

# Melissa C. Krance

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## —Summary of Qualifications—

- Possess fifteen years of experience with the City of Los Angeles in budget, revenue and management positions—ten years in the Office of the City Administrative Officer and six in the Finance and Budget Group.
- Represented the CAO's Office at the Revenue Management Committee and the Collections Board of Review, as well as at Council and committee hearings and in meetings with the public, interest groups and other stakeholders.
- Coordinated and directed work of CAO analysts and department staff in producing Financial Status Reports, Construction Projects Reports, and the Capital Improvement Expenditure Program book.
- Evaluated and made recommendations concerning Citywide and department operations, construction programs and tax implementation, reform and collection proposals.
- Analyzed and reported on Fire Department revenue from fee-supported and contracted services. Performed cost analysis and identified methods to recover costs and maximize revenue from services.
- Participated as a CAO working group member for FMS implementation. Established working groups to develop and implement systems to track workload and revenue for operating departments.
- Developed the draft Capital Improvement Policy to address the Controller's audit recommendations.
- Formed positive working relationships with CAO analysts and chiefs, Mayor and Council staff, and CLA and department employees.

## —Professional Experience and Achievements—

### **2005-Current**..... **Office of the City Administrative Officer**

**General Fund Revenue Analyst, Finance and Budget Group (2012 to current):** Develop revenue projections for the Mayor's proposed budget and brief Mayor's budget team. Coordinate speakers for Mayor's Economic Conference. Assemble the proposed budget revenue book. Prepare report for Council's Annual Revenue Day. Provide training to department and CAO staff on monitoring revenue for the Financial Status Report (FSR). Prepare quarterly revenue updates for the FSR and revenue estimates for Five-Year outlook. Work with Controller's Office and Finance staff to monitor revenue and address related issues. Regularly attend Revenue Management Committee meetings and serve as interim member of the Collections Board of Review. Continue work from prior assignment.

- Authored various reports concerning the identification of new revenue to offset the structural deficit, including report on proposed sales tax ballot measure that required immediate execution of consulting services contract to meet ballot measure deadlines. Quickly researched and provided data for consultants. Coordinated proposed ballot language with City Attorney's Office.
- Prepared reports concerning gross receipts tax reform—specifically, extending the new business exemption, eliminating the internet based business tax rate sunset, implementing a new classification for broadcasters, and phasing out the gross receipts tax—at the request of Council.
- Represented the department when working with Council staff, CLA, Office of Finance, and taxpayer stakeholder groups on business tax reform efforts.

**Financial Status Report Analyst, Finance and Budget Group (2009 to 2012):** Authored quarterly Financial Status Reports (FSR) to update Mayor and Council on the status of Council-controlled departments, citywide revenue, budget forecast, reserve fund and other issues concerning the adopted budget and department operations. Briefed CLA and council staff on reports and responded to questions. Presented reports to Budget and Finance Committee and Council. Produced additional addendums and reports as requested by Council to promptly respond to questions on the FSR. Developed forms and models using Excel, Access, financial and payroll systems to project expenditures. Provided training to department and CAO staff on FSR reporting requirements and system tools. Updated Budget Manual. Prepared budget documents concerning citywide expenditures. Implemented the activity (program) budget upload into FMS.

- Prepared FSR by coordinating and reviewing work submitted by 20+ budget analysts.
- Expanded department revenue reporting in FSR in compliance with Commission of Revenue Efficiency (C.O.R.E.) recommendations.
- Developed budget cutting exercises for quick turnaround for Council approval and implementation. Authored FSR addendums and separate reports concerning layoffs, operational plans and P3 shortfall solutions.

**Public Safety Bond analyst, Municipal Facilities Group (2006-2009):** Analyst for Proposition Q Public Safety Bond and Proposition 2 Police Facilities Bond construction programs and MICLA-funded Police Administration Building and Public Works Building projects. Monitored expenditures, made staffing recommendations, reviewed reimbursements, contracts and scope of work, and found funding for project shortfalls. Interacted daily with management and staff of Engineering, General Services, and Public Works Accounting Office as part of construction program oversight. Worked with

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representatives of Police, Fire and other departments to ensure project requirements met needs of building occupants. Organized and staffed Administrative and Citizens Oversight Committee meetings.

- Developed scope of work and identified funding for expanded Police Administration Building project (\$40 million) and Proposition Q Phase II (\$81.5 million).
- Organized emergency working groups between multiple departments (ITA, Building and Safety, Planning, Engineering, Police, Fire and Personnel) to quickly resolve issues concerning scope of work, shared facilities, and IT installation for various projects.
- Developed database and coordinated completion of Capital Improvement Program Book for municipal facilities projects by CAO and Bureau of Engineering project management staff.
- Responded to auditors of Capital Improvement Expenditure Program and developed policy recommendations in the CAO's response to the Controller's audit report.

## 2005-2006..... Los Angeles Fire Department.

**Revenue Analyst, Administrative Services Bureau:** Analyzed and reported on revenue from fee-supported and contracted services provided by Fire Department. Performed cost analysis and identified methods to recover costs and maximize revenue from services. Researched legal issues regarding fee collections and provided policy recommendations to Fire Administrator. Worked with City Attorney, CLA and CAO staff to establish new fees and amend fee ordinances. Analyzed workload and prepared budget requests for fee-generating units. Supervised Management Analyst.

- Worked with inspection unit staff to develop database to assign and track workload of inspectors and to generate billings based on inspection hours. Provided training for implementation.

## 2005..... Office of the City Administrative Officer.

**CIEP and Zoo Department Budget and Capital Program Analyst, Municipal Facilities Group:** Analyzed Zoo department revenue, expenditures, staffing and workload indicators and made recommendations for budget. Met frequently with staff from the Zoo, General Services, Engineering, Mayor's Office, and CLA as part of construction program oversight. Prioritized requests and made recommendations for project funding for the City's Capital Improvement Expenditure Program. Estimated operating costs of new facilities for Five-Year Outlook. Organized oversight meetings. Prepared reports for the Mayor and Council and briefed CLA and council staff.

- Authored high profile report to review the Elephant Exhibit project as requested by the Mayor. Met with impassioned stakeholders both for and against project. Conducted survey and contracted with outside consultant to substantiate findings and justify controversial recommendation to expand the exhibit (\$13.9 million).

## 2000-2005..... Los Angeles Police Department.

**Assistant to Section Manager, Discovery Section (2001-2005):** Assistant to the Officer-In-Charge (OIC) of the Discovery Section. Trained and supervised clerical staff retrieving criminal histories. Prepared worker's compensation claims and sick/injury reports. Investigated personnel complaints and made recommendations for discipline. Authored correspondence and budget manual section on behalf of section manager to communicate work expectations to staff. Reviewed all correspondence for OIC's signature. Represented the Police Department in court during in-camera hearings.

- Acted as liaison between the section's 40+ employees and the Discovery Section manager for personnel matters and office operations.
- Established working group with staff from various sections to develop database to assign and track workload.

**Assistant, ECCCS Division (2000-2001):** Aided in the implementation of the Police Department's non-emergency number, 877-ASK-LAPD. Prepared reports for Council and media. Represented Department at technical steering committee meetings.

- Publicized non-emergency number by distributing media information kits and promotional materials and responding to public and press inquiries.

### —Additional Work Experience—

1995-2000	Parsons Engineering Science, Pasadena, CA	Technical Aid, Air Quality Section
1992-1995	Pomona College, Claremont, CA	Administrative Assistant, Office of Financial Aid

### —Education—

2003-2006	California State University, Los Angeles	Los Angeles, CA	M.S., Public Admin.
1988-1992	University of California at Berkeley	Berkeley, CA	B.A., Architecture