



ORANGE COUNTY MAYOR  
**TERESA JACOBS**

APPROVED BY ORANGE  
COUNTY BOARD OF COUNTY  
COMMISSIONERS

BCC Mtg. Date: Jun. 14, 2016

P.O. Box 1393, 201 SOUTH ROSALIND AVENUE, ORLANDO, FL 32802-1393  
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June 2, 2016

To: Board of County Commissioners  
From: Mayor Teresa Jacobs  
Subject: Managerial Appointments  
Consent Agenda – June 14, 2016

I am pleased to present the following three managerial appointments for confirmation. These individuals will be outstanding additions to our management staff and each brings unique skills and experience to their roles.

#### **Administrative Services Department**

*Ms. Anne Kulikowski for the Director of the Administrative Services Department*

Ms. Kulikowski began her career with Orange County in 1994 as a Financial Analyst in the Utilities Department. In 1995, she accepted a promotion to a Fiscal Coordinator in the Administrative Services Department and since then she has held progressively more responsible positions in that department. From 1997 – 2005, she worked as an Assistant to the Director and then in 2005 she was promoted to Manager of Fiscal and Human Resources (now titled Manager of Fiscal and Operational Support). Ms. Kulikowski has a wealth of experience dealing with fiscal, human resources and administrative issues and she has a solid understanding of all of the operations under the Administrative Services Department. In October 2015, she was appointed to serve as the Acting Director. Since that time, Ms. Kulikowski has done an outstanding job managing the Department.

Ms. Kulikowski graduated from the University of Central Florida with a Master of Business Administration degree and from Syracuse University with a Bachelor of Science degree in Finance and Economics. Her appointment will be effective beginning on June 19, 2016, with an annual starting salary of \$132,268. Her resume is attached for your review.

#### **Procurement Division, Administrative Services Department**

*Ms. Carrie Woodell for the Manager of the Procurement Division, Administrative Services Department*

Ms. Woodell started working in public procurement in 1999 with the City of Winter Park, and served as the city's Purchasing Manager from 2007 to 2013. She joined Orange County in 2013 as the Administrator of the Procurement Division.

In this role, she has broad responsibilities assisting the manager in overseeing the Procurement Division, including managing the countywide procurement process totaling approximately \$500 million in annual contract awards, overseeing the procurement card program encompassing over 650 cardholders and \$17 million in annual expenditures, and supervising staff. In February 2016, Ms. Woodell was appointed to serve as the Acting Manager of the Procurement Division. Since that time, she has done an outstanding job managing the Division.

Ms. Woodell graduated from the University of Central Florida with a Master of Public Administration degree and with a Bachelor degree in Public Administration. In addition, Ms. Woodell holds numerous professional certifications. Her appointment will be effective on June 19, 2016, with an annual starting salary of \$107,140.80. Her resume is attached for your review.

#### **Fiscal and Operational Support, Administrative Service Department**

*Mr. Reed Knowlton for the Manager of Fiscal and Operational Support, Administrative Services Department*

Mr. Knowlton began his career with Orange County in 1996 as a Management Analyst in the Office of Management and Budget and has held increasingly more responsible positions. Since 2012, he has been serving as a Business Unit Financial Advisor in the Administrative Services Department. In this role, he is responsible for all the fiscal duties associated with the Capital Projects Division and Facilities Management Division. These two divisions have a combined operating budget totaling \$35 million with over 100 capital projects and an approximate capital budget of \$121 million. In October 2015, he was appointed to serve as the Acting Manager of the Fiscal and Operational Support Division of the Administrative Services Department. Since that time, Mr. Knowlton has done an outstanding job managing the Division.

Mr. Knowlton graduated from the University of Central Florida with a Master of Public Administration degree and with a Bachelor of Arts degree in Public Administration. His appointment will be effective June 19, 2016, with an annual starting salary of \$92,248. His resume is attached for your review.

**ACTION REQUESTED: Confirmation of managerial appointments: Anne Kulikowski as Director, Administrative Services Department; Carrie Woodell as Manager of the Procurement Division, Administrative Services Department; and, Reed Knowlton as the Manager of Fiscal and Operational Support, Administrative Services Department.**

C: Ajit Lalchandani, County Administrator  
Eric Gassman, Deputy County Administrator  
J. Ricardo Daye, Director, Human Resources

## ANNE M. KULIKOWSKI

### EXPERIENCE:

October, 2015 -  
Present

#### **Acting Director, Administrative Services Department Orange County, FL**

- Provide overall administration, guidance and management for the operations of the Business Development, Capital Projects, Facilities Management, Fiscal and Operational Support, Fleet Management, Procurement and Real Estate Management Divisions.
- Direct and oversee activities of the assigned managers in the department.
- Perform administrative duties relating to the planning, coordination, development and implementation of Administrative Services programs. Provide coordination and support to other operational departments for their capital improvement programs and all real estate issues with leases, land and building purchases.
- Provide oversight of all building operations and maintenance programs for County wide facilities.
- Interact with elected officials, County Administrator, Mayor and other senior staff to facilitate communication on matters related to department. Oversee the development of BCC consent and discussion agenda items involving the department's responsibilities.
- Provide guidance for the administration of the Orange County Minority and Women Business Enterprises (M/WBE) ordinance and programs as well as the County's procurement program.
- Develop and monitor the department budget in conjunction with division managers.
- Review and approve claims as current Chairman of the Risk Management Committee.
- Responsible for various personnel matters including hiring, discipline, training and development, performance appraisals and related activities.

March 2012 –  
October, 2015

#### **Manager, Fiscal and Operational Support Division Orange County, FL**

- Managed, supervised and oversaw all fiscal related functions for the Administrative Services Department.
- Facilitated the preparation of the Administrative Services Department's annual budget, which included operating, capital improvements, and revenue forecasting.
- Provided operational support to management and staff for Department's programs.
- Monitored fuel prices and all operating and capital expenditures to assure the Fleet Management Internal Service Fund is balanced and solvent.
- Conducted cash flow analysis for potential County land and building acquisitions.
- Monitored County's property lease expenditures and assist in tenant and landlord issues with leased properties.
- Negotiated and managed parking agreements and contracts for all court agencies at the courthouse.
- Redesigned Business Development's "How to Do Business with Orange County" seminar at the National Entrepreneur Center for small business owners to better understand Orange County's procurement and minority vendor guidelines.
- Facilitated and coordinated the advertising of guest speakers at the monthly "How to Do Business with Orange County" seminar to encourage enrollment of small businesses to attend the workshop.
- Provided guidance and support to management on human resource issues.

October 2005 –  
March 2012

#### **Manager, Fiscal & Human Resources Division Orange County, FL**

- Managed all fiscal and human resources related functions for the Administrative Services Department.
- Supervised, hired, trained and monitored performance of department's fiscal and human resources staff.
- Prepared and monitored annual operating and capital improvements budgets for the department, including all revenues and expenditures in the Court Facilities Fund.
- Administered guidance and support to management on all human resource programs for the department including compensation, training, benefits, family medical leave, worker's compensation and employee relations.
- Ensured policies and procedures for both regular and LIUNA employees were complied with uniformly across the department.

- October 1997 -  
October 2005
- Assistant to the Director  
Orange County, FL**
- Prepared and monitored annual operating and capital improvements budgets of \$104 million for 7 operating divisions under the Administrative Services Department.
  - Provided short and long term financial analysis of the department's operations and capital projects.
  - Created presentations for Director and presented annual budget to Mayor and County Administration
  - Participated on special projects, project teams and committees as assigned by the Director.
- October 1995 -  
October 1997
- Finance Coordinator  
Orange County, FL**
- Prepared and monitored the annual operating and capital budgets of \$50 million for the Administrative Support Department.
  - Calculated cash balances and revenue/expenditure cash flows for the department's internal service funds.
  - Coordinated the strategic planning development with divisions.
  - Created and conducted the department's training sessions for employees on new County programs and policies.
- March 1994 -  
October 1995
- Financial Analyst  
Orange County, FL**
- Prepared and managed \$127 million in the operating and capital budgets for the Resource Recovery, Mandatory Refuse, and Recycling Programs for the Utilities Department.
  - Estimated and monitored the landfill tipping fees.
  - Developed cash draw down schedules for the Resource Recovery capital improvements program.
- June 1992 -  
March 1994
- Management and Budget Analyst  
Seminole County, FL**
- Conducted revenue analysis and forecasting in preparation of \$350 million County budget.
  - Monitored all revenues and performed cash flow analysis on revenue receipts.
  - Researched and developed the analytical work necessary to adopt new taxes.
  - Prepared monthly and quarterly revenue reports on budget activity.
  - Conducted management and productivity studies on County departments.
- July 1990 -  
June 1992
- Financial Analyst  
City of Altamonte Springs, FL**
- Prepared and managed the annual operating and capital budget of \$20 million for the Public Works Department.
  - Conducted utility rate analyses.
  - Coordinated contract documents and payments for construction contracts.

**EDUCATION:** University of Central Florida, Orlando, Florida  
Master of Business Administration

Syracuse University, Syracuse, New York  
Bachelor of Science, Finance and Economics

**RECENT  
VOLUNTEER  
POSTS:** Member of Finance Subcommittee to write the St. James Cathedral School Strategic Plan, Spring 2015  
Varsity Boys Volleyball Coach for St. James Cathedral School, Spring 2015  
Chairman of the Arty Facts Committee at St. James Cathedral School, 2007 – 2015

# Carrie Woodell, MPA, CFCM, CPPO, C.P.M., CPPB, APP, FCCM, FCCN

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439 Buckskin Court Winter Springs, Florida 32708 | 321-279-3342 | cwood439@gmail.com

## Education

**MASTER OF PUBLIC ADMINISTRATION | MAY 2014 | UNIVERSITY OF CENTRAL FLORIDA**

**GRADUATE CERTIFICATE IN EMERGENCY MANAGEMENT | MAY 2010 | UNIVERSITY OF CENTRAL FLORIDA**

**BACHELORS DEGREE | AUGUST 2008 | UNIVERSITY OF CENTRAL FLORIDA**

- Major: Public Administration
- Minor: Emergency Management
- Graduated Magna Cum Laude

## Experience

**ACTING MANAGER, PROCUREMENT | ORANGE COUNTY | FEBRUARY 2016 – PRESENT**

- Responsible for the design and monitoring of the complete procurement process while ensuring compliance with all federal, state and local laws, rules, regulations, policies and procedures that pertain to the area of expertise/responsibility.
- Responsible for the control and monitoring of the Procurement Division to include the timely and cost effective procurement of supplies, goods and services and maintaining the integrity of the public procurement process.
- Responsible for conducting interviews with vendors regarding bid issues including marketing, complaints of service and the post-procurement grievance. Determines bid acceptance or denial.
- Reviews and recommends procurement policies, regulations and contracts for approval by the Board of County Commissioners. Serve as public procurement advisor and technical expert to management.
- Reviews and implements regulations, procurement policies, procedures and methods to provide for the effective operation of the Procurement Division.
- Negotiates and monitors professional contracts and ensures compliance with County code and State and Federal laws. Evaluates methods, liability and warranties.
- Reviews or prepares specifications for material and services for major procurements. Determines operational and legal requirements.
- Establishes standard contract clauses for use in contracts, solicitations, and purchase orders. Prepares or supervises the preparation of contractual documents with contractors.
- Formulates, in conjunction with using departments, short-term and long-term strategic procurement plans in order to maximize buying power and minimize inefficiencies.
- Determines acquisition sources for unusual purchases including conducting needs, budget and market research and analyses.
- Serves as Chair for all procurement committees, responsible for the evaluation of proposals for goods and services.
- Serves as Chair for all protest committees, with the responsibility to resolve protests from bidders or proposers on various procurements.
- Responsible for various personnel matters including hiring, discipline, training and development, performance appraisals and related activities.
- Develops and monitors the Procurement Division's budget consistent with County and department objectives.
- Ensures consistency with Minority and Women Business Enterprise (M/WBE) goals as it relates to Orange County's Ordinance.
- Conducts a comprehensive annual review and forwards recommendations for required changes to the code or regulations to the Board of County Commissioners.

#### **ADMINISTRATOR, PROCUREMENT|ORANGE COUNTY|APRIL 2013 – JANUARY 2016**

- Manage direct reports supporting countywide procurement requirements, totaling approximately \$500 million in contract awards during fiscal year 2015.
- Manage countywide procurement card program, encompassing over 650 cardholders and \$17 million in spend during fiscal year 2015.
- Provides direct supervision of the Purchasing or Contracts Section (as assigned) in the preparation, issuance and award of Invitation for Bids and Request for Proposals.
- Supervises support staff in the preparation of IFB/RFP documents, contract files and record keeping activities.
- Assists in the supervising and directing the work of the division staff and administers the approval process for procurement transactions and contracts.
- Evaluates project requirements for scope of work, schedules, standardization, liability and legal issues.
- Responsible for maintaining an expeditious response time relevant to all procurement transactions, contracts, Invitation for Bids and Request for Proposals.
- Formulates, implements, coordinates solicitations for Invitation for Bids, contracts and other various procurements that are assigned by the Manager.
- Prepares, reviews and executes contracts on behalf of the Division Manager.
- Regularly works with County Commissioners, County Administration, Department Directors, Division Managers, engineers and consultants.
- Represents the Manager in their absence at all scheduled meetings and conferences.
- Chairs the Procurement Committee in the absence of the Manager.
- Participates in the review, evaluation and revision of policies and procedures, ordinances and administrative regulations.
- Develops plans for the accomplishment of assigned functions to meet priorities, deadlines and goals.
- Provides input into the budgeting and training functions.
- Researches a wide variety of procurement issues and provides narrative and statistical reports.
- Prepares and maintains statistical and informational reports.
- Reviews purchase requisitions, analyzes requirements and assigns to appropriate staff for procurement.

#### **PURCHASING MANAGER | CITY OF WINTER PARK | MARCH 2007- APRIL 2013**

- Develop, recommend and implement operating policies, procedures and programs.
- Organize and administer the work of assigned activities to staff, including the procurement of commodities, services, vehicles, construction, professional services, as well as real and tangible property control/disposal.
- Prepare and present division's annual budget and related financial reports.
- Responsible for all formal solicitation processes (IFB, ITN, RFI, RFP, RFQ), including preparation, issuance, meeting facilitation, evaluation, negotiation and presentation of consent agenda to the City Commission.
- Work directly with City Attorney, City Management and Department heads regarding all formal solicitations and contracts.
- Administer the city's Contract Management System that is comprised of over 80 term contracts and 225 piggyback contracts, including all licenses, bonds, and insurance certificates.
- Serve as Program Administrator for Purchasing Card Program of 150+ cardholders, realizing over \$10 million in annual spend.
- Manage the disposition process for all City surplus property.
- Initiate and effectively recommend hiring, performance evaluations and disciplinary actions of assigned personnel.
- Serve as a member of the city's Incident Management Team, including Emergency Operations Center responsibilities as needed.

### **PURCHASING AGENT | CITY OF WINTER PARK | 2004 – 2007**

- Reviewed purchase requisitions for compliance with policy
- Prepared and executed both purchase and change orders
- Conducted pre-bid meetings, public openings and tabulations for formal solicitations
- Processed inventory transactions, maintained inventory levels, and conducted annual physical inventory
- Maintained both term and piggyback contracts database and files
- Monitored fuel levels at various locations and coordinated deliveries to ensure adequate levels were maintained
- Coordinated collection of all surplus property
- Served as Purchasing Manager in their absence

### **BUYER | CITY OF WINTER PARK | 2002 – 2004**

- Reviewed purchase requisitions for compliance with policy
- Prepared and executed both purchase and change orders
- Prepared selected formal solicitations under the direction of the Purchasing Manager
- Monitored fuel levels at various locations and coordinated deliveries to ensure adequate levels were maintained
- Processed inventory transactions, maintained inventory levels, and conducted annual physical inventory

### **PURCHASING SPECIALIST | CITY OF WINTER PARK | 1999 - 2002**

- Reviewed purchase requisitions for compliance with policy
- Prepared and executed both purchase and change orders
- Processed inventory transactions, maintained inventory levels, and conducted annual physical inventory
- Performed general clerical functions as needed

## **Professional Accomplishments**

### **CERTIFICATIONS**

Certified Federal Contracts Manager (CFCM) – National Contract Management Association (2002)  
Certified Public Procurement Officer (CPPO) – Universal Public Procurement Certification Council (2009)  
Certified Purchasing Manager (C.P.M.) – Institute of Supply Management (2007)  
Certified Professional Public Buyer (CPPB) – Universal Public Procurement Certification Council (2008)  
Accredited Purchasing Practitioner (APP) – Institute of Supply Management (2004)  
Florida Certified Contract Manager (FCCM) – State of Florida – Department of Management Services (2008)  
Florida Certified Contract Negotiator (FCCN) – State of Florida – Department of Management Services (2007)

### **LEADERSHIP**

President of the Florida Association of Public Procurement Officials, Inc. (2012/2013; 2014/2015)  
Vice President of the Florida Association of Public Procurement Officials, Inc. (2011/2012; 2014)  
Treasurer of the Florida Association of Public Procurement Officials, Inc. (2010/2011)  
Secretary of the Florida Association of Public Procurement Officials, Inc. (2009/2010)  
President of the Central Florida Chapter of National Institute of Governmental Purchasing (NIGP) (2010, 2011)  
Vice President of the Central Florida Chapter of NIGP (2007, 2008, 2009)  
Vice Chair of NIGP Governance Committee (2012, 2013, 2014)  
Member of NIGP Talent Council (2014, 2015, 2016)

Member of Universal Public Procurement Certification Council Board of Examiners (2016)  
Representative on Member Advisory Council of National Joint Powers Alliance (2013, 2014, 2015, 2016)

**AWARDS**

Florida Association of Public Procurement Officials George H. Wolf Distinguished Service Award (2016)  
Central Florida Chapter of NIGP Inspiration Award (2015)  
NIGP Anne Deatherage Meritorious Service Award (2014)  
Inducted to Orange County's Employee Wall of Fame (2014)  
NIGP Professional Manager of the Year (2012)  
Central Florida Chapter of NIGP Manager of the Year (2008, 2012)  
Central Florida Chapter of NIGP Buyer of the Year (2006, 2007)  
Central Florida Chapter of NIGP Member of the Year (2009)  
Florida Association of Public Procurement Officials "Above and Beyond" award (2008-2009)  
*Achievement of Excellence in Procurement* award from National Procurement Institute (2010-2015)  
*Sterling Agency Award* from Universal Public Procurement Certification Council (2009-2011)  
*Award for Excellence in Public Procurement* from Florida Association of Public Procurement Officials (2012, 2013, 2014)



# Reed A. Knowlton

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## EDUCATION:

**University of Central Florida, Orlando, Florida**  
Master of Public Administration

8/98

**University of Central Florida, Orlando, Florida**  
Bachelor of Arts Degree in Public Administration  
Course emphasis in Leadership, Budgeting, Quality Management and Team Building

12/95

## EXPERIENCE:

**Orange County Administrative Services, Fiscal and Operational Support, Orlando, Florida**  
**Acting Manager**

10/15 to Present

■ Manage, supervise and oversee all fiscal related functions for the Administrative Services Department; Facilitate the preparation of the Administrative Services Department's annual budget, to include operating, capital improvements, and revenue forecasting; Provide operational support to management and staff for Department's current and new programs; Monitor fuel prices and all operating and capital expenditures to assure the Fleet Management Internal Service Fund is balanced and solvent; Conduct cash flow analysis for potential County land and building acquisitions; Monitor County's property lease expenditures and assist in tenant and landlord issues with leased properties; Negotiate and manage parking agreements and contracts for all court agencies at the courthouse; Serve on the County's Grant Oversight Committee.

**Orange County Administrative Services, Fiscal and Operational Support, Orlando, Florida**  
**Business Unit Financial Advisor**

7/12 to 10/15

■ Assigned fiscal responsibilities for the Capital Projects Division and Facilities Management Division; Managed fiscal staff of five employees; Prepared and maintained the operating budget for both divisions totaling \$35M; Monitored expenditure levels for over 100 CIP projects with approximate budgets of \$121M; Prepared a monthly Facilities Management outlook report detailing the division's operating and CIP expenditures; Managed the procurement for both divisions including purchase orders, delivery orders, professional services, construction contracts and purchasing card; Prepared budget transfers, budget amendments and annual CIP rebudgets; Managed the annual cost allocation reports for the Divisions; Tracked performance measures; Provided support to County divisions concerning their CIP budgets managed by the Capital Projects Division; Served on the County's Grant Oversight Committee.

**Orange County Capital Projects Division, Orlando, Florida**

**Fiscal and Administrative Coordinator**

10/03 to 2/04, 11/04 to 6/12

■ Prepared and maintained the operating budget for the division; Monitored expenditure levels for over 80 CIP projects; Assisted with cash flow projections for CIP projects; Prepared budget transfers and budget amendments; Prepared the re-budgets for all CIP projects; Tracked performance measures for the division; Provided support to other County divisions concerning their CIP budgets managed by the Capital Projects Division.

**Orange County Commissioner Mary I. Johnson, District 3, Orlando, Florida**

**Aide to Commissioner Mary I Johnson**

2/04 to 11/04

■ Served as Commissioner Mary I. Johnson's Aide for the last 10 months of her term in office; Responsible for briefing and updating the Commissioner on County issues and BCC agenda items; Responded to citizen questions and worked with County Department to resolve District 3 concerns; Planned, coordinated and attending community meetings, special events and press conferences; Prepared press releases, speeches and reports on County issues.

# Reed A. Knowlton

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## EXPERIENCE: (cont.)

### **Orange County Facilities Management Division, Orlando, Florida**

#### **Fiscal and Administrative Coordinator**

**6/00 to 10/03**

■ Prepared, tracked and maintained the division biennial budget; Provided fiscal support for all CIP projects for the division; Managed a staff of four employees within the fiscal section; Managed the procurement process, which included purchase orders and purchasing card utilization; Maintained several contracts for maintenance and utility services; Maintained an Access database to track all purchase orders for the division; Prepared a monthly outlook report detailing the division's operating and CIP expenditures, purchasing activities, human resources and MAXIMO activity; Tracked performance measures for the division; Prepared agenda items for Board of County Commissioners; Tracked mail usage for the entire County.

### **Orange County Office of Management and Budget, Orlando, Florida**

#### **Senior Management and Budget Analyst**

**10/99 to 6/00**

■ Reviewed, analyzed and recommended budget requests for the Administrative Services Department; Forecasted revenue and expenditure levels for departments and divisions; Monitored the Administrative Services Capital Improvement Program budget; Analyzed budget impacts of personnel changes and reclassifications within departments; Office of Management and Budget representative to the Vehicle Requirement and Utilization Committee; Prepared budget transfers, amendments and other agenda items for the Board of County Commissioners; Maintained the Public Art fund and reviewed all purchase orders and requests.

### **Orange County Office of Management and Budget, Orlando, Florida**

#### **Management and Budget Analyst**

**12/96 to 4/97, 11/98 to 10/99**

■ Reviewed, analyzed and recommended related budget requests; Analyzed budget submissions for accuracy and completeness; Assisted in the preparation of the 1997 Revenue Manual; Re-developed the OMB Quarterly Report (FY 95-96 and FY 98-99); Forecasted revenue and expenditure levels for County departments and divisions; Assisted on special projects relating to strategic planning and performance measures; Monitored Department capital improvement program budgets; Prepared agenda items for the Board of County Commissioners.

### **Orange County Chairman's Office, Orlando, Florida**

#### **Assistant to Chairman Linda W. Chapin**

**4/97 to 11/98**

■ Prepared and maintained the Chairman's long range calendar; Set up all meetings and events for the Chairman; Planned and coordinated special events (LWC Scholarship Golf Tournament, Ethics Lecture Series, Trade Mission Trips); Prepared remarks and letters for the Chairman; Prepared weekly press releases concerning the Chairman's upcoming activities; Monitored Fiscal and Human Resources Division.

## INTERNSHIPS:

### **Orange County Chairman's Office, Orlando, Florida**

#### **Internship with Linda W. Chapin, Orange County Chairman**

**1/96 to 5/96**

■ Maintained a press library for the Chairman's Office; Assisted with the planning and coordination of special events; Prepared correspondence for the Chairman's Office to citizens.

### **Orange County Parks and Recreation Division, Orlando, Florida**

#### **Special Events Assistant/Intern**

**4/95 to 1/96**

■ Planned and coordinated County special events; Prepared event budgets; Wrote press releases for upcoming Parks and Recreation activities; Participated in the Rec-n-Roll programs with the Parks and Recreation staff.

## ACTIVITIES:

Leadership Orlando, Class #43

Florida Government Finance Officers Association (98-00, 05-12)

FGFOA School of Governmental Finance, 11/99

Administrative Services Department, United Way Co-Chair, 2011, 2012