of Health – Statewide Consultant	2000 - 2002

Military Experience

Branch of Service

Enlistment Date	Discharge Date	Type of Discharge
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Primary Responsibilities & Duties

Applicant Statement

By my signature below, I authorize any federal, state, county or municipal governmental agency, any municipal corporation or political subdivision of this state, or any other state agency, department or division thereof, or any other public or private agency, person, firm, or corporation holding records concerning, that are considered confidential, to supply such information to the City of Margate.

By my signature below, I acknowledge that PRIOR to making a conditional offer of employment to me, the City of Margate may request information which may include, but not limited to, a history of my educational records, a history of my vocational and/or training records, criminal history, any documentation of previous or current on-the-job performance records or history, any reason, excluding any reason based on a medical condition or disability, for termination of any previous employment, any reason, excluding for discharge from military service, or any other personal information that is not medical, health, or disability related in nature which may not otherwise be obtained without prior agreement.

By my signature below, I acknowledge that SUBSEQUENT to making a conditional offer of employment to me, the City of Margate may request not only the information stated above, but also any information of what-so-ever nature regarding both my past or current job related or non-related medical/health condition(s) or disability(ies).

By my signature below, I acknowledge that any such information received by the City of Margate shall become public record pursuant to Chapter 119 of the Florida Statutes.

I Agree

Yes

Signature

Larry J. Stephens

Date Signed: 2/12/2020 5:21 PM

Date Submitted: 2/12/2020 5:21 PM

IP Address: 209.16.117.54

Agency Wide Questions

Do you have any relatives working for the City of Margate? If you have relatives working for the City of Margate, please enter their name and department in the space below.

No

N/A

Did you provide at least ten (10) years of work history in the Employment Information Section, or if you do not have ten (10) years of work history, did you list the entirety of your work experience in the Employment Information Section? If not, please return to the Employment Information Section to complete this information.

Yes

Where did you hear about the job opportunity you are applying to?

Florida League of Cities Jobs Listing

Yes

Please provide at least three (3) professional work-related references. Please include the following information: reference name, phone number, email address, position title. (Please note: professional work-related references are people who can speak to us about your job performance and are usually people who directly supervise you. For students, or those with limited work history: professional references may include internship/volunteer supervisors or academic teachers/professors).

Professional References

Emory Counts
Community & Economic Development Director
City of Daytona Beach
301 S. Ridgewood Avenue
Daytona Beach, Florida 32114
386-405-1952
ecd3517@gmail.com

Dr. Henry Brooks
Director, 1890 Maryland Cooperative Extension Program
University of Maryland Eastern Shore
30173 Stoneybrooke Dr.
Salisbury, MD 21804
443-783-5633
hmbrooks@umes.edu

Dr. Gina Beckles
Dept. Head, Bethune Cookman University
640 Mary McLeod Bethune Cookman Blvd.
Daytona Beach, Florida 32114
321-243-4809
ginabeckles@cfl.rr.com

Pursuant to Florida State Statute 119, all applications and materials attached are subject to public records request. Please use the space below to indicate whether or not you have any exemptions under FSS 119. If you do not have any exemptions, please write "N/A".

N/A

Executive Director - Community ReDevelopment Agency

Do you have a Bachelor's degree from an accredited college or university with a major in Public Administration, Business Administration, Urban Planning, Real Estate?

Yes

Do you have at least three (3) years of supervisory experience?

Yes

Do you have five years of experience in urban planning, real estate development, project coordination, or economic development?

Yes

Larry J. Stephens

Telephone: (386) 453-5591 ♦ Email: ljstephens2@aol.com

SENIOR OPERATIONS EXECUTIVE

Extremely well-organized strategist with exceptional capacity for managing and leading people in large fast-paced, rapidly changing environments; provides extensive knowledge of the principles, practices, and techniques relating to project management life cycles and their supporting phases; functional areas of business operations; legislative and executive decision making processes. Identifies organizational issues, evaluates possible solutions, selects and implements the most advantageous courses of action.

CORE COMPETENCIES

- Large Project & Multi-Division Control
- Project & Facilities Management
- Preventive & Deferred Maintenance
- Vendor Contract Monitoring & Oversight
- Local & State Building Code Compliance
- Design and Construction Management
- Budgeting and Financial Management
- Facilities Engineering Services

EDUCATION & CREDENTIALS

Master of Business Administration (MBA)
Accounting/Business Administration

Bachelor of Science
Business Management

PROFESSIONAL EXPERIENCE

Baton Rouge Community College
Chief Facilities Officer

04/2019 – 12/2019

Led the Operations Division for multiple service areas and eight (8) campus sites as a member of the Chancellor's (President's) Leadership Team, to maximize operational excellence.

- Provided clear and visible leadership; interacted with other vice presidents, deans, and faculty for implementation of operational initiatives that generated dynamic learning and work environments.
- Directed system-wide capital planning, facilities management, major construction & renovation projects, maintenance, grounds, custodial services, Environmental Health & Safety, Fleet Management, work order oversight, event support, and sustainability for eight campus sites.
- Designed and promoted strategies to assist in the retention, success, and wellness of students.
- Guided the Division's human resource functions – Immediately reduced long-term staffing deficits and increased efficacy; recruited high performance professionals; planned work assignments; mediated conflict; represented the agency at grievance hearings.
- Administered reviews and approval of major contracts; regulated bid specifications for outside contractors; accounted for college-wide physical assets; managed quality of service delivery.
- Facilitated a culture of collaboration, transparency, and accountability by fostering open communication; employed practices that included essential stakeholders in decision-making.
- Evaluated Departmental Directors' performance; set personal development targets; addressed deficiencies, provided coaching; took disciplinary action as necessary.
- Promoted practices that delivered outstanding customer service; promoted openness and trust; instilled innovative solutions to achieve the College's objectives.
- Drove leadership teams to execute priorities through support, facilitation, and weekly executive staff meetings, to include agenda setting, outcome documentation, and action item follow-up.
- Developed purposeful policies and procedures; managed quality of services; approved major contracts; regulated external contractors; preserved college-wide physical assets.

DJ Williams & Associates, Inc.
Chief Operating Officer

03/2016 – 04/2019

Reengineered operational policy, programmatic strategies, and administrative structures, designed to develop high-powered leadership by way of government relations consultancy.

- Partnered with the CEO to ensure smooth operations of all administrative tasks; managed competing priorities; drove completion of crucial deliverables; established metrics to ensure staff reached their goal-aligned milestones as a part of the strategic planning process.
- Maximized the CEO's reach by managing projects and initiatives; effectively managed competing priorities; led key initiatives, including research, planning and facilitation of meetings, tracking outcomes, and development of communication plans for the efficient flow of information.
- Directed organizational change processes and the integration of equity into goal-setting, community programs, people systems, and other aspects of local, state or national organizations.
- Supervised all Business Operations, Finance, Human Resources, client services, team development, relationship management; and technology enhancements.
- Built a strong performance culture fueled by feedback, with robust performance management disciplines that linked daily/weekly/monthly KPI execution to quarterly results and the annual plan.
- Served as a change agent in all phases of business improvement - field operations, customer support, and project management; delivered quantifiable returns using data-rooted concepts.
- Oversaw all aspects of human resources management practices, including setting and enforcing policies; hiring & termination; achieving diversity goals; managing performance; aligning compensation; working with employees to resolve issues.
- Delegated tasks and special projects to Department Directors and Supervisors as appropriate.

Fairfax County Government
Director, Operations & Maintenance Division
Assistant Director, Facilities Management Department

03/2015 – 03/2016

Served as the as division manager for a large unionized municipality, and member of the Department's Senior leadership Team, directing and managing the professional work, resources (including budget and staff) and operations of all management support for multiple business areas within a large, complex department; with responsibilities for department-wide administration and policy; represents the department on County-wide task forces and Board or Committee meetings; and/or as a County-wide expert in highly specialized areas with wide-reaching implications.

- Led 11 operations units and four levels of direct reports (management and maintenance teams) that optimized performance of 244 facilities (**11,217,125 SF**), including 17 staffed satellite sites.
- Managed the day-to-day operations and the performance of 150 employees, to include multiple levels of management and administrative support staff, and a \$54 million Division budget.
- Directed operations & maintenance of all County facilities comprised of 10 Government Centers, a 274,000 SF Public Safety Headquarters; 147,000 SF Transportation & Emergency Operations Center (EOC); 23 public libraries; Building and Fire Automation Systems; Public Safety Training Facilities; 42 Fire & Rescue Stations; and two Detention Facilities.
- Set budget priorities; oversaw departmental procurement, service agreements, asset preservation, risk management, and the completion of 55,000 work orders per annum.
- Supported management functions during day-to-day interface with leadership teams, the efficient flow of information, effective decision-making, timely follow-up and high-quality task execution.
- Worked collaboratively with the Division's CFO to optimize funding streams, prepare income and expense projections, monitor allocations and vendor contracts for multimillion dollar projects.
- Maintained relationships with other senior administrators and legislative officials to sustain the County's operations, support its 12,000 employees, 1.1 million residents.
- Accountable for strategic planning/goal setting; coordination of all facilities maintenance and modernization programs; contract administration; and preservation of the County's assets.
- Ensured compliance with federal, state, and local regulations, while managing 100+ capital projects totaling \$43 million, in various stages of planning, advancement, and conclusion.

University of Maryland Eastern Shore
Assistant Director of Physical Plant Operations

12/2012 – 05/2014

Implemented a top notch service oriented culture focused on employee engagement, management excellence, and the overall customer experience, while optimizing performance and productivity.

- Controlled performance of the Division's 12 departmental units – monitored daily operations, streamlined internal processes, and gauged life cycle effectiveness of facility assets.
- Directed life cycle replacement of assets on an 1159 acre main campus; 13 managers and 160 unionized trades; allocations for 12 departmental units; \$30 million operating and \$10 million CIP budgets; and sustainability projects for two campus locations.
- Guided building infrastructure improvements, planning and scheduling for major maintenance outages, and coordinated relocation projects with other University departments.
- Led University-wide integration of a wireless CMMS to manage service requests, streamline work processes, output, project scheduling, and system architecture.
- Completed a \$103 million, 166,000 square-foot STEM complex building project.
- Led operations support for more than 73 facilities, 40 residential buildings, a 64,000 SF Hotel & Banquet Center, along with a 5,000 seat multipurpose arena and aquatic center; oversight of energy generation plants; water and sewer distribution infrastructure, etc.
- Principal advisor to President's Cabinet and Senior Leadership Team members, for planning of multifaceted campus facilities projects and emergency response, within the University's \$396,800,000 capital budget, and proposed capital improvement program (CIP).
- Administered governance of Facilities Operations - HVAC/Mechanical, Electrical, Plumbing, Fleet Management, Environmental Health & Safety, General Maintenance, Grounds, Procurement, Custodial Services, preventive maintenance, construction projects & emergency preparedness.
- Oversaw capital building projects & renovations within the University's multi-year CIP budget.
- Executed control of operating budgets, expenditures, budget amendments, capital equipment procurement & maintenance, audit activities, and fiscal year closeout.
- Oversaw the Division's Human Resource Management – hiring, training & development, termination, collective bargaining, compensation, coaching, and policy development.
- Created an inclusive workplace culture that attracted and retained diverse team members.
- Ensured compliance with applicable regulations including quality standards and system policies.

Bethune Cookman University
Instructor, Accounting; Business Administration

01/2007 – 05/2012

Highly innovative academic professional with solid technical, administrative, and instructional skill set - artfully inspired students to succeed in an environment of collegiality and innovation.

- Responsible for student academic success through high-quality classroom and web-based instruction, evidenced-based presentations, course design, content assessments, counseling.
- Delivered instruction in Human Resources Management; Finance; Management & Organizational Behavior; Operations Management; Computer Applications for Business (technology integration).
- Trained students in budget management, financial reporting, expenditure control, account reconciliations, budget analyses and fiscal projections.
- Worked with the administration, faculty senate, and students to define educational needs, design course specifications and analyze options to meet instructional and course development goals.
- Drafted comprehensive instructional supports for all learners, including students with disabilities

L & G Associates, LLC
Managing Partner, Operations & Administration

06/2004 – 09/2011

Managed large scale residential and commercial real estate development projects; infrastructure and site planning; acquisition of the firm's real estate portfolio; engineering design; and administrative functions.

- Supervising Project Management and Development teams for construction/facilities projects, related permits, property acquisitions, capital improvement, maintenance, and safety inspections.
- Supervised development groups and controlled design teams, construction managers, project entitlements; project documentation; regulatory compliance.
- Overseeing planning and real estate acquisition initiatives including infrastructure planning - projects included negotiation of property transfers with private, institutional and municipal entities.
- Facilities Management & Operations, engineering, maintenance, repair, construction, safety, and administrative functions such as supervising contractual teams.
- Leading real estate development planning, managing pre-acquisition analysis, site selection/planning, preconstruction planning, cost management, assembly of development teams, project execution, asset management/preservation, and close out.
- Presiding over contract administration for vertical construction projects.
- Coordinating customer support services for inspection, technical assistance, maintenance, repair, construction, engineering, specifications, etc.
- Ensuring agency practices complied with local, state, and federal laws and regulations.
- Interfacing with local and state permitting agencies to conduct plan reviews and inspections to ensure building requirements were translated into project designs & scopes of work.
- Representing the firm in its relationships with external contractors, public officials, governmental agencies, customers, suppliers.
- Negotiating service level agreements and contracts; assigning projects to external contractors.
- Managing Project Management Teams who were responsible for multiple projects from conception to closeout, design review, field visits and development of scopes of work, constructability, code analyses, construction schedule reporting, and cost estimating.
- Collaborating with development and construction management staff, third-party design professionals, and general contractors to develop high quality, financially feasible projects.
- Prepared bid packages for capital projects; led pre-bid meetings; evaluated bids; negotiated service level agreements and contracts; assigned select projects to external contractors.

PROFESSIONAL

AFFILIATIONS:

▪ International City County Management Association (ICMA)	2015 - Present
▪ National Fire Protection Association	2016 - Present
▪ APPA Maryland/DC Chapter – First Term Director	2013 - 2014
▪ City of Daytona Beach Building Code Enforcement Board (Chairman)	2004 - 2012
▪ Daytona Beach Vision Foundation - Executive Board Member	2009 - 2012
▪ Daytona Beach Municipal Golf Course Advisory Board (Vice Chairman)	2009 - 2012
▪ City of Daytona Beach Business Revitalization Program – Contractor	2004
▪ City of Daytona Beach Community Relations Council	2000 - 2003
▪ City of Daytona Beach Special Events Task Force	2001 - 2012
▪ Florida Department of Health – Statewide Consultant	2000 - 2002



This is NOT an official academic record. Courses which are in progress or not graded may also be included on this academic record.

[Transfer Credit](#) [Institution Credit](#) [Transcript Totals](#)

Transcript Data

STUDENT INFORMATION

Name : Larry J. Stephens

Curriculum Information

Primary Curriculum

Master of Accounting

College: Huizenga School -
Business

Major and Department: Accounting,
Huizenga School -
Masters

***Transcript type:EXTL Transcript-Partial SSN is NOT Official ***

DEGREES AWARDED

Awarded: Master of **Degree Date:** Nov 30, 1999
Business
Admin.

Curriculum Information

Primary Degree

College: Huizenga School - Business

Major: Business Administration

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Institution:	44.000	41.000	41.000	36.000	123.90	3.44

Awarded: Bachelor of **Degree Date:** Apr 30, 1997
Science

Curriculum Information

Primary Degree

College: Farquhar College of Arts & Sci

Major: Professional Management

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Institution:	66.000	66.000	66.000	66.000	226.80	3.43
Transfer:	0.000	0.000	57.000	0.000	0.00	0.00
Degree:	66.000	66.000	123.000	66.000	226.80	3.43

TRANSFER CREDIT ACCEPTED BY INSTITUTION [-Top-](#)

: Florida Agric Mech Univ

Subject	Course	Title	Grade	Credit Hours	Quality Points	R
MGT	0205	Management	TR	3.000	0.00	
NOVA	0108	General Elective	TR	39.000	0.00	
NOVA	0111	Liberal Arts Elective	TR	15.000	0.00	
			Attempt Hours	Passed Hours	Earned Hours	GPA Hours
Current Term:			0.000	0.000	57.000	0.000
					0.00	0.00

Unofficial Academic Record

INSTITUTION CREDIT [-Top-](#)

Nova Test Information

Academic Standing:

Subject	Course	Level	Title	Grade	Credit Hours	Quality Points	R
NOVA	0001	UG	Clast Applicable Credits	NG	57.000	0.00	
NOVA	0101	UG	Clast Exempt	ZZ	0.000	0.00	

Term Totals (Undergraduate)

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term:	57.000	0.000	0.000	0.000	0.00	0.00
Cumulative:	57.000	0.000	0.000	0.000	0.00	0.00

Unofficial Academic Record

Winter 1995

Academic Standing:

Subject	Course	Level	Title	Grade	Credit Hours	Quality R Points
BUS	0305	UG	Organization Theory	A	3.000	12.00
LAN	0215	UG	Argu Writ For Bus	B+	3.000	9.90
LAN	0312	UG	Pub Com For Profes	B	3.000	9.00
MAT.	0133	UG	Math Way Of Thinking	B+	3.000	9.90

Term Totals (Undergraduate)

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term:	12.000	12.000	12.000	12.000	40.80	3.40
Cumulative:	69.000	12.000	12.000	12.000	40.80	3.40

Unofficial Academic Record

Fall 1995**Academic Standing:**

Subject	Course	Level	Title	Grade	Credit Hours	Quality R Points
CAP.	0111	UG	Computer Literacy	B+	3.000	9.90
HUM	0351	UG	Studies In Amer. Lit.	A	3.000	12.00
MAT.	0302	UG	Applied Statistics	C-	3.000	5.10
PSY.	0311	UG	Interpersnl Commun	C	3.000	6.00

Term Totals (Undergraduate)

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term:	12.000	12.000	12.000	12.000	33.00	2.75
Cumulative:	81.000	24.000	24.000	24.000	73.80	3.07

Unofficial Academic Record

Winter 1996**Academic Standing:**

Subject	Course	Level	Title	Grade	Credit Hours	Quality R Points
BUS	0302	UG	Business Communication	A	3.000	12.00
FIN	0213	UG	Personal Finance	B-	3.000	8.10

MGT.	0417	UG	Organization Behavior	A	3.000	12.00
MKT	0321	UG	Adv & Sales Promot	B	3.000	9.00

Term Totals (Undergraduate)

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term:	12.000	12.000	12.000	12.000	41.10	3.42
Cumulative:	93.000	36.000	36.000	36.000	114.90	3.19

Unofficial Academic Record

Summer I 1996

Academic Standing:

Subject	Course	Level	Title	Grade	Credit Hours	Quality R Points
ECO.	0315	UG	Macro Economics For Mgrs	A	3.000	12.00
FIN	0301	UG	Corporation Finance	A	3.000	12.00

Term Totals (Undergraduate)

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term:	6.000	6.000	6.000	6.000	24.00	4.00
Cumulative:	99.000	42.000	42.000	42.000	138.90	3.30

Unofficial Academic Record

Fall 1996

Academic Standing:

Subject	Course	Level	Title	Grade	Credit Hours	Quality R Points
BUSS	3550	UG	Intro To Int'L Business	B+	3.000	9.90
BUSS	4610	UG	Bus Research Methods	A	3.000	12.00
HUMN	2010	UG	The Individual & Society	A	3.000	12.00
MGMT	4160	UG	Personnel Administration	B+	3.000	9.90

Term Totals (Undergraduate)

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term:	12.000	12.000	12.000	12.000	43.80	3.65

Cumulative:	111.000	54.000	54.000	54.000	182.70	3.38
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Unofficial Academic Record

Winter 1997

Academic Standing:

Subject	Course	Level	Title	Grade	Credit Hours	Quality R Points
ARTS	2300	UG	Art And Society	A-	3.000	11.10
BUSS	3250	UG	Business, Govt & Society	A	3.000	12.00
BUSS	4880	UG	Bus Strategy & Policy	A	3.000	12.00
MGMT	4150	UG	Legal Environ Of Managem	B	3.000	9.00

Term Totals (Undergraduate)

		Attempt	Passed	Earned	GPA	Quality	GPA
		Hours	Hours	Hours	Hours	Points	
Current Term:		12.000	12.000	12.000	12.000	44.10	3.67
Cumulative:		123.000	66.000	66.000	66.000	226.80	3.43

Unofficial Academic Record

Fall 1997

Academic Standing:

Subject	Course	Level	Title	Grade	Credit Hours	Quality R Points
GMP	5012	B1	Twenty-One Century Mgmt	A	3.000	12.00
GMP	5015	B1	Law/Ethics	A	3.000	12.00

Term Totals (Masters - SBE)

		Attempt	Passed	Earned	GPA	Quality	GPA
		Hours	Hours	Hours	Hours	Points	
Current Term:		6.000	6.000	6.000	6.000	24.00	4.00
Cumulative:		6.000	6.000	6.000	6.000	24.00	4.00

Unofficial Academic Record

Winter 1998

Academic Standing:

Academic Probation

Subject	Course	Level	Title	Grade	Credit Hours	Quality R Points
GMP	5017	B1	Deliv Sup Customer Value	B	3.000	9.00
GMP	5020	B1	Managing Org Behavior	F	3.000	0.00 E

Term Totals (Masters - SBE)

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term:	6.000	3.000	3.000	3.000	9.00	3.00
Cumulative:	12.000	9.000	9.000	9.000	33.00	3.66

Unofficial Academic Record

Fall 1998

Academic Standing:

Subject	Course	Level	Title	Grade	Credit Hours	Quality R Points
GMP	5070	B1	Managerial Marketing	B+	3.000	10.50
GMP	5080	B1	Applying Managerial Fin	A-	3.000	11.10

Term Totals (Masters - SBE)

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term:	6.000	6.000	6.000	6.000	21.60	3.60
Cumulative:	18.000	15.000	15.000	15.000	54.60	3.64

Unofficial Academic Record

Winter 1999

Academic Standing:

Subject	Course	Level	Title	Grade	Credit Hours	Quality R Points
GMP	5090	B1	Entrep&Strat Thinking	C	3.000	6.00
GMP	5095	B1	Operations&Systems Mngmt	A-	3.000	11.10

Term Totals (Masters - SBE)

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term:	6.000	6.000	6.000	6.000	17.10	2.85
Cumulative:	24.000	21.000	21.000	21.000	71.70	3.41

Unofficial Academic Record

Spring 1999

Academic Standing:

Subject	Course	Level	Title	Grade	Credit Hours	Quality R Points
GMP	5030	B1	Managing Human Resources	A-	3.000	11.10
GMP	5050	B1	Economic Thinking	B+	3.000	10.50
GMP	5060	B1	Acct For Decision Making	B+	3.000	10.50

Term Totals (Masters - SBE)

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term:	9.000	9.000	9.000	9.000	32.10	3.56
Cumulative:	33.000	30.000	30.000	30.000	103.80	3.46

Unofficial Academic Record

Summer II 1999

Academic Standing:

Subject	Course	Level	Title	Grade	Credit Hours	Quality R Points
GMP	5020	B1	Managing Org Behavior	A-	3.000	11.10 I
GMP	5040	B1	Quantitative Thinking	B	3.000	9.00

Term Totals (Masters - SBE)

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term:	6.000	6.000	6.000	6.000	20.10	3.35
Cumulative:	39.000	36.000	36.000	36.000	123.90	3.44

Unofficial Academic Record

Fall 1999

Academic Standing:

Subject	Course	Level	Title	Grade	Credit Hours	Quality R Points

GMP	5011	B1	Manage Tech & Infor Systems	A_	1.000	0.00
GMP	5102	B1	Value Integration Workshop	P	4.000	0.00

Term Totals (Masters - SBE)

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term:	5.000	5.000	5.000	0.000	0.00	0.00
Cumulative:	44.000	41.000	41.000	36.000	123.90	3.44

Unofficial Academic Record

TRANSCRIPT TOTALS (MASTERS - SBE)

Level Comments: Academic requirements completed: 11-6-99 ACADEMIC REQUIREMENTS COMPLETED: 04/22/97 BS DEGREE CONFERRED: 04/30/97

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Total Institution:	44.000	41.000	41.000	36.000	123.90	3.44
Total Transfer:	0.000	0.000	0.000	0.000	0.00	0.00
Overall:	44.000	41.000	41.000	36.000	123.90	3.44

Unofficial Academic Record

TRANSCRIPT TOTALS (UNDERGRADUATE)

Level Comments: ACADEMIC REQUIREMENTS COMPLETED: 04/22/97 BS DEGREE CONFERRED: 04/30/97

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Total Institution:	123.000	66.000	66.000	66.000	226.80	3.43
Total Transfer:	0.000	0.000	57.000	0.000	0.00	0.00
Overall:	123.000	66.000	123.000	66.000	226.80	3.43

Unofficial Academic Record