

Jennifer Moon

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Profile

Jennifer Moon is one of Florida's most accomplished and respected leaders in public-sector budget and strategy. For three decades, she has been a leading policy and operations advisor to mayors and county managers while overseeing development of one of the nation's largest and most complex local-government budgets. She has implemented results-oriented and resilience-aligned government systems that are locally admired and nationally replicated. A demonstrated leader and communicator, she has a clear record of transparency, communication and expertise that have earned the trust and respect of elected officials, professional colleagues and civic leaders. As a retired professional, she now volunteers for various not-for-profits and public entities.

Experience

CRESCENT STRATEGIES, LLC

Sole Member, Tallahassee, FL July 2025 – Present

Provides consulting services to empower organizational change through leadership, strategic planning, policy development, and effective resource management.

CHIEF, OFFICE OF POLICY & BUDGETARY AFFAIRS, BOARD OF COUNTY COMMISSIONERS

MIAMI-DADE COUNTY, Miami, Fla. –November 2020 to July 2024

- *Work directly with all 13 Commissioners and other local, state and federal elected and appointed officials.*
 - *Attend and contribute in various public meetings at the local and state levels, along with private stakeholders.*
 - *Liaise with the Office of the Mayor, the County Attorney, and the Commission Auditor.*
- *Provide budget, management and policy support to the Board.*
 - *Analyzed Mayor's Proposed Budgets and identified more than \$300 million of flexibility for the Board of County Commissioners to use to address the priorities of the Board of County Commissioners; provided options for tax rate and fee adjustments with impacts to property owners; clarified information regarding \$500 million in funding allocated for affordable housing*
 - *Examined the allocation of nearly \$1 billion in federal funding through the CARES Act, Coronavirus Response and Relief Supplemental Appropriations Act (CRRSA) and the American Relief Plan Act (ARPA) to amplify the positive impact of this funding to help Miami-Dade County recover from the impacts of the COVID-19 Pandemic.*
 - *Developed a solution for funding the Strategic Miami Area Rapid Transit (SMART) Plan that could save more than \$3 billion in financing cost for corridor development and prompting federal ratings that will allow for more than \$1 billion in federal appropriations if implemented, as well as funding trails and parks adjacent to the transportation corridors.*
 - *Analyzed various unsolicited proposals and Public Private Partnership (P3) opportunities to provide improved County services; evaluated financial submittals and operational plans to determine real world applicability.*
 - *Assessed internal processes and implemented efficiencies in the agenda development, Board directive response, advisory board appointments, travel request and reconciliation, recruitment, small business certification and other processes to improve interactions with the Administration and support of County operations and developed a Handbook for newly elected Commissioners.*
 - *Performed research and analysis of the implementation of Constitutional Amendment 10 which requires the establishment of separately elected constitutional offices of the Clerk of Courts, Tax Collector, Elections Supervisor, Property Appraiser and Sheriff including surveying offices statewide and compiling policy recommendations for the transition which will likely be the most impactful on service delivery since the passage of the Miami-Dade County Home Rule Charter in 1956; posted 5 separate reports analyzing specific aspects of the transition*
 - *Provided objective and critical analysis of the budgetary impact of proposed legislation.*
 - *Report to the Board on a timely basis relating to policy and budgetary matters.*
 - *Provided two dozen separate reports regarding budget development, consideration and approval and research documents, covering issues such as funding options for water and wastewater conversions from wells and septic tanks, County marina operations, water and wastewater conversions, executive benefits and options to address the rental housing crisis in Miami-Dade County.*
 - *Provide fiscal review and oversight of the offices under the direction of the Board.*

DEPUTY MAYOR

MIAMI-DADE COUNTY, Miami, Fla. – July 2019 to November 2020 (Concurrent Appointment)

- *Worked directly with all Commissioners and other local, state and federal elected officials.*
- *Managed County's response to the global COVID-19 pandemic, coordinating with federal, state and local officials to develop Emergency Orders, data collection and reporting processes and the first of its kind New Normal Guidebook providing general guidelines and specific protocols for various industries.*
- *Supervised the creation of SURGE Teams – County employees assigned to visit residential and business areas of high incidence of COVID19 infection to provide information and supplies to help mitigate the spread of the disease.*
 - *Reviewed and approved nearly 100 special establishment and event plans to confirm adherence to New Normal guidelines. Provided support to numerous industries to help develop guidelines and protocols to support reopening of local economy.*
 - *Worked collaboratively with 34 municipalities to communicate information regarding County pandemic response and distribution of federal CARES Act funding.*
 - *Expedited the distribution of CARES Act funding to Community-based Organizations, Greater Miami Convention and Visitors Bureau and Miami-Dade Public Schools to support basic needs and health care for residents, economic revitalization of the region and a safe return to schools*
 - *Liaised with various media representatives to provide on camera interviews, as well as background information.*
- *Directed a portfolio of departments including the Department of Transportation and Public Works, Animal Services, Elections and the Department of Solid Waste Management and served as liaison to the Miami-Dade County Health Department and Public Health Trust.*
 - *Provided leadership to the implementation of the SMART (Strategic Miami Area Regional Transportation) Plan and coordinated with the Citizens' Independent Transportation Trust (CITT) and Miami-Dade Transportation Planning Organization (TPO).*
 - *Supported successful Presidential Preference (February 2020), Primary (August 2020) and Presidential Election (November 2020).*
 - *Facilitated Mosquito Control response to reported West Nile Virus and Dengue cases.*
 - *Successfully negotiated agreements with Florida Power & Light to implement solar power facilities in Miami-Dade County contributing enough power to support all Miami-Dade County government operations, as well as an agreement to expand power to support Downtown Miami in exchange for funding to support The Underline, an internationally renowned green space developed under the Metrorail Guideway.*
 - *Led implementation of the new Enterprise Resource Planning application, called INFORMS, which will provide improved information for management decision making, replacing legacy personnel, finance and procurement systems.*

BUDGET DIRECTOR

MIAMI-DADE COUNTY, Miami, Fla. – 2004 to 2020 (Concurrent Appointment)

- *Oversaw development and implementation of Miami-Dade County's strategic plan, including year-long development and monitoring of \$9.1 billion budget for a diverse government of nearly 29,000 employees.*
- *Produced a global model for results-oriented and resilience-aligned governing: the budget and other management tools – including departmental business plans and multi-year capital plans – are direct reflections of the strategic plan and resilience tenets, earning the Government Financial Officers Association Distinguished Budget recognition for seventeen consecutive years.*
- *Worked closely with elected leaders to allocate resources based on long-term vision and monitor both fiscal and operational progress on both a traditional balanced scorecard and newly developed, first of its kind, Resilience Scorecard.*
- *Managed more than \$2 billion in budget gaps associated with declining tax base and millage reductions while preserving an approximately \$50 million emergency contingency fund and increasing reserves as a percentage of budget to the best-practice levels of 5 to 7 percent and nearly doubling the County's general fund balance.*
- *Coordinated with Finance Department in issuance of hundreds of millions of dollars per year in new debt via a wide range of financial instruments.*
- *Supervised the management of more than \$50 million in grants, as well as the administration of nearly \$100 million of tax increment funds in 14 community redevelopment agencies.*
- *Led the implementation of the new Enterprise Resource Planning application budget module, completed on-time and on-budget.*
- *Provided leadership to Resilience Initiatives throughout the County, negotiating long-term agreements with public utilities and serving on various panels and in partnership with stakeholders throughout the region.*

SPECIAL ASSISTANT TO THE COUNTY MANAGER

MIAMI-DADE COUNTY, Miami, Fla. – 2008 to 2011 *(Concurrent Appointment)*

Senior advisor for all strategic and operational policies, including development of implementation plans, return-on-investment projections and contingency plans for new initiatives. Provided executive supervision of numerous critical administrative departments, including Finance, Human Resources, Capital Improvements and Grants Administration.

DIRECTOR, ADMINISTRATIVE SERVICES

ELEVENTH JUDICIAL CIRCUIT OF FLORIDA, Miami, Fla. – 2002 to 2004

Supervised the procurement, budget and finance functions of the circuit, reporting directly to the court administrator as a member of the executive committee. Administered and enforced the execution of \$115 million budget. Assisted the court administrator in conducting budget reviews and presentation of the budget to the state and county; developed and implemented procedures for the control of receipts and expenditures and audit of financial activities. Directed continual research and evaluation of court programs and operations, including the development and application of performance-based methods of administration to improve efficiency. Involved in the implementation of legislative changes impacting the circuit, assisting in the creation of appropriate legislation and development of revised policies and procedures.

ASSISTANT TO THE COUNTY MANAGER

MIAMI-DADE COUNTY, Miami, Fla. – 1998 to 2002

COORDINATOR, MANAGEMENT TRAINEE PROGRAM

MIAMI-DADE COUNTY, Miami, Fla. – 1997 to 2002 *(Concurrent Appointment)*

BUDGET ANALYST

MIAMI-DADE COUNTY, Miami, Fla. – 1995 to 1998

Community and Professional Leadership

INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION

RECOGNIZED FOR SIGNIFICANT CONTRIBUTIONS AND ACHIEVEMENTS IN THE ADVANCEMENT OF LOCAL GOVERNMENT ADMINISTRATION, 2018

WOMEN'S HISTORY MONTH HONOREE

AMERICAN SOCIETY FOR PUBLIC ADMINISTRATORS, SOUTH FLORIDA CHAPTER, 2020

MAYOR'S PIONEER AWARD

IN THE COMPANY OF WOMEN, 2009

BOARD OF TRUSTEES

FAIRCHILD TROPICAL BOTANICAL GARDEN, December 2018 to Present

BOARD OF TRUSTEES

CITY OF MIAMI SPRINGS GENERAL EMPLOYEES RETIREMENT SYSTEM, May 2023 to July 2024

BOARD OF TRUSTEES

OUR KIDS OF MIAMI-DADE COUNTY/MONROE, INC., June 2018 to December 2019

INFORMATION TECHNOLOGY COMMITTEE CHAIR, FINANCE COMMITTEE CHAIR, EXECUTIVE COMMITTEE MEMBER

CO-FOUNDER, MOONS & STARS INITIATIVE

PROVIDING SUPPORTIVE CONNECTIONS FOR FOSTER PARENTS AND CHILDREN IN THE FOSTER CARE SYSTEM

BOARD OF DIRECTORS, ADVISORY BOARD

THE EDUCATION FUND, 2010 to 2017

BOARD OF DIRECTORS

AMERICAN SOCIETY OF PUBLIC ADMINISTRATORS, South Florida Chapter, 1999 to 2000

MENTOR/GUEST LECTURER

FLORIDA STATE UNIVERSITY, 2024 to Present

UNIVERSITY OF MIAMI SCHOOL OF BUSINESS, 2000 to 2024

FLORIDA INTERNATIONAL UNIVERSITY SCHOOL OF PUBLIC ADMINISTRATION, 2016 to 2024

SPEAKER/PANEL MEMBER

PI ALPHA ALPHA, PUBLIC ADMINISTRATION HONOR SOCIETY, 2018
MIAMI-DADE COUNTY LEAGUE OF CITIES BEST PRACTICES CONFERENCE, 2011 to 2021
ANNUAL ETHICAL GOVERNANCE DAY, 2012 to 2020
GOOD GOVERNMENT INITIATIVE, 2013 to 2016
FLORIDA STATE UNIVERSITY, Careers in Public Service, 2025
FLORIDA GOVERNMENTAL FINANCE OFFICERS ASSOCIATION, 2025 Annual Conference, 2026 Annual Conference

STRATEGIC PLANNING, BUDGET AND MANAGEMENT CONSULTANT

SUBCONTRACT WITH GOVERNMENT SERVICES GROUP, INC., An Anser Advisory Company, 2021 to 2024

VOLUNTEER STRATEGIST/STRATEGIC PLAN TASK FORCE CO-CHAIR

FRIENDS OF THE UNDERLINE and THE UNDERLINE CONSERVANCY, 2021 to Present

LEADERSHIP CIRCLE, TOQUEVILLE SOCIETY

YOUNG LEADER, WOMENS LEADERSHIP

UNITED WAY OF MIAMI-DADE COUNTY, 2001 to 2024

COMMITTEE MEMBER

JACKSON HEALTH SYSTEM MIRACLE-BUILDING BOND PROGRAM CITIZENS' ADVISORY COMMITTEE, 2019-2021
PARENT SUBCOMMITTEE ON DISTRICT AND SCHOOL BUDGET PRIORITIES, FAMILY AND COMMUNITY
INVOLVEMENT ADVISORY SUBCOMMITTEE, MIAMI-DADE PUBLIC SCHOOLS, 2013 to 2017

MEMBER

INTERNATIONAL CITY/COUNTY MANAGERS ASSOCIATION, 2006 to Present
FLORIDA CITY/COUNTY MANAGERS ASSOCIATION, 2008 to Present
AMERICAN SOCIETY OF PUBLIC ADMINISTRATORS, 1994 to Present
PHI BETA KAPPA, 1990 to Present
100 WOMEN WHO CARE, Tallahassee, January 2026 to Present

TREASURER

EXTRA POINT CLUB, April 2026 to Present

Education and Training

KENNEDY SCHOOL OF GOVERNMENT, HARVARD UNIVERSITY

Executive Leadership Program

FLORIDA INTERNATIONAL UNIVERSITY, Miami, FL – 2017

Chapmanville Leadership Program, Center for Leadership

FLORIDA INTERNATIONAL UNIVERSITY, Miami, FL – 1999

Certification in Excellence and Ethics in Management, Academy for Strategic Management

UNIVERSITY OF MIAMI, Coral Gables, FL – 1994

Master of Business Administration in Political Science and Public Administration

FLORIDA STATE UNIVERSITY, Tallahassee, FL – 1992

Bachelor of Arts, Magna Cum Laude with Honors, Major: English, Minor: Psychology

Lean Six Sigma – Green Belt Certified