

Sylvan Leabman, M.P.A.

██████ East Wahner Place, Milwaukee, Wisconsin 53217 (Home)
1300 North Jackson Street, Milwaukee, Wisconsin 53202 (Work)

PROFESSIONAL PROFILE

Seasoned executive with experience in planning, managing, developing and restructuring organizations, systems and programs. Expertise in financial management, budget development and analysis, forecasting, auditing, project administration, contract negotiations and program planning/implementation. Able to work cooperatively with others and provide leadership in problem solving and strategic planning.

- Proven ability to analyze/assess organizational design and make recommendations to facilitate improvements in all areas.
- Capable motivator with proven ability to initiate/manage change and lead staff through complex operational and technological transitions.
- Persuasive communicator with well-developed verbal, written and negotiation skills.

Expertise In:

Project Management • Financial Management Studies • Compliance for Health Care • Policy and Procedure Development • Staff Supervision, Development and Training • Team Building • Due Diligence
• Risk Management

EXPERIENCE HIGHLIGHTS

JEWISH FAMILY SERVICES, Milwaukee, WI

President and CEO

10/05 - Present

- Works closely with the JFS Board in development and implementation of policies designed to fulfill the program mission and successful administration of the Agency
- Serves as professional advisor to the Board in all areas of management, fundraising, program, finance, strategic planning and Board enhancement
- Recruits for Board/Committee leadership and involvement, and structures opportunities for these individuals to make maximum contributions to the Agency
- Advances the public profile of JFS by developing new and innovative approaches to increase community awareness of its services
- Serves as JFS' ambassador to the Greater Milwaukee Jewish and general communities to promote awareness and visibility of Agency programs and services
- Represents JFS and its perspective on issues affecting families with community groups, Jewish Federation, United Way, government funders and the media
- Builds strategic alliances, develops and implements collaborative approaches to service delivery through continued work with Jewish Federation, United Way and other community-based and faith-based local and national organizations, both public and private
- Works closely with the Board, Development Director and Committees to create a development plan to support ongoing and new program initiatives and to build the Agency's endowments

- Seeks new sources of funding including program grants, government contracts, private foundations and individual donors
- Supervises staff and programs relating to all of the Agency's fundraising activities including special events, planned giving, capital campaigns, direct mail and other donor relations
- Supervises preparation of the Agency budget and monitors financial reports and results
- Works closely with the Jewish Federation and United Way in maximizing annual allocations. Serves as the Agency's advocate within those systems and the community
- Regularly evaluates management and the status of the JFS financial resources so that resources are devoted to top priorities
- Supervises all management information systems necessary to fulfill the goals of the programs and administration of the Agency
- Maintains overall responsibility for the Agency and facility operations
- Provides expertise and leadership for the ongoing evaluation of program priorities, new initiatives and relationships to ensure financial stability of the Agency
- Evaluates existing programs and recommends appropriate program directions and modifications based on client and community needs and national trends
- In conjunction with senior staff, establishes and maintains high standards of excellence in JFS' program objectives. Provides opportunities for staff participation in program planning
- Provides leadership, direction, supervision and support to senior professional staff utilizing effective interpersonal skills

Vice President, Development

1/04 – 10/05

- Create and implement annual development plan
- Create and oversee annual marketing & communications plan, working with sub-contractors to implement tasks as appropriate
- Manage annual Friends Membership drive
- Integrate and prioritize development and marketing functions
- Fundraising via corporations, individuals and foundations
- Identify and cultivate new donors, and match donors with agency programs
- Grant writing to Foundations and government agencies
- Act as staff liaison to Development and Marketing committees of the Board
- Oversee Volunteer Services Department

STRATEGIC MANAGEMENT GROUP, LLC, Milwaukee, WI

6/92 – 01/04

President and Managing Partner

- Performed financial analyses, developed annual hospital-based departmental operating budgets and assisted executive staff develop strategic plans for the financial operations of The Johns Hopkins Hospital/Johns Hopkins Health System, an academic medical center. Trained departmental business managers in budgeting and financial management
- Assisted the Dean of a large Medical College, within an academic medical center, create a formalized budget management system. Developed comprehensive budget process for the Medical College and conducted budget hearings for the Dean. The annual budget included direct and allocated income from patient revenues, fees, grants, research and instructional support. Completed special projects for Departments of Medicine and Surgery related to revenue enhancement opportunities for Medicaid and private pay billings and collections

- Developed and marketed health care credentialing software to measure compliance with national standards for facility operations and patient chart documentation by physicians, dentists and home care agencies
- Developed HIPAA self-assessment software tool for physicians, dentists and hospitals. Software was released in 2002. More than 1,000 licenses sold
- Assisted nonprofit organizations with financial management issues, Board development, human resources and strategic planning. Developed reporting format and monitoring process for United Way of Greater Milwaukee to meet federal grant requirements
- Analyzed existing budget process and developed new budget process for a Federally Qualified Health Center, Milwaukee, WI. Assisted in review and selection of new financial management software. Prepared departmental budget requests and completed analyses of monthly financials. Trained department managers
- Conducted analyses of nine primary care physician practice sites for health system in northern New Jersey. Reviewed patient registration, billing and collection functions, financial reports, productivity reports and made recommendations for realignment of practices
- Assisted large urban school district to install financial controls over its major school site-based reform effort and developed the annual financial plan. Provided assistance to Superintendent to develop the annual budget. Managed a consulting team that evaluated 30 Alternative Schools for compliance with District requirements
- Reviewed the University of Wisconsin-Madison College of Letters & Sciences financial management systems, automated budget and financial planning systems and recommended improvements to the Dean
- Planned, managed and developed compliance software programs for health care facilities, companies, clinics and providers, for medical, dental, and home care services to meet Medicare, Medicaid, HIPAA compliance and managed care credentialing requirements. Assisted nonprofit organizations to develop annual budgets, completed assessments of financial management activities and provided training to staff and Boards of Directors

MILWAUKEE METROPOLITAN SEWERAGE DISTRICT, Milwaukee, WI

7/99 – 4/03

Director – Operations, Administration and Compliance

- Managed the District's watercourse and wastewater treatment programs
- Supervised the District's compliance program with United Water Services' 10-year contract to operate and maintain the District's Jones Island and South Shore treatment facilities and the District's conveyance system
- Supervised the District's environmental laboratory
- Managed the District's Industrial Waste Pre-Treatment, flow monitoring and analysis functions
- Supervised District's controllership functions of payroll, accounting, purchasing, accounts payable, insurance and risk management

MILWAUKEE COUNTY DEPARTMENT OF ADMINISTRATION, Milwaukee, WI

1/86 – 5/92

Administrator – Financial Affairs Division

Directed day-to-day operations of \$55 million division with 75 employees. Prepared, analyzed and controlled a \$950 million operating budget. Managed a \$50 million medical program for indigents through a preferred provider network. Managed Milwaukee County's financial oversight and control functions, including \$280 million annual payroll and over 75,000 annual vendor payments. Managed the County's risk control and loss prevention programs. Prepared over 100 special fiscal

and program reports for the County Board. Appointed as the Acting Treasurer of Milwaukee County for six months as a special assignment. Developed the County's first long-range financial plan and forecast

WISCONSIN STATE GOVERNMENT – Madison, WI

6/68 – 1/86

Administrator – State and Local Finance Division

5/77 – 12/85

Department of Revenue

Managed Department's compliance program for state and local finance activities including property and utility tax assessments, state shared revenues and the development of county, municipal and school district property value Equalization estimates. Managed financial operations, including seven district offices, and determined operating direction for second largest operating division (220 employee, with an \$8 million annual operating budget)

Executive Budget Officer – Education and Human Services Teams

6/72 – 5/77

Department of Administration

Directed teams of six policy and management analysts. Advised Governor on policy issues and testified before the legislature on budget issues/funding formulas

- Directed preparation of Governor's biennial budget for Education and Human Services areas
- Drafted legislation and reviewed administrative rules

Administrative, Budget and Management Analyst

6/68 – 6/72

Department of Health and Social Services

- Performed budget/policy analysis and served on the State Comprehensive Health Planning Advisory Council. Assisted in developing long-range mental health planning program that shifted funding from state institutions to community-based programs
- Proposed reorganization of forensic medicine program that enabled 300 incarcerated clients to get needed psychiatric treatment in a secure setting

ACTIVITIES / AFFILIATIONS

President – Congregation Shalom, Milwaukee, WI

Chairman of the Board, United Cerebral Palsy of Southeastern Wisconsin 2003 – 2005

President – United Cerebral Palsy of Southeastern Wisconsin 2001 – 2003

Contributor to The Budget Building Book for Nonprofits, A Step by Step Guide for Managers and Boards, 1998, Josey Bass Publishers

Program and Policy Advisor to Council on Municipal Performance publication, Local Government Auditing – A Manual for Public Officials

Recognized as Milwaukee's "Public Administrator of the Year" in 1992

Elected to the Executive Board of the Government Finance Officers Association, 1992

EDUCATION

SYRACUSE UNIVERSITY / MAXWELL SCHOOL OF PUBLIC AFFAIRS – Syracuse, New York

Masters in Public Administration (1968)

ALBRIGHT COLLEGE – Reading, Pennsylvania

B.A. Political Science (1967)