



Section 12

Jane K. Shang

*Lake Worth Beach City Manager
Candidate Report*

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Cover Letter and Resume

June 7, 2021

Dear Mr. Baenziger,

Please find attached my resume for consideration for the position of City Manager –Lake Worth Beach, Florida.

You will note in my resume that for the past approximately five years as City Manager in Deltona, I worked closely with the community and City Commission to develop its first useable strategic plan. Prior to my arrival, there was no process to identify goals to be achieved and how to reach consensus. The City staff constantly drifted from project to project without completion. Inertia was prevalent because when you try to do everything you end up doing nothing. Once the strategic plan was adopted both the Commission and staff had clear direction on what projects were a priority, required staff time and funding. Deltona has an all funds budget of over \$170M and over 400 employees, excluding 83 contracted Sheriff's Department personnel. More has been accomplished in my tenure than under previous City Managers. In 2016 and with less than a year as City Manager, I received the City Manager of the Year award for Volusia County. My reputation is a "game changer" because I achieve results. For example, under my direction Amazon has built a 1.4M square foot distribution center in Deltona. Deltona is the envy of numerous municipalities across the nation. Deltona is now well on its way in transforming from a retirement/bedroom community (over 80% residential) to a more diversified property tax base. Prior to my arrival this development goal was discussed for over a decade with no results.

Before Deltona, I was the Deputy City Manager for Transportation and Public Works for El Paso, Texas. The City of El Paso is a border community of approximately 700,000 located adjacent to Juarez, Mexico (2.3M metropolitan area). Major issues facing the City of El Paso, similar to other communities, are ensuring reliable revenue estimates, providing excellent services to citizens in every area despite budget constraints, finding new revenue sources to address unfunded liabilities, maintaining/improving the community's quality of life, guiding economic development, job creation, environmental sustainability, public safety and increased health and human service needs. As the Deputy City Manager, I managed the City's airport and bus systems, \$1B capital improvement program, engineering department, facilities and land management, international bridges, streets and traffic program. Back then my portfolio had an operating budget of over \$160M, a capital budget of approximately \$1B and over 1600 employees. I also worked closely with the arts, public safety and human services departments regarding downtown revitalization and targeting investment in underserved areas to bring about equity and social justice.

If I am selected as the City Manager for Lake Worth Beach, Florida, I will continue to foster this spirit of teamwork and collaboration with the City administration. I am a "can do" leader who can facilitate and guide individuals/entities to achieve consensus and to achieve a common vision. I have public works experience as I have overseen capital improvement projects, construction, engineering, roadway, streets, traffic, storm water and water and sewer operations in Deltona and El Paso. I have also managed Community Redevelopment Areas/Agencies in both Deltona and El Paso.

I have the ability to carry out government initiatives and to make strategic decisions pertaining to land development, increasing property values and creating a business friendly environment. I have experience with smart growth and understand the value to building a vibrant community where

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residents can live, work and play, as well as promoting solar initiatives, tourism and walkability. I have the ability to set the tone and vision for staff. I can find ways to gain efficiencies in service delivery and provide a new vision for how staff provides quality services to the community to promote social equity. I have been complimented with establishing the best senior management team and the most productive workforce in Deltona. I will strive to improve the quality of life for the community while still being environment and business friendly. I value partnerships with other communities on regional issues and resource sharing. I am a critical decision maker, am able to process information strategically and can implement decisions into reality. I have the ability to be “big picture” oriented while maintaining an acceptable level for details. I am highly accountable, diplomatic, dynamic, ethical, innovative, professional and self-confident. I also have the confidence to acknowledge my mistakes and to be held accountable.

My rebuilding of the Sun Metro bus system in El Paso from the verge of a meltdown into the Outstanding Transit Agency of the Year serves as an example of my ability to carry out a vision, to be focused on customer service and to transform a low performing department to a high performing department. My prior experience with the clean-up of the Boston Harbor, the “Big Dig” and 9/11 shows that I have the knowledge to deliver and come up with improved policies and procedures and innovative solutions to ensure economic results and to resolve problems. My extensive Boston experience gives me an excellent and progressive background in economic development and tourism. During that time period I also managed to maintain Airport operations in the black despite the downturn in air travel and growing safety mandates. I have strong negotiation skills that can find a way to turn disputes into consensus and to carry forward Lake Worth Beach’s goals and initiatives.

I have a diverse background which includes experience in community consensus building, construction, contract and union negotiations, economic development, environmental processes, fiscal management, land/project development and management, operations, public private partnerships, public works, real estate, strategic planning and implementation, smart growth development, tourism, transportation, utilities and zoning. I have worked and partnered with many organizations, including federal, state and local entities. I am a high performer, customer-focused, creative and dedicated individual. I will set a positive example of accountability, competence, hard work, ethics, leadership and professionalism to the organization and community. I will make Lake Worth Beach’s goals a reality as proven in my accomplishments. Fiscal innovation and community trust are crucial given the downturn in revenues and societal needs due to COVID-19.

My past experience and accomplishments in Deltona/El Paso/Tampa/Boston make me a strong candidate and an excellent fit to be the City Manager for Lake Worth Beach, Florida. Thank you for considering my application.

Sincerely,

Jane K. Shang
janeshang2@aol.com
386-259-5624

Jane K. Shang 771 Mountain Ash Way, Deltona, Florida 32725
(386) 259-5624, email: janeshang2@aol.com

SUMMARY

More than 30 years of experience in government operations with expertise in the following areas:

- | | |
|--|--|
| -municipal, state and federal law | -customer service and organizational change |
| -community consensus building | -fiscal and labor management |
| -strategic planning and implementation | -public sector administration and operations |
| -economic development | -private public partnerships |
| -project development and management | |

RELEVANT GOVERNMENT EXPERIENCE

City Manager, City of Deltona, Florida

June 2015-January 2020

Deltona, the largest City in Volusia County (approx. 100,000), is located between Orlando and Daytona Beach. Deltona was incorporated as a City on December 31, 1995 and began as a retirement community. Being equidistance from Orlando and Daytona Beach, Deltona is now a bedroom community (85%). The current vision is to transition to a diversified tax base and recruit businesses, restaurants and employment.

Duties and Responsibilities as City Manager:

- ☐ Oversee day to day operations with approx. \$170M annual budget and approx. 400 employees, excluding 83 contracted personnel from Volusia County Sheriff's Office. Departments include City Manager's Office, City Clerk, Finance, Information Technology, Planning and Development (including CBDG and SHIP funds), Building and Enforcement Services, Human Resources, Law Enforcement, Fire/Rescue, Public Works/Deltona Water, Parks and Recreation, and The Center at Deltona (new \$8.9M events/venue facility for rent).
- ☐ Prepare and submit the annual budget, budget message and capital programs to the City Commission.
- ☐ Coordinate/direct federal, county and municipal officials, City departments and the public to optimize service and sound fiscal delivery.
- ☐ Coordinate with Volusia County Emergency Management staff during hurricane season and maintain healthy reserves (\$8.1M, increased annually for inflation) for natural disaster relief.

Achievements:

- ☐ Awards:
 - City Manager of the Year 2016: Volusia League of Cities.
 - Deltona Citizen of the Year 2017: Deltona Dream Keepers
 - Deltona City Manager Recognition: Guitars for Veterans, Deltona, Florida

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-Game Changer Award to City Manager 2020: Deltona Dream Keepers
*11th City Manager in City's 24 year history.

☐ Economic Development:

-Amazon fulfillment center: 1.4M square foot/\$100M facility to open in September 2020.
500 new jobs.

-Halifax Hospital: \$160M state of the art facility opened February 2020 plus 20,000 square foot medical office building to open in March 2020. Hundreds of new jobs.

-Two new emergency care facilities (Halifax and Advent Health) valued at approximately \$25M.

-Hundred million \$ of commercial development in the queue/completed, such as Wawa, RaceTrac, Hardee's, Burger King, Dunkin Donuts, McDonalds, Honest-1, and so on.

-1000 new homes in various stages of rezoning, design and construction.

-Manpower Group (Jan. 4, 2019) ranks Deltona as "#1 for net employment growth (37%)" compared to Tampa at 31% and Miami at 22%.

-Negotiated new solid waste contract which includes residential and commercial hauling. Contract supports new City Beautification Program.

-Built \$8.9M events facility to allow City to hold large entertaining and speaking events (ex. Ron DeSantis and Andrew Gillum, Governor's Election).

-Initiated on-line permitting and plans review for commercial and residential projects.

-Coined the phrase "Deltona...A City on the Move" for brand recognition and marketing.

☐ Fiscal:

-Developed first five year Strategic Plan which provides clear direction on City priorities.

-Aa2 Moody's Bond rating.

-Provided resources to protect City IT system from being "hacked" by outsiders. No data breach and no payment to outsiders.

-Obtained approximately \$15M in new grant funding from state legislature, Transportation Planning Organization and Volusia County for transportation and ecological/parks projects.

-Lowered and maintained millage rate while providing new services, hiring additional staff, maintaining excellent employee health, adding employee education benefits, providing employee raises and maintaining a balanced budget.

-Brought diversity into the hiring practices as the NAACP was on the verge of filing a lawsuit.

☐ Public Safety:

-Crime is down by double digits.

-Successfully negotiated two collective bargaining agreements with the Fire Department Union.

-Successfully negotiated medical transport agreement with Volusia County.

-Budgeted adequate reserves for hurricane disaster relief whereas some municipalities had to borrow funds to address need. Worked with FEMA on two hurricanes.

-Lowered City's ISO (Insurance Service Office) rating to bring insurance rates down.

Deputy City Manager, El Paso, Texas

2008-2015

El Paso is a border municipality located adjacent to Juarez, Mexico. El Paso's population is approximately 700,000 and the metropolitan area, including Juarez, Mexico, is approximately 2.2 million.

Duties and Responsibilities as Deputy City Manager:

- ☐ Oversight responsibility for the following functions: airport, building maintenance, bus operations, engineering and construction, international bridges and trade development, parks management, streets and roadways, traffic management, economic development, finance, project planning and implementation, and service delivery.
- ☐ Development and oversight of over \$160M operating budget and \$1B Capital Improvement Program ("CIP") to support economic development, street infrastructure and quality of life policy goals established by the Mayor/City Council. Deliver projects on time and within budget.

Achievements:

- ☐ Transformed the Sun Metro bus system from a near meltdown to the Outstanding Transit Agency of the Year. Obtained federal funding for the City's \$145M Bus Rapid Transit ("BRT") program under the New Starts Program.
- ☐ Within the \$1B CIP, approximately \$500M is devoted to Quality of Life projects related to libraries, museum and cultural affairs, parks and zoo improvements. Projects include the siting, design and construction of a children's museum, cultural center, downtown revitalization, library facilities, multi-purpose area, regional parks, Olympic size and competition swimming pool and zoo facilities. Initiated first three years of Quality of Life program.
- ☐ Initiated smart growth zoning and development at El Paso Airport, which has approximately 5000 acres available for development.
- ☐ Negotiated and implemented the P3/560 Program to reduce border wait times at the City owned ports of entry. This program is one of five programs approved nationwide by the Department of Homeland Security. Worked with Economic Development to look at the City's international bridges as an economic asset for the City rather than for only transportation purposes.
- ☐ Secured funding at the Metropolitan Planning Organization to develop a CIP for International Bridges and the City's bus system.
- ☐ Gained the respect of the ADA community by championing accessibility issues. I chaired the Accessibility and Transition Committee previously chaired by the Mayor.

Director, Engineering and Development. HART, Tampa, FL **2004-2008**

Duties and Responsibilities as Director:

- ☐ Directed the overall development and construction functions of the authority including New Starts projects, development of regional impact projects, transit centers, roadway improvements, land use reviews, and facility planning and development related to a bus and streetcar system.
- ☐ Developed and oversaw budget planning, federal and state grant applications/reporting, environmental site assessment and NEPA compliance, site review, community outreach, alternatives analysis, travel forecasting/modeling, preliminary engineering and design, ADA compliance, cost forecasting and reporting, procurement through Requests for Proposals, value engineering studies, design and construction award, and budget/contract administration in accordance with generally accepted accounting principles.

Achievements:

- ☐ Planned, funded and implemented the Capital Improvement Program within budget and on time, including facilities to support the organization's growth.
- ☐ Worked with marketing to promote the revitalization of historic Ybor City.
- ☐ Saved the organization several millions of dollars by negotiating an agreement with FTA to grandfather work completed according to the New Starts program.

Manager, Logan Airport, Boston, MA. **1996-2004**

Duties and Responsibilities as Manager:

- ☐ Responsible for legal, property and fiscal management of approximately 40 airline accounts at Logan International Airport consisting of approximately 700,000 rentable square feet of space and generating approximately \$110M-\$120M in annual revenues. Also responsible for the portfolio management of non-tenant air carriers and airline related entities such as Federal Aviation Administration/Transportation Security Administration (35+ leases), flight kitchens (2), aviation service operators (6) and commercial service operators (35) which generate approximately \$11M in annual revenues. Essential tasks include:
 - (a) Economic oversight of Massport's commercial real estate development function;
 - (b) Participation in processes to bring new air carrier tenants and business to Logan Airport; and
 - (c) Participation in the development of capital improvement and rehabilitation budgets for airport facilities and long term economic development.

Achievements:

- ☐ Kept Logan Airport in the black fiscally during a period when most airlines were not paying tenant fees due to the down turn in the aviation industry as a result of 9/11. Maintained a revenue stream of approximately \$130M.
- ☐ Dramatically improved airline relationships between large and small carriers operating at Logan Airport. Airlines worked as a team during difficult financial times.

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- ☐ Successfully negotiated concession agreements to improve customer satisfaction and to improve airport revenues.
- ☐ Earned the respect of the airline community.

Assistant Director. MBTA, Boston, MA

1990-1996

Duties and Responsibilities as Assistant Director:

- ☐ The MBTA operates a multi-modal transit system, including bus, BRT, commuter boat, commuter rail, light rail and subway. I was responsible for negotiating financial agreements and obtaining all necessary property rights for transportation. Types of acquisitions include easements, partial takings within downtown Boston buildings, a sand and gravel operation, commercial/industrial land with ongoing businesses-various types of acquisitions necessary to create a new railroad right of way corridor, to build or expand station sites/layover facilities, to provide handicap accessibility, to build bridges, etc.

Achievements:

- ☐ Negotiated and acquired property rights vital to construction projects ranging from \$0.5M to \$600M, including for the Central Artery Interfacing – “Big Dig”.
- ☐ Developed excellent relationships with the public and public officials during all negotiations.
- ☐ Possess extensive business, construction, real estate and transportation experience as well as knowledge of public sector, administrative, contract, environmental and eminent domain law.

Senior Real Estate and Contracts Attorney.

1987-1990

Massachusetts Water Resources Authority, Charlestown Navy Yard, MA

Duties and Responsibilities as Senior Attorney:

- ☐ Chief legal counsel/coordinator for eminent domain and relocation projects for the MWRA. Responsible for negotiating/resolving property acquisitions (water/sewer projects, office space, landfill location) with private and public (federal, state and municipal) entities and compliance with federal and state regulations for the clean-up of the Boston Harbor.

Achievements:

- ☐ Achieved over a 75% negotiation rate earning me a reputation for being fair and understanding. This was very difficult because very expensive homes (Boston suburbs) and pristine backyards were impacted. Saved the organization several hundreds of thousands of dollars in litigation costs.
- ☐ Participated in siting the location to build a facility to turn sludge into dry fertilization pellets.
- ☐ Successfully defended the organization against lawsuits aimed to stop construction of necessary infrastructure to clean-up the Boston Harbor.
- ☐ Earned high respects for my work despite the organization being the subject of numerous lawsuits and disliked for rising sewer and water rates.

Assistant Corporation Counsel. City of Boston, MA

1986-1987

Duties and Responsibilities as Assistant Corporation Counsel:

- ☐ Responsible for defending the City of Boston in court and before administrative bodies; researching and advising the Mayor and City Council as to policy making objectives; drafting legislation for passage; and acting as in-house counsel to City departments. Knowledge of federal and state procurement laws.

Achievements:

- ☐ Provided sound legal advice to the City of Boston.

EDUCATION/MEMBERSHIPS:

Brown University, A.B. 1980. Organizational Behavior/Business.

Suffolk Law School, J.D. 1985.

Admitted to Massachusetts Bar in December 1985.

CNU-A certified, 2011-2015

ICMA member and previously on Awards Committee

REFERENCES: furnished upon request

Candidate Introduction

JANE K. SHANG

EDUCATION

Brown University, A.B., 1980, Organizational Behavior/Business.
Suffolk Law School, J.D., 1985.
Admitted to the Massachusetts Bar in December 1985.
CNU-A certified, 2011-2015.

EXPERIENCE

| | |
|--|-------------------|
| City Manager, City of Deltona, Florida | 2015-January 2020 |
| Deputy City Manager, El Paso, Texas. | 2008-2015 |
| Director, HART, Tampa, Florida | 2004-2008 |
| Manager, Logan International Airport, Boston, MA | 1996-2004 |
| Assistant Director, MBTA, Boston, MA | 1990-1996 |
| Senior Attorney, MWRA, Charlestown Navy Yard, MA | 1987-1990 |
| Assistant Corporation Counsel, Boston, MA | 1986-1987 |

BACKGROUND

The City of Deltona is located equidistance between Orlando and Daytona Beach, Florida. Deltona is a retirement/bedroom community (over 80% residential) with a population of approximately 100K. There are 34K households in Deltona with 40K cars leaving the City daily and only 2K cars coming into Deltona. There is very little business activity in Deltona, especially during the day. Residents leave the City for work, shopping and entertainment. Deltona has a general fund of approximately \$40M, an all funds budget of over \$170M and approximately 400 employees, excluding 83 contracted Sheriff's department personnel. For over a decade the vision of the City Commission and residents has been to diversify the property tax base by bringing in commercial businesses and creating local jobs. However, prior to my arrival, there was no process to identify goals to be achieved and how to reach consensus. The City staff constantly drifted from project to project without completion. During my tenure the City (with public input) adopted its first useable strategic plan. Also, I, with staff support, was able to convince Amazon to build a 1.4M square foot fulfillment center and to facilitate Halifax Hospital's construction of a \$140M new state of the art teaching hospital in Deltona. With these two major anchor businesses, Deltona is now on its way in attracting businesses and diversifying its tax base.

The three most important issues facing the City of Deltona are (a) developing and adhering to a strategic plan to provide clear direction on what goals are to be achieved and where funding/staff time should be allocated; (b) providing excellent and fair customer service to all residents given fiscal shortages and growing needs; and (c) diversifying its tax base given the shortage of businesses and high number of rental units.

- All municipalities spend hundreds of staff hours to establish an annual operating budget. However, to be useful, the operating budget must be tied to a vision/set of realistic goals. There is always a list of unmet needs and the list constantly grows. Without a strategic plan (ranging from immediate to long term), the City Commission and staff can easily fall into the trap that everything is a priority. Trying to do everything results in doing nothing. Promises are made that can't be kept. Residents then become angry and feel misled. Hard working staff become frustrated over the constant change in direction and become demoralized. I have the reputation of being a “game changer” because I help others to be focused on what is doable and to achieve results.
- The cost to provide services to the community constantly increases even after organizational efficiencies are achieved. The reason is not government waste but the need for more services increase with a growing population and inventory. The public does not understand or accept service cuts. However, government officials must gain the public's trust that services are being provided as efficiently as possible without raising taxes. Resources must also be allocated equitably throughout the community. I have the ability to be “future-focused” and strategic. I also have the ability and courage to be honest even when the truth can be unpopular and not what you want to hear.
- To diversify the tax base by encouraging more businesses, Deltona had to look critically at how the City conducts business. Processes were reviewed and changed. Change causes apprehension and stress but was necessary and long overdue. Also, Deltona's high absentee ownership rate had to be addressed by making the property owners fiscally and building code responsible for their tenants. Deltona diversified its housing mix by working with developers to build smart growth housing which encouraged home ownership to new buyers. Finally, I can alleviate revenue shortfalls by finding new revenues sources. I worked with staff to go after Transportation Planning Organization funds and supplemented the City's transportation budget by over \$12M.

GENERAL, MANAGEMENT STYLE AND EXPERIENCE

Lake Worth Beach offers me the opportunity to utilize my diverse background to address fiscal creativity and accountability, to move the City's Strategic Plan forward and to turn projects from discussion into reality. I am known as a “can do leader” because I have the ability to work with/guide staff to achieve results. This skill set is extremely important during times of change.

Staff is crucial to meeting the goals and objectives of an organization. I want to provide the environment and tools for staff to develop and to move up in the organization when possible. Unnecessary staff turnover is costly, labor intensive and a waste of valuable resources. I manage by empowerment. My vision is to create a strong leadership team that strives to problem solve and wants to continually improve/innovate. The end result will be high employee morale and outstanding customer service delivery to the public. I have been praised for developing staff and creating the best management team in Deltona.

Further, to move a City forward, all must move in the same direction and support one another. Inward grandstanding at the expense of one's co-workers is toxic to an organization. Prior to my arrival to Deltona, directors fought with one another and cared only about his/her department rather than looking out for the entire City organization. This "me" attitude is problematic and challenging when developing an efficient, balanced and customer service oriented budget. Over time I developed a team of leaders that worked together and supported one another. Teamwork was very apparent during budget time when cuts had to be made and Directors volunteered to make cuts. The mentality changed from what is good for me and forget about everyone else to what are the needs of the entire City organization to provide excellent customer service to the residents.

Because of this trust and flexibility in staff, staff has proven to take pride and to be held accountable for his/her work. An atmosphere of honesty exists so that problems/delays are forthcoming, discussed and resolved immediately. Delays and a new course of action are made known to the City Administration which develops trust within the organization and to the public.

I enjoy working with and helping people. People and staff that have worked for/with me know that I believe City government exists to serve the community. Customer service to our community is the City mission. I believe in teamwork, collaboration, honesty, transparency and accountability. I live by three guiding principles: Always do the right thing, be fair and leave things better (hopefully a lot better) than how you found them. Further, my major in college was Business/Organizational Behavior. Throughout my career I have worked with numerous organizations from small, medium and large. I have always strived for the organization and staff to be the best that they can be and to provide outstanding customer service.

To be a City Manager you need certain strengths. My strength lies in my ability to lead by listening, being focused, having a vision and being results oriented. To lead you also need to have the honesty and strength to admit one's mistakes. The following are two examples of my ability to focus on an issue and problem solve.

First, the Transportation Planning Organization (TPO) distributes federal and state funds to state, county and municipal entities. Prior to my arrival, Deltona, in spite of being the largest city in Volusia County, was not a recipient of this funding source. I taught staff how to maneuver through a very complicated eligibility process. It can be political because the Board members consist of state, county and local municipalities (30+) fighting over the same pot of money. To the dismay of other members, Deltona is now receiving a fair share of funding (over \$12M in new funds) because we are making the case that what is good for Deltona is good for the region.

Second, I always value the reward of collaboration and partnerships. For over 10 years there was discussion about building a gym and sports fields for the Deltona Community. The question was where and how to come up with the funding. The YMCA and Deltona State College were both interested in building either a gym or sports fields but adequate funding was always an issue. The YMCA has expertise in programming youth events. Daytona State College has land. The

solution was a pooling of resources. Daytona State College will donate the land, the City will provide funding for design and construction. Once built the YMCA could handle the programming.

Being a hard worker, I always want to see results. My test to determine whether my staff and I are meeting organizational goals is implementation of the strategic plan. A citizen satisfaction survey could also provide periodic feedback. The City organization exists to meet the needs and expectations of its citizenry. If the citizenry, including both the residents and businesses, are satisfied with government services and the quality of life in the community, government is meeting its goals. Strategic plans are both short and long term, as well as adjusted as circumstances require.

I have three proud achievements that I want to elaborate upon. First, I am proud to have been personally involved with getting Amazon to build a 1.4M square foot distribution center (equivalent to the size of 100 grocery stores) in Deltona. From this experience I have learned that financial incentives are helpful but not determinative in the selection process for big business. The best incentive is delivery. Amazon was looking at several sites along the I-4 corridor. I put together a team, consisting of myself and staff from economic development, planning and public works, to go after Amazon. We met with the developer and established a trusting working relationship. I listened and learned that Amazon wanted to open a new facility by the fall of 2020. This meant that the normal process of rezoning, design and construction had to be condensed from 30 months to around 12 months. To make this happen coordination between FDOT, Volusia County, City Commission, Duke Energy, a private landowner, design consultants, inspectors and other staff had to occur. I took the position that the developer's problems were my problems. My staff and I brought all these entities together and on the same timeline. Staff and I met with the developer at least weekly and daily at times. Problems or obstacles were not allowed to fester. We were proactive, creative and removed problem after problem. Staff and I convinced the developer that only Deltona could meet Amazon's needs. For the developer the process was easy but behind the scenes there was hard work, anticipation, determination and sweat.

Given the developer's positive experience with Deltona City staff, the developer plans to purchase additional acres to develop an industrial park for his other clients. Listening and understanding the desired end result has now opened the doors to transforming Deltona from a bedroom community to a place for business development. I understand the value of building a strong business base as an economic engine for the community and to improve the quality of life for residents. Currently, hundreds of millions of dollars in commercial development are in the queue/completed such as Wawa, RaceTrac, Hardee's, Burger King, Dunkin Donuts, McDonalds, Honest-1, new state of the art hospital (Halifax), two new emergency care facilities (Halifax and Advent Health) and so on. Under my direction, a ten year dream of building an event center, became a reality. The \$8.9M facility is the envy of every municipality in Volusia County.

The second achievement relates to the transformation of the Sun Metro bus system from a near meltdown to the Outstanding Transit Agency of the Year. Prior to my arrival, if you rode the bus you had a 30% chance that the bus never arrived, would be late or would break down en route. To address this problem I put myself in the shoes of the customer and focused on customer service (externally and internally). My customers were the rider and the City staff. Emphasis was placed on building bus shelters to protect the rider from the heat; buying new buses; increased cleaning of the buses to provide a clean and comfortable environment for the rider; a new branding campaign to signify the start of a new beginning; and new uniforms and customer service training for the employees. When I left, on time performance is near 98%; ridership has increased from 11M riders to 17M riders, annually; the community loves and is proud of the system; the employees are proud to be part of the organization and employee morale is at its highest. Further, I helped to obtain federal funding for the City of El Paso's \$145M Bus Rapid Transit program under the New Starts Program. This achievement is an example of how I transformed a dysfunctional department to a highly efficient organization, improved employee morale, changed public opinion and won a national award for this transformation.

The third achievement relates to public corroboration. I am a firm believer that the needs of a community always outweigh available funding. This means that we must be fiscally prudent and efficient to provide quality municipal services. We must work collaboratively and pool our resources/expertise. It is not about competition but finding a way to provide services to all facets of the public. During my tenure at Deltona crime has dropped 30% because I worked with the Sheriff's office to instill the message that we, as a community, must do our part in preventing crime. The more eyes on the street the better. Churches and neighborhood watch groups got involved. Code enforcement looked for code violations. Residents started to take care of their property and remove hidden areas which can attract crime. Residents believed in the broken window theory and wanted to do their part. I also pushed for funding to invest in technology such as license plate readers (LPR). LPRs were not popular initially due to invasion of privacy fears. Education addressed this issue. Public safety, fostered by community engagement, became a collaborative event. The end result is safer neighborhoods, reduced blight and acceptance of new technology with license plate readers. A safe living environment makes a city desirable.

To keep project costs down, I have looked for other funding sources and to combine projects to fit the funding source. For example, I combined a water and sewer replacement project with a roadway project. The Transportation Planning Organization (TPO) distributes transportation funds to the region and will pay for other work considered ancillary to the roadway project. The water and sewer lines were old and required replacement sometime in the future (and was listed in the City's capital improvement plan). I convinced the TPO that the water and sewer lines should be replaced while the road was being excavated and rebuilt. It would make no sense to build a new road and not address the utilities in the road. Otherwise, the "new" road will need to be dug up in the future. The TPO agreed and will pay two thirds the cost for the road and utility lines. Financial creativity and thinking outside the box brought millions of dollars to Deltona.

Success also comes with failure. The failures make us learn and to grow. I am an individual with high integrity. I expect the same from my superiors, peers and staff. My biggest failure is that not all individuals look at mistakes as part of the learning process and individuals try to cover up his/her mistake or to deflect the mistake to someone else.

As a leader, you must work with and manage employees. I look for employees who believe in teamwork. During my career I have had to fire staff. Terminating employment is always difficult because you impact an individual's livelihood and potentially one's career path. During this process I handled it directly and compassionately. I always want to be able to live with my actions and to look myself in the mirror.

The challenges facing the new City Manager are:

- Establishing a working relationship with the new City Commission, collectively and individually, and the public. 2021 was a time of great change for Lake Worth Beach with four newly elected officials. The prior City Manager also left. Lake Worth Beach is looking for change. However, I look at challenges as opportunities. The same glass can be half empty or half full depending upon the view point. I believe in being positive. With the support of the City Commission, City staff and the public, anything is possible and achievable. My story about Amazon's 1.4M square foot facility is an example of when we all work together towards a common goal "mountains can be moved." I will be visible in the community. I will listen, let others talk and learn from the City's diverse community/residents.
- Creating and maintaining a vibrant/diverse economy. Lake Worth Beach is being noticed by developers. To achieve the City's vision to be a vibrant, desirable and sustainable City for residents to live, work and play, there must be a balance between new commercial/industrial development and existing/new residential housing projects. Development of the DecoGreen, Golden Roads and Gulfstream Hotel projects require careful oversight to ensure completion while maintaining the City's small town character, feel and integrity. The Downtown parking study must be implemented for economic growth and traffic safety. As growth occurs the City must maintain affordable housing and provide housing options for its workforce, as well as maintaining/preserving the City's sense of community pride, culture, history, natural environment and neighborhoods. Finding the right vision and planning for the future will make Lake Worth Beach a great city to live, work and play.
- Implementing a balanced budget while providing necessary services to all its residents. The majority of the target areas for growth are within the Community Redevelopment Area (CRA) which means that property taxes generated within the CRA will remain in the CRA. The taxes will not be available for use to the rest of the City. Fortunately, the City receives funds from a sales surcharge tax to use throughout the City for infrastructure improvements. New revenue sources, partnerships and pooling of resources must be found to ease growing fiscal demands. Infrastructure needs to protect Lake Worth Lagoon, flooding and rising sea levels must be addressed. Emergency

JANE K. SHANG

preparedness, homelessness, opioid use, poverty, technological innovations and tourism are also on the list.

During the first six months, I will:

- Meet with the City Commission to understand their concerns, goals and objectives; both collectively and individually. Schedule regular biweekly meetings.
- Spend an enormous amount of time meeting with residents from the seventeen strong neighborhoods, as well as other community leaders. I want to listen and gain their trust.
- Meet with staff and residents to better understand the organizational structure. I will listen, observe and analyze. If necessary, I can make the hard decisions and appropriate changes.
- Keep the City Commission and public informed. To keep various entities informed I would have advisory committees/groups, community forums, individual meetings; group/stakeholder events; public workshops; and use social media such as the City website, Facebook, Facebook live, Instagram, Twitter and so on. I would also encourage the development of a detailed strategic plan for implementation. These methods allow for personal interaction and active dialogue. COVID-19 has caused the use of technology to communicate with the public. I still believe personal interaction is most effective.
- Monitor the 500 housing units in the queue to ensure development occurs as planned and work with business leaders to create local jobs and implement the Downtown Parking Study. I also want to review the City's finances by studying the projected and actual revenues against expenditures to ensure a balanced budget at the end of the fiscal year. The new fiscal budget must be adopted. Finally, I want to address the City's high absentee ownership rate.

As discussed within this introduction I have a long history of accomplishments and a long list of valuable strengths. The media and a disgruntled individual have sensationalized an oversight regarding my voter registration in Deltona dating back to 2015. They have characterized me falsely as discussed in my personal disclosure questionnaire. To relax, I enjoy yoga, walking, and cardio exercises.

SIX ADJECTIVES OR PHRASES YOU WOULD USE TO DESCRIBE YOURSELF

Game changer
Visionary
Exceptional leader and achiever
Customer service oriented
High integrity
Accountable

JANE K. SHANG

REASON FOR WANTING TO LEAVE MOST RECENT JOB

I resigned my position with the City of Deltona due to a philosophical and ethical difference with the newly elected Mayor. The Mayor put me in a difficult position where, had I not spoken up, I believe I would have violated the ICMA (City Manager) code of conduct and the Deltona City Charter. I left with numerous weeks of unused vacation/sick time and some severance pay.

CURRENT/MOST RECENT OR RELEVANT SALARY

My base salary was \$197,000. In addition, I received a car allowance, deferred compensation, pension plan, health insurance, dental and vision insurance, life insurance, disability insurance, vacation and sick time, and paid holidays.

Section 12

CB&A Background Checks

**Background Check Summary for
JANE K. SHANG**

Criminal Records Checks:

| | |
|------------------------------------|------------------|
| Nationwide Criminal Records Search | No Records Found |
| County | |
| Volusia County, FL | No Records Found |
| El Paso County, TX | No Records Found |
| Hillsborough County, FL | No Record Found |
| Suffolk County, MA | Not Available* |
| State | |
| Florida | No Records Found |
| Texas | No Records Found |
| Massachusetts | Not Available* |

Civil Records Checks:

| | |
|-------------------------|--|
| County | |
| Volusia County, FL | No Records Found |
| El Paso County, TX | No Records Found |
| Hillsborough County, FL | No Record Found |
| Suffolk County, MA | Not Available* |
| Federal | |
| Florida | July 2018 - Civil Lawsuit Filed Against the City of Deltona including Ms. Shang in her role As City Manager. Disposition: August 2018 , terminated. <i>* See Personal Disclosure for Candidate Explanation for Records Found</i> |
| Texas | No Records Found |
| Massachusetts | Not Available* |

Motor Vehicle

| | |
|-------|------------------|
| Texas | No Records Found |
|-------|------------------|

* Records are only available in this state for the past seven years and the candidate worked there prior to that period.

**Background Check Summary for
JANE K. SHANG**

| | |
|------------------------------|--------------------------|
| Credit | Excellent |
| Personal Bankruptcy | No Record Found |
| Sex Offender Registry | Not Listed |
| Education | Confirmed |
| Employment | Confirmed |
| Social Media | Nothing of Concern Found |

Under the Fair Credit Reporting Act, 15 U.S.C. 1681-1681Y, credit and bankruptcy information are very sensitive and should not be used in the consideration of hiring. The information is included for each candidate because we do not want you to be surprised if third parties raise what they consider to be a concern. Also, some states have limited the reporting to seven years, so any records older than that will not be available in those states. In addition, motor vehicle reports are limited to three to seven years, depending on the state.

Background Check Summary for JANE K. SHANG Personal Disclosure

Personal Disclosure Questionnaire

Name of Applicant: JANE K. SHANG

The following questions are designed so that we will be able to make full disclosure to our client concerning your background. Please answer them honestly. Cutting corners or misrepresenting your past will result in you being eliminated from all further searches conducted by this firm. We understand that frivolous charges are sometimes made and that charges do not mean you were guilty. We also understand that you may have been wronged and needed to seek compensation. The bottom line is that we want to be certain that our client is fully informed. If you have any questions, please contact us for clarification.

Please explain any "NO" answers on a separate sheet of paper.

1. Have you ever been charged or convicted of a felony?
Yes ☐ No ☒
2. Have you ever been accused of or have been involved in a domestic violence or abuse incident?
Yes ☐ No ☒
3. Have you ever declared bankruptcy or been an owner in a business that did so?
Yes ☐ No ☒
4. Have you ever been the subject of a civil rights violation complaint that was investigated or resulted in a lawsuit?
Yes ☒ No ☐
5. Have you ever been the subject of a sexual harassment complaint that was investigated or resulted in a lawsuit?
Yes ☐ No ☒
6. Have you ever been charged with driving while intoxicated?
Yes ☐ No ☒
7. Have you ever sued a current or former employer?
Yes ☐ No ☒
8. Please list all your social media accounts (Facebook / Instagram / LinkedIn / Twitter, etc.) and your personal web page if you have one. NONE
9. Is there anything else in your background that, if made public, would cause you, our client or our firm embarrassment if it came to light through the press or any other mechanism?
Yes ☐ No ☐ SEE ADDENDUM
10. Please provide a list of any lawsuits in which you are or have been a party either as plaintiff or defendant.
SEE ADDENDUM

Attested to:

Jane K. Shang

Signature of Applicant

Please email this form via PDF DOCUMENT to
(561) 621-5965

or via fax to

(Note: Please be sure to sign the form with your actual signature if you are sending Fax or PDF Document)

**Background Check Summary for
JANE K. SHANG
Personal Disclosure Explanation**

Lake Worth Beach, Florida
Personal Disclosure Questionnaire (addendum) for
Jane K. Shang

Question 4.

Yes. I am a listed party to the following suit filed on April 1, 2021:

Brandy L. White v.

City of Deltona, John Masiarczyk Sr., Heidi Herzberg, Gary Mitch Honaker, Anita Bradford, Robert McFall, Christopher Nabicht, Victor Ramos, Maritza Avila-Vazquez, Loren King, Jane Shang, Marsha Segal-George, Tracy Camille Hooper, Volusia County, Volusia County's Sheriff's Office, Unknown/Unnamed VCSO Employees

Question 9.

The issue of my voter registration is not an embarrassment but an oversight on my part which has been sensationalized by an individual (BW) and the press.

I have a long history of accomplishments and a long list of valuable strengths. Being human I did commit an oversight regarding my voter registration in Deltona dating back to 2015. I was living in a hotel for the first two months of my employment with the City and had to register my car from Texas to Florida. State law allows me to utilize City Hall as my address on my driver's license. Inadvertently the information on my driver's license was used for voter registration. I did not catch this oversight due to early voting. There was no difference in the ballots until in 2018. I was preoccupied and did not notice the difference. In late 2018 an anonymous call was made to report that I committed voter fraud. Once I realized this oversight I immediately acknowledged the oversight and corrected the form. Complaints to the Supervisor of Elections are forwarded to the Florida Department of Law Enforcement (FDLE). The initial investigation by FDLE found no wrong doing under the statute which requires specific intent rather than an oversight. A small group of anonymous individuals kept pursuing this matter and alleged a cover up. The local newspaper sensationalized the issue to sell newspapers. Eventually, the State Attorney's office became involved and wanted me to acknowledge my oversight through an agreement due to political pressure. I was never charged with a crime by either FDLE or the State Attorney so there is no criminal record but there is an internet trail. Many believe politics and discrimination issues came into play because a male in another nearby City also listed City Hall on his voter registration and no action was taken. Generally, the Supervisor of Elections encounters thousands of cases with incorrect addresses and no action is taken. Publicly, I have been transparent and from the very beginning acknowledged my oversight.

Related to the issue of voter fraud, an anonymous complaint was filed with ICMA for ethical violations. The complaint was formally reviewed. The ICMA Board found no reason to act on the complaint and closed the case.

I hope this one oversight will not erase all my strengths and accomplishments. I was recently selected as one of four finalists for the City Manager position at Ft. Myers, Florida. Unfairly,

**Background Check Summary for
JANE K. SHANG
Personal Disclosure Explanation**

there exists an anonymous group that wants to discredit me. Also, a former City Commissioner from Deltona filed an ethics complaint against the then City Attorney and one against me. The complaints state that the City Attorney committed theft of City property and that I exceeded my authority as City Manager by allowing the City Attorney to take City property home. The complaints were reviewed by the Ethics Commission. The findings were that the City Attorney and I did not violate any ethical conduct. I was shocked by the complaint because throughout my career I have been known for my high ethics and integrity. Prior to Deltona I have never had any complaint filed against me. My word is binding because I remember and follow through with my commitments. Unfortunately, ethics complaints can be filed easily in Florida and hence, fairly common. They are a way a disgruntled individual can spread lies and an investigation without spending any money so they do.

Question 10.

I recall a few suits (code enforcement, property damage and wrongful termination) filed against the City of Deltona and listing me in my official capacity as City Manager. Also, please refer to question 4.

**Background Check Summary for
JANE K. SHANG
Personal Disclosure Explanation**

Jane K. Shang statement
DC# U90426

When I planned to move to Deltona in 2015, I initially lived in a hotel in Lake Mary. Because the position of City Manager sometimes can carry personal security and privacy risks, especially for a woman, I took steps to make confidential my home address and other information pursuant to Florida Statute s.119.071(4)(f). That statutory provision exempts from inspection, copying and release the home address, telephone number, date of birth and photographs of current or former managers of any local government agencies in most situations. This would include my position as City Manager of Deltona. For that reason, I used the City Hall address on my driver's license since about June 2015 or around the time I came to work for the City of Deltona. The Department of Motor Vehicles allows this. As part of having the address of City Hall on my driver's license, I must have carried that over to my voter registration address. I acknowledge that was a mistake and oversight on my part, although not done willfully or intentionally. I mistakenly erred in not complying with the voter identification information and for that, I continue to sincerely apologize for that unintentional mistake and error. When the personal error was brought to my attention I immediately corrected the unintentional mistake.

Jane Kai Shang
6/4/2019

**Background Check Summary for
JANE K. SHANG
Personal Disclosure Explanation**

**STATE OF FLORIDA
OFFICE OF THE STATE ATTORNEY
SEVENTH JUDICIAL CIRCUIT
PRETRIAL INTERVENTION CONTRACT**

NAME CASE # DC# U90426
Jane Kai Shang

It is alleged that you have committed an offense against the State of Florida on or about August 28, 2018, to wit:

**I. SUBMISSION OF FALSE VOTER IDENTIFICATION INFORMATION
II. UNQUALIFIED ELECTOR WILLFULLY VOTING**

in violation of (F.S.) 104.011 and 104.15. After an investigation of the offense and your background it appears that the interests of the State of Florida and your own will best be served by the following procedures, therefore:

On the authority of R.J. LARIZZA, State Attorney, in and for the Seventh Judicial Circuit, Florida, prosecuting in this matter for said violation will be deferred for a period of 12 Months from this date provided you abide by the following conditions:

- (1) You shall refrain from violation of any law (Federal, State and Local). In the event of a criminal arrest while on the Program you are subject to automatic dismissal.
- (2) No later than the fifth day of each month, or at the direction of your Pretrial Intervention Officer, you will make a full and truthful report to your officer on the form provided for that purpose.
- (3) You shall:
 - (a) maintain or actively seek gainful employment, such as weekly job employment logs or
 - (b) pursue a course of study as a full-time student;
 - (c) advise your employer of your Pretrial Intervention Supervision and current charges or ☐ provide a current pay stub for verification; and
 - (d) support your dependents to the best of your ability
- (4) You shall immediately inform the Pretrial Intervention Officer of any change in residence, employment or arrest.
- (5) You will allow an investigation of your personal background and make yourself available for the services of the Pretrial Intervention Program. You shall also answer truthfully all inquiries by your Pretrial Intervention Officer and allow the officer to visit your home, employment, school or elsewhere, and carry out all instructions.
- (6) You will pay to the State of Florida at the rate of \$50.00 per month toward the cost of your supervision, plus a 4% administrative processing fee in accordance with Florida Statutes 945.31 and 948.09. ☐ Waived
- (7) You will not use intoxicants to excess and will be required to submit to urinalysis as directed by your Pretrial Intervention Officer.
- (8) You shall not leave the county of your residence without first procuring the consent of your Pretrial Intervention Officer. *Employment purposes will be authorized upon notification to probation officer.*
- (9) You shall pay to the Department of Corrections a \$2.00 per month surcharge fee for each month you are under supervision pursuant to Section 948.09(1)(2), F. S. *If the cost of supervision is waived for any months of supervision, this fee shall be exempt for the same period.*
- (10) You shall pay one dollar (\$1.00) per month for each month under supervision to be dispersed to First Step, Inc., a non-profit organization, in accordance with Florida Statute 948.02
- (11) You shall pay a mandatory one time Drug Fee of Thirty Dollars (\$30.00), as directed by your Pretrial Intervention Officer.

**Background Check Summary for
JANE K. SHANG
Personal Disclosure Explanation**

**continued on following page*
** SPECIAL CONDITIONS **

NOTE: ALL FINANCIAL OBLIGATIONS SHALL BE PAID TO THE DEPARTMENT OF CORRECTIONS AND SHALL HAVE A 4% PROCESSING CHARGE ASSESSED AS REQUIRED BY F. S. 945.31, UNLESS OTHERWISE DIRECTED.

- (12) You shall pay a total of \$100.00, for cost of prosecution, as directed by your officer.
- (13) You shall pay law enforcement investigative costs in the amount of \$ 5,178.83, to be dispersed to:

- ☐ Volusia County Sheriff's Office
- ☐ Daytona Beach Police Department
- ☐ Holly Hill Police Department
- ☐ Ormond Beach Police Department
- ☐ Port Orange Police Department
- ☐ Deland Police Department
- ☐ Orange City Police Department
- ☐ Edgewater Police Department
- ☐ Oak Hill Police Department
- ☐ Daytona Beach Shores Police Department
- X Other: Florida Department of Law Enforcement

- (14) You shall be required to do the following conditions as directed and approved by your Pretrial Intervention Supervisor:

- a) ☐ Substance abuse evaluation and any recommended treatment
- b) ☐ Anger Management Class
- c) ☐ Mental health evaluation and any recommended treatment
- d) ☐ Moral Reconation Therapy Program (MRT)
- e) ☐ Anti-Theft/Impulse Control Class
- f) ☐ Parenting Class
- g) ☐ Write a letter of apology
- h) ☐ Have no contact, directly/indirectly, with victim(s): _____
- i) ☐ Do not trespass or return to scene of offense
- j) X Must perform ONE HUNDRED (100) hours of community service.
- k) ☐ Sign the Disqualification Consent Agreement if requested and/or required.
- l) X OTHER: **12 MONTHS SUPERVISION, 100 HOURS COMMUNITY SERVICE, \$100 COST OF PROSECUTION, \$5,178.83 COST OF INVESTIGATION TO FDLE, LETTER ACKNOWLEDGING ACTIONS AND ACCEPTING RESPONSIBILITY**

- (15) ☐ You shall pay restitution in the amount of \$ N/A to the following:
- ☐ Jointly and severally liable with co-defendant(s): _____
- Name: _____
- Address: _____
- Phone: _____

- ☐ You shall pay restitution in the amount of \$ N/A to the following:
- ☐ Jointly and severally liable with co-defendant(s): _____
- Name: _____
- Address: _____
- Phone: _____

continued on following page

**Background Check Summary for
JANE K. SHANG
Personal Disclosure Explanation**

It is understood that this agreement is a deferral of prosecution. If its terms are violated in any essential respect, or if any conditions are not completed within sixty (60) days prior to termination date, the prosecution may be commenced. If the agreement is not violated, no criminal prosecution concerning this charge will be instituted in this circuit. The initial charge will be dismissed and the State of Florida will be barred from prosecution. It is also understood that if this agreement is revoked that I will not be given any credit for time spent on Pretrial Intervention toward any sentence I might receive as a result of a conviction from the charge stated herein.

Defendant's Initials: JES Defense Counsel Initials: WL Assistant State Attorney's Initials: _____

By signing this agreement, the defendant waives his or her rights to a speedy trial in this cause under the Constitution and Laws of Florida and the United States of America. The supervision period will begin upon the signing of the contract by the State.

Defendant's Initials: JES Defense Counsel Initials: WL Assistant State Attorney's Initials: _____

Jane Kai Shang 6/4/2019
JANE KAI SHANG / DATE

Christopher G Walker 6/5/19
CHRISTOPHER G WALKER / DATE
ASSISTANT STATE ATTORNEY

Warren Lindsey
WARREN LINDSEY
DEFENSE ATTORNEY

JoAnn Coleman
PROGRAM ADMINISTRATOR

Department of Corrections
Name: JoAnn Coleman (print)
Phone: 386-947-3520

**Background Check Summary for
JANE K. SHANG
Personal Disclosure Explanation**

| <u>FLORIDA DEPARTMENT OF CORRECTIONS</u> <u>Pretrial Intervention Program</u> | |
|--|---------------------------|
| REFERRAL/PERSONAL CONTACT | DATE: _____ OFFICE: _____ |
| NAME: <u>JANE KAI SHANG</u> PHONE: _____ | |
| AGE: <u>59</u> DOB: <u>7/26/1958</u> RACE: <u>A</u> SEX: <u>F</u> REFERRAL DATE: <u>5/2/2019</u> | |
| ADDRESS: <u>771 MOUNTAIN ASH WAY, DELTONA, FLORIDA 32725</u> | |
| DEFENSE COUNSEL: <u>WARREN LINDSEY, 1150 LOUISIANA AVE., SUITE 2, WINTER PARK, FLORIDA 32789 ; (407)644-4044</u> | |
| COURT: CIRCUIT CLERK #: <u>N/A</u> | |
| ARRESTING AGENCY: <u>FDLE ORLANDO REGIONAL OPS CENTER</u> OFFICER'S NAME: <u>ADMIN TED SILBERSTEIN</u> | |
| OFFENSE: I. SUBMISSION OF FALSE VOTER IDENTIFICATION INFORMATION II. UNQUALIFIED ELECTOR WILLFULLY VOTING | |
| ATTORNEY: <u>CHRISTOPHER G WALKER</u> | |
| PRETRIAL INTERVENTION INVESTIGATOR: _____ | |
| REFERRAL SOURCE: <u>STATE ATTORNEY'S OFFICE</u> | |
| DESIRED PROGRAM: <u>YES</u> | |
| PRIOR RECORD: ADULT <u>NO</u> JUVENILE <u>NO</u> INTENT TO REMAIN _____ | |
| PROBLEMS: ALCOHOL <u>N/A</u> DRUG <u>N/A</u> MENTAL <u>N/A</u> OTHER _____ | |
| ACCEPT _____ REJECT/REASON _____ | |
| | |
| | |

1. SPECIAL CONDITION(S): _____
- _____ 12 MONTHS SUPERVISION, 100 HOURS COMMUNITY SERVICE, \$100 COST OF PROSECUTION, \$5,178.83 COST OF INVESTIGATION TO FDLE, LETTER ACKNOWLEDGING ACTIONS AND ACCEPTING RESPONSIBILITY
- _____
- _____

**Background Check Summary for
JANE K. SHANG
Personal Disclosure Explanation**

2. ADMISSION STATEMENT ATTACHED FOR DEFENDANT'S
SIGNATURE: NO
3. APPROVED BY: _____

CB&A Reference Notes

Reference Notes
Jane Shang

Chris Nabicht – Commissioner, City of Deltona, FL 386-804-5191

Mr. Nabicht has known Ms. Shang since 2015. They met during the interview process and he voted to hire her. She can take input from seven Commissioners, nail the focus down, and move projects forward.

Though Ms. Shang inherited Directors from the previous administration, which was more of a ‘good old boy’ system, she gave employees an even playing field. Everyone had an equal shot and they either succeeded or they failed. She replaced those who failed with good, quality people. When they built a community center, she hired an excellent architect and made the final decisions on what went into the building. Though no one is perfect, her day to day decision making is above average.

Initially Ms. Shang was not in the community as much because she was so hands-on with projects and working with Directors. She is rarely behind her desk and is always following up on projects and assignments. Her style has positives and negatives. Not being in the community as much at first could be considered a negative, but the work she did in the organization allowed them to accomplish more than they would have otherwise. Once the organization was working well, she was able to spend more time in the community.

With the normal public Ms. Shang interacted very well. She was hired at a time that the NACCP was planning to file a lawsuit because Deltona did not have any minorities in upper leadership positions even though the City has a diverse population. She met with representatives from the NAACP and heard their concerns. She looked for minority candidates who were qualified and brought them on board. Deltona has a small group of people who generate 100% of the problems, and she did not interact as well with this group. She worried too much about what they were saying, instead of giving them an answer and moving on.

Almost to a fault, Ms. Shang kept the Commissioners informed. The largest project that she led was the community center, but this was only one of her many accomplishments. She worked with Halifax to build a free-standing emergency room with an agreement to build a 60 bed hospital and doctors’ offices in the future. Before they completed the foundation on the emergency room, they wanted to immediately start construction of the hospital. She led the team through the permitting process and met the requirements for the Certificate of Public Convenience and Necessity (COPCN), a private ambulance service certificate, faster than anyone else in the state of Florida. She worked with contractors and staff to resolve issues.

An Amazon distribution center is still under construction and is directly attributable to Ms. Shang. She negotiated on behalf of the government as it was multi-jurisdictional because the roads involved belonged to two other cities, the county, and the state. She led the team flawlessly through the process, in spite of much opposition from the public. She spoke daily to the private partners, and there were several on the Amazon side. One aspect that made the process more challenging was that the developer did not have a signed contract with Amazon, they were still in negotiations. The developer moved forward in the hope that Amazon would sign the contract.

Reference Notes

Jane Shang

Because the contract was not yet signed, they had to set up pass through incentives, through the developer to Amazon. The undertaking was significant and she managed the entire process.

One reason Mr. Nabicht chose Ms. Shang was her transportation experience. In addition to being hand-picked to manage LaGuardia during the 911 crisis, she took a bus transit system in El Paso that was failing and turned it into one of the top ten transit systems in the country. Deltona had many transportation needs and a very underserved pedestrian and commercial population. Mr. Nabicht was on the development review committee. During her tenure they brought in \$11 million dollars in federal funding for new transportation projects including sidewalks, trails, new roads, and shoulders on the sides of the roads.

What made Ms. Shang so successful in securing funds was her process. First, she improved the city's credit rating. The improved credit rating meant she was able to refinance the transportation bond which gave them an additional \$13 million dollars. TPO's require an applicant copay in a range of 10% minimum to 33% maximum. Most communities put the minimum amount in, Ms. Shang put the maximum in. Also, she made sure that the team had the proper certifications for each project, which is a requirement of the TPO. Most communities wait until after they receive the TPO funding to certify their staff. She realized that by contributing the maximum, having the lab certified technicians already on staff, and having plans that were shelf ready, they were more likely to select her projects so she secured a much larger share of the fund.

Another area that Ms. Shang excelled at is combing projects to save money over time. When they created the providence trail a water line had to be moved. It was built in the 1960s so she secured an additional million dollars to replace that line. If they were widening a road, she put the fiber optics in at the same time. They cannot currently afford a fiber optic network but the groundwork is laid for when they can afford it. She also oversaw the completion of an \$11 million dollar state of the art sewage treatment plant.

When Ms. Shang was hired they were at a three year impasse in union negotiations with the fire department. Within six weeks of Ms. Shang's involvement both sides had reappointed new negotiating teams and within three months they had a signed contract that cost the City less than what it cost for all the lawyer fees during the impasse. In addition, both sides were extremely happy with the contract. She had a tremendous relationship with labor.

Two controversies are notable with Ms. Shang, one professional and one personal. When they renewed the garbage contract they decided to move to an automated system where the truck has an arm to pick up the can and dump it. The idea is good and efficient but required reeducation for the public. Previously the residents had been able to put out whatever they wanted picked up, even dressers and couches, and it was picked up. Under the new contract the company would only pick up what was in the bin. They could call for a special pickup, and it was a free service unless the trash load was excessive, but this small group of residents did not want to have to call for a special pickup. They were wheeling their garbage cans into City Hall with 4 x 4 pictures of Ms. Shang that they put in the bins during meetings. Ultimately the pushback was so excessive

Reference Notes

Jane Shang

that they resumed the service they had before. This controversy lasted for over two years and included many personal attacks on Ms. Shang.

In terms of personal controversy, Ms. Shang was living in a hotel when she applied for her driver's license after moving to Florida. The staff told her it was legal to list the address of City Hall because she is in a protected class. Without really thinking about the fact that voter registration is tied to driver's licenses, she did as they suggested and forgot to change the address once she secured permanent housing. She voted early for a few years, but when she walked into vote one year and tried to get a ballot, they told her she was not registered in that district. Her home was in district 4, city hall was in district 1. This small group of residents found out about it and crucified her. The Florida Department of Law Enforcement (FDLE) investigated the situation but could not prove intent so she was not charged. This group of citizens called the governor's office every day until he finally ordered a second investigation. It felt like the investigators were told to look at every aspect and find something to appease this group. She cooperated with them. When the second investigation was completed it sat on the State attorney's desk for a few months and these residents were hounding him on a daily basis. The state attorney called Ms. Shang in for a meeting and offered a pre-trial intervention. They essentially used her signature on her ballot to prove intent. Ms. Shang had to reimburse the cost of the investigation, be on probation which included drug screenings, and give 500 hours of community service but it did not result in a criminal charge on her record. She agreed and then held up her end of the agreement.

Ms. Shang was forced out of Deltona. The current Mayor inserted herself into negotiations between the city, Amazon, and the developer and then circumvented Ms. Shang. Ms. Shang exposed her illegal involvement in negotiations and the Mayor was the final vote to dismiss her. Some of the other Commissioners have a different opinion of Ms. Shang than the one in this reference but it was primarily because they did not get everything that they wanted.

Ms. Shang is a good person and deserves any city administrator position that she applies for, but she is best suited for a large community. She has the ability to turn a situation around. She is talented at selecting employees. She surrounds herself with talent and then stays very close to them, almost to the point of micro-managing but not quite, she is just very detail oriented. If there is an issue with the fire department, she rides with the EMS or fire personnel to get to know the ins and outs, and to hear from the boots on the ground. She does not want a canned answer from the brass, she wants to talk to the people who interface with the public so that she can find the best solution and outcome.

When Deltona became a city, Mr. Nabicht had worked for the fire department for seventeen years and was the longest tenured employee on staff, so he was entered into the computer as Employee 2, there was no Employee 1. He was the Fire Marshall when Ms. Shang was hired. Mr. Nabicht has worked for every city manager that Deltona has had through Ms. Shang's tenure and she is the best of them all. She did more for the employees than any other manager. Her departure was a significant loss.

Reference Notes Jane Shang

Words or phrases used to describe Jane Shang:

- Hard working,
- Honest,
- Motivated,
- Personable,
- Giving, and
- Reasonable.

Strengths: Above average, diverse background including legal, good at moving seven different ideas in one direction, extremely detail oriented, fiscally responsible, good vision for planning.

Weaknesses: She is very passionate and takes things very personal, which can also be a strength. City Managers should have a view from 50k, she stays at that 20k level and knows employees by their first name.

Robert McFall – former Commissioner, City of Deltona, FL 386-785-4357

Mr. McFall has known Ms. Shang since 2017. She was an excellent manager. She kept the Commission informed and did a good job with her direct reports. He rated her excellent in every category on her last performance evaluation in Deltona.

More than maintaining an organization, Ms. Shang was innovative. She elevated the organization's performance level and the quality of the staff. She was always looking to make processes run better. Almost immediately upon her arrival the City itself, meaning the streets and sidewalks, were cleaner than they had been. She was also focusing on establishing a sense of community in the City.

Early on Ms. Shang was not as visible in the community but she did attend rotary from the start and gave presentations. Over time she became involved in other community organizations. She was concerned about the public. When they received a complaint from a resident, she made sure it was properly handled by her or the appropriate staff member. She did not interact well with that small segment of the population who were overly concerned, but in general interactions she was fine. She could have had better public communication.

They met bi-weekly before the Council meetings. Ms. Shang was always responsive and phone calls were promptly answered. She was very good about keeping the elected body informed. One the Council set a vision, she involved the staff and focused on their goals and objectives.

In the construction of the Community Center Ms. Shang led the team. Also, when the Council set priorities for the coming year, she kept the goals visible during the year at Council meetings.

Reference Notes

Jane Shang

When they completed one of the goals, she marked it off to show progress. It helped them to remain focused and prioritize what was really important.

Ms. Shang has a good financial understanding, but she also hired talented finance employees. She is timely in completing work. When matters are stressful, she can be defensive at times but that is mostly when she is frustrated that a newspaper printed a story without giving her an opportunity to present the City's side. When she was frustrated, she spoke with the Commissioners to explain the situation and ask for direction and advice, instead of responding inappropriately. It was the right way to handle these types of matters.

Both controversies involving Ms. Shang happened because she was protecting City staff. During the opening of the Civic Center they had a Mother's Day dinner. One activist came in, walked around taking pictures, insisted on going into the back area, insisted on seeing permits and licenses. The activist was very disruptive and was asked to leave and come back at an appropriate time to look at the documentation. While it could have been handled better, this activist was very disruptive to their event.

In Florida you are not allowed to record someone without their knowledge and permission. An activist insisted on seeing public records and was very aggressive with the staff. Unbeknownst to the employee, she was also recording the conversation. Ms. Shang spoke to law enforcement and determined this recording was not legal. These situations were reported in the news, but she was protecting employees from citizens who were pushing the envelope. Nothing in her personal conduct would concern a reasonable person.

They were building a very large facility that Ms. Shang brought into the community. Something happened behind the scenes with the Mayor and Commissioners which, from what Mr. McFall heard, had nothing to do with Ms. Shang's performance. They made a motion to terminate her employment and it failed. Ms. Shang felt it was best to resign so the City could move forward.

Mr. McFall would not rehire Ms. Shang in Deltona because the dissidents are still in the community, but he would hire her in another community who wants a good, strong administrator. She is very knowledgeable and does very well in her interactions.

Words or phrases used to describe Jane Shang:

- Caring,
- Progressive,
- Focused,
- Leader, and
- Responsible.

Reference Notes Jane Shang

Strengths: Hiring the right employees – meaning those who better adapted to their region and are well respected.

Weaknesses: In her zeal to protect employees from the dissonance in the community, the public sometimes felt that she went too far. Mr. McFall does not agree with this assessment, but it is something that he heard. Also, she was overly concerned with the very small, but very vocal, portion of the community that is never happy.

Mike Williams – President, West Volusia NAACP, FL 386-804-6136

Mr. Williams has lived in Deltona since 1985 and has known Ms. Shang since 2015. As a manager, she was magnificent, spectacular, above board and rates an A+++++.

When Ms. Shang was hired, the NAACP was preparing to sue Deltona for a lack of diversity in City staff, particularly in management. They scheduled a meeting with her to discuss the issue. She asked for a chance to assess the situation and made major, major changes, which was refreshing because the City had been run by the ‘good old boy’ system for many years. She has Mr. Williams’ vote because under her management the City employees came to better reflect the demographics of Deltona. She did a marvelous job.

When Ms. Shang first arrived, her car was in the parking lot until nine or ten at night, and it was often the only car in the parking lot. She was very diligent and dedicated to resolving the issues. Every decision she made was for the benefit of the City.

Supporting community events like food drives, summer school, and mentoring programs, Ms. Shang was involved in the community. She worked well with the public and she worked well with the NAACP. She never had a poor interaction with any sensible member of the public.

While Ms. Shang kept Mr. Williams informed on items they were working on, some Commissioners felt that they were kept in the dark. Mr. Williams can only speak to his experience. He brought items of concern to her and she acted on them. She was always very customer service oriented.

Ms. Shang not only brought the city’s budget in line, she generated a surplus that they have not had before. She was very responsive and always punctual. She delivered what she said she would deliver. She under promises and over delivers.

The stress in Deltona has some impact on Ms. Shang because she is a good-hearted person. She is not conniving, and she does not stab people in the back. When she did something wrong, it was not intentional. Rather, it was an error of omission and not commission. Once she realized she had done wrong, she apologized and fixed it. She is not a vindictive person.

Reference Notes

Jane Shang

Mr. Williams was shocked when the Mayor voted to let Ms. Shang go. Ms. Shang put Deltona on its feet and on the map. Most of what you see happening in Deltona happened under her watch, including the Halifax hospital and emergency room. She secured millions of dollars from TPO for road improvements. They could not have had a better city manager than her, and she had a longer tenure than any other manager the City has employed.

Words or phrases used to describe Jane Shang:

- Honest,
- Trustworthy,
- Diligent,
- Dedicated,
- Has compassion for the downtrodden, and
- Experienced.

Strengths: Organization, diligent, dedicated, great people skills.

Weaknesses: Some employees said that she micro-managed them, but sometimes this style of management is necessary to make sure that employees complete their work. Also, some people commented on her race or her size, but these factors never bothered Mr. Williams.

Eileen Karlsruher – Board Member, Housing Authority, City of El Paso, TX
915-478-0703

Ms. Karlsruher has served on many boards and commissions for the City of El Paso since 1997. Ms. Karlsruher and Ms. Shang also served together on the home owner's board for their neighborhood. Ms. Shang was a strong member of the board.

Ms. Shang's job performance is excellent. She does not play political games but works to build consensus. She is fair and encourages others to provide input and opinions. Prior to her arrival the Civil Service Board heard complaints on a monthly basis. Ms. Shang addressed the issues and improved the environment, thus eliminating complaints.

Ms. Karlsruher has worked with the engineering department for twenty years, which has always been a challenge. During the last two years, under Ms. Shang's management, the department progressed, became more organized and has been easier to work with.

When Ms. Shang was given the authority to hire, she did very well. One of Ms. Karlsruher's engineers sat on a citizen committee that evaluated the hiring of a street department manager. The City Manager was not thrilled with the person selected by the committee, however Ms. Shang stood by the committee and the individual has done very well.

Reference Notes

Jane Shang

Ms. Shang's decisions are based on common sense. She always considers the financial impact and determines the best use of money and resources. She sometimes questioned Council if what they were considering was worth the cost.

Ms. Shang is very innovative and finds the funding needed to meet goals. She attended cultural events and community meetings related to her portfolio. She loves the community and supports what they do. She is eager to participate even when it is not required.

Ms. Shang kept everyone well informed. She works well with the public. As a lawyer she learned to ask the right questions. She listens without interrupting, evaluates the data and then states her opinion. She led the organization to fulfill the goals of the elected body.

When tasked with overseeing the Metro system Ms. Shang had a rocky start with the worker's transit union. She questioned why the buses were only cleaned once per month and raised the standards. She was the first person in management to ride the bus around town, which allowed her to see firsthand where the problems were. After the bus system was updated, she rode the buses at 10:00 pm to make sure the lights were operational. She really cares and ensures everything is done right.

Ms. Shang was hired because the transit system was about to fail. She remodeled the facility. She added a work room and a cafeteria. She educated employees on better food choices so they would not fall asleep when driving the bus. El Paso has received many accolades on this design. She was successful because she listened to employees' needs and wants. She is a strong leader but she listens and does what is financially feasible.

In terms of financial skills Ms. Shang is better than most. She manages the budget well and truly understands public finance. She found funding to pay for much needed overtime. She is always timely in completing tasks. When she assigns a task to another employee, she follows up to make sure it was done. She understands that her role is to give advice to the Council but then moves forward in the direction they set.

Ms. Shang completed her daily tasks in a way to avoid controversy. Her employment was terminated in El Paso for political reasons and not performance. She had high expectations of employees and projects have been set back since her departure. Some in El Paso have realized what an asset she was and mourn her departure.

Ms. Karlsruher runs in different professional and social circles than Ms. Shang and therefore does not know whether others would disagree with the statements in this reference.

Ms. Karlsruher would hire Ms. Shang in a New York minute. If Ms. Shang returned to El Paso, their problems would be solved. She understands all facets of city government and did an excellent job managing her responsibilities. She is a quick study and never loses her temper. She truly understands public service. Her departure was a significant loss to El Paso.

Reference Notes Jane Shang

Words or phrases used to describe Jane Shang:

- Enthusiastic,
- Team player,
- Energetic,
- Thinks outside the box,
- Kind and considerate, and
- Has a general concern for humanity.

Strengths: Listens to others, builds consensus.

Weaknesses: She is loyal to a fault. She now recognizes that she should have stood up for herself more. In managing employees she is learning to be fair in evaluations and not allow her feelings and friendship to influence decisions.

John R. O'Donnell – Murray Montgomery & O'Donnell, Washington, DC 202-253-3125

From 2006 to 2014 Mr. O'Donnell represented the City of El Paso in Washington. One project he advocated for was the transit system. Another involved customs and border protection needed to move commercial and private traffic across the three bridges connecting Mexico and the United states, which are owned by the City of El Paso. They met in 2008.

Ms. Shang really stays on top of every project. She wants to know the current status and what the next steps are. She does everything she can to facilitate projects at a local level and in Washington. She worked to receive federal funding for projects.

When working in government, a manager has to use their best instincts to judge where the Council stands on each issue. Ms. Shang always did well but became more adept during her tenure. She was an outsider entering a highly charged political environment which would have been a challenge for anyone.

Mr. O'Donnell's firm proposed the creation of a small task force to facilitate legislation to resolve staffing issues on the bridges in El Paso. The City Council refused the proposal. Ms. Shang became involved in the process to reshape the project. She was supportive and made sure that the staff was engaged with the regional office in Dallas and in Washington. She showed innovation during the process. She asked what was needed to be successful and how she could help. Her support was much appreciated. When something does not work, she asks what can be done to make the venture successful rather than placing blame.

They had monthly and sometimes bi-weekly phone calls. Ms. Shang was very determined to have the call even when her schedule was full. Her diligence in communicating was much appreciated and is one of her best qualities.

Reference Notes

Jane Shang

Knowing Ms. Shang's workload and what she was responsible for, she appears to have good financial skills but Mr. O'Donnell was not employed by the city and does not have access to detailed financial information. She responds to requests as quickly as possible. She understood Mr. O'Donnell's priorities and helped him meet his deadlines. She is very responsive.

The downtown redevelopment project was controversial and is most likely the reason that the city manager and Ms. Shang are no longer with the City. They worked diligently to create a new vision for El Paso. They received criticism from those who had a different vision, but Ms. Shang expended much effort to move El Paso forward.

Mr. O'Donnell is not aware of anything embarrassing in Ms. Shang's background. While there might be some who would disagree with Mr. O'Donnell's opinion of Ms. Shang, he does not personally know anyone who would.

Ms. Shang understands the role she plays and will do very well in the right city with the right mix of staff. She would benefit from having staff who offer alternative viewpoints. Even experienced managers need a network to draw on when facing challenges.

Words or phrases used to describe Jane Shang:

- Determined,
- Thorough,
- Responsive, and
- Thoughtful.

Strengths: Patience, very intelligent.

Weaknesses: In the beginning her desire to be successful almost blinded her of the need to interact with others. Over time she began to understand that employees need to feel like they are part of a team effort rather than being the subject of an inquisition. She was much more collaborative by the end of her tenure.

**David Dean – President and CEO, Dean International, Dallas, TX 214-750-0123 ext. 101
214-668-0123**

Mr. Dean met Ms. Shang in 2008 when she was hired in El Paso. Mr. Dean's primary focus is infrastructure and transportation. El Paso has been actively involved in TEX21, which stands for Transportation Excellence for the 21st Century. Ms. Shang represented the City of El Paso on the Board. Mr. Dean got to know her well and watched her in action.

El Paso transitioned from a Strong Mayor to a City Manager form of government. Everyone had different expectations but Ms. Shang did a magnificent job of navigating the waters. She is very

Reference Notes

Jane Shang

poised and a true professional. She gave legislative testimony before different executive branches and always did a superb job. The expectations of elected officials have increased and are sometimes unreasonable. Even when governments move fast, they are still slower than the private sector. Newly elected officials often have an agenda and they placed much pressure on Ms. Shang and Ms. Wilson to expedite the process. Ms. Shang functioned superbly in this environment, even during the transition.

El Paso borders Mexico. Juarez, on the other side of the border, is twice the size of El Paso and has a very high crime rate. The environment was unusual. Ms. Shang easily acclimated to the West Texas area and fully assimilated with the Hispanic community. She worked well with the University of Texas officials and the Texas Department of Transportation employees.

Decisions made by Ms. Shang are absolutely good. She communicates well with staff and her supervisors but is always looking to improve the organization. She is creative and cost efficient. She does a wonderful job keeping everyone informed.

The same skill that Ms. Shang exhibited with the business community and stakeholders in transportation would translate to public interactions in local government. She is always very respectful and courteous. She contributes to the discussion but knows when to remain silent.

Elected officials in El Paso wanted a mass transportation system. They considered steel rails and trolleys. While some prefer the steel rail system it is considerably more expensive. Ms. Shang determined that a Rapid Transit System was the best advantage. She deserves almost 100% credit for the research and implementation. Ms. Shang made the best decision for their circumstances. The City has been recognized for this achievement. She also managed the airport and addressed the entire gamut of transportation issues.

Ms. Shang is very customer service oriented. Mr. Dean does not have personal knowledge of her financial understanding but he is well connected and if she had been unable to manage the budget, he would have heard about it. She completes assignments in a timely manner.

The controversy involving Ms. Shang was typical of municipal government. Nothing in her background would concern an employer. Ms. Wilson, the City manager, announced her resignation. A new City Manager typically wants to select their direct reports. Ms. Shang was highly paid and her remaining as Assistant City Manager would have been unusual given the circumstances. Mr. Dean does not know anyone who would disagree with the statements in this reference. The Council was completely satisfied with her performance.

Mr. Dean would hire Ms. Shang. She is fully adaptable to a new locality. She gives the job 150 to 200% and handles every responsibility well. She will be an asset to any organization.

Reference Notes Jane Shang

Words or phrases used to describe Jane Shang:

- Competent,
- Consummate professional,
- Great communicator,
- Good listener,
- Very punctual and timely, and
- Always well informed.

Strengths: Communicates clearly and passionately, engages others, great intelligence, quick study, understands the government process, works well with community leaders, very focused and driven, sets goals and holds staff accountable.

Weaknesses: If she is too goal oriented, there might be casualties along the way though he never witnessed any casualties and found her to be very cordial. The Council seemed to enjoy interacting with her.

Julio Perez – Contract Compliance Officer, City of El Paso (915) 731-6659

Mr. Perez first met Ms. Shang when he became employed for the City of El Paso in 2009. At first, he reported directly to Ms. Shang, but was soon promoted to a direct report. They worked together until 2014.

Ms. Shang is an excellent supervisor with a collaborative leadership style. She allows staff freedom to manage their departments, providing support and guidance only as needed. She is communicative and keeps her directors informed and up-to-date at all times. Ms. Shang is ethical and responsible in her monitoring of public funds and ensures the accounting and justification of every penny spent. She is respectful of time and schedules. Her meetings start and end promptly. She stays on top of projects and meets deadlines. Ms. Shang makes very good decisions and works well under pressure. She makes exceptional hires, considering passion, dedication, and communicative skills as well as credentials. An exemplary leader, she interacts with employees and is very present in the daily functions of each department she oversees.

Contractors were vocally impressed with Ms. Shang's habit of riding the buses when the City outsourced its transportation to Sun Metro Bus Systems (SMB). Ms. Shang proactively intermingles with customers, encouraging feedback on which implementations are successful and which areas need improvement. Once, buses were unable to run due to major construction, creating a hardship for transit dependent customers. Ms. Shang generated a non-traditional route and used smaller buses temporarily. She is particularly caring of the disabled, personally addressing their concerns much of the time. She is very well received in her community.

Reference Notes

Jane Shang

Ms. Shang was head of a series of roundtable discussions between the City and SMB representatives, when contractual issues arose. She successfully navigated the conflicting sides through tough decisions and brought satisfactory to both parties. Ms. Shang is greatly experienced in public presentations and interacts well with citizens, boards, and media. She is direct, concise, and clear. Her common sense keeps ideas and resolutions at doable levels. Her explanations are logical, accurate, speak to all levels of understanding. She inspires confidence and is an excellent liaison for her City.

Ms. Shang was relieved of her position as deputy city manager when the new city manager reorganized. This change did not reflect negatively on Ms. Shang. Under her guidance and leadership, her departments flourished above all others citywide. Mr. Perez would willingly work for Ms. Shang again and highly recommends her.

Words or phrases used to describe Jane Shang:

- Personable,
- Organized,
- Innovative,
- Dedicated,
- Responsive, and
- Passionate about her job.

Strengths: Exceptional managerial skills, customer focused, detail oriented, and delivers successful projects and resolutions.

Weaknesses: Ms. Shang coordinates her departments well, but the interactions between various departments can always be improved upon.

Joyce Wilson – former City Manager, City of El Paso, TX (915) 887-2204

Ms. Wilson supervised Ms. Shang from 2007 to 2014.

Ms. Shang's innovation and creativity delivered on critical projects for the City. She proved instrumental in the preliminary downtown Trolley. Working closely with customs and border protection, she created the methodology for new photo ID procedures and decreased wait times at city owned international ports.

Ms. Shang collaborates very well with federal agencies. She overcame many challenges in generating capital tracking/reporting systems and in minimizing disruptions to citizens during project implementations. She markets products in ways that greatly appeal to customers.

Reference Notes

Jane Shang

Ms. Shang is very loyal. She makes good decisions generally and hired several key personnel. She seeks guidance and direction from her superiors, as needed. She is a hard worker who values promptness and respects deadlines. She proactively rallies employees and moves her organization forward and upward.

Ms. Shang oversaw every capital improvement citywide. She reached out to civic groups, the disabled community, and businesses. She attentively listened to and addressed individual concerns. Her emphasis on the customer ensured quality service from her departments.

Knowledgeable and experienced, Ms. Shang is a proven government professional with a clean background. She will be a great hire.

Words or phrases used to describe Jane Shang:

- Ethical,
- Tenacious,
- Hardworking,
- Trustworthy,
- Committed,
- Diligent, and
- Deliberate.

Strengths: Credentialed, technologically astute, and an expert in infrastructure and capital programs.

Weaknesses: Ms. Shang sometimes micromanaged her departments, sometimes held employees to overly high expectations, might could trust her instincts more in decision making, and, at times, became too political with her city council.

Prepared by: Lynelle Klein
Colin Baenziger & Associates

CB&A Internet Research

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

May 1, 2020
Section: FL News

Vehicles stretch for mile outside Deltona church where former city manager donated to grocery giveaway

Author: Katie Kustura

DELTONA — The line of cars outside New Hope Baptist Church stretched as far as the eye could see. Feeding the community is a monthly effort of New Hope Human Services, the church's nonprofit, but on Wednesday it had doubled in size in an effort to mitigate the impact the coronavirus pandemic has had on residents and their ability to keep food on the table.

"This is a special one," Dot Bradley, the nonprofit's director, said. "Former city manager **Jane Shang**, she gave a generous donation to help make this event possible today, so we're really grateful that we're able to bless our community and give them some hope, especially during this time of COVID-19."

The nonprofit Second Harvest Food Bank of Central Florida also contributed to the effort. Bradley said the vehicles began lining up along Lake Helen Osteen Road at least a couple of hours before the event officially started at 11 a.m. Attendees stayed in their respective vehicles as volunteers directed them through the church's parking lot to where additional volunteers stood ready to load the trunks with bags of groceries. Other volunteers, including Victor Ramos, the city's vice mayor, were assembling the bags, which were filled with a little bit of everything: meats, fresh produce, canned goods, snacks, water and a few rolls of toilet paper.

Bradley said she was glad to be able to provide lunch to the volunteers "to replenish them after they have given of themselves like they have today." Patricia Harkness, a retired Deltona resident, said she was happy to be able to pick up food for herself and her husband and to see some familiar faces, though they were covered with masks, at the same time. "I stay at home, I try to work in my garden and I try to call the different people I know are alone and take the time to just share a word or prayer, something that can keep us connected," Harkness, who has attended New Hope church for 10 years, said.

Shang helped distribute flyers advertising New Hope's next food event. "Life's a journey, you have your ups and downs, but what's really important is that we all come together," **Shang** said. "If I'm in a position where I can help, I want to do that."

New Hope's next food distribution will be May 16 from 11 a.m. to 1 p.m.

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

Daytona Beach News-Journal, The: Web Edition Articles (FL)
April 23, 2020

Coronavirus: Grocery giveaways coming to Orange City, Deltona

Author: Katie Kustura

Two West Volusia entities are going to give groceries away to help those in need keep food on the table amid the coronavirus pandemic.

Starting Monday, the Florida Cardiopulmonary Center in Orange City will hand out groceries to 100 people from 11 a.m. to 1 p.m. or until supplies run out.

The facility, located at 915 Harley Strickland Blvd., will distribute the bags on a first-come, first-served basis. A giveaway will take place each day, Monday through Friday, and again during the following week, May 4-8.

Attendees are asked to remain in their vehicle with the windows up and to leave about two car lengths between their own vehicle and the next. Once an attendee pulls up to the pickup area, they should pop the trunk and a volunteer will place the groceries inside.

On Wednesday in Deltona, the nonprofit New Hope Human Services will give away more food than usual, because of donations from **Jane Shang**, the city's former manager, and Second Harvest Food Bank.

The giveaway will take place at New Hope Baptist Church, 2855 Lake Helen Osteen Road, from 11 a.m. to 1 p.m. Attendees should remain in their vehicles as volunteers distribute the food.

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

West Volusia Beacon, The (DeLand, FL)
February 20, 2020

Jane Shang did a lot of good in Deltona

Author: MIKE WILLIAMS

Much has been written recently about **Jane Shang**, Deltona's former city manager. Remember, there are always two sides to every story, and the truth lies in the middle. **Ms. Shang** is not perfect, but she is also not the evil and unethical person characterized by the press.

Very few people know that a city manager of any city is hired for two reasons: one, to manage every facet of the city, and, two, to carry out the vision and the mutually agreed-upon directives of the majority of the city commissioners. The city manager gets the work done, while the commission deals with policy and politics.

Ms. Shang is the 11th city manager in Deltona's 24-year history. The frequent turnover is a mystery, but this is not our concern. What we need to emphasize is the overwhelming success of **Ms. Shang**. She understood the vision of the City Commission, and she was eminently qualified to carry out the mutually agreed-upon wishes of the city leaders.

At least two years before **Ms. Shang** was hired, the City Commission agreed unanimously to transform the City of Deltona into a modern, 21st-century city with businesses and classy restaurants, to increase the labor force so more than 40,000 people do not have to leave to go to other cities to find work, to promote multiculturalism, to provide opportunities for the young people of the city for meaningful activities, and to do many other things that make a city a desirable place to raise families.

According to the City Charter, the commissioners and the mayor need a city manager to tackle these complex issues, a professional specifically qualified for that purpose. And by the way, for those who do not understand modern government, this is why a city has to pay high salaries, because the city manager has ultimate responsibility for running a city and managing hundreds of millions of dollars.

Ms. Shang more than earned her salary. During her tenure, Deltona was "A City on the Move." This slogan was coined during a public community meeting where, at the urging of **Ms. Shang**, Deltona developed its first five-year Strategic Plan, which provided clear direction on the priorities of the city. In almost five years, the city was well into the transformation stage according to that vision; we can say **Ms. Shang** had accomplished more than expected in this short period.

During her tenure:

- crime is down by double digits,
- the city provides supplemental ambulance service,
- the streets are cleaner,

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

- the city’s bond rating is high and fiscal reports continue to be rated outstanding by the Government Finance Officers Association,
- the city has adequate reserves for disaster relief,
- roads and sidewalks are being constructed,
- \$12 million has been identified for Deltona through the Transportation Planning Organization,
- parks projects continue to be funded, and the city is positioned to receive \$1 million in ECHO (environmental, cultural, historic and outdoors) funds from Volusia County,
- employee benefits, including health insurance, continue to be outstanding,
- more businesses are coming to Deltona, including a \$160 million hospital and two emergency-care facilities, and
- we’re seeing the growth of an industrial park with its first tenant being Amazon’s 1.4 million-square-foot, \$100 million distribution center.

Further, Deltona finally has an event center where functions can be held, union relations between the firefighters and city management are better than ever, and, culturally, **Ms. Shang**’s beautification and holiday lights programs are noteworthy.

Ms. Shang also brought diversity into the hiring practices of Deltona. As many may know, the NAACP was on the verge of filing a lawsuit against the City of Deltona. A lawsuit is off the table, thanks to **Ms. Shang**. These are the major highlights, which do not include the constant contact she had with the City Commission. **Ms. Shang** was adept in making dreams and plans a reality.

Ms. Shang was a “game changer,” which — depending on your viewpoint — could be either good or bad. I found **Ms. Shang** to be fair, especially with staff, and looking for ways to bring consensus. She also made hard decisions when she had to.

She loved Deltona and, unbeknownst to many, she financially supported veterans organizations, churches, the CATALYST mentoring program, the Central Florida Pregnancy Center, Healthy Start, Sisters for Life, Rotary, and the Sisters Build Network — organizations focusing on giving the youth and tomorrow’s leaders opportunities.

With her departure, she fell short politically, not due to her abilities as a city manager. Perhaps the real reason will be told. For now, thank you, **Ms. Shang**, for your endless hard work and love for Deltona.

— Williams, of Deltona, is a veteran Realtor and president of the West Volusia Branch, NAACP.

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

Tribune Content Agency News Service (USA)
January 31, 2020

Shang, embattled former Deltona manager, touts achievements

Author: Katie Kustura, The Daytona Beach News-Journal Tribune Content Agency

DELTONA 2020--DELTONA -- **Jane Shang**, who resigned from her post as city manager on Tuesday, hopes she'll eventually be remembered for what was accomplished during her tenure at the city's helm. **Shang** elaborated on those achievements in a note distributed to city staff. "Hopefully, as time passes, I will be remembered for moving the City forward and making Deltona a better place to live. I have been Deltona's City Manager for almost five years or over 20% of the time Deltona became a City," **Shang** wrote. The former city manager went on to list a number of accomplishments that occurred during her tenure including: a decrease in crime by double digits; supplemental ambulance care; cleaner streets; infrastructure improvements; and economic development, which includes major projects such as Amazon, a hospital and two emergency-care facilities. "Deltona's future is bright and A City on the Move," **Shang** wrote. "I am honored to have been part of Deltona's growth." Members of the commission reached by phone Thursday acknowledged that city staff members were a major part the accomplishments that occurred during **Shang's** tenure, which began June 1, 2015. Commissioner Bob McFall, who voted against the motion to fire **Shang**, said he thinks the city will be fine and that Marc-Antonie Cooper will do well in the interim. "**Jane** put in a lot of good personnel around her," McFall said. Mayor Heidi Herzberg, who made the motion Jan. 21 to fire **Shang**, said the former city manager's experience with transportation helped in securing more funding and raising awareness for some of Deltona's infrastructure needs. Herzberg added that Commissioner Chris Nabicht was instrumental in that effort with his position on the River-to-Sea Transportation Planning Organization. "I think, unfortunately, a lot of **Jane's** issues she brought on herself, and they overshadowed what was going on with the city," the mayor said. Since 2017 the city has received about \$5 million in funding from the TPO which helped with improvements to Howland and Catalina boulevards, Tivoli Drive and more. Nabicht, who didn't respond to requests for comment, resigned from the TPO as well as the Executive Board of the Central Florida Metropolitan Planning Organization Alliance and Volusia County's Tourist Development Council on Jan. 22. Like McFall, Nabicht voted against terminating **Shang**. Commissioner Anita Bradford, who made a motion a year ago to fire **Shang**, said she felt staff was able to accomplish those items for the city despite the micro-managing and a lack of trust. "Her arm's got to be killing her from patting herself on the back," Bradford said regarding **Shang's** statement. "I think the staff has done a wonderful job." Vice Mayor Victor Ramos said he didn't want to comment on the letter. "As of Tuesday night, I've turned a page and I'm looking forward," Ramos said. Resident Dana McCool, president of the nonprofit Deltona Strong, said she's glad the city is moving ahead "instead of staying in a toxic, repetitious cycle." "I admire the things that city staff and Ms. **Shang** were able to accomplish while she was here," McCool said Thursday. "I think the moving forward, the future city manager would take into advisement how important the human connection is in running a city."

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Jane K. Shang
(Articles are in reverse chronological order)

Daytona Beach News-Journal, The (FL)
January 29, 2020

City manager leaves her post after multiple attempts made to terminate her

Author: Katie Kustura

DELTONA — **Jane Shang**, the embattled city manager of Deltona, is out. The City Commission voted unanimously Tuesday night to accept her resignation, but not before listening to residents air their grievances about **Shang**, who didn't attend the meeting, her severance package, her performance and the commission's performance. The commission also unanimously approved making Deputy City Manager Marc-Antonie Cooper the interim city manager. In the document regarding **Shang**'s resignation, City Attorney Skip Fowler wrote that **Shang** is entitled to severance benefits and accrued leave as listed in her contract. Fowler said the city's finance director, Tracy C. Hooper, was working on calculating the exact dollar amount, but the information wasn't available Tuesday night as Hooper wasn't at the meeting.

Shang, per the document, requested that the commission support a nondisparaging agreement "whereby neither party will disparage the other. The city and Ms. **Shang** agree to attorney fees in the event either breaches this agreement." While not every commissioner addressed that request, none spoke in support of it. Mayor Heidi Herzberg said disparaging was a broad term and would essentially be like placing a gag order on the city and commission. "If you're not guilty, why do you need a gag order? If you have nothing to hide, why do you need a gag order?" Herzberg said. The mayor's comment received a round of applause.

Several residents addressed the commission about the resignation, which some said was overdue, as well as the desire to move forward. "I hope with this resignation we move forward with greeting our community in a different way," resident Elbert Bryan said. "I think everybody in this community wants to come together." Bryan said that while there's been some economic improvement in the city over the past few years, he's concerned about the number of department heads who left during that time, and he doesn't want to lose current city leaders, which he said are some of the best around. Jennifer Chasteen said the vote of no confidence was long overdue. "I felt a few people showed courage on the dais last week," Chasteen said. "There's hope that we can bridge the divide that we have within our city."

The resignation comes one week after Herzberg made a motion to terminate **Shang** over a lack of communication, concerns from multiple city staffers about **Shang**'s managerial style and an agreement allowing a firefighter accused of sexual harassment to eventually retire, which the mayor said was the last straw. Herzberg's motion to terminate, which needed a super majority to pass, failed 4-3, but a motion of no confidence, which doesn't require a super majority, received the same vote. **Shang**'s tenure with the city was not without its rough patches from the very beginning. **Shang** began working for Deltona on June 1, 2015. Before that she was the deputy city manager in El Paso, Texas. Her contract, which gave her a starting salary of \$150,000 with two scheduled raises, had some commissioners and residents concerned. However, most of the commissioners serving at the time and supported **Shang**'s hiring were confident that their new

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manager would ultimately save the city more money than she would cost. One of **Shang**'s first big projects in the largely residential city was beautification, but not everyone cared for the new city manager's assessment, particularly regarding rules about refuse, a matter on which **Shang** said the city had been too lenient with residents. "Who wants to live with trash lying on the streets?" **Shang** said during an August 2015 workshop. That November **Shang** received high marks and her scheduled \$15,000 raise. The concern about a lack of communication from **Shang** isn't a new one. Former commissioner Brian Soukup, who ultimately resigned in large part due to issues with **Shang**, wrote in an op-ed column published in The News-Journal in October 2016 that he questioned whether the information he was receiving from the city manager and then-city attorney Becky Vose was "complete or honest." Soukup resigned in August 2017. "The recent actions of this commission, as well as the continued unprofessional actions of City Manager **Jane Shang**, through the withholding and continuous misrepresentation and manipulating of critical information, have alienated me as an elected official and has essentially disenfranchised the people of my district," Soukup wrote in his resignation letter. A few months before resigning, Soukup and former commissioner Chris Alcantara voted to fire **Shang**, but the motion, like the others that followed, failed. Soukup, who attended the resignation meeting Tuesday, said **Shang** shouldn't get "one red cent." "The way that she treated her employees is how she should be treated," Soukup said.

The former commissioner cited former city employee Steve Narvaez, who worked as the IT director for nearly 10 years before **Shang** fired him after he made a complaint about how the city manager classified concerns he raised about trademark issues if the city was to put on a "Super Bowl Party." In 2018, the charge to terminate **Shang** was largely led by residents after the city manager tried to trespass Patricia Gibson, a resident, from The Center, a city-owned building. After visiting the facility, Gibson contacted the Florida Department of Business and Professional Regulation with concerns over The Center having all of the required licensing. Shortly thereafter, a state inspection resulted in four violations, and 11 days after her visit, Gibson was informed she was no longer welcome at the building.

Shang withdrew the warning following weeks of back-and-forth between city officials, the county's legal advisors and law enforcement. The trust between the public and some of those working in City Hall would continue to erode during the summer of 2018 when **Shang** directed the city's finance director to file with the Volusia County Sheriff's Office a complaint accusing resident Brandy White of surreptitiously recording a conversation with finance director. The State Attorney's Office declined to prosecute saying they wouldn't be able to prove even a "prima facie" case against White. In December of 2018, after records showed that **Shang** was the subject of a voter fraud complaint, Commissioner Anita Bradford made a motion to suspend **Shang** during the investigation, but the motion failed. The following month, Bradford made a motion to terminate **Shang**, but it also failed. After **Shang** received a deferred prosecution agreement in the voter fraud case, Commissioner Loren King made a motion to fire **Shang**, but only received support from Bradford.

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(Articles are in reverse chronological order)

Daytona Beach News-Journal, The (FL)
January 23, 2020

Firefighter gets retirement deal

Deltona division chief resigns, will receive full pension after sexual harassment complaints

Author: *Katie Kustura*

In what appears to be an unusual agreement with the city, a division chief with the Deltona Fire Rescue Department accused of committing sexual harassment on multiple occasions will be allowed to retire and collect his full pension benefit come November. Deltona Fire Chief Bill Snyder had recommended that Adam Bengelsdorf, who had 24 years of service at the time the sexual harassment complaints came to light, be allowed to resign. If Bengelsdorf refused to resign, Snyder recommended that he be fired, according to records obtained by The News-Journal.

Instead, Bengelsdorf reached a different agreement with City Manager **Jane Shang** and City Attorney Marsha Segal-George. The agreement was signed on Oct. 25, 2019. Per the agreement, Bengelsdorf, 46, has been suspended without pay for one year, until he retires Nov. 1, 2020. The agreement allows for Bengelsdorf to use accrued paid time off and sick time to carry him through November, giving him a full 25 years of service, the number necessary to collect his pension immediately upon retirement. Had Bengelsdorf been fired, he wouldn't have been able to start collecting his pension until he turns 55. Based on the city's code of ordinances, when he officially retires in November, Bengelsdorf will be able to collect thousands of dollars annually between now and age 55 that he would not have received if he had resigned or been terminated when the allegations against him came to light. The city, including its Firefighter's Pension Plan Board of Trustees, didn't respond to multiple requests asking how much the division chief will receive upon retirement or how much he would receive had he been fired or resigned immediately. But the pension's rules indicate firefighters can receive their full pension at age 55 or when they reach 25 years of service, whichever comes first.

Snyder sent a letter to **Shang** on Oct. 2, 2019, recommending that Bengelsdorf be given the opportunity to resign because of his years of service. "However, if he refuses to resign, then my recommendation is termination," Snyder wrote. City officials wouldn't comment as to whether or not this type of deal was common or if it had ever been offered to any other employee. In a phone interview Wednesday, Mayor Heidi Herzberg said instead of following Snyder's recommendation, Bengelsdorf was basically rewarded. Herzberg added that she wasn't aware of the agreement until The News-Journal inquired about it in late November. The mayor said she heard about the newspaper's inquiry, then asked **Shang** about it and was briefed. "You (**Shang**) undermined your director (Snyder) and you didn't inform your commission until it got hot and heavy," Herzberg said.

Two other commissioners, Anita Bradford and Vice Mayor Victor Ramos, also said they were not aware of the agreement until The News-Journal made its request for records. The agreement authorizes city public information officer Lee Lopez to be the only person who can speak about

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the agreement, and the only statement he can make is “Bengelsdorf is no longer an employee of the City of Deltona.” The agreement also prevents Bengelsdorf from making any disparaging comments about the city. Per the agreement, Bengelsdorf, who had a yearly base salary of about \$58,272, “will not receive city benefits of future including but not limited to longevity pay, vacation accrual nor sick time accrual, all incentives, and city workers compensation salary contribution.” The city will provide health care coverage until his retirement.

The most recent complaint regarding Bengelsdorf was filed on July 25, 2019, regarding a conversation that occurred at a fire station on July 13. Firefighter Anthony Carrasquillo and Lt. Anson Chucci both emailed statements to Deputy Chief Bush Swisher about the incident. During a conversation about relationships, Bengelsdorf said that one of his ex-girlfriends had a 16-year-old daughter with whom Bengelsdorf “wouldn’t mind doing sexual things,” so long as “the mother didn’t find out & or he didn’t get caught,” Chucci wrote in his statement. Immediately after the girl’s age was mentioned, Carrasquillo raised his voice and said, “She is underage,” Carrasquillo and Chucci wrote in their respective statements. The conversation then stopped. “I do not condone or think of pedophilia as a joking matter,” Chucci wrote to Swisher.

In Bengelsdorf’s interview on Aug. 27 with the city’s human resources director, Richard Adams, Swisher and three union representatives, the division chief said he never made any comment about an underage girl and never had a discussion with the firefighters about anyone’s daughters. He also said he’s never had a girlfriend with a daughter that old. Asked if he recalled making any statements describing his sexual relationships with women, Bengelsdorf said he was “just joking around” and “trying to be one of the guys.” In an interview on Sept. 12 with Adams, Swisher and a union representative, Chucci said he believed Bengelsdorf was trying to joke around, but that it wasn’t in good taste. “There should be a level one should draw a line at and that one crossed it,” Chucci said. During the Aug. 27 interview, Bengelsdorf was asked about other complaints of which he was the subject, and he said those comments were also jokes. A female member of the fire department told Swisher that on two occasions Bengelsdorf offered to give her, and suggested she take, a prescription drug to help with anxiety before a test. The woman declined the offer both times, and this was witnessed by other crew members.

Bengelsdorf said he was joking each time he made the offer, and if the female firefighter had said yes, he wouldn’t have given the drug to her. “Although he stated that it was a joke, which differs from the impression of the witnesses, offering medications to an employee is not a joking matter and inappropriate no matter the intent,” Snyder said in his letter to **Shang**.

While working a brush fire on May 17, Bengelsdorf also became angry over something job related and yelled at the same female firefighter in front of crews and civilians, according to records. Bengelsdorf then told her, “That’s why I broke up with you.” Bengelsdorf said in his Aug. 27 interview that he was joking with the firefighter at the brush fire, and “people may have perceived it incorrectly.” Both the firefighter and Bengelsdorf said they never dated. The female firefighter also told Swisher that on Nov. 6, 2018, Bengelsdorf told her he’d masturbated to a video of her performing the National Anthem, according to records. Bengelsdorf said that didn’t happen. Regarding an incident that occurred in 2018 or early 2019, Bengelsdorf said he was

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explaining a medical procedure, but none of the multiple witnesses saw it that way, records show. A woman and her fiancé had stopped by the station to thank the crew who performed CPR on the woman, and Bengelsdorf, per witnesses, made a comment directed toward the woman's fiancé. Engineer Daniel Booth, in his interview with Swisher and union representatives, said Bengelsdorf asked the woman's fiancé: "How does it feel to know another guy put a tube down your fiancée's vocal cords before you did?" Booth then tried to change the subject, and Bengelsdorf repeated the comment, witnesses said, according to records. Bengelsdorf said in his Aug. 27 interview that he was not making a sexual joke, as was the interpretation of all of the witnesses, but was trying to explain the intubation process.

In his interview, Bengelsdorf also said that he "would like to sincerely apologize for any misconceptions or bad publicity to the department or city. He loves working here and loves this FD," records show. In his letter to the city manager, Snyder said there were conversations in May and June of 2019 during which members of Bengelsdorf's crew asked him to stop making unprofessional comments. "These meetings did not seem to stop his behavior," Snyder wrote. Reached by phone, Bengelsdorf said he had no comment.

Since 2003, Bengelsdorf has worked as an adjunct professor at Daytona State College teaching classes as needed in the fire services program, said Chris Thomes, spokesman for DSC. Thomes said DSC has not received any complaints regarding Bengelsdorf, who last taught in spring 2019.

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(Articles are in reverse chronological order)

Daytona Beach News-Journal, The (FL)
January 13, 2020

Deltona ends 2019 with a bang thanks to Amazon
City officials say more development expected in 2020
Author: *Katie Kustura*

DELTONA — Volusia County's biggest city ended 2019 with the biggest announcement — Amazon is coming to town. And if everything goes according to plan, the new year will eventually see the opening of the 1.4 million-square-foot distribution center. "Some people say 'when you go fishing, you go for the whale,'" City Manager **Jane Shang** said. "That will be a game-changer."

The City Commission signed off on Dec. 26, 2019, on an incentive package worth nearly \$2.5 million for the project, which is expected to bring 500 jobs to the area over the next five years and spur additional development in the area. "We believe now that the first domino's tipped over, it's just going to help the others fall," said Tom Tomerlin, the city's assistant economic development manager. "I think eventually we're going to get those restaurants coming in," **Shang** said.

The city also saw success last year in the health care field. AdventHealth's \$12 million, 12-bed freestanding emergency room opened in December on Howland Boulevard. That success has continued in the new year with Thursday's grand opening of the 95-bed Halifax Health|UF Health Medical Center of Deltona, a \$152.7 million project. Last year was also marked by significant community involvement.

When the City Commission voted to suspend the recycling program a year ago, Marc-Antonie Cooper, assistant city manager, put together the Recycling Alternative Programs Task Force to find solutions to reduce household waste overall and lessen the community's impact on the environment. "Sometimes you have to make hard decisions and revamp what you're used to doing, not only because it's the fiscally prudent thing to do, but why have a policy if it doesn't serve its purpose," Mayor Heidi Herzberg said regarding the recycling decision.

Cooper hopes to present the group's ideas to the commission in the coming weeks. Another resident-backed effort, one that Rep. David Santiago, R-Deltona, played an important role in, was the formation of the Citizen Water Committee and the commission's subsequent approval of auditor KPMG to review Deltona Water, the city-owned utility. "Just to be clear, this is the item that we requested the state pay for," Herzberg said in the October commission meeting during which KPMG was approved. "They declined, so the City of Deltona, through our water utility, is paying for this operational and organizational assessment."

Projects in Deltona that the state did commit last year to paying toward are the Daytona State College building for \$5.06 million and \$750,000 for improvements to intersections and crosswalks for pedestrians. The city also has been working to update its parks and playgrounds

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since the commission decided in 2016 that such areas must be as inclusive as possible. “To me, that’s huge,” Herzberg said. “Those are things that not every municipality does.” In September, the city dedicated its newest innovative playground, which includes elements for children with limited mobility, at Firefighters’ Memorial Park, 1426 E. Lombardy Drive. At Thornby Park, which already has an inclusive playground, the city is working to improve the nature trails. “We are putting in the ramps and bridges and things that make it much more accessible for someone in a wheelchair or someone who needs extra assistance,” said Jerry Mayes, the city’s economic development and ecological tourism sustainability manager.

In 2019, Deltona became Volusia County’s first official Trail Town, as designated by the state. Mayes said he hopes to present, within the next month or two, plans for the old Deltona Community Center, 980 Lakeshore Drive, that would link the area’s parks and trails. The City Commission continues to work on updating ordinances, such as those regarding animals. At an upcoming meeting, commissioners are expected to finalize the changes they made over the course of multiple workshops with local animal experts to better ensure the welfare of non-human residents.

Last year saw some carryover of the contention surrounding **Shang**, who accepted a deferred prosecution agreement from the State Attorney’s Office after being accused of submitting false voter identification information and willfully voting in an election for which she wasn’t qualified. After entering into the agreement, which included over \$5,000 worth of fees, **Shang** said she considered the matter closed and wanted to move forward.

On Friday at 10 a.m., the city will kick off the celebration of its 25th anniversary at City Hall, 2345 Providence Blvd.

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Daytona Beach News-Journal, The: Web Edition Articles (FL)
July 19, 2019

Deltona City Manager Jane Shang, accused of voter fraud, does community service in Lake Helen

Deltona City Manager **Jane Shang** had a variety of options when it came to ways she could fulfill the community service requirement of her deferred prosecution agreement, stemming from a charge of voter fraud. Critters Exotic Pet Rescue, the Oakdale Cemetery Association and Deltona Victory Chapel are just a few of them. But **Shang**, who manages Volusia County's most populated city, has completed just over half of her required community service, 100 hours, helping Lake Helen, one of the county's least populated cities. Most of **Shang's** time, over 47 hours, has been spent digitizing Lake Helen's meeting minutes from 2000-2012, said Becky Witte, city administrator of Lake Helen. **Shang** accepted the pretrial intervention agreement from the State Attorney's Office in June after admitting to submitting false voter identification information and willfully voting in an election for which she wasn't qualified. In the letter **Shang** was required to submit as part of the agreement, she said she took steps to make her home address confidential due to personal security and privacy risks that can come with her position as a city manager. She listed the address of Deltona City Hall, 2345 Providence Blvd., as her home address, which she said carried over to her voter registration, for which she submitted information when she became city manager in 2015.

During a visit to Lake Helen City Hall on a recent Saturday, Mayor Daisy Raisler was surprised to find **Shang**, who declined to comment for this story, inside, alone, scanning records into the system. Raisler told the commission during the July 11 City Commission meeting that it made her uncomfortable because she feels like a Lake Helen city employee should always be present when a non-employee is working with records, regardless of how old the documents are and what they contain. Witte, who consulted with the city attorney and the Lake Helen police chief before giving Deltona's city manager the tasks, said she let **Shang** into the building and was present much of the time. Witte also said the documents **Shang** was working with were all public records.

Commissioner Rick Basso said he understood why Raisler was uncomfortable. "There's a big difference between leaving somebody alone to pick up trash outside and leaving somebody alone inside your office where all of your records are," Basso said. Commissioner Tom Wilson expressed confidence in Witte's decision. "There's been no evidence that this person has done anything wrong, misappropriated or copied something she shouldn't have," Wilson said. In addition to digitizing records and cleaning out a couple of closets, **Shang** helped with the set up and clean up for the city's Fourth of July festivities, Witte said in a phone interview. While **Shang** finished her work for Lake Helen, the Department of Corrections didn't respond as to whether or not she had completed additional service hours outside of Lake Helen. **Shang's** attorney also declined comment this week.

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Jane K. Shang
(Articles are in reverse chronological order)

Tribune Content Agency News Service (USA)
June 24, 2019

Deltona still pursuing water study after project cut from Florida budget

Author: *Katie Kustura, The Daytona Beach News-Journal Tribune Content Agency*

June 24--Despite Gov. Ron DeSantis vetoing \$200,000 from the state budget for a study of Deltona's water department, the city and its state representative aren't going to let the matter sink. "We are disappointed that the funding for the water study is not in the state budget," City Manager **Jane Shang** said Monday. "However, the city is committed to finding funds for the study and working closely with Rep. David Santiago." During the most recent legislative session, Santiago, R-Deltona, requested \$200,000 for the Department of Environmental Protection to conduct a study of Deltona Water. The study would look into customer service (process for bill dispute resolution and process for unclaimed funds such as deposits and over-payments), billing and payment practices (late fees, bill cycle, billing spikes and online payments), operations (equipment maintenance and meter reading) and the administration, per government documents. It would also identify best practices and how to improve operations. Santiago said he looks forward to helping the city select a vendor to conduct a review of the utility. "My goal will be to achieve this in the most transparent method possible," Santiago said. "It is important to ensure residents have the confidence in the process." The matter will be on the agenda for the City Commission's next regular meeting on July 1, **Shang** said. "(Santiago) made a commitment and the city made a commitment and nobody is backing down," **Shang** said. Resident Dana McCool, president of Deltona Strong, the grassroots group leading the charge for an audit of the water department, said that although the organization is disappointed that DeSantis vetoed the item from the budget, it's optimistic about moving forward and forming a committee to oversee the selection of a third-party auditor and the scope of the study. "We sincerely appreciate Rep. Santiago's efforts and continuing concern about the residents and our water issues," McCool said. "We are also very appreciative of the responsibility that the city has taken on in addressing this matter head on." [READ MORE: Volusia-Flagler winners, losers in Florida budget] [READ MORE: Deltona asks state rep to pursue audit of city water] In April 2018, McCool and a couple dozen residents showed up at City Hall to make it known that they would be turning to Tallahassee for help with their concerns about Deltona Water. That move came a month after the city held a water-focused public forum, during which then public works and utilities director Matt Doan told residents to contact the department regarding problems because the city can't act on what it doesn't know. In July 2018, following a forum held by Deltona Strong, Santiago wrote a letter to then mayor John Masiarczyk, encouraging the city to review and consider the concerns and possible solutions brought forth by residents. That September the City Commission unanimously voted to have Santiago begin the process of seeking a state audit of the utility. Funding shouldn't be a deterrent from looking into concerns about Deltona Water, Mayor Heidi Herzberg said in a phone interview Monday. While much remains to be worked out, Herzberg said the plan from the beginning was to find a way to conduct a study of the utility whether or not it was approved in the state budget. "Just because the Legislature didn't fund it, doesn't mean it's not a worthwhile undertaking," Herzberg said. "I think we need to do it."

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(Articles are in reverse chronological order)

Daytona Beach News-Journal, The (FL)
June 19, 2019

Speakers angry about city manager hurl profane insults at city leaders

Author: *Katie Kustura*

DELTONA — If a public meeting ever needed a parental advisory warning, Monday night's at City Hall should have had one. Explicit language from residents at the lectern addressing city commissioners was frequent, though sometimes hard to hear over occasional chants of "lock her up" and other similar demands. There was even a profanity-laced tirade by phone from someone out of state made during the raucous proceedings for which at least one child was present. The fury was over City Manager **Jane Shang** whose pretrial intervention agreement, if completed, allows her to avoid felony voter fraud charges. That deal has further angered and frustrated her detractors. Tensions reached a new level during the nearly five-hour meeting. Resident Richard Bellach called the commissioners "gestapo" and "pond scum," and called Commissioner Chris Nabicht an "oversized beard" among other personal insults. Bellach also called resident Mike Williams — president of the West Volusia branch of the NAACP and someone who generally speaks in favor of **Shang** and the commission — a "house boy." Via phone, Eric Brandt, of Denver, told Mayor Heidi Herzberg: "You better get (expletive) ready, (expletive), I'm a coming for you." The city had a speaker card with Brandt's name on it, so when the call was made, resident Jeffery Stuck, who told the mayor that the people were ready to file more lawsuits, put Brandt on speakerphone and held it up to the microphone.

Calling in his comments was allowed because there was a speaker card with Brandt's name on it, Lee Lopez, city spokesman, said. What isn't allowed is yielding time to someone who hasn't filled out a speaker card. Brandt, who is sometimes referred to as a First Amendment activist, has gotten some recent notoriety for shocking displays in front of elected leaders in Colorado. Hoping to deter what would ultimately take place, Herzberg went over the operating guidelines before public comment began. "No person shall engage in disorderly or boisterous conduct. Whistling, stamping of feet, booing or making loud, threatening and slanderous utterances and statements is not allowed," Herzberg said, adding that obscene language and personal attacks weren't allowed. "Persons continuing this conduct will be removed from the commission chambers." Though Herzberg gave a few people warnings and used her gavel at times, no one was removed from the meeting, which featured an additional Volusia County sheriff's deputy keeping watch. In a phone interview Tuesday, Herzberg said it was unfortunate the meeting got out of hand, but she wanted to make sure everyone's First Amendment rights were respected. While the mayor always asks speakers to provide their name and address for the record, several residents used fake names, and the commission's Operating Guidelines and Meeting Rules and Procedures doesn't state that a speaker must provide a real name. DeBary resident William Sell came to the meeting to encourage residents to get organized. He carried a poster to encourage the commission to fire **Shang**. He said the issues he's seen on the DeBary council over the years sort of make him an expert on government drama, and if the speakers truly wanted their points to be heard, they need to be professional and courteous. Sell also encouraged **Shang** to be more open to interacting with residents. "I go to dinner with our city manager," Sell said. "There's no reason

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to be afraid of the public, they pay your salary." Monday night's meeting was the second time this year a motion was made, and subsequently failed with a 5-2 vote, to fire **Shang**. The first time the motion was made was during a Jan. 22 meeting. "What would be the reason for us to fire her in a matter that is predetermined by the commission to be a private matter?" Nabicht asked in a phone interview Tuesday. "It wasn't city business." He said **Shang** has done a lot of good work in the city and it's not worth throwing away.

The attempts to suspend or get rid of **Shang** began in December after an anonymous voter fraud complaint was made to the state. During Monday's meeting, Commissioner Loren King took about 25 minutes to go over **Shang's** criminal case before making the motion, seconded by Commissioner Anita Bradford, to fire the city manager with cause. For the second time this year, King and Bradford voted in favor of terminating **Shang** with the other commissioners opposed. On June 5 the State Attorney's Office released the pretrial intervention agreement reached with **Shang**, who will not be formally charged if she abides by the agreement for the next 12 months. The Florida Department of Law Enforcement found probable cause for four counts of false swearing and two counts of unqualified electors willfully voting. As part of the agreement, **Shang** must pay just over \$5,404 in fees, perform 100 hours of community service and write a letter in which she acknowledges and accepts responsibility for her actions. When a person has no criminal record and hasn't been accused of a violent crime, it's not unusual for this type of agreement to be reached, according to the State Attorney's Office. **Shang** didn't address the matter during the meeting or offer any comment after it was adjourned. Neither did the majority of the commission, save for the official vote.

Commissioners King, Bob McFall, Maritza Avila-Vazquez and Vice Mayor Victor Ramos didn't respond to requests for comment. Reached by phone Tuesday, both Bradford and Nabicht expressed concern over what developers would think if the city manager was removed. "Now if she would've been criminally charged, I would've been the first one to make the motion, but she wasn't criminally charged, and she admitted to making a mistake," Nabicht said. He said that while several comments made by members of the public crossed a line, the commission wants to make sure the public has plenty of opportunities to voice their concerns. Both Nabicht and Bradford said they were glad the commission was able to get to the rest of the business on the agenda amid the tension inside 2345 Providence Blvd. "Amidst what we had to deal with last night, the commission still came together to get through what we had to get through," Bradford said. "I think having a difference of opinion makes the commission look at all the avenues before decisions are made." Because of the number of speaker cards filled out for Monday night's meeting, some of the public comments weren't made until the end of the meeting. Resident Mark Metzger was one of those speakers. Metzger said he didn't agree with the comments about **Shang's** pretrial agreement being a private, personal matter because it's the taxpayers who finance the city manager's salary among other items. He said while everyone on the dais "has taken enough of a beating, probably, tonight," they've got work to do. "I think everybody needs to go home and really study on their moral compass and as a group get a moral compass," Metzger said. "I think that'd be pretty important for moving forward."

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Jane K. Shang
(Articles are in reverse chronological order)

West Volusia Beacon, The (DeLand, FL)
June 17, 2019

Dateline: VETS HONOR CITY MANAGER

VETS HONOR CITY MANAGER — Flanked by veterans, Deltona City Manager **Jane Shang**, third from right, accepts a plaque thanking her for her support for Guitars for Vets. From left are Chris Princler, Keith Riley, Deltona Mayor Heidi Herzberg, Joe Sgarlata, **Jane Shang**, Phil Loranger and Bernard Thomas. Guitars for Vets helps veterans deal with post-traumatic stress, physical disabilities and other adverse effects of war by offering them guitars and music instruction. Guitars for Vets has about 80 chapters in 40 states. The plaque honors **Shang** for “her steadfast resolution in providing support and a generous donation to Guitars for Veterans, Deltona Chapter.”

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Jane K. Shang
(Articles are in reverse chronological order)

Daytona Beach News-Journal, The (FL)
June 6, 2019

Shang accepts deal in fraud case

Deltona city manager accused of voter fraud must pay investigative costs, perform community service

Author: *Katie Kustura*

Deltona City Manager **Jane Shang** has accepted a pretrial intervention agreement from the State Attorney's Office after being accused of submitting false voter identification information and willfully voting in an election for which she wasn't qualified. In the document released Wednesday by the State Attorney's Office, **Shang**, in addition to the usual conditions of a deferred prosecution agreement, must pay a fee of \$100 for the cost of prosecution, just over \$5,178 to the Florida Department of Law Enforcement for investigative costs, perform 100 hours of community service and submit a letter acknowledging and accepting responsibility of the actions. In total, the year's worth of fees adds up to just over \$5,404. **Shang's** base salary in fiscal year 2017-2018 was \$185,700.

She must also get permission from her pretrial intervention officer before leaving the county, and she may need to submit to a drug test at the officer's direction. "Regarding my voter registration, the State Attorney is not charging me with any criminal offense," **Shang** said Wednesday via email. "For the sake of the public and tax dollars, I have entered into an agreement. I consider this personal matter closed and wish to move forward." In the letter submitted as part of the agreement, **Shang** said she took steps to make her home address and other information confidential in accordance with state law "because the position of city manager sometimes can carry personal security and privacy risks, especially for a woman."

For that reason, she listed the address of Deltona City Hall, 2345 Providence Blvd., as her home address, which she said carried over to her voter registration, for which she submitted information in 2015 when she became city manager. "I acknowledge that was a mistake and oversight on my part, although not done willfully or intentionally," **Shang** wrote. "I mistakenly erred in not complying with the voter identification information and for that, I continue to sincerely apologize for that unintentional mistake and error." She concluded the letter by saying she immediately corrected her address when the issue came to her attention.

Where it started

The case has been with the State Attorney's Office since the last week of February when it received investigative information from the Florida Department of Law Enforcement that said there was probable cause **Shang** violated six counts of Florida voting laws. According to Florida statute 104.011, "A person who willfully submits any false voter registration information commits a felony of the third degree," punishable by up to five years in prison, five years probation and a \$5,000 fine. Per statute 104.15, "Whoever, knowing he or she is not a qualified elector, willfully votes at any election is guilty of a felony of the third degree." An anonymous

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complaint, originally made Dec. 5 to the Florida Division of Elections, stated **Shang** was using the address of City Hall as her home address in her voter registration information. Following an inquiry from The News-Journal five days later, **Shang** made a call to Volusia County Supervisor of Elections Lisa Lewis and updated her address. In the City Commission meeting immediately following the revelation, several residents voiced concern about **Shang**, whom commissioners declined to suspend by a 5-2 vote. During that Dec. 17 meeting, **Shang** apologized and said she'd made a mistake, which she corrected once she realized it.

On Jan. 14, Ashley Davis, deputy general counsel with the Florida Department of State, wrote a letter to State Attorney R.J. Larizza of the 7th Judicial Circuit that said the elections fraud complaint "appears to have merit." The day after receiving the letter, Larizza requested the Florida Department of Law Enforcement investigate the matter. During the next regular City Commission meeting on Jan. 22, Commissioner Anita Bradford made a motion, seconded by Commissioner Loren King, to fire **Shang**. The motion failed 5-2. Records show **Shang**, who resides in District 3, voted in elections in 2016 and 2018, but it wasn't initially clear if she voted in city races while registered in the wrong city district.

In the documents released Wednesday by the State Attorney's Office, **Shang** says she did vote for a District 1 commission seat candidate during the general election in November 2018. She told the investigator that the atmosphere at her polling place was "aggressive" and "unpleasant" as "critics of hers were following her and taking pictures of her at the voting location." Throughout her interview with the Florida Department of Law Enforcement, **Shang** said she should have paid more attention to the documents she was signing throughout the voting process. What now? If **Shang** complies with the conditions of the agreement, in which prosecution is deferred for 12 months, the State Attorney's Office will not file charges in the case, said Spencer Hathaway, spokesman for the State Attorney's Office.

For the community service condition, the Department of Corrections maintains a list of approved nonprofits and organizations with which individuals may complete their service requirement, Hathaway said. Individuals are sometimes permitted to buy out their community service with a donation of \$10 per hour, but that's at the discretion of the Department of Corrections. Commissioner Bradford said she was disappointed in the outcome, but ultimately pleased that the State Attorney's Office took some action. She said she plans at the next regular commission meeting to ask for a workshop so the commission can discuss putting a procedure in place on what should or can be done if a charter officer has been accused of acting unethically.

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Jane K. Shang
(Articles are in reverse chronological order)

Tribune Content Agency News Service (USA)
May 8, 2019

Veterans learn guitar, find friendship in Deltona VA clinic

Author: *Katie Kustura, The News-Journal, Daytona Beach, Fla. Tribune Content Agency*

May 08-- May 8--DELTONA -- Inside the Veterans Affairs outpatient clinic, psychologist Dr. Robin Reed hears joyful noise coming from the other side of the office every Friday at 1 p.m. The group of veterans making the lovely sounds couldn't be more grateful for the opportunity to do so because it helps keep them alive. Since the Deltona chapter of Guitars for Vets formed last October, veterans from West Volusia and parts of Seminole County have been getting together to learn how to play the guitar with others who have shared in the overwhelming experience of wars that left most of them with some form of post-traumatic stress disorder. "The end product, we're learning some music, but that wasn't the thing that got us together," said 68-year-old Phillip Loranger, a Deltona resident and Army veteran who fought in Vietnam, Panama and Desert Storm. "Every one of us in here has an issue, and we've been dealing with the issue by ourselves. Now we're dealing with our (expletive) collectively."

Guitars for Vets is a nonprofit based in Milwaukee, Wisconsin, with most states having at least one chapter. The organization, which uses Yamaha acoustic guitars, was formed in 2007 by guitar instructor Patrick Nettesheim and Vietnam-era veteran Dan Van Buskirk. The goal of the nonprofit, according to its website, is "to share the healing power of music by providing free guitar instruction, a new acoustic guitar and a guitar accessory kit in a structured program run by volunteers, primarily through the Department of Veterans Affairs facilities and community-based medical centers."

Army veteran and Deltona resident Joe Sgarlata said he and two other Vietnam-era veterans -- Chris Princler, who served in the Army, and Paul Bearden, who served in the Air Force and was stationed in the Philippines -- met in a therapy group where they often found themselves talking about guitars and music. Sgarlata, 71, thought some sort of music therapy program would be beneficial. With help from Reed, Sgarlata started Volusia County's second chapter of Guitars for Vets. The first chapter is based in the Port Orange/New Smyrna Beach area.

Studies show the benefits of music therapy include: a decrease in anxiety and depression; reduced muscle tension; improved interpersonal relationships and group cohesiveness; improved ability to recognize and cope with triggers of trauma; and improved self-esteem, according to the American Music Therapy Association. "We all have some medical issue that prevents us from moving forward at everybody else's pace," said 64-year-old Felix Ruiz, a Sanford resident and Air Force veteran who also fought in Vietnam.

The stresses that come from war can take a great toll on survivors. The VA's most recent estimate is that about 20 veterans die by suicide every day. The members of the Deltona chapter of Guitars for Vets, some of whom had prior experience with music, said the group helps them not become a part of that statistic. "Some of us are a little more advanced than other players, and

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we want to take and give back music as a therapy because a lot of us have PTSD," said Princler, 62, after a recent group practice session at Loranger's home. Keith Reilly, 52, an Orange City resident and Marine veteran who fought in Desert Storm, admitted he knew very little about guitars other than what they looked like before joining the group. The veterans shared a laugh when Sgarlata reminded them about the time Reilly confused a capo, a device used to change the playable length of the strings, for a cigarette holder.

Last Friday, the group gathered at the VA clinic in Deltona to put on a mini-concert and show off what they'd learned. They played songs they grew up with that were limited to a few chords. Sgarlata played the harmonica during some of the songs, and Deltona resident and Army veteran Bernard Jones, 72, who fought in Vietnam, played conga drums when he wasn't playing the guitar. The group started with Eagles' "Peaceful Easy Feeling." The rest of the set list included Ben E. King's "Stand by Me," Wayne Cochran's "Last Kiss," Jimmy Buffet's "Margaritaville," The Animals' "House of the Rising Sun," and Santana's "Oye Como Va."

After the concert, the band received rounds of applause from attendees and a personal check for \$1,000 from Deltona City Manager **Jane Shang**.

To thank Reed for her support, the group presented her with a plaque and a guitar signed by each member of the first class. "I hear music, I hear the laughter, I hear the joy, and that brings joy to my heart, knowing that these men have gotten together and built friendships, built skills," Reed said. "To be a sponsor is really an honor."

With another class for beginners starting soon, Sgarlata said he expects the original group will continue to get together to jam and talk about their experiences. "We wanted companionship," Sgarlata said. "There's nothing like seeing somebody who is going through what you're going through or feels the way you do."

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Jane K. Shang
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Tribune Content Agency News Service (USA)
April 19, 2019

Deltona critic puts officials on notice over City Hall recording complaint

Author: *Katie Kustura, The News-Journal, Daytona Beach, Fla. Tribune Content Agency*

April 19-- Apr. 19--DELTONA -- Resident Brandy White, an often vocal critic of city government, is in the process of serving officials with a notice of claim in connection to a felony complaint that was made against White a year ago. In October 2018, the State Attorney's Office issued a memo stating it wouldn't be able to prove a city official's complaint against White on a charge of intentional interception of oral communication.

Even though the State Attorney's Office declined to prosecute, White claims the complaint made in April 2018 by city finance director Tracy Hooper under the direction of City Manager **Jane Shang** continues to have a negative impact on her life. "This is going to follow me around for 40-plus years," White said in a phone interview Thursday. "I'm going to have to be the one who's embarrassed in having to tell everybody this story and prove that I didn't do anything wrong every time it comes up."

In the complaint filed against White with the Volusia County Sheriff's Office last year, White was accused of using her phone to secretly record a conversation with Hooper, which took place in the public lobby on the second floor of City Hall. The complaint states that "it appeared she placed the cellphone within her purse," but White, who doesn't carry a purse, said she thinks the camera switching from front to rear facing is why it seemed that way. White, who was in the process of adopting a child when the felony complaint was filed, was told by the adoption agency that it could delay or impact the adoption. While the adoption ultimately went through, White worries about her record having a negative effect if she wants to adopt again in the future. White has not filed a lawsuit or retained an attorney.

On Wednesday afternoon White went to City Hall, 2345 Providence Blvd., to serve Hooper, **Shang** and city attorney Marsha Segal-George. White said none of the three women would meet with her, so she waited in the parking lot until they left work for the day. Eventually, White said she saw a deputy escorting Segal-George to her vehicle, and while the attorney said she didn't want the notice, White managed to slip it into Segal-George's vehicle as the attorney was getting in to leave.

When another deputy arrived and later escorted **Shang** to her vehicle, White said **Shang** refused to acknowledge her, so, again, White slipped the notice into the vehicle as the city manager got into her car, which was captured in a Facebook Live video. Before **Shang** left, she reopened and closed her car door, leaving White's notice behind on the ground. In a phone interview Thursday, **Shang** said she didn't know what White wanted when she came to City Hall on Wednesday. She added that White threw something in her car, which made her uncomfortable. "It could be laced with something, who knows?" **Shang** said. **Shang** said White may mail in the notice of claim, which the city manager said she would forward to the city attorney. **Shang** said if White's issue

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Jane K. Shang

(Articles are in reverse chronological order)

is with her, she should contact the City Commission. "If she feels she's been injured, she has every right to file a complaint," **Shang** said. In an unrelated matter, a voter fraud complaint filed against **Shang** in December is under review in the State Attorney's Office, said Spencer Hathaway, a spokesman for the State Attorney. The office received investigative information from the Florida Department of Law Enforcement during the last week in February.

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Jane K. Shang
(Articles are in reverse chronological order)

West Volusia Beacon, The (DeLand, FL)
April 1, 2019

Volusia County's biggest city changes its name

Author: *AL CURLY; VERY SPECIAL TO THE BEACON*

Deltona has a new identity. By mayoral edict, the name Deltona will be changed to Shangri-la. The bombshell pronouncement came at a news conference in City Hall. "We want to honor our city manager and to get rid of all the baggage that the name Deltona has come to mean over the years. I have just signed an executive order making the name change official," Mayor Heidi Herzberg announced, adding, "We needed to get rid of the negative and capitalize on the good. Shangri-la does just that.

"Shangri-la is a peaceful place, where people get along with one another, and there is no fighting and quarreling about such petty things as rising taxes, outrageous fees for public-information requests, soaring water rates and run-down neighborhoods. "Just the name Shangri-la gives the city a new start. People and businesses will be scrambling to get here to claim their own piece of paradise."

City Manager **Jane Shang** voiced no objection. "This is a good thing for Deltona — I mean Shangri-la. Shangri-la is where good things happen. It is a place on the move," the manager said. The name change is something Herzberg promised in her campaign for mayor, but at no time while seeking votes did she mention the name "Shangri-la."

"It came to me last night," she explained. The promise of an absence of ill will in Shangri-la was tested quickly, as a celebratory procession of torches and brightly colored paper lanterns burning in the City Hall courtyard raised objections from the Fire Department. "Do you want to start wildfires and get people hurt?" Fire Marshal Nathan Nabob demanded. "Put out those torches, and don't let them near those paper lanterns!"

Mayor Herzberg quickly calmed the situation. "You need an attitude adjustment," she told the fire marshal. "You need to sit down quietly, clear your mind, and drink your green tea. You will feel better." "I don't like green tea!" Nabob countered.

"If you persist in your negative ways, you may be kicked out of Shangri-la. We want only happy and loving people here, and you are setting a bad example," Herzberg said. "Oh, and you are supposed to drink the green tea, not smoke it. Do you understand?" "What was the question?" Nabob asked. "Go sit down," Herzberg ordered.

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Jane K. Shang
(Articles are in reverse chronological order)

Tribune Content Agency News Service (USA)
January 24, 2019

Deltona commission votes not to fire Shang amid investigation

Author: *Katie Kustura, The News-Journal, Daytona Beach, Fla. Tribune Content Agency*

Jan. 24--DELTONA -- The City Commission voted 5-2 on Tuesday night against terminating City Manager **Jane Shang** as the Florida Department of Law Enforcement investigates a voter fraud complaint against her. Commissioner Anita Bradford made the motion to fire **Shang**, and it was seconded by Commissioner Loren King. Both commissioners voted in favor of firing **Shang**, but the rest of the commission voted against the motion. "Sometimes we have to make decisions that are not based on friendship, but on our guidelines," said Bradford, who in December made a similar motion to suspend **Shang** after an anonymous complaint that **Shang** had registered City Hall as her home address on her Volusia County voter registration was filed with the state. The motion to suspend also failed 5-2.

Commissioner Robert McFall said he couldn't support Tuesday's motion to fire **Shang** because charges haven't been filed against her. "We're not judges and juries," McFall said. The FDLE opened an investigation on Jan. 15 into whether **Shang** violated state law when she listed her home address as City Hall on her voter registration information. That investigation came at the request of 7th Judicial Circuit State Attorney R.J. Larizza one day after he received a letter from the Florida Department of State, which indicated an anonymous citizen complaint against **Shang** "appears to have merit."

"Division of Elections staff confirmed that Ms. **Shang** was previously registered at City Hall from 2015 to December 10, 2018, when she changed her address to a different, confidential and exempt address," Department of State Deputy General Counsel Ashley Davis wrote to Larizza. "Ms. **Shang** voted in the primary and general elections in the 2016 and 2018 cycles using the City Hall address." The Florida Division of Elections received the complaint Dec. 5. **Shang** listed her residence as 2345 Providence Blvd., where City Hall is located, when she became city manager in 2015. After an inquiry from The News-Journal on Dec. 10, **Shang** called Volusia County Supervisor of Elections Lisa Lewis and changed her address.

At a meeting in December, **Shang** acknowledged using City Hall as her residence address on her voter registration, but said the mistake was not willful. False voter registration and willfully voting when not qualified to do so would violate two state statutes. Violation of each statute is a third-degree felony, punishable by up to five years in prison, five years probation and a \$5,000 fine. Before she made the motion to fire **Shang**, Bradford referred to former commissioners who had been critical of **Shang**. She recalled how those commissioners said they had a hard time getting information and public records, something Bradford had a hard time believing because that hadn't been her experience. "Guess who has a problem getting information now?" Bradford said as she held up a bill she received for a public records request.

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Several citizens weighed in at the sometimes-raucous meeting. Resident Brandy White said the public isn't asking the commission to determine a criminal charge against **Shang**. "You are asking yourself a question of ethics, not of criminal law," White said. "She fits the definition of misconduct in a multitude of ways." White also listed a few managers of other Florida cities, including former Edgewater city manager Tracey Barlow, who were terminated for less than the allegation **Shang** is facing.

In contrast, resident Doug Macdonald said while he certainly doesn't agree with everything **Shang** has done during her tenure, he does think she's the best city manager Deltona's had as far as what she's accomplished for the city. Resident Mike Williams, who brought a large shovel with him to the speaker's podium, said he doesn't know what Bradford's endgame is in talking about firing **Shang**. "At some point in time, you just have to let something go," Williams said. "I brought this shovel so we can dig a hole and bury this because there are bigger things on the horizon for the city of Deltona."

Resident Kathy Bryan disagreed. "We do not bury something that is wrong," Bryan said. "We have to have accountability." During Tuesday night's meeting, which lasted about five hours, the city also voted on a developer's request to change the zoning of 113.4 acres north of Spirit Elementary from RA-11 to a residential planned unit development, which will allow for 259 homes. The request was approved 6-1 with King dissenting. Bradford said Wednesday that she was questioning her vote due to discussion during the meeting about the developer being able to build before the final plat is approved, which staff said isn't typical practice.

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Jane K. Shang
(Articles are in reverse chronological order)

Hometown News: Deland-Lake Helen, Deleon Springs, Pierson (FL)
November 9, 2018

Happy Birthday!

Narciso Rosa celebrated his 100th birthday on Saturday, Oct. 27. Mr. Rosa is active at the Council on Aging's Deltona Senior Center where he enjoys dominoes, socializing and lunch with friends. He was born in San Pedro de Macoris, Dominican Republic, and moved to the U.S. 40 years ago. Friends at the center threw a party to celebrate his birthday on Friday, Oct. 26. Deltona City Manager **Jane Shang**, left, dropped by to wish him a happy birthday. Friends and family, including six children and 12 grandchildren, flew in from all over the world to celebrate.

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Jane K. Shang
(Articles are in reverse chronological order)

Daytona Beach News-Journal, The (FL)
August 31, 2018

Complaint: Former IT director sues Deltona

Author: *Katie Kustura*

Deltona is being sued by its former IT director on the accusation it violated Florida's Public Sector Whistleblower's Act, records show. Steve Narvaez, who worked as the IT director for nearly 10 years, is seeking a jury trial and damages in excess of \$15,000, according to the complaint filed Tuesday.

Narvaez was fired on March 1 after making a complaint to City Manager **Jane Shang** about how she'd classified concerns he'd expressed regarding the city putting on "Super Bowl Party" as having violated his duties, according to the complaint. In an email Narvaez sent to **Shang** eight days before she fired him, Narvaez noted his objections to Deltona's proposing a "Super Bowl Party without securing the proper intellectual property rights," the lawsuit states. "In past years, the NFL has been very aggressive in protecting its federal trademark and going after third-party use of the term and even other words or phrases associated with the term 'Super Bowl,'" according to the complaint. Narvaez said the activity cited in his most recent performance review, which accused him of violating his duties as a professional and team player because he "only brought up reasons not to have the party instead of helping find solutions," was protected by the Whistleblower's Act.

Shang said, in the termination letter, the claim that she'd directed him to do something illegal or had broken the law herself "was not only baseless, but incendiary and served no other purpose than to create discord." The lawsuit also states that **Shang** on Feb. 9 called James Hicks, the IT director for Port Orange, and asked how to determine what files and documents Narvaez had access to because she believed Narvaez had leaked the resignation letter of the city's former events manager at The Center. **Shang** also told Hicks, according to the lawsuit, that she was thinking of stripping Narvaez of access and permissions he held as Deltona's IT director, but Hicks said Narvaez couldn't otherwise effectively do his job. Four or five months later, **Shang**, after learning that Hicks agreed to speak with Narvaez's attorney about the Feb. 9 call, contacted Hicks' employer "and demanded that he be punished," the lawsuit states.

Christine Martindale, spokeswoman for Port Orange, said via email that disciplinary action wasn't taken on Hicks "regarding this situation." Lee Lopez, spokesman for Deltona, deferred comment Thursday afternoon to Cindy Townsend, an attorney with Bell and Roper, P.A., the firm representing the city in this case. Townsend couldn't immediately be reached by phone Thursday afternoon.

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Jane K. Shang
(Articles are in reverse chronological order)

Daytona Beach News-Journal, The (FL)
August 14, 2018

DELTONA — Residents and the City Commission have seen since

Author: *Katie Kustura*

DELTONA — Residents and the City Commission have seen since the beginning of the year some starkly different pictures painted by employees, former and current, on what it's like to work for the city. During a recent commission meeting, City Manager **Jane Shang** introduced the new assistant city manager, Marc-Antonie Cooper, who said he was ecstatic to start and looking forward to working with **Shang**, the commission and residents.

But in the parking lot before that Aug. 6 meeting, a fired former city IT director, Steve Narvaez, addressed a crowd rallying for **Shang's** firing: "If you don't agree with her, you're useless to her. That's not the way to treat people. That's not the way to treat employees. That's not the way to run a city. It's a shame." At least six department directors and managers have departed since the start of the year, and replacements hired by **Shang** are arriving. The City Hall turnover is another wrinkle in what has been a rancorous year in Deltona, Volusia County's most populated city.

The night residents called for her firing, **Shang** also sat next to Commissioner Anita Bradford, who announced she was seeking law-enforcement review of **Shang's** handling of conflicts with two residents. But none of the other commissioners seconded Bradford's motion to suspend **Shang** pending the results of the investigation. Praise for new hires

Ryan Reckley has been named the new parks and recreation director; Lucinda Gaudio, the new events manager at The Center; and Chris Hallett, facilities manager at The Center. Mike Williams, president of the West Volusia branch of the NAACP, said he was delighted with the new hires as he's wanted to see more diversity in Deltona for some time. But the new hires fill vacancies left by the six, which has some residents questioning **Shang's** leadership style.

Those who've left include:

- Chris Bowley, former director of Planning and Development Services;
- Matt Doan, former director of Public Works and Deltona Water;
- Steve Moore, former director of Parks and Recreation;
- Steve Narvaez, former IT director;
- Chris O'Donnell, former events manager for The Center;
- and Inez Nazario-Vega, former facilities manager at The Center.

Moore, and Bowley said they took employment closer to their respective homes to be able to spend more time with their families. Doan did not respond to requests for comment, but city officials say he, too, left for another job. O'Donnell, Narvaez and Nazario-Vega left unhappy. "I am extremely concerned about that," Bradford said. "You always have to look into the reasons for it." The Planning and Development Services department is still in need of a director following Bowley's departure, and, since Doan's departure, former City Manager Dave Denny

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Jane K. Shang
(Articles are in reverse chronological order)

filled in as acting director of Deltona Water and the Public Works department. Dale Baker, who's been serving as the deputy city manager and the director of Building and Enforcement Services, said he plans to retire at the end of the year or January 2019. Commissioner Chris Nabicht said turnover is not unusual in any city government. "People come and go, and we're in a situation right now with the age of our city where we're having a lot of our senior employees retire," Nabicht said.

Shang said the city was fortunate to hire Cooper, whose "executive-level experience with major population centers will help drive large-scale, business critical projects to successful completion in Deltona." Reckley, she said, will focus on beautifying the city and seeking "additional recreational activities to implement within our parks and facilities, which will hopefully provide a therapeutic environment for the residents." 'Worst career experience'

Following the departure of Bowley and Doan, **Shang** said via email that both men had contributed greatly to making Deltona a better community and would be missed. "It's not unusual for good managers to be offered new opportunities, especially during a robust economy as we're experiencing," **Shang** said. "Both the commission and I know that Matt and Chris will be successful in this next step in their careers."

But during public comment in the Aug. 6 commission meeting, residents and commissioners heard from Inez Nazario-Vega, the former facilities manager at The Center, who quit after a few months. "I was excited about the prospect of making a difference in the place I love and I call home," Nazario-Vega said. Instead, Nazario-Vega, whose last day was March 30, said her employment by Deltona was "the worst career experience." "It didn't take long to notice that the micro-management style of Ms. **Shang** was going to be in conflict with my job performance," Nazario-Vega said. She said after making a generalized comment about micro-managing on her personal Facebook page in February, she was reprimanded and accused of making disparaging remarks about other staffers, which Nazario-Vega denies. "As a leader, I expected her to engage in a healthy conversation and look for ways to build a viable working relationship for the benefit of The Center," Nazario-Vega said. "Ask yourselves: Why is the city experiencing such a high rate of employee turnover?"

Narvaez's firing. The departure of Narvaez, the IT director for nearly 10 years, earlier this year followed at least a couple of instances where he got into disputes with the city's top brass. According to his last performance review, listed as an example of behavior issues: "When asked to assist in getting the Center ready to have a "Super Bowl Party" it appeared you only brought up reasons not to have the party instead of helping find solutions. Be positive and assist." In a phone interview, Narvaez said he tried to explain how "Super Bowl" was intellectual property and they couldn't just put it on whatever advertising they wanted. "You have classified my concerns as violating my duties as a professional and team player," Narvaez said in an email to **Shang** on Feb. 23. "I consider this protected activity pursuant to Florida's Whistle-blower's Act."

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(Articles are in reverse chronological order)

In the termination letter, **Shang** said the accusation that she had directed him to do something illegal or that she'd broken the law "was not only baseless, but incendiary and served no other purpose than to create discord." "You and others were tasked to 'look into' what it would take to make viewing events happen," the letter states. "Your task was to gather facts, including any costs associated with various broadcasting and movie events." In 2016, Narvaez accused former City Attorney Becky Vose of "theft of city property," when she removed the hard drive from her computer to protect attorney-client privilege, rather than allow IT staff access to the information as they were upgrading her to a new computer. **Shang** weighed in on the dispute, calling Narvaez's words "grossly inappropriate."

Eventually, Vose agreed to allow the information stored on the hard drive to be transferred to the new computer and have the old hard drive destroyed in front of her.

Shang's 'regret' After Commissioner Bradford announced her request that the Florida Department of Law Enforcement review **Shang's** actions in the possible misuse of law enforcement and code enforcement in recent matters involving residents and persistent critics Patricia Gibson and Brandy White, a parade of public speakers called for the three-year city manager's firing.

Shang followed up with a statement Thursday, attempting to correct some of the comments from that meeting, including public opinions that the city is attempting to force residents to hook up to sewer lines at great expense. **Shang** called this a "falsehood" and argued Deltona is making strides with economic development. "There is substantial good news about Deltona that is not afforded the attention it deserves. That includes the city making significant advances with economic development such as Burger King, Dunkin Donuts, Hardee's, healthcare facilities, O'Reilly Auto (Parts), StorQuest, Veterans Affairs clinic, Wawa and so on," she wrote. The city manager also pledged to work with residents.

"I regret and apologize for the implication that I do not wish to work with the public," **Shang** wrote. "I am committed to finding a way to bridge our differences. I hope that we can agree that all citizens, including public employees, have basic rights that should be protected and respected." Bradford said when she met with a FDLE agent, she shared concerns about retaliation and the possible misuse of law enforcement and code enforcement and if public records requests are being properly filled. FDLE confirmed last week that a complaint regarding Deltona is being reviewed. "I think it's important that we have an outside agency look into this," Bradford said Friday.

Shang didn't address Bradford's request for a review in her statement, but she did reference former commissioner Brian Soukup's prior ethics complaint, which was dismissed by the Florida Commission on Ethics. Bradford said the sooner a third party addresses concerns, the sooner Deltona should be able to get back to providing services and advancing commissioners' and residents' goals.

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Jane K. Shang
(Articles are in reverse chronological order)

Daytona Beach News-Journal, The (FL)
August 14, 2018

Deltona city manager gets mostly positive ratings from commissioners

Author: *Katie Kustura*

While multiple Deltona residents have complained about the city manager at recent meetings, members of the City Commission had mostly positive things in evaluations of the job **Jane Shang** is doing. On a scale from 1 to 5 — ranging from poor to excellent — **Shang**'s mean score was just over 3.5, between average and above average. The assessments were completed in early July. Her highest score, a 5, came from Commissioner Mitch Honaker, who opted for an in-person interview with **Shang** instead of writing comments on a general assessment of the city manager's performance and what concerns or constructive suggestions he may have.

In a phone interview Monday, Honaker said he had nothing but positive things to say about the job **Shang** has been doing and that she should "stay the course." "Everything that was discussed in the strategic plan, she's followed," Honaker said. He also said **Shang** is to thank when it comes to development in the city, including The Center and Halifax Hospital.

The lowest score, a 2, came from Commissioner Anita Bradford, who has shared during recent commission meetings her concerns about some of **Shang**'s actions. Bradford wrote it seems **Shang** "has her own agenda" and: "I do not feel she is approachable because she will do everything to make it harder for me to get items approved."

Bradford also wrote about low morale and how many staff members have said micromanaging is an issue. "Staff is walking on pins and needles, and this is not how we move Deltona forward," Bradford wrote. "A great staff attitude can move mountains." She also suggested staff- and leadership-building exercises.

Mayor John Masiarczyk, Vice Mayor Heidi Herzberg and Commissioner Robert McFall each gave **Shang** 4s, and Commissioner Victor Ramos gave her a 3. Herzberg wrote that **Shang** "has consistently adhered to the city's strategic plan" and is "readily available seven days a week for questions and issues regarding city issues."

She wrote that, with the hiring of an assistant city manager, she hopes **Shang** "can concentrate on team building and succession planning within all departments to ensure stability within the city." Commissioner Chris Nabicht said he didn't fill out an evaluation of **Shang** this year, but said he's got a favorable opinion of the job she's done.

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Jane K. Shang
(Articles are in reverse chronological order)

Tribune Content Agency News Service (USA)
July 13, 2018

Deltona trespasses resident whose video led to state violation

Author: *Katie Kustura, The News-Journal, Daytona Beach, Fla. Tribune Content Agency*

July 13--DELTONA -- Resident Patricia Gibson says the city and the Volusia County Sheriff's Office violated her constitutional rights by trespassing her from a city-owned building -- an action that came only after she had reported her concerns about The Center's licensing. Gibson and other residents contend city officials wanted her trespassed from The Center, Deltona's new events venue, because she openly recorded her interactions with city staff, volunteers and others working the Mother's Day brunch on May 13 during which she asked City Manager **Jane Shang** and others, with her phone in record mode, for proof that The Center and the catering company preparing the food had all of the required licensing.

Gibson, who said she was never shown the proof of the licenses, later shared her concerns with the Florida Department of Business and Professional Regulation which conducted a May 18 inspection resulting in four violations, one of which was identified as high-priority. Then on May 24, Gibson was visited by a Volusia County sheriff's deputy, who verbally informed her of a trespass warning from the city stating she could no longer visit The Center. Gibson questioned its legitimacy because Deltona doesn't have an ordinance on trespassing and lacks the means for due process in its municipal code.

Sheriff Mike Chitwood and a legal scholar say the trespass shouldn't have been handled the way it was. As to the reason Gibson's trespass came 11 days after the incident, city spokesman Lee Lopez explained: "Time taken to confirm appropriateness of trespass warning." Gibson and others aren't buying that. "I'm not backing down from anybody," Gibson said. "(**Shang**) needs to go." Two of the three candidates for Deltona mayor have expressed concerns that the city overstepped its bounds by trespassing a resident who questioned officials in a public venue.

Finally, after weeks of back-and-forth between city officials, the county's legal advisors and law enforcement, Deltona City Attorney Skip Fowler said Thursday that **Shang** has withdrawn the warning. "She's decided that it's not worth the time and effort," Fowler said. **Shang** followed with an email to The News-Journal late Thursday afternoon: "As trespass enforcement has been suspended pending the development of a review process, I have decided to withdraw the trespass warning. Ms. Gibson may visit The Center. Both the Sheriff's Office, staff and Ms. Gibson have been notified."

Confronting city officials. With her cellphone in hand, Gibson went to the The Center on May 13 and paid \$18 to attend the brunch. In a video she made, Gibson -- a 49-year-old plumber -- approaches **Shang** and asks where the licenses from the Department of Business and Professional Regulation are posted. "Thank you for the info, we'll look into it. Perhaps you don't mind," **Shang** says as she motions for Gibson to move away. "We will produce it later, but not now. Thank you." Gibson approaches the caterer, asking if the proof of licensing is available and

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also speaks with state Rep. David Santiago, R-Deltona, who was volunteering at the event, and Vice Mayor Heidi Herzberg, a candidate for mayor. Gibson tells Herzberg that she's "not trying to harass her," but asked for some records. "You're not harassing me," Herzberg said before reminding Gibson that records requests need to go through the city clerk.

After a couple of encounters with brunch staffers, Gibson leaves The Center dissatisfied. On the way out, she tells **Shang** she's leaving and that she never was shown the licenses. "If you get a chance, let's see if we can get this together," Gibson tells **Shang**. **Shang** called Sheriff's Office Capt. Paul Kammerer regarding Gibson and a deputy responded, arriving at 11:44 a.m. that day, according to sheriff's records. "She was taping people, which is fine because it's a public facility, but where she crossed the line was she was actually going up to people at their tables and putting her camera in their face while they were eating and asking them questions about The Center," **Shang** told Deputy Corey Charles.

Gibson said in an interview that she didn't bother any patrons and didn't go to The Center to do so. While Gibson posted an edited video on YouTube, she granted The News-Journal's request to view her full footage. While patrons are visible in her video as she walks around, she doesn't approach or speak to them.

11 days later, trespassed. Gibson shared her concerns about The Center's licensing with the state, which conducted an inspection five days after the Mother's Day brunch, finding four violations, one of which was identified as high-priority, records show. The violations, records show, include: establishment operating without a license from the Division of Hotels and Restaurants, no chlorine chemical test kit provided when using chlorine sanitizer at three-compartment sink/warewashing machine, no probe thermometer provided to measure temperature of food products and no handwashing sign provided at hand sink used by food employees. A follow-up inspection on June 18 found that licensing was satisfactory, according to the Department of Business and Professional Regulation.

It's unclear precisely when **Shang** made the request to the Sheriff's Office to have Gibson trespassed, but an email she sent to Kammerer on May 29 indicates it had been the week prior. **Shang** was emailed questions but did not respond directly. Lopez, the city spokesman, who also was emailed the questions, responded. "Confirming our conversation last week, trespass Pat Gibson from The Center," **Shang** said in the email to Kammerer, who replied that Gibson had been verbally trespassed on May 24 when a deputy visited her home.

Gibson said she views the trespass as retaliation for the inspection that resulted in violations. City officials did not respond Thursday when asked whether they issued the trespass as retaliation. Lacking due process.

Gibson -- citing a 2011 case, *Catron v. city of St. Petersburg* -- questioned the lawfulness of **Shang's** request as Deltona doesn't have an ordinance on trespassing and lacks the means for due process in its municipal code. "With a speeding ticket, it shows you how to fight it," Gibson said.

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Darryl Wilson, an associate dean at Stetson University's College of Law, also had concerns. "There's a state law on trespass and if the Sheriff's Office came to visit her, they would be trying to enforce the criminal aspect of trespass, but in order to be convicted of trespass criminally you have to have willfully gone onto the property of some other without authorization," Wilson said. "If she went to an event where she paid an entry fee, then there can't be any trespass there." If the city wants to go forward with the violation, they'll "have to prove that she willfully and intentionally went into the place without authorization or refused to leave the place after being instructed or told it was time to do so. Without that, I don't see how they believe they can make a case out of this," Wilson said. "Something that's city property that's open to the public for a particular purpose can't be subject of a trespass if the person's going there for that particular purpose during the hours that the city has designated."

Fowler, the city attorney, said most cities don't have their own ordinance on trespassing because of the existing state law and because "it's really rare that cities trespass somebody." He said he'll be reviewing an ordinance Sarasota has on trespassing, but putting something in Deltona's code isn't currently at the top of the city's priority list. Chitwood, the sheriff, said the trespass was made after both Deltona's city attorney and the county's attorney said to go through with it. "We're the mechanism," Chitwood said. "The due process falls back on Deltona." Upon learning Deltona's lack a trespassing ordinance, the sheriff said his deputies won't be carrying out more requests like **Shang's**. "Until they fix their ordinance, we really can't trespass anybody," Chitwood said.

Mayoral candidates react. The brunch video is one in a string of controversies in Deltona heading into the Aug. 28 primary, when the mayor's position is up for grabs, as John Masiarczyk has reached the limit of his term. Candidate Santiago Avila Jr. said he's embarrassed because he said the trespassing of Gibson shows city government can't handle criticism. "She was in her legal right to ask questions," Avila said of Gibson. "She didn't do anything illegal." Another candidate, Troy Shimkus, expressed worry that city government was trying to use the Sheriff's Office as its personal, private force. "If nobody came to (Gibson) and said, 'Please stop doing this,' then I don't think they have a leg to stand on," Shimkus said.

Herzberg -- a third candidate who's been more publicly supportive of **Shang** -- said she had no problem with Gibson filming her but that she hasn't really gotten involved with the trespass issue beyond that. Gibson said she's considering pursuing ethics complaints against some of the officials involved. "I've done nothing wrong," Gibson said. "I just want these people to follow the law the way we have to."

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Jane K. Shang
(Articles are in reverse chronological order)

Tribune Content Agency News Service (USA)
April 18, 2018

Deltona residents seeking state audit of water department

Author: *Katie Kustura, The News-Journal, Daytona Beach, Fla. Tribune Content Agency*

April 18--Still feeling like their water-related concerns are going in one ear and out the other, a group of Deltona residents are turning to Tallahassee for help. A couple dozen residents showed up at City Hall one day last week to notify the city of their intent to seek a state audit of Deltona Water. Dana McCool, one of the residents leading the charge, said she's seen what state audits can do. "We know what we're asking for," McCool said. Deltona and its water department have been the subject of scrutiny by multiple residents who say they've received high water bills without explanation. "All of the time, more people are speaking," McCool said. "We're building our case." As part of the process to get a state audit, McCool said residents are working on a petition for which they need at least 15,000 signatures.

City Manager **Jane Shang** and Matt Doan, director of public works and utilities, didn't directly respond Monday to a request for comment. After receiving **Shang's** approval, city spokesman Lee Lopez on Tuesday issued a statement: "The City of Deltona undergoes an independent audit each year which includes all city departments as well as Deltona Water. Annual audits are required to comply with state law, accounting standards and grant regulations."

On the audit for fiscal year 2016-2017, conducted by Purvis, Gray and Company, LLP, the city "received an unmodified, or "clean," opinion on its financial statements," according to the statement. "Additionally, a report on compliance required by the "Rules of the Auditor General" reported no material weaknesses over internal control or noncompliance." Deltona uses a rate consultant to "model and review the Deltona Water rates annually," per the statement. "The analysis is consistent with national and local methodologies and meets the reasonableness standard required by Florida Statutes. Rates include a tiered conservation structure required by the (St. Johns River Water Management District), which was necessary to obtain a consumptive use permit."

During a public forum on water last month, about 70 residents showed up. They were told how to make payments, read their meters and check for leaks. There also were Deltona Water staffers on hand with computers to review statements with concerned customers. Doan said during the forum that residents should reach out, because if the water department doesn't know about the problem it can't act. Whether it was at the forum or via social media, multiple residents have said they've seen spikes in their bills, which they say are unexplained, that return to a more typical number in the next billing cycle.

McCool said she hopes an audit would open the door for civil suits. "People have to have some recourse," McCool said. She said her issue has been that Deltona officials don't seem interested in validating the concerns of residents or listening to them with an open mind. Last month, McCool and Troy Shimkus, who has since filed to run for mayor, began working on a survey to

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collect data on residents' experience with Deltona Water. Shimkus, who works with data in his daily job, said accumulating such information could help them figure out if there is a problem and what it is. "It's very difficult to figure out where the complexities or problems might be lying, so I think the audit would have the ability to open things up more than the city has been willing to do so far," Shimkus said. "I think the citizens are really doing what they feel they have to based on a lack of substantial response from the city, but it's not too late for the city to say 'before we go down this road, let's try something else.'" The residents have posted more information about their effort at Deltonastrong.org.

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(Articles are in reverse chronological order)

Daytona Beach News-Journal, The (FL)
February 6, 2018

Ex-Deltona events manager cites 'hostility'

Author: *Katie Kustura*

Citing endless hours, an undercutting assistant and conditions that made him once think “about driving off a bridge,” the resignation letter from the former events manager of Deltona’s recently opened community center paints a picture of exhaustion. Until Monday, city officials refused to make public Chris O’Donnell’s letter, claiming it was exempt from Florida public records laws because of the Health Insurance Portability and Accountability Act.

In the letter to City Manager **Jane Shang**, dated Jan. 11, O’Donnell acknowledged that he and **Shang** “have not seen eye to eye all of the time” in the management of The Center, for which O’Donnell was sorry. “I, in no way wanted to ever cause you grief in making the decision to hire me,” O’Donnell, who finished work the week of the Jan. 29, wrote. He said he realized after a phone conversation the previous day that he “was becoming an obstacle going forward.”

In the second week of January, O’Donnell estimated he’d work more than 80 hours. “I do not have the stamina to keep this pace up and I really do not want to put these kind of hours in when I am not appreciated,” O’Donnell wrote. “When a job starts making me ill and no longer is enjoyable, then it is very hard to continue to sell and be enthusiastic about what you are doing,” O’Donnell wrote, adding that he was worn down both physically and mentally.

He said it was obvious **Shang** liked his assistant, Inez Nazario-Vega, who also serves as president of the Volusia Hispanic Chamber of Commerce. O’Donnell claims Nazario-Vega would change decisions he’d made without telling him and didn’t want to work on weekends. He also said she would tell him of her dislike for working with him while they were setting up for an event. Nazario-Vega couldn’t immediately be reached Monday.

The relationships with **Shang** and Nazario-Vega weren’t the only factors, O’Donnell’s letter states. On June 12, in a City Commission discussion about The Center, former Deltona Commissioner Brian Soukup said he did not believe O’Donnell was the right person for the job, meeting minutes show. “I have worked through the most hostile conditions, from commissioners wanting me fired the first month I was here, and to all of the negative comments I have endured over the past 11 months,” O’Donnell wrote. He said what he thought was a “dream job” had become a “dream nightmare.”

The morning of Jan. 11 he decided “instead of driving off of a bridge, I was going to pick myself up and call what I have done a real accomplishment, and move on to something new.” O’Donnell ended the letter by saying he wouldn’t jeopardize his health and happiness for any job, and the job he’d left in Texas wanted him “to work insane hours and do it all alone.” “I make my decision now to leave because of even crazier hours, and a system I no longer have the energy to fight with.” Following Monday night’s City Commission meeting, **Shang** said O’Donnell’s letter

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speaks for itself. She also said the city has advertised the events manager position, and a city staffer will help in the interim. The Center, a 30,000-square-foot building at 1640 Dr. Martin Luther King Blvd., opened to the public for the first time Dec. 30. It's designed to host weddings, parties, meetings, community events and school dances, with a part of the space reserved for Volusia County's Council on Aging.

Mayor John Masiarczyk said O'Donnell had taken on a daunting task in his position with The Center. "I think he had a lot on his plate and a lot of stress on him, and he did an excellent job while he was there," Masiarczyk said. The city's attorney, Marsha Segal-George, wrote that O'Donnell did not want the information shared and because it concerned a "sensitive health issue," the letter was exempt under a public-record law protecting participation in an employee assistance program.

In a Friday email to **Shang**, Segal-George wrote: "Protection of his resignation letter by the city under (HIPAA) is limited to his employment with the city. Mr. O'Donnell no longer works for the city and that severs the (HIPAA) connection and the privacy rule is no longer effective. ... The document is now a public record." The city released the letter to News-Journal Editor Pat Rice on Monday.

O'Donnell said the city didn't ask his permission to release the resignation letter. "They just said they were going to release either Friday afternoon or Monday. It is what it is, and I can't discuss it," he said, adding that now the public will know why he left, though he doesn't think the reasons for his departure will come as a surprise.

"I think everybody understands the problems in Deltona, and that's all I can say," O'Donnell said.

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Jane K. Shang
(Articles are in reverse chronological order)

West Volusia Beacon, The (DeLand, FL)
December 20, 2017

State panel clears two Deltona city officials

Author: *AL EVERSON al@beacononlinenews.com*

The Florida Commission on Ethics has ruled in favor of Deltona City Manager **Jane Shang** and former City Attorney Becky Vose, in a controversy more than a year old. The Ethics Commission Dec. 13 concluded there is “no probable cause to believe” **Shang** acted improperly by allowing Vose to remove a hard drive from a city-owned laptop computer. The panel also determined there was no attempt to “assist or cover up the city attorney’s use” of the laptop for her firm’s other private legal work.

Vose had said she took the hard drive out of the computer to protect confidential information, and the Ethics Commission concluded she had not “misused” the laptop for her personal or for her law firm’s benefit. Two city commissioners had complained in December 2016 about the removal of the hard drive from the city-issued computer.

Shang issued a written statement on her vindication. “I never doubted my decision making and the appropriate performance of my duties as City Manager, I continue to look forward to working with the Commission and to making Deltona a better place to live,” her official comment reads.

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Jane K. Shang
(Articles are in reverse chronological order)

Daytona Beach News-Journal, The (FL)
August 21, 2017

Deltona commissioner resigns, citing 'unprofessional' manager

Author: *Katie Kustura*

DELTONA — Brian Soukup resigned from the Deltona City Commission Monday, citing "principle" and concerns about the direction other leaders are forging. "The recent actions of this commission, as well as the continued unprofessional actions of City Manager **Jane Shang**, through the withholding and continuous misrepresentation and manipulating of critical information, have alienated me as an elected official and has essentially disenfranchised the people of my district," Soukup wrote in his letter. "These actions ... have essentially created an environment that steadfastly denies the free and full participation of at least some of the elected commissioners. Our citizens have been made to feel unwelcome and are often met with hostility and deliberate intimidation as they try to speak during public comment." Soukup, who represented District 5 since 2014, made his resignation effective immediately. He was not at Monday's commission meeting.

Commissioners have 30 days to appoint a replacement until the end of his term in November 2018. Several residents spoke in support of Soukup's decision during the public comments section of Monday's commission meeting, but at least one commissioner, Anita Bradford, questioned the wisdom of resigning. "You don't quit and turn your back and walk away," Bradford said. "If you really feel there's something going on, then you're going to stand up." Bradford said she doesn't always agree with **Shang**, who Soukup targets in his letter, but she doesn't hold a grudge because that impedes progress and that's not what she was elected to do. "You're a city commissioner. Figure out a way to make this work. That's what you're supposed to do," Bradford said. "We're not going to always get along with everybody."

Shang's response. Between an agenda review meeting and the start of the 6:30 p.m. commission meeting, **Shang** said she would not take questions, but instead said she would email a statement in response. It pointed to favorable financial and economic development conditions in Deltona, but did not address Soukup's specific complaints. **Shang** said: "The commission will not be the same without Commissioner Soukup. Commissioner Soukup's absence will be noticeable. I will continue to work with all commissioners to move Deltona forward as always." After Soukup's letter of resignation was read into the record during the commission meeting, as he requested, several residents stood and applauded.

Santiago Avila Jr., who's looking to be Deltona's next mayor when John Masiarczyk's term expires next year, brought a sign that read "#TeamSantiago Standing With Soukup." After the clerk finished taking attendance, Masiarczyk, saying he felt compelled to do so following Soukup's resignation, recited the "Serenity Prayer." During a meeting recess, Masiarczyk said he was shocked by Soukup's announcement. "It's just unfortunate it happened this way because Brian came in with a lot of enthusiasm and a lot of good ideas," Masiarczyk said. "Other things got in the way and he couldn't accomplish what he really felt, and I can

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understand how he felt, and I can wish him nothing but the best." Commissioner Heidi Herzberg said she was shocked and saddened by Soukup's announcement because while she may not agree with him all of the time, she still likes him as a person. "I don't think his heart is in it anymore. I think his heart is in the school and sports, and he's really good with that," Herzberg said. "Everyone has to do what's best for them." By newspaper deadline time Monday, the meeting was continuing.

Frustrations mount. Last October, Soukup wrote an opinion piece for The News-Journal complaining that he had learned only through public records requests and digging that 50 percent of Deltona employees were being paid above their grades, and that the staff subsequently received 3-percent, across-the-board raises. He has also raised concerns about a proposed civility ordinance that failed to pass and the staff's failure to disclose information faster about the extent of damage to the city's sewers in 2014 and 2015.

Soukup was one of two commissioners who voted in May to fire **Shang**, the city manager the last two years in Deltona. The effort failed when four commissioners voted to support **Shang**. Additional concerns he cited in his resignation letter included the inability of public officials to obtain public records "without significant cost," commissioners' decision to bar fellow commissioners from placing items for discussion on the agenda without majority approval and the commission's policy change to allow "only positive and short comments during commissioner comment time." By phone Monday, Soukup said the straw that broke the camel's back was when a moratorium on changing water rates was lifted in his absence.

Soukup said he'll continue to be an advocate for programs for children and bringing a vocational school to Deltona, but as long as **Shang** and certain other officials are still in office, Soukup said he has no plans to represent the city again. "What I'm hoping is that the city's residents get more involved," Soukup said. His resignation energized a group of residents who have often expressed skepticism of **Shang**, such as Avila, the 2018 mayoral candidate. Soukup was always willing to speak on behalf of his constituents and endured bullying by others on the dais, Avila said. "I ask and I implore the residents of District 5 to put in their applications to help replace Soukup," Avila said.

Resident Brandy White said issues including those Soukup cited in his resignation letter should be investigated by an outside agency. Longtime resident Linda White wrote on Facebook she was "blown away" by Soukup's resignation. "How much time and care he took to reach out to us. How vulnerable and open he was with us. That is no small thing," she wrote. "And perhaps the first time we have ever truly known that we were loved and cared for by an elected official."

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Jane K. Shang
(Articles are in reverse chronological order)

West Volusia Beacon, The (DeLand, FL)
May 10, 2017

Deltona civic center slowly becoming reality
Deltona officials tout civic center for events big and small
Author: *AL EVERSON al@beacononlinenews.com*

Building it with the expectation they will come — that is what Deltona is doing to bolster and solidify its intention to be an “in” place for business meetings, small conventions, entertainment, and celebrating life’s mileposts. “As a city government, we listened to the community. They wanted a community center,” said City Manager **Jane Shang**. “It’s happening.”

The Center at Deltona, now under construction at 1640 Dr. Martin Luther King Blvd., in Howland Crossings, will enclose about 30,000 square feet of space. That interior space of the \$10 million facility will be divided into a ballroom, meeting rooms, conference rooms, and a gathering place for senior citizens. The ballroom may be subdivided into smaller spaces. The Center at Deltona is supposed to open in December.

So what may be booked at The Center? A wide array of happenings, city officials say. “Sales meetings, school banquets, weddings, bridal showers, celebration of life lunches, dinner shows with live entertainment on Friday nights, Sunday brunches starting at once a month, conferences, proms, ceremonies, baby showers, seminars, graduations, receptions, quinceaneras and holiday parties,” according to a listing of suggested events suitable at The Center given to the City Commission. There will also be a kitchen ideal for catered events.

Use of The Center at Deltona will come at prices supporters say are affordable. Center Events Manager Chris O’Donnell said the facilities will be desirable and in demand. “There’s no competition in Deltona. You’ve got to spread out, and the closest is the Sanborn Center [in DeLand], or maybe the DeBary country clubs,” he added. O’Donnell projects \$970,000 in annual sales income or bookings at The Center at Deltona after it opens. No events have been booked in advance thus far.

The city borrowed to build The Center, and the debt service will be \$405,000 per year. The annual operating cost may be \$565,700, Deltona Public Information Director Lee Lopez said. The Center at Deltona will bring, in addition to O’Donnell, about a dozen new jobs to Deltona, including two receptionists, four setup personnel, at least four bartenders, and an assistant manager. O’Donnell said The Center’s staff will be hired during the fall.

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

West Volusia Beacon, The (DeLand, FL)
May 4, 2017

Attempt to fire Deltona manager fails

Author: AL EVERSON *al@beacononlinenews.com*

Deltona City Manager **Jane Shang** survived an effort to oust her. Two city commissioners' pent-up frustrations — especially regarding the hiring of Chris O'Donnell as events manager for the city's new community center and the proposal to acquire a liquor license for the center — were not enough to force **Shang** from the job she has held almost two years. "I move to terminate **Jane Shang** as city manager immediately," Commissioner Christopher Alcantara said May 1, as the City Commission meeting neared adjournment. The City Commission subsequently voted 4-2 to retain **Shang**.

Alcantara's motion got a quick second from Commissioner Brian Soukup, who has been critical of **Shang's** administration for months. Soukup voiced a litany of complaints about The Center at Deltona and **Shang's** oversight of the project before Alcantara spoke. "Now, this is a business venture," Soukup said. "We have no business plan for this." Saying he opposes the city government's obtaining a liquor license for alcohol sales at the community center, Soukup said the decision to serve alcohol came about without **Shang** asking the City Commission's blessing. "Did she go rogue?" he continued. Soukup said he doubts an estimate that \$470,000 a year can be made from selling alcohol at The Center.

Further, if alcoholic beverages are sold there, the city will be competing with a private business nearby. "The city is going to take a liquor license," Soukup said. "There is a bar 500 feet away." Soukup also noted The Center lacks the requisite commercial zoning for selling alcoholic beverages. He ended his discourse with a call to terminate O'Donnell and halt construction of The Center "immediately," pending a request by Deltona for an ECHO grant from Volusia County to cover part of the \$10 million building cost. The Center is supposed to be completed and ready to open before the end of this year. ECHO is a voter-approved property tax to fund projects that have environmental, cultural, historic or outdoor-recreational purposes. Alcantara spoke in a similar vein. "I don't think the government should be selling liquor," he said. "I don't want us to sell alcohol."

Alcantara alleged **Shang** had failed to follow up on a business-recruitment lead he had passed along to her, saying the company had established itself in Orange City, instead. As well as attacking **Shang** for "failing to do a feasibility study" of The Center, and charging her with "poor decision-making," Alcantara also alleged **Shang** had once referred to a Deltona woman as "Hispanic trash." **Shang** was mostly silent as her critics spoke. Asked after the meeting for her reaction to the vote to oust her, **Shang** gave a terse reply: "The commission spoke," she told The Beacon, before turning away.

Internet – Newspaper Archives Searches
Jane K. Shang

(Articles are in reverse chronological order)

Mayor John Masiarczyk, Vice Mayor Chris Nabicht, and Commissioners Heidi Herzberg and Mitch Honaker formed the majority opposing **Shang's** dismissal. Alcantara and Soukup voted for the motion. Commissioner Anita Bradford was absent because of a death in her family. Masiarczyk later said he, too, opposes the city's acquisition of a liquor license for The Center because of the liability the city would incur. Rather, if alcohol is to be offered at the facility, the commission may be better served by contracting with a hospitality provider, the mayor said.

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

ABNewswire (USA)
March 18, 2017

DELTONA CITY MANAGER JANE SHANG RECEIVES CITIZEN OF THE YEAR HONOR

DELTONA, FL - 18 Mar, 2017 - Deltona City Manager **Jane Shang** was recognized for her work with the City by the Deltona Dreamkeepers during the 2017 Dr. Martin Luther King Weekend. Ms. **Shang** received the Citizen of the Year Award, at the January 14 the Annual Breakfast Celebration, for her outstanding work and contributions to the community in 2016.

Additionally, the Volusia League of Cities selected Ms. **Jane Shang** to receive the group's 2016 City Manager of the Year Award. The League of Cities determines the recipient based upon outstanding leadership that makes their city and Volusia County a better place to live.

Ms. **Shang** was hired as the City Manager in June 2015, and launched the City's beautification campaign, encouraging residents to improve their property by landscaping and following the City's trash ordinances.

Additionally, Ms. **Shang** has been instrumental in the progress of the City's new Community Center, with the ground-breaking scheduled for January 26 th, and a planned ribbon-cutting in December 2017.

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Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

West Volusia Beacon, The (DeLand, FL)
January 4, 2017

Deltona drowning in public-records requests

Author: *AL EVERSON al@beacononlinenews.com*

Public-records requests are mushrooming in Deltona, and officials are straining under the load, according to City Manager **Jane Shang**.

Henceforth, city officials requesting public information will have to pay for it, and so will anyone else whose requests exceed 15 minutes of staff time. State law permits local governments to charge an hourly rate for public-records requests equal to the hourly wage of an employee of the lowest pay grade working in the agency handling the request.

Shang told the City Commission Dec. 29 that the city administration spent between 150 and 200 hours in September responding to requests for public information, but that the December volume had reached 2,030 hours. The spike in demands for public records is causing staffers to work overtime.

The City Commission decided to begin charging those asking for public records, if the demands may be honored only by extensive research and review of the documents in question. Many of the recent public-records requests came from newly elected City Commissioner Christopher Alcantara, who has been delving into city contracts with private businesses.

Alcantara had made one request that, **Shang** said, would have cost more than \$19,000 to fulfill, but he later withdrew his request because of that expense. Alcantara made other requests, for which, he said, he was told there would be no charge because of his status as an elected official.

The City Commission had convened in special session Dec. 29 to discuss operating procedures for its members. Commissioners spent more than four hours airing their grievances and personality conflicts. "It was good to get all of this out. Now we know what each other is thinking," Mayor John Masiarczyk said, when asked what the meeting had accomplished.

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

Daytona Beach News-Journal, The (FL)
December 11, 2016

Deltona city attorney's hard drive at center of controversy

Author: *Austin Fuller*

DELTONA - In a city hall rife with tension, Deltona's most recent controversy involves the removal of a computer hard drive. City Attorney Becky Vose's decision to temporarily remove the hard drive - in order to protect confidential attorney-client information, she said - has set off a flurry of emails and objections among a regular cast of commissioners who have clashed with Vose and City Manager **Jane Shang**. An outside legal opinion that Vose "acted most appropriately" only added to the latest discord.

Commissioner Brian Soukup has taken umbrage in recent months with **Shang** over a payout of unusual sick and vacation time to a promoted firefighter and the handling of an issue with the city's sewer system. He has also called for Vose's resignation over a proposed civility ordinance that could have limited public officials' criticisms. Soukup is one of at least two city commissioners who are calling for a special meeting to discuss the hard drive incident, and the city manager has called out one of her employees over emails he sent on the matter. The issue is expected to come up at the commission's regular meeting at 6:30 p.m. Monday at City Hall.

WHAT HAPPENED

Deltona's latest imbroglio started when an information technology employee for the city asked Vose for her computer's password so that it could be replaced with a newer model, the attorney wrote in an email to commissioners explaining her actions. Vose said she was told if she didn't provide the password, it could be changed and her computer could be accessed. Vose cited a Florida Bar opinion that obligates lawyers to safeguard confidential attorney-client materials and sought permission from **Shang** to remove the hard drive, her email states. "I have been carrying it around with me since then in my purse/briefcase, in a manner similar with what I would do with a city laptop, if one were assigned to me," she wrote.

The hard drive was returned to the computer after information technology staff told Vose they would transfer the hard drive's contents to the new computer's hard drive and destroy the old one in front of her, Vose wrote. In a statement provided to The News-Journal, Vose wrote protecting the city is her "utmost responsibility as their attorney." "There was no other recourse to take after a city employee said he was going to remotely access confidential attorney/client documents and strategy for ongoing litigation," the statement reads. City commissioners Christopher Alcantara and Soukup see it differently. "We are the client," Alcantara said of the city. "She's protecting client information from the client? That doesn't make any sense."

OUTSIDE LEGAL OPINION

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

Vose obtained a legal opinion on the matter from Lonnie Groot, a Lake Mary-based attorney who has served numerous Central Florida governments including Daytona Beach Shores. Groot wrote that Vose "acted most appropriately" and went "far beyond" what was required by the city charter and other laws pertaining to attorney ethical requirements. Alcantara and Soukup were not satisfied with Vose's decision to seek an outside opinion. "I feel it necessary that the City Commission discuss hiring separate and outside counsel - that is not under the control of the City Attorney or you - to investigate this matter and to provide us with legal advice," Soukup wrote in an email to **Shang** and Vose. Mayor John Masiarczyk said he respects Groot's opinion and knowledge of the law. "I have no evidence of any wrongdoing," he said.

IT MANAGER EMAILS

Information technology manager Steven Narvaez weighed in with emails in November to Deputy City Manager Dale Baker. "She took it upon herself to remove the hard drive," he wrote on Nov. 17. "I told her I was very disappointed (and) quite concerned by her action as it amounts to theft of city property." **Shang** shared Narvaez's emails with commissioners along with a sharp rebuke and criticism of her employee, calling his emails "grossly inappropriate." "This situation is particularly troubling since it was the actions of one of Mr. Narvaez's staff who provoked the situation," the manager wrote.

Local activist Jamison Jessup, who is not an attorney but provides qualified representation before Florida agencies, has also emailed The News-Journal that he will be representing Narvaez in complaints with state agencies of unlawful retaliation. "In fact, he believes that she (**Shang**) has not only retaliated against him; but, has made false accusations about him," Jessup wrote.

WHAT'S NEXT?

Soukup has emailed the manager and attorney requesting a special meeting on the matter. Alcantara also wants to see a special meeting, though he plans to bring the issue up at Monday's regular commission meeting, too. Masiarczyk said that a special meeting can be called at the direction of the mayor or the majority of the seven-member City Commission.

Commissioner Heidi Herzberg, meanwhile, said the hard drive matter has been completely and clearly explained. She said the city manager and attorney have been attacked and the city has a history of turnover in those positions. "I don't see any issues here. I just don't," Herzberg said. "I don't understand this intense hatred and wanting to have the removal of the city attorney and the city manager."

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

Tribune Content Agency News Service (USA)
November 26, 2016

More details emerge on Deltona sewer issue

Author: *Austin Fuller, The News-Journal, Daytona Beach, Fla. Tribune Content Agency*

Nov. 26--DELTONA -- City officials have divulged more about damage caused to the sewer system in 2014 and 2015, but not all city commissioners are satisfied they have the full story. The city's acting public works director, Matt Doan, said in a recent interview that chemicals dumped into the system at Volusia County schools were probably not the cause of minor explosions at a city pump station, but other concerns about the chemicals remain. School officials have taken umbrage with the city's handling of the matter, saying they have not received complaints anywhere else they dispose of cleaning fluids. Meanwhile, two city commissioners raised concerns at a recent meeting, sparking a brief debate, but other commissioners shut that down. Following is what The News-Journal has learned after a couple weeks of requests for a sit-down interview with top city staff.

COMMUNICATION ISSUES

The problem was made public by Commissioner Brian Soukup in October after he learned about potential contaminants entering the city's wastewater system and that minor explosions had taken place. Soukup was upset that he had not learned about the matter from City Manager **Jane Shang** and top staff. In an interview with The News-Journal, Doan said it is less likely the chemicals were the cause of the explosions. "It is more likely it's more traditional vapors from wastewater," he said. He added: "It's not 100 percent." Regular wastewater puts off methane, which is flammable, he said. After the October commission meeting, members of the public came to the erroneous conclusion that there were problems with the city's drinking water, and the city issued a press release to correct the misconception. The release noted "ongoing coordination" between the Volusia County school district and the city regarding discharge to the sewer system, and that in 2014 and 2015, contained, minor explosions took place at the time chemicals entered the sewer. The release was challenged by school district officials, with its general counsel, Mike Dyer, calling it "reckless and irresponsible." "We reported the facts," Doan responded. "We weren't trying to imply anything other than reporting the facts. The commission meeting had a lot of misinformation, and we didn't want to go in there and say something like 'Well, there were no chemicals.'" **Shang**, in a written statement, also addressed Soukup's complaints about communication, saying the district's disposal of waste into the sewer system was listed 12 times in eight weekly reports by the city attorney. "Had there been concerns involving public health, safety, or welfare issues relating to the 2016 events, those issues would have immediately been brought to the attention of the City Commission by the City Manager," **Shang** wrote.

EFFECTS ON SEWERS

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

City staff is concerned, Doan explained, about the effect the chemicals could have on microorganisms that are part of the city's sewer treatment process. He said the chemicals either "slow down their activity or they kill them off." Daniel Hall, an environmental specialist with the state Department of Environmental Protection, said it is possible the chemicals could have this effect on the city's sewer system, but he could not say for sure because it could vary based on the diluted amount of the chemical that would reach the plant. Carolyn Ansay, outside counsel for the school district, said the chemicals are going into the drains at the recommended dilution rate. Greg Akin, the district's chief operating officer, added the same process is being used throughout Volusia County and the only concern is in Deltona. DeLand Public Works Director Demetris Pressley confirmed his city is not having any issues. Additionally, the school district has asked its vendor to conduct testing to ensure the proper dilution rates, Akin said. "We're just being cautious," Dyer added. A follow-up email from district officials added the district has worked with the city on its concerns. "Since those concerns are unwarranted, the District considers the matter closed," it states.

COMMISSIONERS DEBATE

About three weeks after the issue surfaced publicly, Deltona staff released a timeline detailing the problem. But outgoing Commissioner Diane Smith, who has since been replaced by Anita Bradford, still had questions after the information was provided, "If I had just sat down and read that timeline I would have been very concerned," she said at an agenda review meeting Nov. 7. That night at the regular commission meeting, Smith inquired about the costs to the city. Commissioner Soukup -- who has previously accused **Shang** of lying by omission -- also made a new accusation against her at the agenda review meeting. He said there was a read receipt for an email showing **Shang** knew the issue was coming up at the October meeting, but when asked during that meeting, did not indicate that she did. "We were lied to right there on the record," he said. City Attorney Becky Vose and other commissioners defended **Shang**. "I was in the office at that time," Commissioner Heidi Herzberg said of when **Shang** was alleged to have read the email. Vice Mayor Chris Nabicht was concerned about the effect the debate was having on the city's ability to bring in businesses. "We are risking millions and millions of dollars of future economic development in this city by these allegations," he said. "Bring the charges, put them out there on the table, let her have her day in court, but investigate it. If there's substance to it, it will come out."

WHAT'S NEXT

Soukup told The News-Journal he still has issues about the incidents, but if he is the only commissioner that does, he cannot move it forward by himself. "I'll have to move on," he said. Newly elected Commissioner Christopher Alcantara said he still has questions about the matter. "It was a big deal when the public knew nothing about it ... but now that the public knows about it it's no longer a big deal and it doesn't make any sense," he said. Mayor John Masiarczyk said he still sees the issue as something to be handled by staff. "It's still a staff-directed issue," he said. "It hasn't reached a level where we need to make any policy changes."

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

Hometown News: Deltona, Orange City, Debary (FL)
September 30, 2016

Deltona keeping all code officer positions in budget

Author: *Erika Webb ewebb@hometownnewsol.com*

In the midst of a citywide beautification campaign, Deltona commissioners have decided not to eliminate two code enforcement positions. The City Commission voted unanimously Sept. 19 to adopt a final budget of about \$1.56 million. Before adopting a tentative budget at a meeting Sept. 6, discussion turned to the possibility of eliminating two code enforcement positions, a move City Manager **Jane Shang** did not want. Deltona code enforcement employs 12 officers, two supervisors and one solid waste coordinator, according to the city spokesman Lee Lopez. At a budget workshop Aug. 11, the commission directed staff to look at cutting two code officers, “possibly reducing the level of service on the weekends and separating the duties of animal control and code,” according to a memo issued Aug. 29 by deputy city manager Dale Baker to Ms. **Shang**.

In the memo Mr. Baker noted displaced officers would not be able to be put in new positions. “They either do not meet the minimum qualifications or they would be required to take a 31 percent pay cut,” he explained. Of 10,552 code enforcement cases opened this year, only 290 (less than 3 percent) resulted in the issuance of citations or scheduled appearance before the special magistrate, according to the memo. From Jan. 1 to Aug. 29, Mr. Baker noted, the city has opened on average 34 new cases every Sunday, compared to 47 new cases on other days of the week. “The number of Sunday calls indicates the community expects service seven days per week,” he wrote, noting, “Many other communities expect service from Monday-Saturday.” In addition to responding to calls, officers, this year, have been tasked with unlogged activities, such as distributing educational flyers and scheduling bulk trash pickups for citizens. “This protocol deflates the actual amount of work performed by Code Enforcement,” the deputy city manager wrote. “Generally, an officer has a workload of approximately 75 cases at any given time.” He noted that during the time period officers disseminated information on Deltona’s “In the Bin” program and talked with citizens about solid waste issues and newly enacted policies, “no cases were opened.”

“Officers are now spending approximately 25 percent of their time on solid waste issues,” Mr. Baker wrote. He explained code enforcement officers are vital to strategic goals, such as public safety, under which fall the city’s beautification and demolition programs. A reduction in force conflicts with the city’s strategic plan to, among other aims, “strengthen code enforcement” and “review the need for additional staff,” he stated. Other points in the memo included the potential for more complaints to result from splitting the code enforcement department into six code and six animal control officers. Mr. Baker illustrated: “Officer goes out for an animal issue and observes a code violation. Code officer now goes out; citizen complains we are harassing them.” It would not be efficient to send two people to the same address, he concluded. Such a separation would result in half of the officers being certified and up to date in code and the other half, animal control. Presently, all are certified and versed in both. “This action will result in a staffing

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level we had in 1998,” Mr. Baker cautioned, “one animal control officer was on vacation and the other was in Daytona at the humane society. No officer within the city limits.” A reduction in force and service would result in more officers working on the same days, creating a need for four vehicles, at a cost of about \$120,000, Mr. Baker explained. In the Sept. 6 meeting Vice Mayor Chris Nabicht acknowledged he was the “catalyst” for eliminating the positions and splitting the code enforcement duties.

“I met with the manager and I will concede and agree with her ...,” Vice Mayor Nabicht said, explaining Ms. **Shang** agreed to provide the “means to track what animal control is doing.” “I will support her request to maintain the level of service,” the vice mayor said.

According to Mr. Baker’s memo the code enforcement department will refocus its efforts, using education as a means to achieve compliance and will attend neighborhood watch and other public outreach meetings in order to improve public perception of the department. A comprehensive tracking system will reflect all calls received and the “actual” amount of work performed. Staff will provide an annual report identifying workload, return calls/follow-up and case closure. Of the workload 25 percent will be proactive rather than reactive, according to the plan.

Mr. Baker also identified priority issues to be addressed under the city’s beautification program, including: blight and dilapidated structures; debris, grass, hoarding and trash; green swimming pools (to address Zika virus and mosquitoes; parking and inoperative vehicles; trap-neuter-return program and domestic animals and notifying both the tenant and landlord or landowner of code violations.

Commissioner Mitch Honaker said there have been plenty of Sundays when he and his neighbors have had animal issues. “We needed code out there,” he said, adding he disagrees with the idea of splitting the department. “That’s just ridiculous, sending two people out to one house,” Commissioner Honaker said. However, he added, he will not support adding more officers. “No more in the future,” Commissioner Honaker said. “If we can’t manage with what we have, shame on us.”

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

Daytona Beach News-Journal, The (FL)
September 20, 2016

Deltona commissioners call out colleague over criticism in firefighter promotion

Author: *Austin Fuller*

DELTONA – The tables were turned on Deltona City Commissioner Brian Soukup late Monday night after he questioned City Manager **Jane Shang**'s integrity and handling of a firefighter's promotion. Soukup's questions arose at last week's commission meeting following **Shang**'s promotion of William Swisher to a deputy fire chief position. As part of that promotion, Swisher received a "one-time cash out" of unused sick time and vacation time, a payout of more than \$93,000. Soukup took issue with the percentage of sick time paid to Swisher, as well as a conversation he had with **Shang** in which he felt the city manager had lied to him "through omission." On Monday, at the end of a busy meeting that went past midnight, other commissioners directed their criticism at Soukup. "Why shouldn't it be a bash Soukup?" said Vice Mayor Chris Nabicht, a former deputy fire chief and fire marshal for the city. "He has no trouble with going off the cuff and bashing these good men and women of this department and ... this woman over here (**Shang**) with no justification, none whatsoever. You're out of line, Soukup."

Mayor John Masiarczyk also questioned Soukup's comments. "You let your emotions overload your discussion and it got out of hand," Masiarczyk said. The payout Swisher received as part of his promotion was 75 percent of the value of his unused time: \$25,546 for his sick time and \$67,873 for his vacation time. Soukup questioned the percentage because the union contract calls for a 50 percent payout of unused sick time for those who had been with the city for 20 years, and a 75 percent payout for those whose tenure reached past the 25 year mark. The promoted firefighter had been with the city for 23 years. "We went above the union contract," Soukup said. "We broke the union contract." He added this set a precedent for the city paying out more than it had to. However, in a letter to the commission, City Attorney Becky Vose wrote the section Soukup referred to is only for employees who are terminated and does not apply to employees promoted out of the bargaining agreement. James H. Sullivan III, an attorney for the union, also wrote a letter saying the city isn't restricted by the bargaining agreement for a non-bargaining position. Also last week, Soukup accused **Shang** of lying by omission because the payout was higher than he believed. **Shang** responded there is nothing more important to her than honesty and integrity. "I did not lie to you," she said. "I did not recall the exact amount." Soukup fired back: "You don't remember a \$93,000 check that you write a firefighter? Are you kidding me?" On Monday, Soukup noted other issues he had with the city manager, including concerns he had about the handling of a compensation study. "My whole point of Monday night last week was to show that our city manager, who I trusted ... is doing things that I believe are not in the best interest of the city," he said. **Shang**, whom the commission selected as manager in April of last year, was recently recognized by the Volusia League of Cities with the city manager of the year award. But her time so far has not been free of controversy. On the most heated issue so far -- the city's new trash rules -- Soukup and Shang were on the same side.

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

Daytona Beach News-Journal (FL)
December 27, 2015

Deltona tells residents to tidy up their trash or else

Author: *Mark Harper; mark.harper@news-jrnl.com*

DELTONA — City Manager **Jane Shang** is urging changes and stricter enforcement to trash pickup rules after showing city commissioners a slideshow of littered Deltona yards. During a recent City Commission meeting, **Shang** displayed roadside photos — torn cardboard boxes, piles of old furniture, even a toilet — and narrated: "Here we have a situation where there was so much trash, they can't put all the trash in the Waste Pro container so they put it out any way they can. Homes where rather than putting their belongings inside, they put it right on their front porch. Anything and everything." She then asked commissioners to proceed with plans to educate the public on what's allowed and what's not, followed by amending the ordinance governing those rules. But something went awry at that Dec. 14 meeting. City commissioners debated some of the details. Commissioner Brian Soukup said residents should be able to use more than just their official Waste Pro containers. Vice Mayor Chris Nabicht and Mayor John Masiarczyk agreed **Shang's** presentation was done without sufficient public notice and predicted some residents will be upset with some of the proposed new rules. Yet all say they are on board with the goal: Cleaning up the city.

BEAUTIFYING NEIGHBORHOODS

Since taking over as city manager in June, **Shang** has — among other things — led an effort to make Deltona more visually appealing. She had staff improve the landscaping around the gateway entrance signs and other city properties, and last week watched as Deltona inaugurated a holiday lighting event, bathing City Hall in blue and white lights with a large "20" sign to celebrate the 20th anniversary of incorporation on Dec. 31. The effort earned recognition at a recent Florida Planning and Zoning Association meeting, **Shang** said. But the next phase is asking residents to buy in. That started with a November visioning session where there was consensus that city beautification should be a focus. "I believe Deltona is at a crossroads," she said. "We need to clean up the trash and need more code enforcement."

She's hired an additional code-enforcement officer to help with trash ordinance violations. And she came up with a series of three recommendations:

- First, all residents must use only the 96-gallon wheeled trash bins provided by contractor Waste Pro of Florida — not other bins or trash bags. Residents can purchase a second bin from Waste Pro for \$32 a year and are also provided recycling bins. "The 96-gallon container should be more than sufficient," she said.
- Residents must call ahead to report pickup of bulk waste — materials such as furniture or larger items that won't fit in the 96-gallon can.
- They would face new limits on the amount of yard waste that can be set out each week.

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

A News-Journal review of the 2012 contract between the city and Waste Pro, obtained through a public-records request, shows it doesn't require customers to use the Waste Pro bins or call ahead to have bulk trash picked up.

But **Shang** said she does not believe the contract needs to be modified. She said the city can instead tweak its trash ordinance. The details of those language changes, and public hearings on the ordinance are yet to come. But the Waste Pro-provided bins were a bone of contention during negotiations, when some commissioners insisted residents be allowed to put out personal trash cans and bags separate from the company totes. The contract states: "Service shall be limited to the collection of a 96-gallon solid waste container or the equivalent capacity in containers provided by customers." **Shang** notes the limit — "equivalent capacity" — and said Deltona has not enforced its own rules in recent years, contributing to the problems. In an interview last week, she said limiting waste to the 96-gallon can is reasonable, as is asking residents to call ahead for bigger trash pickups. "It's just like for example if you have a dinner party for 30 people, wouldn't you make reservations at a restaurant?" she said.

DEBATE OVER DETAILS

Some commissioners said they outright support **Shang's** proposals. "I support this completely," said Nancy Schleicher, who said she would only ask that residents get amnesty for going over during the holidays and once a year for a spring cleaning. Heidi Herzberg said she regularly sees violations of the city's rules. "I'm all for cleaning up the city," she said. "At our visioning session, every table made it clear they want the city cleaned up."

But Vice Mayor Chris Nabicht and Mayor John Masiarczyk expressed concerns that residents were told one thing when the contract was signed — that they could use their own containers — and now will be asked to use just the Waste Pro bin. "I am not at all against the beautification effort," Nabicht said. But he said the Waste Pro contract faced criticism from residents when it was negotiated, rather than put through a bidding process. "We are going to take an extreme amount of heat up here from the public when this comes out," he said. "Get ready for the phone calls." In an interview, he expressed other concerns, including that limits on the type of trash receptacles used and the requirement for some to purchase a second Waste Pro bin. "I don't care how you dress it up. That is a tax increase," he said.

Nabicht also wants unlimited yard waste pickup, saying that many times when residents trim trees or clear brush, they accumulate more than the limits **Shang** was proposing. Masiarczyk said there will need to be much more public involvement in the rewriting of rules, and a massive education campaign to promote recycling and use of the Waste Pro bins. "Most of the pictures (in **Shang's** presentation) were people that were sloppy," he said, adding that more code enforcement is appropriate in those instances. **Shang** said as the ordinance is rewritten and approved, it will have two public hearings, in addition to the discussion she started this month.

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

Daytona Beach News-Journal (FL)
November 30, 2015

6 months in, Deltona city manager gets high marks, \$15,000 raise

Author: *Mark Harper; mark.harper@news-jrnl.com*

In her first six months as city manager, **Jane Shang** has brought progress to Deltona, which, in turn, brought praise from her bosses, the City Commission. **Shang** has engaged Deltona in a beautification program, forwarded plans to construct a community center, arranged a community visioning session and begun evaluating her own staff. In an interview, Mayor John Masiarczyk said **Shang** is "doing great." He and the other six commissioners have given **Shang** an above-average evaluation. On Tuesday, as part of her contract, she gets a 10 percent raise. Her starting salary was \$150,000, but it jumps to \$165,000 after six months, and \$175,000 after the first year. Also as part of that contract, commissioners are required to evaluate her by Oct. 6 each year. On a scale of 1 to 5, with 5 being excellent, **Shang** averaged 4.3.

Shang said she has been fortunate. "I came at a time where everyone, I think, was looking for change, a new direction for the city," she said. "It's a great city, but we can be more." Some of the bigger goals — branding Deltona, attracting jobs and increasing property values — must first start with narrowing the focus. The visioning session — a series of two meetings, one for residents, the other for commissioners — gave **Shang** and her staff nine priorities, and she has begun to make sure the staff shares those prerogatives. She's also looking at organizational structure. "I'm a firm believer you don't make change just to make change. You need a period of time to do evaluation and analysis," **Shang** said. "Six months really isn't a long time."

The mayor said it was difficult to go into much depth on her evaluation this year because it came so early in her tenure. "We don't observe her day-to-day," Masiarczyk said. "We observe the end result." But three commissioners rated **Shang** excellent: Heidi Herzberg, Nancy Schleicher and Brian Soukup. Schleicher praised **Shang's** "open and transparent style," her communication and leadership in the beautification effort. Herzberg said **Shang** had addressed staff and commissioners with "direct professionalism," has shown a willingness to listen and worked to build consensus, taking historical background into account. "She has moved projects forward that have been idling for months and years, such as a visioning session, beautification projects, sports field lighting and the construction of a new community center," Herzberg wrote. "My only concern is that Ms. **Shang** not burn herself out as her first quarter here has been intense." Soukup shared no comments on the written evaluation.

Vice Mayor Chris Nabicht, who gave **Shang** an average grade, Nabicht, said he is confident **Shang** is the right leader and is moving the city "in a positive direction." But he said **Shang** needs to continue getting to know the community and strengthening relationships. "She needs to take a strong look at her staff and grow those that will help move Deltona forward. Customer service must become our number one priority with regard to the quality traits our employees embrace," Nabicht said. Commissioner Mitch Honaker rated her above average and said she is "building a cohesive, functioning team" in a city that has in years past been called dysfunctional

Internet – Newspaper Archives Searches**Jane K. Shang*****(Articles are in reverse chronological order)***

and challenged by internal strife. "After she finishes her evaluation of staff, establishing her core team and improving employee morale, she needs to make a few changes and improvements that make a 'wow' statement to residents and businesses, so they know she hears them and things are changing for the better," he said. Commissioner Diane Smith, whose evaluation did not include a numerical score, called **Shang** responsive to commissioners' concerns and praised her action on beautification, improving trash collection and moving forward with plans to build a community center. Smith shared several specific goals for **Shang**: Building a strategic plan and aligning the budget with that plan; doing a 360-degree evaluation of every department; and continued efforts at "complete transparency."

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

Daytona Beach News-Journal (FL)
November 7, 2015

Deltona commissioners prioritize image, collaboration

Author: *Mark Harper*

DELTONA — City commissioners used the better part of a Saturday visioning workshop attempting to narrow a focus that has sometimes been so wide, little got done. After hearing from more than 50 Deltona residents at a visioning workshop three weeks earlier, commissioners set an agenda of nine priorities from an original list of 26 goals. First-year City Manager **Jane Shang** said she gets a lot of ideas from individual commissioners but without a sense of priority. "We all want a lot of things to happen," **Shang** said. "We all have this whole list — it's never a short list — but when it's that long you are overwhelmed and you end up actually doing nothing. What we really need to do is shorten that list, do a reality check."

The shorter list will be:

- Coordinate and collaborate better with other governments.
- Develop a Deltona brand and improved image.
- Start a program to identify, write and manage grants.
- Analyze city and county properties and determine their best uses.
- Update the city's economic development plan.
- Strengthen code enforcement.
- Pursue permission for city fire department to transport medical patients.
- Create a utility development plan to improve water, sewer, natural gas and information technology services.

Many of those goals were written with residents' ideas in mind. Commissioner Chris Nabicht said improving utilities will, in the long haul, serve several goals, including attracting new businesses such as restaurants to areas near Interstate 4 and across town at State Road 415. "They envisioned the commercial being on the perimeter of Deltona and residential staying in the center," Nabicht said. "If that's part of our strategic plan, we need to make sure our utilities are large enough to support that. We have good commercial property that doesn't have adequate water supply for fire protection and consumption, and the sewers may or may not be in those areas." Adding natural gas lines to strategic areas of the city might help lure elusive sit-down restaurants to Deltona, he added.

Another commissioner, Brian Soukup, noting that fully one-quarter of Deltona's residents are age 18 or under, urged more of an emphasis on improving parks and events for families and young people. The city is already exploring development of a civic center and the purchase of land that could house a future park or sports complex. Vice Mayor Nancy Schleicher said improving the city's image is the best way to earn respect from Volusia County and other governments. "Until we improve our identity, until we improve our look, our focus, our potential, until we improve that, we're not going to get there," she said.

Internet – Newspaper Archives Searches**Jane K. Shang*****(Articles are in reverse chronological order)***

Shang expressed optimism because a lot of what residents expressed is in sync with plans that have already been discussed by city commissioners. "We're implementing some of the vision right now," **Shang** said. "That doesn't always happen. It seems like we're going in the same direction, which is really nice." The exercise left off some priorities, which will instead be listed in a report as "other objectives." One example: hiring a social-services coordinator.

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

Hometown News: Deltona, Orange City, Debary (FL)
July 10, 2015

New city manager ‘Creates change for the positive’

Author: *Joellen Wolfson; For Hometown News*

Jane Shang, Deltona’s new city manager, is the perfect example of her motto of creating “positive change” in the community. Ms. **Shang** grew up in Attleboro, Mass., a suburb of Boston. Her father, who is first generation Chinese, owned a laundry where she worked after school. “We were the only Chinese family in Attleboro,” Ms. **Shang** said. Her father encouraged her to further her education, and she decided upon a law degree after witnessing the city take over her father’s business during the revitalization movement of the 1980s. Even though Mr. **Shang** had just paid off a mortgage and was willing to adapt to the new needs and policies of the area, the city refused to allow him to continue his business.

Making good on her promise to her father, Ms. **Shang** graduated from Brown University with a law degree in 1980 and obtained accreditation for Congress for New Urbanization. She began working as a corporation and contracts attorney for the City of Boston and the Charlestown Navy Yard. Working with the Massachusetts Water Resources Authority, Ms. **Shang** successfully defended it against lawsuits that would stop the construction of infrastructure needed to clean up Boston harbor. She also served as assistant director for the Boston Transit Authority and director of Boston’s Logan Airport.

Ms. **Shang** migrated to Florida in 2004 to work as director of engineering and development for the City of Tampa. “I had a long-distance relationship with someone in Sarasota,” she said. “Whoever got the job first would be the one to move.” In 2008, Ms. **Shang**’s skills in negotiating financial agreements and coordinating various agencies to work together in harmony led her to a position as deputy city manager for El Paso, Texas. Since El Paso is a border town next to Juarez, Mexico, it boasts three land ports of entry. “I saw the position as an opportunity to grow my portfolio (and get involved) with international commerce,” she said.

Her finely honed skills as a financial negotiator and a coordinator of various municipal agencies were instrumental in being able to obtain \$145M of federal funding under the New Starts Program. The funds were strategically used to bring the Sun Metro bus system in El Paso from “a near meltdown to the Outstanding Transit Agency of the Year.” While Ms. **Shang** worked at upgrading El Paso’s transit system, she also had a huge impact on improving transit drivers’ health and working conditions. “Every entity has a role,” she said. “You have to recognize what that role is and strengthen everyone by seeing globally and (working with) organizational behavior. I look at how various entities fit into the bigger picture.”

With “30 percent of the population in El Paso diabetic and/or overweight,” she oversaw the construction of solar powered break rooms for the drivers with not only the usual restrooms and showers, but also a wellness facility and exercise room. “The ultimate compliment I received was a picture of the drivers at Thanksgiving showing me the (healthier) foods they were eating,”

Internet – Newspaper Archives Searches**Jane K. Shang*****(Articles are in reverse chronological order)***

she chuckled. “Customer service is internal (employee satisfaction) as well as external, involving community relations.” Along with “moving the community of El Paso forward” with economic and transportation development, Ms. **Shang** also worked to incorporate public arts by local and national artists through a \$1 billion city improvement program, “which will transform the landscape of the city.” When Ms. **Shang** was appointed city manager earlier in June, she beat out nine other candidates, and was the only female considered.

Her philosophy of “thinking globally and partnering with other agencies” has served her well in her previous city government positions. Stating that “not one entity can do it all”, Ms. **Shang**’s goals for the community of Deltona include retail development and “tying in housing, lighting and landscaping so businesses will want to step up to the plate, also.” Ms. **Shang** noted, “I want to create a more livable and more convenient community (for Deltona). Forty thousand cars exit Deltona daily to jobs in Orlando or Daytona. All of the time spent on the road, amount of gas used, and the impact on roadways does not make any sense. It also does not create a sense of community. At the very least, I want people to feel good about their city.”

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

Daytona Beach News-Journal (FL)
June 13, 2015

Deltona debuts new meeting format

DELTONA — The City Commission will try a new approach to its meetings, starting Monday. Commissioners will hold their regular meeting at 6:30 p.m., as usual. But an hour before, they will start with an agenda conference, a meeting at which new City Manager **Jane Shang** and her staff will go over the agenda and attempt to answer questions in advance of the regular meeting. “The public can attend, but we would refrain from public comment until the actual commission meeting,” **Shang** said, adding it’s been done in other cities and she thinks it might be a way to streamline the regular meetings. The City Commission agreed to try it; the agenda review meeting will be held in City Hall, 2345 Providence Blvd., at 5:30 p.m.

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

Daytona Beach News-Journal (FL)
June 1, 2015

Deltona's new city manager starts job, looks forward to challenges

Author: *Mark Harper; mark.harper@news-jrnl.com*

DELTONA — New City Manager **Jane Shang** has — like many Americans — moved south from her home state of Massachusetts.

Facts

Name: **Jane Shang**

Age: 56

New job: Deltona city manager

Prior job: Deputy city manager, El Paso, Texas

Born in: Massachusetts

Education: Bachelor of arts in organizational behavior/business, Brown University; juris doctorate, Suffolk Law School

Enjoys: Cooking, keeping fit through weightlifting, Zumba, jazzercise, spinning, osteofit and tennis

After four years in Tampa, then more than six in El Paso, Texas, **Shang** was asked about the pullback to the Sunshine State. “Rather than saying Florida, let’s say the pull is Deltona,” **Shang** said during an interview Monday, her first day. “Deltona, to me, has great potential. The will of the mayor and City Commission, the community and the business association to make Deltona a better place to live and work is the pull. I share that vision.” Deltona, Volusia County’s most-populous city with nearly 87,000 residents, faces many challenges, starting with a lack of commercial businesses.

Shang didn’t hesitate in answering a question about how the city’s progress might best be measured in coming months and years. “Economic development. Job creation in Deltona,” she said. **Shang**, who was raised in Massachusetts by parents who owned a laundry, said she believed in education and earned an Ivy League degree in organizational behavior/business from Brown University, then a law degree. She worked as an attorney and manager on big projects, including the cleanup of Boston Harbor, the Big Dig rerouting of Interstate 93 through an underground tunnel and the response to Sept. 11, 2001, at Logan International Airport in Boston. That background impressed commissioners, who welcomed her during their meeting Monday night. “I’m excited. I’m thrilled to have you here,” Commissioner Chris Nabicht said. “Volusia County, here we come. We’re going to hit it hard. We’re gonna hit it fast and you’re going to see great things out of this lady. ... She’s going to do great things for us.”

Shang, who was selected from three candidates during an April 25 interview, has a starting salary of \$150,000. “I’ve always lived by three principles: Do the right thing, be fair and make things better than you found them,” she said. “Those have always been the guiding principles in my life. I’ve always made things better than where I’ve found them.”

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

Daytona Beach News-Journal (FL)
May 12, 2015

Deltona residents air concerns about new manager's contract

Author: *Mark Harper; mark.harper@news-jrnl.com*

DELTONA — Concerns about the new city manager's contract spurred Mayor John Masiarczyk to call for a special meeting Monday night to air grievances and get questions answered. **Jane Shang**, who starts as city manager on June 1, will be paid \$150,000 to start, and has two scheduled raises. She'll get \$15,000 more on Dec. 1, then another \$10,000 raise after one year. She will be evaluated every year in October. Some commissioners – and members of the public – said her salary is too much for Deltona, where the household median income averages \$47,000 a year. "She doesn't want any of this hanging over her head," City Attorney Becky Vose said. "She is going to be a very busy lady when she starts. She doesn't want any baggage."

Commissioners heard more from the public Monday than they did on May 4, when they voted 5-2 to ratify the agreement with **Shang**, the former El Paso deputy city manager. But nothing much changed. The mayor and commissioners who supported the contract May 4 reiterated their support. **Shang** is a singular talent who will ultimately save Deltona more money than she will cost, they said, and they didn't want to dawdle and risk losing her to another job. Her contract was placed on that meeting's agenda some three hours before the meeting, and Commissioner Diane Smith complained of having too little time to adequately review it.

When Masiarczyk asked for public comment on the proposed contract that night, no one spoke. On Monday, former commissioners Zenaida Denizac and Webster Barnaby were among residents who raised concerns. "I think the public must be informed at all times," Denizac said. "We need to govern in the sunshine and I have the right to come to a commission meeting and speak." Barnaby criticized commissioners for having Masiarczyk and Vose handle contract negotiations with **Shang**, rather than the search firm.

Commissioners Heidi Herzberg and Chris Nabicht agreed on that point, but Herzberg noted that Deltona has historically appointed one commissioner or the mayor to negotiate. Larry Kent, a DeBary resident who owns businesses in Deltona and regularly attends city meetings, praised commissioners for their choice. Her price tag will be worth every penny, he predicted. "I cannot be more confident you chose the right person going forward," Kent said. "If we made a mistake, we can terminate. That's what it comes down to."

When Herzberg made a symbolic motion to again support **Shang's** contract Monday, the vote was the same, 5-2, with commissioners Smith and Brian Soukup voting no.

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

Daytona Beach News-Journal (FL)
April 25, 2015

Deltona chooses new manager

Author: *Mark Harper; mark.harper@news-jrnl.com*

DELTONA — **Jane Shang** will be the next city manager, pending the signing of a contract. The City Commission selected **Shang** — who’s been an attorney, a director in the transportation field and an assistant city manager — from three finalists after a day of meetings and interviews Saturday. Because she has never before been a city manager, she very nearly had been eliminated during the first round of consideration, but eventually won commissioners over with her pleasant demeanor. “I see a bright opportunity for us in her,” Mayor John Masiarczyk said. “I think she’ll be recognized as a standout, as someone new and fresh.”

Shang pointed to her resume, which demonstrates experience in law, construction, finance, transportation and management. “I have that very diverse background, as city managers do,” she said. Most recently, for five years, she worked as deputy city manager of El Paso, Texas, a city about seven times the size of Deltona, leaving in 2014. **Shang** explained she had gotten into a clash with her boss, the city manager, when she answered a City Council question about the cost of a ballpark. “I was asked a question during a council meeting. I answered honestly, and it contradicted her and it embarrassed her,” **Shang** said. She was placed on administrative leave, given a severance package and ultimately the manager left and **Shang**’s position was eliminated.

Before she left El Paso, **Shang** helped the city obtain \$145 million in federal funding for a bus rapid-transit program and another \$10 million to promote smart-growth development at an abandoned mall. Her career included roles in the cleanup of Boston Harbor; advancing the “Big Dig,” a major tunnel project in Boston; and working with airlines through the crises that followed the Sept. 11 attacks. From 2004 to 2008, she worked in Florida as director of engineering and development for HART, the Hillsborough County transit system.

Shang said Deltona needs to focus on building its infrastructure and growing up as a city — with more jobs and commercial development. “I’d like, as city manager, to go out and work with the community, every constituent of the community, to convince them to come on board, to come together as a team,” she said. It took commissioners two rounds of voting Saturday. In the first, each selected his or her top choice. **Shang** received four votes, Patrick Salerno of Miami received two and Michael Brillhart, Barnstable County, Massachusetts, administrator, got one. **Shang** needed five of seven commissioners’ votes to be selected.

It became clear the four who supported **Shang** initially were Mayor John Masiarczyk, Vice Mayor Nancy Schleicher and Commissioners Chris Nabicht and Heidi Herzberg. Then Commissioner Mitch Honaker said **Shang** was a close second on his ballot, and that he would vote in her favor on the second round. After more discussion, Brian Soukup and Diane Smith — who had expressed reservations about her — voted for her, making it a 7-0 vote. Smith, who initially supported Salerno, said she loves **Shang**’s personality. “I’m just not sure she has the

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

leadership skills yet,” Smith said. “Are we patient enough to allow her to develop those? I love the fact that she looks at (Deltona) as a blank canvas.” Schleicher said she liked **Shang**’s body language at a morning meet-and-greet with the public. “That told me a lot. She interacted nicely with everybody,” Schleicher said. Nabicht said Chang is “an organized and critical thinker ... probably the most significant skill a city manager” needs. He said everyone laughed when he asked her what she puts on her hot dog, ketchup or mustard. She responded by laughing and saying neither, that she doesn’t eat hot dogs “unless it is a turkey dog.” Nabicht, known to enjoy an occasional hot dog, said he appreciated her answer.

“**Shang** has got a personality that comes across as welcoming. We talked about branding this community. We talked about being open for business. That is the impression I feel from her ... welcoming.”

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

ADDITIONAL NOTES REGARDING
JANE SHANG

Provided by Rick Conner of Colin Baenziger & Associates
February 2015

You may possibly find news stories regarding Ms. Shang's departure from the City of El Paso, Texas. I personally worked for the City of El Paso several years ago, and know the just-recently-retired former City Manager (Joyce Wilson, Jane's boss there) quite well, as I do the politics of the community. I trust Joyce implicitly and spoke to her at length about the situation. It should come as no surprise that she believes the stories did not correctly or fully relate the facts of the situation and many of the statements about it may have been made for political reasons.

According to Joyce, Jane is an honest person with strong moral principles, and that combined with her desire to keep everyone informed of the details led to her being unpopular with some City Council members. In order to allow Jane to become vested in the retirement system in El Paso, she and the City Manager (who was getting ready to retire) approached the Council with the idea of Jane voluntarily resigning, but staying on the payroll using vacation and sick leave long enough to complete the vesting period. The sitting Council was comfortable with the idea, but some did not return after the elections.

The core takeaway is that in Joyce's opinion, Jane did an excellent job, was smart, efficient, very hard working, and honest.

You should certainly take the matter into account when considering her as a candidate, but we recommend you do so with a broader view than the news articles would suggest.

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

ABC 7 KVIA
July 22, 2014

El Paso Deputy City Manager Shang says politics, being truthful are why she's on administrative leave

Author: Staff Report

El Paso Deputy City Manager **Jane Shang** tells a little bit why she's been put on administrative leave. **Shang** visited Des Moines, Iowa this week where she is one of four candidates for the city's vacant city manager position.

The Des Moines Register asked why **Shang** took a 10-month paid administrative leave option in El Paso. "There are some political issues...I will always be honest and be truthful. I'll tell people what I think whether you want to hear it or not. And sometimes people don't want to hear it and people take some action," **Shang** told the newspaper.

Former El Paso city manager Joyce Wilson told the Des Moines Register that **Shang** was not removed for cause but due to politics and "relationship issues" with some City Council members. City of El Paso officials won't disclose why **Shang** has been placed on administrative leave, saying only it is a "personnel matter."

According to an investigation by our news partners at El Paso Inc., **Shang** went on a European vacation at the end of April and returned to find out outgoing city manager Joyce Wilson had placed her on leave with pay through December.

After that, **Shang** is expected to exhaust her vacation, which would take her to April 2015. **Shang's** annual salary is \$175,000, the Inc. Reported. As deputy city manager of the city's Mobility Portfolio in El Paso, **Shang** oversees the departments of transportation, international bridges, mass transit, engineering & construction management, general services and coordinates with the Public Service Board.

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

El Paso Times (TX)
July 16, 2014

El Paso City Council: City releases documents on Deputy City Manager Jane Shang's paid leave

Author: Cindy Ramirez

Documents show former City Manager Joyce Wilson authorized that a deputy city manager be paid for seven months administrative leave in lieu of six months of severance pay — possibly qualifying her for a slightly higher pension.

The seven months' paid leave exceeded what Deputy City Manager **Jane Shang** would be entitled to under the severance provision of her original offer letter, according to a May 19 email from the City Attorney's Office to the Human Resources director. "However, this is a decision within the city manager's discretion," Assistant City Attorney Elizabeth M. Ruhmann tells Human Resources Director Linda Ball Thomas in the email. **Shang** could not be reached for comment, and Wilson did not return calls.

Feeling pressure by the media and some council members on the issue, the city on Tuesday released some documents summarizing the exit strategy set up for **Shang**, including the email. "Yes, I put it on (the agenda) to put a little pressure for answers. I think we got satisfactory answers," said city Rep. Dr. Michiel Noe. He added that a discussion on possibly limiting a city manager's powers toward the end of an employment contract may come up during a future council meeting.

The documents state that Wilson in late April proposed a an exit strategy for **Shang**, who is on paid administrative leave from June 1 through Dec. 31, and then vacation leave through April 2015. She had been assigned to an unidentified "special project" from May 19 to May 31, and her duties overseeing several departments were farmed out to other deputy city managers. **Shang** had been criticized for her work on several major transportation projects, though the reason for her being put on leave remains unknown as it's considered a personnel issue.

Shang was first employed in April 2008, and her offer letter included a clause that the city would pay six months severance at termination as well as a separate 401K account if she were terminated. **Shang** is not considered to have been fired, Thomas said. Under her employee classification, **Shang** is considered to have resigned, she said.

The documents show there were three changes to **Shang's** offer letter between April 28 to the final agreement signed May 19 to account for paid leave and vacation time as well as her city pension. A pension payout is determined by years of service, age and which payoff option is chosen by the participant. Under the final agreement, **Shang** continues to be paid her nearly \$175,000 annual salary, health insurance, life insurance and holidays, as well as her \$350 a month car allowance.

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

Severance clauses are typical in many contracts for top administrators — including the contract council recently unanimously approved for City Manager Tomas "Tommy" Gonzalez. His five-year contract includes a severance clause that would pay him up to a year's pay if he were terminated without good cause. The city would not pay if he voluntarily resigns. The documents related to **Shang** were released after Noe posted an item on Tuesday's agenda calling for an explanation of her employment changes as well as for a discussion of the powers of a city manager. That also followed an Open Records Requests from the El Paso Times and other media for records of **Shang's** employment changes.

During an agenda review meeting Monday, Noe asked that the item be deleted from the agenda. He said his questions had been answered and was satisfied that there was no wrongdoing when it came to **Shang's** paid leave after talking with Wilson, Gonzalez and Human Resources staff. On Tuesday, just as the item was about to be deleted, city Rep. Eddie Holguin said he still had unanswered questions. Council entered into executive session, and then reconvened and voted to delete the item from the agenda. City staff then provided the media with a copy of a memo from Human Resources, through Gonzalez, to the mayor and council outlining the timeline of the changes.

Noe said that he still hopes to discuss — in a more thought-out process — the powers of a city manager within a certain window of leaving the job. "I don't want to strip all powers of a city manager, but want to consider having some protection so that major changes to contracts or other major projects are not made by a city manager as they're walking out the door," Noe told the El Paso Times.

The powers of the city manager are outlined in the City Charter, and includes authority to "take all personnel actions regarding employees" except as provided by law or in the charter. The charter also states the council shall deal with city employees who are subject to the direction and supervision of the city manager solely through the city manager and that council can neither control or demand the appointment or removal of any city employee. The council "may express its views and fully and freely discuss with the city manager anything pertaining to appointment and removal of such employees," the charter states. The charter can only be changed by voters in an election every two years. The last charter election was in 2013.

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

El Paso Times (TX)
December 4, 2013

El Paso City Council approves bridge-toll hikes

Author: Cindy Ramirez

Despite skepticism from some city representatives, the City Council on Tuesday approved an agreement to pay for overtime salaries of U.S. Customs and Border Protection agents to increase staffing at the ports of entry and reduce wait times.

"Obviously you wish the federal government could have afforded the extra staff," city Rep. Cortney Niland said, praising the agreement as a way to improve trade, boost the economy and improve wait times at the bridges for shoppers, merchants and families who frequently use the ports of entry. "But the return on our investment is exponential."

In a 5-2 vote, the council approved increasing the southbound crossing toll at the Stanton Street and Ysleta ports of entry by 50 cents to pay overtime salaries of CBP officers who will staff the northbound lanes during peak crossing times. The money will be used for added staffing on the Paso Del Norte and Ysleta ports. City Reps. Eddie Holguin and Carl Robinson voted against the toll increase and the agreement with the agency. City Rep. Michiel Noe was out sick Tuesday.

With the change, tolls for passenger vehicles will increase to \$3 and commercial vehicles will pay \$4 starting Jan. 26. The tolls for pedestrians will not increase. The additional toll, expected to raise about \$2.5 million a year, will be used to pay for the overtime, which is estimated to cost about \$1.5 million a year. The surplus is going into a fund to be used only on CBP overtime costs in the future or on other projects that improve the bridges and cut crossing times, **said Jane Shang**, deputy city manager for transportation and public works.

Rolando Pablos, CEO of the Borderplex Alliance, a binational economic development organization, called the pilot project "an excellent idea." "It addresses facilitating trade and travel," Pablos said. "This is a big issue we've been working to improve for years." Pablos questioned if the toll would be reduced if the program proves unsuccessful.

Pablos is also on the board of the Border Trade Alliance, which was instrumental in helping create and pass the legislation that allows the partnership program. "We need to give it a shot," he said.

Holguin, Robinson and city Rep. Lily Limcn said they were skeptical of the program, which allows local governments or businesses to fund overtime pay for CBP staffing. The federal legislation was approved earlier this year, and the city of El Paso was one of five organizations selected to participate in the five-year pilot program. The city's goal to reduce wait times for private vehicles from about 30 minutes to 12 to 15 minutes, measuring that wait from about 330 feet from the northbound checkpoint of the Ysleta and Paso del Norte bridges. That's about 16 cars deep, city officials said. The goal for commercial trucks is a waiting time of 19 minutes or

Internet – Newspaper Archives Searches
Jane K. Shang
(Articles are in reverse chronological order)

less. Limcn questioned the gauging methods, and said she didn't believe waiting times overall would be reduced and that some people would not pay the extra 50 cents and use the other bridges instead. She said she voted in favor of the agreement only after city staff agreed to survey maquiladoras and other industries about whether the program is being effective.

"Crossing time is not going to decrease," Limcn said, arguing that measuring crossing times from the quarter-point of the bridge would not translate into faster crossing times for the cars at the end of the line. Holguin argued the same point, but said that the agreement was also a "bad deal all the way around." "We're setting a bad precedent starting to pay federal employees," Holguin said. He added that he believed the federal government would cut the budget and staffing at the bridges in future years if it felt cities like El Paso would pick up the tab. Robinson also expressed that concern and said the city should not pay for services the federal government should provide. City Rep. Emma Acosta said she had doubts about the program's metrics, but hoped it would succeed and show the federal government that the national and local economies can benefit from increased staffing at the bridges. Mayor Oscar Leeser praised the program, saying the past City Council had been aggressively working on ways to increase staffing and improve crossing times for at least two years. U.S. Rep. Beto O'Rourke, D-El Paso, a former city representative, worked with other state and federal lawmakers on the legislation known as the Consolidated and Further Continuing Appropriations Act of 2013.

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Jane K. Shang
(Articles are in reverse chronological order)

El Paso Times (TX)
July 13, 2013

El Paso nearly completes planning for trolleys

Author: Aaron Bracamontes

The city of El Paso has almost completed its part of the bargain to bring back the trolley streetcars to Downtown; now it's the state's move. The city has spent more than \$4.5 million on designing the trolley system, planning the routes, figuring out the cost of refurbishing the streetcars and doing an environmental study on the area. Officials are not worried that the proposed trolley system has not received funding from the Texas Department of Transportation, said Deputy City Manager **Jane Shang**.

In order to apply for money from TXDOT's Texas Transportation Commission, the city must have plans and designs ready, **Shang** said. It is a regular part of the process she said. "Usually, money is available on a short-term notice," **Shang** said. "If cities want the money, they have to do the prep work to position themselves to get in the queue." The "prep work" is about 90 to 95 percent done, **Shang** said. "If there is an opportunity for funding, for example, the \$90 million in funds, we would have to present plans," **Shang** said. "Usually the communities that have those plans ready are the ones that get the money."

Last year, city officials said commission Chairman Ted Houghton committed to give \$90 million for the trolleys to El Paso after it performed a preliminary study and applied for the money. Houghton could not be reached for comment, but a spokeswoman for TxDOT said the commission has taken no action to approve or deny a trolley system in El Paso.

Shang said the completed study is valid for more than two years. "There has not been a specific date set to receive the money," **Shang** said. "But we believe it should be soon." The city first must approve applying for the funds and later approve accepting that money from the Texas Transportation Commission.

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Jane K. Shang
(Articles are in reverse chronological order)

El Paso Times (TX)
May 23, 2010

\$59,268 for travel: City officials say 91 trips necessary, done economically

Author: Gustavo Reveles Acosta

EL PASO -- Taxpayers paid \$60,000 in the past 15 months to send top city government officials on trips that spanned both coasts. A study of travel records by the El Paso Times found that the six highest-paid executives in city government and the city's 10 elected officials took a collective 91 trips. A total of \$59,268 in public money was spent on the trips. The figures were from January 2009 to the end of April of this year.

City officials said that the amount was not extravagant and that all of the trips were beneficial to taxpayers. "We've cut travel. I think the figure for this year is actually low for a city our size," Mayor John Cook said. "We have made a conscious effort to be frugal, but these trips are all work-related, and they are to the benefit of the city." Cook and other city officials said the city's travel costs are conservative when compared with the travel costs of other governments. Last month, a Times report showed that Diana Natalicio, president of UTEP, on her own spent \$42,124 for travel during the 2009 fiscal year. Her trips included visits to the Asian countries of Bhutan and Jordan.

Documents obtained by the Texas Public Information Act show that Public Service Board President and CEO Ed Archuleta traveled the most of city officials during the last 15 months. He took 28 trips at a cost of \$16,132. Cook was second on the list. He took 22 trips that cost \$12,332. Both Cook and Archuleta said the trips they took, especially those to Austin and Washington, D.C., were critical in securing millions of dollars for various projects.

According to Archuleta, his travels during the past 12 years brought the utility about \$90 million in grants. "There's not a lot of money out there that's available for us, and going in person to hustle for those funds makes a big difference," he said. "I don't like to travel. I'd rather be at home. But these trips help out." Of the 91 trips the city officials took since January 2009, 29 were to Austin and 13 were to Washington, D.C. Other destinations included Las Vegas, San Antonio, Dallas and Albuquerque.

The only trips abroad taken during that time were by City Manager Joyce Wilson. But her travel to Montreal and to Cancun, Mexico, was paid by the associations that requested her presence at conferences. Most of the travel for the council and staff was to conferences and workshops. Archuleta said many of his trips were meant to familiarize himself with new regulations on the management of water, sewage water, reclaimed water and stormwater. City representatives and transportation officials said they, too, have traveled to learn more about mass transit.

Jane Shang, deputy city manager for mobility, traveled with council members Steve Ortega and Susie Byrd to Kansas City, Mo., and Los Angeles to study bus rapid transit systems. Ortega and Byrd also traveled to Portland, Ore., to attend a summit on new urbanism and transportation.

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Shang, who oversees transportation projects for the city, is the executive staff member who traveled the most. She took seven trips starting in the spring of 2009. Byrd said money spent on travel enhanced her understanding of transportation issues. "Many times you are limited by the information that is available locally," Byrd said. "Frankly, I think I have made better decisions about the future of our city because of the information I gathered in some of these trips."

Several elected officials limited their travel. City Council members Eddie Holguin, Rachel Quintana, Carl Robinson, Emma Acosta, Ann Morgan Lilly and former City Rep. Melina Castro took one to three trips in the past 15 months. Deputy City Managers Bill Studer and Pat Adauto each took one trip. Adauto's trip was reimbursed to the city by a grant from the federal government. Two of the people for whom the Times sought travel records -- city Rep. Beto O'Rourke and Deputy City Manager Deborah Hamlyn -- charged no money to the city for official trips since January 2009.

O'Rourke said he limits his travel because he does not like to be away from his family, but he said he had been scheduled to take trips to Los Angeles and Kansas City with **Shang**, Ortega and Byrd. "I had to cancel at the last minute and nothing was charged to the city," he said. "I know that we have to be very sensitive about travel given the economic times, so I try to travel sparingly. "That doesn't mean, though, that the trips taken by the council and staff were wasteful," he said. "I think there is a lot of good that came out of those trips."

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Jane K. Shang
(Articles are in reverse chronological order)

El Paso Times (TX)
April 11, 2010

Keeping up with growth: Rapid-transit project will require expanded yard for buses

Author: Gustavo Reveles Acosta

EL PASO -- Sun Metro will need a new maintenance center for its fleet if it wants to expand the transit system any further. Officials last week announced that a \$28 million to \$30 million center is needed to sustain the planned addition of a bus-rapid transit fleet that will bring larger- than-normal buses. "Our current facility is maxed out. We have no more room for growth there," said **Jane Shang**, the deputy city manager for mobility. "We can't roll out a single more bus out of that facility. We need to move." No funding has been secured yet, but the city is already planning to build a new Sun Metro operations center, which would fuel, clean, fix and store buses for the growing system.

Shang said the city is working to secure federal transit funds, and studies are also looking at local funding options that could require the sale of bonds that would be paid off by the taxpayers. No concrete plans are set, but the most likely location for the new center will be along Montana Avenue on the East Side on property that belongs to the El Paso International Airport. Other locations that were looked at include vacant lots on the far Northeast and Lower Valley, as well as the old Farah site that is now being developed into a shopping center. "Montana is perfect because it's not too far east or west," **Shang** said. "We want to be centrally located so that we don't have a lot of downtime with our buses and they get to their designated route as quickly as possible." Sun Metro uses 120 buses on a daily basis, most of which leave the maintenance facility before 6 a.m.

As the City Council moves toward the creation of a bus rapid transit system, at least four new articulated buses -- buses that measure 60 feet in length -- could be added to the fleet. **Shang** said those buses would not fit in the space available to Sun Metro at the San Francisco Street facility now being used. A new center would require at least 25 acres to properly accommodate any growth in the Sun Metro system, officials said. **Shang** could not say how big the San Francisco facility is but did say it is nowhere near 25 acres.

Some Sun Metro riders said they have noticed a change in the bus system. "I like what they're doing now. The bus station here Downtown is very nice and so is the one they're planning in the Lower Valley," said Ysleta resident Josefina Urquidi. "I think the buses are more on time now, too. Whatever they're doing, it's working."

Shang said Sun Metro is expected to grow in ridership, despite national trends of transit systems dwindling. Last year, Sun Metro had an annual ridership of 12.9 million trips. This year, the count is expected to be 13.6 million.

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Jane K. Shang
(Articles are in reverse chronological order)

El Paso Times (TX)
January 8, 2010

Pilot meter plan would let you pay for parking with card, cell phone

Author: Gustavo Reveles Acosta

EL PASO -- Paying for a parking meter could soon be as easy as a swipe of a credit card or sending a text message. A pilot meter program that could begin this year would allow drivers to use credit and debit cards or even their cellular phone to pay for parking. The City Council's transportation committee on Thursday endorsed the program and sent it to the entire council for a vote.

If the council approves the program in about a month, about \$30,000 in new equipment will be bought and installed in two Downtown blocks for testing. City officials hope the use of credit cards and cellular phones will increase parking-meter revenue by up to 30 percent. If this proves possible, the high-tech devices will be bought to replace coin-only meters. "Right now, to park at a meter you have to use quarters, and there is a loss of revenue when you have people who don't have them," said Said Larbi-Cherif, the director of the city's international bridges department, which is in charge of parking meters. "And while there is a fee for each credit card or debit transaction that we process, we believe the increased in revenue more than makes up for the fees we would have to pay." If the council approves the pilot program, the city would actually test two meter systems. The first one, known as pay by space, would use one machine to monitor up to 12 parking spaces. Users of this meter walk up to the machine, which looks like a cash teller, and pay their fees. The second system is more traditional, in which a meter is placed in front of each parking space. Both would be linked to a central system that would allow enforcement officers to more easily identify cars parked at expired meters.

City Rep. Rachel Quintana, a member of the transportation committee, said she liked the idea of more modern and easier-to-use meters, but was worried that the price tag on the new machines could translate into higher parking fees. "We are already at 75 cents an hour, and I don't think we should be going any higher than that," she said. "I worry that if we do, we would discourage people from coming Downtown or from parking in our meters." That concern was shared by Downtown commuter Shane Gross. "I would be willing to pay a little bit more for parking for the convenience of using a debit card," he said. "No one carries cash nowadays, and having a meter that only takes quarters is a big pain."

City Rep. Beto O'Rourke, who heads the committee, asked Larbi-Cherif to come up with a plan for the full council that would not require an increase in parking fees. The committee also asked **Jane Shang**, the deputy city manager for mobility, to deliver an updated Downtown parking plan that could potentially expand the use of meters to streets near the University of Texas at El Paso.

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Jane K. Shang
(Articles are in reverse chronological order)

El Paso Times (TX)
August 23, 2009

New bus transfer station comes with altered routes

Author: Gustavo Reveles Acosta

EL PASO -- Nearly 30 Sun Metro routes will be changed when the new Downtown transfer center on Santa Fe Street opens. Sun Metro officials said most of the changes would be minimal -- including dropped stops and changes in names or route numbers.

But 12 routes will see significant alterations, which include the creation of the city's second SMART route. Two routes will be canceled.

"This is the beginning of a lot changes that we feel are going to be positive," said **Jane Shang**, a deputy city manager. As more transfer centers open, connections in the bus system will improve, she said.

The Downtown hub, officially known as the Bert Williams Downtown Santa Fe Transfer Center, is the first of four new Sun Metro stations to open. It will feature equipment that will allow riders to see in real time where their bus is and when it will arrive.

Other amenities will include restrooms, food shops and wireless Internet. "It sounds very nice, especially since we have had to put up with this mess for a long time," said Central El Paso resident Rogelio Guzman. "I'm looking forward to it."

The city shifted Sun Metro's Downtown hub from San Jacinto Plaza to Franklin Avenue near the Main Library while it waited for the permanent transfer center to open. The city is in the middle of a \$22 million construction program that will add new Sun Metro transfer centers to the West Side, Lower Valley and Northeast and to the area around the University of Texas at El Paso.

After all the transfer centers open, **Shang** said, the public transportation system will become more accessible for all types of riders. "We're hoping to become a world-class system that will attract traditional users and choice riders," she said. "We want El Paso to be able to take the bus to work with no worries. We feel we are getting there."

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Jane K. Shang
(Articles are in reverse chronological order)

El Paso Times (TX)
March 3, 2009

Downtown bus hub under construction

Author: Gustavo Reveles Acosta

EL PASO --Construction of an \$8 million Downtown transfer center for Sun Metro bus riders began Monday and should be completed in September. The center at Fourth Avenue and Santa Fe Street will replace a makeshift transfer area near the El Paso Museum of History.

"Transit finally has a home," said Deputy City Manager **Jane Shang**. "This is a start of a transformation of our system for direct and convenient routes for our passengers." At 6,000 square feet, the Downtown center will have space for 17 bus bays and include two covered waiting areas with vending machines, benches, restrooms and water fountains. Additional amenities will include automated ticket kiosks and free wireless Internet service.

Other plans call for leasing space for a restaurant and retail shops. Room also is to be available for public art and parking. The city is using nearly \$7 million in federal transit money to pay for most of the project. The City Council authorized borrowing through bonds to pay for the local share of \$1 million. "It's great that they're giving bus users a nice place to transfer because we have been overlooked for many years," said Blanca Sanchez, who uses Sun Metro every day.

The city is building three other bus terminals this year. One will be on Glory Road near the University of Texas at El Paso, another on Remcon Circle on the West Side, and the third at Alameda Avenue and Zaragoza Road in the Lower Valley.

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Jane K. Shang
(Articles are in reverse chronological order)

El Paso Times (TX)
January 16, 2009

Eliot Shapleigh pushes city rail-based transit plan

Author: Gustavo Reveles Acosta

EL PASO -- As Mexico and New Mexico border areas move forward with shifting most of their railroad traffic west to Santa Teresa, Texas state Sen. Eliot Shapleigh is urging the city of El Paso to purchase the freed-up tracks and establish a rail-based mass-transit system. But city transit officials said during an informal work session Thursday that the scope of the project goes beyond the city limits, and that a regional entity like the Metropolitan Planning Organization or the Mass Transit Authority should spearhead it.

"The city has a lot on its plate. I want to be aggressive in securing projects like this one, but also cognizant of our (the city's) ability to move projects forward," said **Jane Shang**, a deputy city manager. "We have to ask ourselves if this is something the city should be looking at, or should it be a regional project." The proposed project would use the railroad tracks that Union Pacific and Burlington Northern Santa Fe trains already use in El Paso for trolleylike mass transit.

Shapleigh's vision would create an international transit system, by using the abandoned Ferromex tracks in Juárez and connecting them to El Paso via the black bridge across the Rio Grande near Downtown El Paso. And it's because of the international aspect of the project that he thinks the city of El Paso -- and not any regional entity -- should be its sponsor.

"Let's not get drowned by the 'Let Mickey Do It' syndrome. It's going to take the city with the mayor and the council to do it," Shapleigh said. "If you don't have the political power in the front to do this -- the sway of the mayor's office -- I don't think we could do it." Shapleigh made the presentation Thursday during what was supposed to be a meeting of City Council's Transportation Legislative Review Committee.

Because three of the five members of the committee -- West-Central city Rep. Susie Byrd, Northeast city Rep. Melina Castro and East Side city Rep. Rachel Quintana -- didn't show up and no quorum could be reached, the presentation was made informally and without official discussion to the two members present, Eastridge/Mid-Valley city Rep. Steve Ortega and South-West city Rep. Beto O'Rourke. "The senator seems to be right. The city stands the best chance of getting this project off the ground," O'Rourke said.

On Thursday, one of the first projects signaling the move of railroad activity away from Downtown El Paso and Juárez and to the Santa Teresa area west of El Paso was completed. The Verde Santa Teresa Intermodal Park, a 1,200-acre master-planned rail-served industrial park, includes 4,283 feet of new railroad tracks.

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Jane K. Shang
(Articles are in reverse chronological order)

El Paso Times (TX)
November 26, 2008

Sun Metro terminals will cost \$22M

Author: Gustavo Reveles Acosta

During a bus tour of the sites of future and current construction, Deputy City Manager **Jane Shang** said the money could probably come from certificates of obligation -- a form of bonds that don't require voter approval -- and that the council could take a vote on them soon.

"By 2010 we will have four new bus terminals for Sun Metro ... that's a very aggressive capital improvement program," said **Shang**, who handles mobility for the city. "This council has made transportation a priority, and we are at a crucial point in reaching some of these goals."

Tuesday's bus tour took most of the city representatives to the future sites of the Downtown Transit Terminal near Santa Fe Street and Paisano Drive; the Glory Road Terminal near UTEP; the Westside Terminal on Remcon Circle; the Northgate Terminal near Dyer Street and Diana Drive; and the Mission Valley Terminal at Alameda Avenue and Zaragoza Road. These projects have opening dates that range from mid-2009 to late 2010. Sun Metro has about 4 million passenger rides a month, a spokeswoman said.

East Side city Rep. Rachel Quintana said the tour helped her understand the projects better, but she also said she had reservations about the funding city administrators might seek. "Right now, with the information I have, I can't say that I support (certificates of obligation) for these projects," she said. "I would like to see this be included in a future bond election. If it is not (included), then I would like to know why not."

The bus tour also included rides through what is to be Sun Metro's fast-paced route from the area near the Paso del Norte Bridge to the University of Texas at El Paso and back, as well as an express route from the future Glory Road station to the West Side. Both routes would take less than 15 minutes per ride, which Sun Metro officials said is the goal in trying to attract new express-service riders.

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Jane K. Shang
(Articles are in reverse chronological order)

McClatchy-Tribune Regional News (USA)
November 19, 2008

Not giving bus seat to elderly, disabled will result in fine

Author: Gustavo Reveles Acosta

Nov. 19 EL PASO Practicing bad manners by refusing to give up your Sun Metro seat to an elderly or disabled person could get you in trouble, and not just with Mom. Starting this week, the police could become involved, too. The City Council on Tuesday voted 7-0 to adopt a new ordinance that makes it a Class C misdemeanor for an able-bodied person younger than 65 to deny a seat to elderly or disabled passengers in specifically marked areas of each Sun Metro bus.

Violators of the new ordinance could be fined up to \$500. "I know this sounds silly, but there are a lot of inconsiderate people riding the bus every day," said Lori Vugteveen, a Sun Metro passenger who uses a wheelchair. "Many times, I have seen a driver ask someone to move for an older lady or for someone in a wheelchair, and that person won't do it." Sun Metro officials said that they didn't have specific figures on the numbers of complaints they received about this problem, but that based on customer service calls, they could tell this was a "significant problem."

Buses already have areas identified for seniors and the disabled, but until Tuesday, bus drivers didn't have the authority to do much more than to ask people sitting in those areas to move. Under the new ordinance, though, drivers will be required to ask violators to move if the seat is needed. If that person refuses to move, the driver is instructed to call the police. "I just can't believe that this is such a big problem. ... I can't believe there are people who wouldn't stand up and give their seat to an old lady," said Robert Grado, a UTEP student who rides the bus to school every day. "This is just an issue of being brought up right by your mom."

Members of the City Council were equally incredulous. "If you don't know to give up your seat to an elderly or disabled person on the bus, then you're an idiot," said South-West city Rep. Beto O'Rourke. Signs announcing the new ordinance are expected to start going up on buses this week, and officials of Sun Metro said they would have an outreach program to inform passengers of the changes. The council asked Sun Metro to add more training for bus drivers about the change, especially about identifying a passenger as elderly or disabled.

Sun Metro provides frequent senior and disabled riders with identification cards used for discounted rates, but the council said drivers shouldn't demand to see the cards when determining whether the new ordinance needs to be used. "El Paso is a great place," said **Jane Shang**, deputy city manager for mobility. "We just want to make sure this is so for everyone in this city."

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Jane K. Shang
(Articles are in reverse chronological order)

El Paso Times (TX)
June 13, 2008

Temporary bus hub draws riders' ire

Author: Aileen B. Flores

It's become a struggle for West Side resident George Hare to catch a bus at the temporary Downtown Sun Metro hub at Oregon Street and Franklin Avenue. And, according to Hare, 69, the terminal is creating a hardship for many riders. "The bus service is getting worse," he said. "The buses don't have signs, and people have to wait under the heat in a place without water fountains and public restrooms available." Julie Baldwin, Engineering Services spokeswoman, said this week that additional canopies, benches and water fountains would be installed along Franklin "in the next couple of months." She said the public restrooms at the Main Library also were available for Sun Metro customers. "It's too easy for the city officials to put the water fountains, but they don't seem to care," said Loretta Clark, a regular Sun Metro rider, who complained about the temporary terminal location. Susana De Leon, a Montana Vista resident, said the distances she and her two children have to walk around Downtown are getting longer. De Leon now walks at least three blocks more to church than she used to, she said. "We can still walk under the heat, but there are a lot of elderly trying to get to the terminal," she said in Spanish. Sun Metro officials said that in an effort to improve service and safety, Franklin Avenue would be restricted to bus traffic from Santa Fe Street to Oregon Street, and a small section of El Paso Street would also be used by Sun Metro starting Sunday. However, a security guard at the temporary Downtown Sun Metro hub, Javier Romero, said the San Jacinto Plaza was a safer place for the riders. Said Sun Metro spokeswoman Cynthia Grajeda, "We understand the actual location is not the best location, but we're trying to help the people. We are proposing the Union Plaza as a permanent site."

In April, the council voted to build a new hub for Sun Metro in the Union Plaza area near the Judson F. Williams Convention Center. The Sun Metro terminal was moved from San Jacinto Plaza to the area around the intersection of Franklin and Oregon in an attempt to improve service. Baldwin said the \$2.4 million Union Plaza project should be completed sometime next year. But Grajeda said Thursday that the project was "on hold for the moment," and Mayor John Cook said officials were still looking at other options for the site of the new Sun Metro terminal, such as the Union Depot at 700 San Francisco. "We haven't brought the idea to the Mass Transit Board, but there is a possibility," Cook said.

West-Central city Rep. Susie Byrd said the conversations about moving the Sun Metro hub could be the result of the city's recent hiring of **Jane Shang** as the new deputy city manager for mobility. "Although the plans were already approved by council, she did say she wanted to revise them and see if there were any recommendations she could make," Byrd said. "A move to Union Depot could be one of the things that are being talked about, although the final decision would have to come to council." City Manager Joyce Wilson she expected the council to decide by July whether to reaffirm its original decision or move the hub.

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Jane K. Shang
(Articles are in reverse chronological order)

Tampa Tribune, The (FL)
August 13, 2004

Council Wants Bucs To Tackle Noise Issue

Author: JOSE' PATIÑO GIRONA

TAMPA — The Tampa City Council wants the Tampa Bay Buccaneers to present a more specific plan on how they will control noise and accommodate public transportation at the proposed practice facilities at the former Tampa Bay Center.

After a lively discussion at the first public hearing Thursday, the city council voted to continue the hearing at 1 p.m. Sept. 2. City council members asked if the Buccaneers had completed a noise abatement plan. A team representative said they had not. "I think there is more work to do," Councilwoman Rose Ferlita said. "Your homework is not done. It's too bad everybody still has some issues." John Grandoff III, an attorney for the Buccaneers, said the team has not proposed a noise abatement plan because it isn't required until closer to construction.

Councilman John Dingfelder suggested the Buccaneers could place walls on the south and east sides of the 25-acre development at Martin Luther King Jr. Boulevard and MacDill Avenue. The team plans to build a practice facility and business offices there. Dingfelder also suggested they place the loudspeakers used for practices facing the northwest to reduce noise aimed at the neighborhood. Grandoff said the team had considered a wall along MacDill Avenue but was concerned traffic noise would bounce off the wall and carry to St. Joseph's Hospital, across the street from the practice field.

In another issue, HARTline officials were concerned about the fate of a bus stop on the south side of the property that serves about 4,000 people a day. The bus stop isn't on the practice facility site, so the Buccaneers suggested keeping it where it is. But HARTline representatives said they could be moved from place to place when future development comes up.

They would prefer a permanent location at Himes and Ohio avenues, said **Jane Shang**, HARTline director of engineering and development. "We need to have a game plan because we can't build a facility overnight," **Shang** said. "We need a permanent home for the passengers."

Research Compiled by: Cara Slade and Lynelle Klein
 Colin Baenziger & Associates