



**VILLAGE OF INDIANTOWN  
AGENDA  
SPECIAL VILLAGE COUNCIL MEETING**

November 29, 2018  
8:00 AM  
at the INDIANTOWN CIVIC CENTER  
15675 SW Osceola Street, Indiantown, FL 34956

**VILLAGE COUNCIL**

SUSAN GIBBS THOMAS, MAYOR  
GUYTON STONE, VICE MAYOR  
JACKIE GARY CLARKE  
ANTHONY D. DOWLING  
JANET HERNÁNDEZ

**ADMINISTRATION**

TERESA LAMAR-SARNO, VILLAGE MANAGER  
WADE C. VOSE, VILLAGE ATTORNEY  
CHERIE WHITE, VILLAGE CLERK

**Civility:** Being "civil" is not a restraint on the First Amendment right to speak out, but it is more than just being polite. Civility is stating your opinions and beliefs, without degrading someone else in the process. Civility requires a person to respect other people's opinions and beliefs even if he or she strongly disagrees. It is finding a common ground for dialogue with others. It is being patient, graceful, and having a strong character. That's why we say "Character Counts" in Indiantown. Civility is practiced at all Village meetings.

**Special Needs:** If anyone attending this meeting requires a reasonable accommodation, please contact Cheryl White, Village Clerk, by telephone at (772) 597-9900 or by email at [cwhite@indiantown.org](mailto:cwhite@indiantown.org). at least 48 hours in advance.

**Quasi-Judicial Hearings:** Some of the matters on the Agenda may be "quasi-judicial" in nature. Village Council Members are required to disclose all ex-parte communications regarding these items and are subject to voir dire by any affected party regarding those communications. All witnesses testifying will be "sworn" prior to their testimony. However, the public is permitted to comment, without being sworn. Unsworn comment will be given its appropriate weight by the Village Council.

**Appeal of Decision:** If a person decides to appeal any decision made by the Village Council with

respect to any matter considered at this meeting, he or she will need a record of the proceeding, and for that purpose, may need to ensure that a verbatim record of the proceeding is made, which record includes any testimony and evidence upon which the appeal will be based.

**Consent Calendar:** Those matters included under the Consent Calendar are typically self-explanatory, non-controversial, and are not expected to require review or discussion. All items will be enacted by a single motion. If discussion on an item is desired, any Village Council Member, without a motion, may "pull" or remove the item to be considered separately. If any item is quasi-judicial, it may be removed from the Consent Calendar to be heard separately, by a Village Council Member, or by any member of the public desiring it to be heard, without a motion.

**ROLL CALL**

**INVOCATION**

**PLEDGE OF ALLEGIANCE**

**8:00 AM. - 9:00 AM.- COUNCIL DISCUSS INTERVIEW QUESTIONS AND FORMAT**

**9:00 AM-12:00 PM CANDIDATE INTERVIEWS**

1. 9 :00 AM- Howard Brown  
10:00 AM - Hector Rivera  
11:00 AM - Ken Griffin

**12:00-1:00PM BREAK FOR LUNCH**

**1:00 PM- 5:00 PM CANDIDATE INTERVIEWS**

2. 1:00 PM – Kathleen Margoles  
2:00 PM - Asheley Hepburn  
3 :00 PM - Michael Brillhart  
4 :00 PM- Glenn Irby

**5:00 PM-6:00 PM PUBLIC/CANDIDATE RECEPTION**

**NEXT REGULAR MEETING WILL BEGIN AT 6:30 PM**

**ADJOURNMENT**

**VILLAGE OF INDIANTOWN, FLORIDA  
AGENDA MEMORANDUM**

MEETINGDATE: November 29, 2018

MEETING TYPE:

AGENDA ITEM TITLE: 9 :00 AM- Howard Brown  
10:00 AM - Hector Rivera  
11:00 AM - Ken Griffin

SUMMARY OF ITEM:

RECOMMENDATION:

PREPARED BY: Cherie White DATE: 11/16/2018

REVIEWED BY: DATE:

APPROVED BY: DATE:

ATTACHMENTS:

Description

Howard Brown

Hector Rivera Sr.

Kenneth Griffin

## VISIONARY LEADER – TURNAROUND EXPERT

City Manager | City Administrator | Chief Administrative Officer | Chief Executive Officer

### HOWARD W. BROWN, JR., ICMA-CM

Palm Beach Gardens, FL

☎ 305-788-9647 ✉ howardwbrownjr@gmail.com <https://www.linkedin.com/in/howardwbrownjr/>

#### CAREER PROFILE

Visionary leader and turnaround authority with 25+ years of leadership experience in both municipal government and private sector accomplishments, using innovation and strategic planning to achieve positive operating margins. With exceptional business acumen, budgeting and policy development, and insightful contract negotiation skills, I am acknowledged as an effective communicator who employs cross-functional collaboration and interpersonal skills. I am also professionally proficient in Spanish.

By following a successful structured methodology, I excel at plan formulation and executing council policies. By focusing on process improvement, I am a fiscally conscientious, customer-centric, skilled manager of resources. In my current position as City Manager of the City of Bell, California, my peers, staff, and superiors have described me as ethical, intelligent, resourceful, loyal, and a passionate team builder. A **Master of Public Administration, Bachelor of Science, Certified Urban Planner, and ICMA Credentialed Manager** complement my career achievements.

#### SIGNATURE STRENGTHS

**Leadership | Business Retention/Expansion | Partnerships and Alliances | Issue Management | Citizen Engagement**

#### SIGNIFICANT ACCOMPLISHMENTS WITH THE CITY OF BELL

- ★ Focused the City's **Strategic Priorities** for measurement and attainment within the first three years of starting my position.
- ★ Initiated the effort to achieve **bond ratings of AA+ and AA** from S&P and Fitch, reducing debt service by more than \$3MM.
- ★ Negotiated various **Development Agreements** representing \$13MM in total economic impact contributions to City of Bell.
- ★ Completed development/adoption of **Capital Master Plan** for infrastructure and public realm elements, projected at \$200MM.
- ★ Launched a classification and pay analysis for the entire organization.
- ★ Assumed oversight of under-performing Redevelopment Agency and successfully **resolved issues stemming from OIG audit**.
- ★ Successfully developed and implemented the **First Ever Microbrewery Project**, the State of the City, **Holiday Tree Lighting Festival**, and the City of Bell **90th Year Celebration**.

#### CAREER PROGRESSION

##### CITY MANAGER

City of Bell, CA

JAN 2016 – October 2016

*The City of Bell, CA, is an incorporated city in Los Angeles County, California, near the center of the former San Antonio Township.*

**With Bell just coming out of a national scandal that almost forced it into bankruptcy, I was recruited via a national executive recruitment firm that specialized in City Manager recruitments in California. I was accountable for the day-to-day operations of all City departments, \$32MM in annual operating and capital budgets, as well as 150+ employees who served a daytime population of 50,000+.**

My mission was to work with the newly elected officials to turn the City around and chart its future; effectively, to create the *New Bell*. Bringing credibility and experience with me, I succeeded in directing the City to focus on efforts in the several areas, specifically: promoting economic development; enhancing community outreach; enhancing and repairing our public image; improving the City's management of people and processes; preparing and administering the budget, and ensuring the City became financially viable on a long-term basis.

Working with the City Council, I developed a strategic plan and accomplished most of the objectives set out in the plan by hiring mission-critical staff and preparing administrative regulations that - at the time - were almost non-existent.

To keep the organization afloat, I prepared and carried out a plan that led to the management of a \$20MM settlement, which we invested in a competent investment company, approved by the new City Council.

- Led the City to accomplish its first-ever re-codification of all city codes of ordinances, including retaining a consultant to conduct a charter review for Council Consideration.
- Successfully achieved Government Finance Officers Association (GFOA) Award two times, in successive years, for my Comprehensive Annual Financial Report (CAFR).

- Prepared a balanced budget, successfully adopted by the Mayor and Council two years in a row despite declining property sales taxes and rising pension costs.
- Retained a Financial Advisor, Bond Counsel, and Bond Underwriter firm to refinance nearly \$100MM of general obligation, redevelopment, and pension bonds.
- Renegotiated 54 contracts for professional and service contracts, resulting in saving millions of dollars.
- Overhauled several financial management policies, up to and including internal operating policies, which led to operational and administrative efficiencies, thereby allowing staff to do more with less.
- Adopted several policies such as innovative drone use policy for Community Services Department, and implemented the Body-Worn Camera program for Police Department (first ever done).
- Successfully renegotiated two collective bargaining agreements with two union groups; at the same time, succeeded in getting much-needed administrative policies agreed to, resulting in a “win-win” outcome.
- Conducted City’s first ever strategic planning process involving its residents, which led to the adoption of a strategic plan that defined the city’s goals and specific strategies.
- Organized several neighborhood groups including Neighborhood Watch, and met regularly with residents to “sell” the city’s Strategic Plan and City Priorities, as approved by the Mayor and Council.

## **CITY MANAGER**

**City of Muskogee, Oklahoma**

**01/2014 – 01/2016**

During this time, Muskogee was looking for an energetic, self-motivated and innovative City Manager to give it a different focus and improve its economic development conditions, specifically new retail and restaurant recruitment. Known as the “Turn-Around City Manager” at that stage of my career, I was sought and recruited by the national recruiting firm used by the city of Muskogee because of my background working in disadvantaged communities, and because I had global contacts that could help develop retail, housing, and commercial areas of the city.

**Oversaw day-to-day operations of all city departments while managing a \$61MM operating and capital budget, and 600+ employees who served a daytime population of more than 50,000.**

- \* Provided procurement oversight for all purchasing transactions for goods, services, construction projects, and the sale and disposal of surplus property.
- \* Expertly negotiated **acquisition/disposition of seven privately and city-owned properties** for site assemblage for a new fire station.
- Developed City’s Urban Renewal Authority and served as Executive Director, resulting in \$MM private development and creation of a Tax Increment Financing (TIF) mechanism, generating \$11MM for public and site improvements.
- Collaborated with the Mayor and City Council to develop an employee compensation plan and labor relations strategy for three collective bargaining agreements: Police, Fire, and Non-uniformed employees.
- Crafted city-wide reorganization plan adopted by the Mayor and City Council, resulting in \$1MM in savings.
- Created City’s first Economic Development Department, with emphasis on developing retail and affordable housing.
- Wrote the Muskogee 2020 Strategic Plan, adopted by the Mayor and City Council.

## **ACTING ASSISTANT CITY MANAGER (2013-2014)**

**City of Opa-locka, FL**

**01/2010 - 01/2014**

Recruited by a previous City Manager to address systemic issues within the Community Development and Planning Department. Also, led the reorganization effort of the Building Services Division to reduce the budget deficit by 25%, and created the city’s first Certificate of Use program, generating approximately \$1MM per annum.

**Executed the directives of the City Manager, Mayor, and City Council while managing a municipal organization with a \$13MM annual operating budget and 190 employees, serving a population of 16,000.**

- Assisted in developing and implementing the City’s budget and long-range goals.
- Collaborated with elected officials to develop a Jobs Program that utilized Opa-locka residents to implement city projects: Electronic Water Meter Reading; Sidewalk Construction; Alley Way Cutting; and Car Washing of City-Owned Vehicles.
- Drafted the First Source Ordinance for a hiring referral program to provide workforce development and training, specifically for Opa-locka residents.

- Directly supervised and managed Police, Human Resources, IT, Finance, Public Works, Parks and Recreation, Planning and Community Development, Code Enforcement, and Building and Licenses Departments.

#### **ACTING ASSISTANT CITY MANAGER (2013-2014)**

During this tenure, I assisted the City Manager in a number of special assignments. My primary responsibility was the development and implementation of financial recovery plan. The assignment led to substantial cost savings, revenue generation of net new revenue, and expense/expenditure reductions to be approved by the Mayor and Council.

#### **DIRECTOR, PLANNING AND COMMUNITY DEVELOPMENT (2010- 2013)**

**Oversaw Planning, Community Development, Building and Licensing Departments, and directed outside engineering firms handling the City's design, planning, and building inspection.**

- Prepared City's first Annexation Plan based on Miami-Dade County Code and the State of Florida Annexation law.
- Working with a local non-profit, achieved national recognition from the Housing and Urban Development (HUD) Secretary for attaining the Community Challenge Grant.  
*The grant was very competitive, and the City of Opa-locka was the only city in Florida that received a \$MM grant, which was used to update comprehensive plans, zoning ordinances, and creation of an economic development strategy for the city.*
- Launched a newly-created department, setting up all requirements, specifically hiring, budget, funding source(s), and legislative.
- Achieved a 10-fold increase of annual funding allocations within a 2-year period.
- Formulated, recommended, and supervised Capital Improvements for City's Master Development Plan.
- Managed/directed all Community Development Block Grant (CDBG) funding, including project management/grant proposal writing.
- Co-drafted Community Challenge Grant; awarded a \$1MM HUD planning grant, which was used to update City's Comprehensive Master Plan, Zoning, and Building Codes.
- Coordinated with Miami-Dade County, South Florida Regional Planning Council, South Florida Water Management District, and other regulatory agencies.
- Oversaw and directed the Comprehensive Master Development Plan update, including one of Miami-Dade County's only Transit Oriented Development (TOD) ordinances.

#### **DIRECTOR, PLANNING AND DEVELOPMENT SERVICES**

**City of Albany, GA**

**10/2007 - 07/2010**

**Under the direction of the City Manager, I was hired primarily for my experience and expertise in Planning, Community Development, and Code Enforcement, specifically in Florida and Georgia. Also assisted in rebuilding the department. Assisted in managing a municipal organization with a \$113MM annual operating budget and 1100 employees, serving a daytime population of 143,000+.**

- Albany was a well-managed city, and I was able to implement the Ray Charles Plaza, a project that had been outlined in a previously approved redevelopment plan.
- Working with MUNICODE, a Florida code expert firm, I was appointed to lead the City's project to re-codify all codes and ordinances, as adopted by the Mayor and City Council
- Directed planning, zoning, and building inspections activities, as well as Geographic Information Systems [GIS].
- Created the second largest tax allocation district (TAD) or tax increment financing (TIF) district in Georgia, projected to generate \$36MM+ over five years.
- Developed City's first Community Redevelopment Tax Incentive program, making Albany the second municipality in Georgia with such a program.
- Negotiated Interstate 85 extension with U.S. Department of Transportation, Federal Highway and Safety Administration, and Georgia Department of Transportation.
- Oversaw City of Albany-Dougherty County zoning ordinance revisions and Historic Preservation ordinance; and City of Albany Comprehensive Sign ordinance.
- Served as departmental Public Relations Spokesperson regarding City and county growth management plans and participated in media briefings

- Provided guidance in development of studies, plans, and analyses pertaining to transportation, freight, investment, environment, and development.
  - Authorized applications for transit and transportation funding, issued under USC 5303 and USC 5309.

**NEIGHBORHOOD IMPROVEMENT MANAGER - PLANNING AND ZONING DEPARTMENT**  
**City of Lilburn, GA**

**09/2002- 10/2007**

**During this time, the city was looking for an experienced Code Compliance professional, and as a code enforcement professional certified in three levels, I was hired to provide the expertise necessary to assist with the re-codification of all city codes of ordinances. This included retaining a consultant to conduct a charter review proposal for Council Consideration. During this time, I served in the Florida Association of Code Enforcement.**

- Served as Acting City Manager (in absence of City Manager).
- Accountable for the City being awarded funding from the *Livable Cities Initiative*, which resulted in the design, building, and improvement of pedestrian, streetscape, and sidewalk improvement projects.
- Supervised inspection and enforcement of building codes and occupational licenses for residential, commercial, and industrial site development, building plans, and building inspections.

**CHIEF OF CODE ENFORCEMENT**  
**City of Lauderdale Lakes**

**06/2000 - 09/2002**

**Directed/supervised all investigations/inspections related to code enforcement, rental housing, and lien settlement programs.**

- Prepared, managed, and administered Divisional Operating Budget; also prepared and presented reports and made legislative recommendations to the Mayor and City Commission.
- Served as Interim Redevelopment Manager as well as Acting Community and Economic Development Director.

**CORE PROFICIENCIES**

Economic Development	Articulate/Effective Writer	Process Improvement Focused
Strong Public Speaker	Creative Thinker	Fiscally Conscientious
Customer-Centric	Resource Leveraging	City Ordinances
Contract Negotiation	Accounting/Cost Analysis	Bidding Processes
Capital Improvement Plans	Budget Process	Community Relations
Compensation Plans	Contract Services	Emergency Communications
Employee Wellness/Safety	Energy Audits	Intergovernmental Agreements
Extraterritorial Zoning	Scope of Works	Site Plan Review
Facility Redevelopment	Funding/Financial Policy	Personnel Management
Fleet Management	Grant Management	Highway Beautification
Human Resources	Information Technology	Labor Negotiations
Legislative Relations	Local Government Law	Marketing Campaigns
Media Relations	Municipal Courts	Program Evaluation
Staff Motivation and Training	Municipal Utilities	Planning & Zoning
Word, Excel, PowerPoint	Public Finance/Public Works	Public Safety/NIMS
Public Speaking	Purchasing/RFP/RFQ	Recycling Programs
Risk Management	Sales Tax Revenue	Special Events
State Legislation	Strategic Planning	Sustainability Initiatives
Tax Allocation	Tourism	GIS, ArcView

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**EDUCATION / CERTIFICATION**

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**Master of Public Administration**, University of West Florida, Pensacola, Florida (1995)

**Bachelor of Science**, Florida State University, Tallahassee, Florida (1993)

**Credentialed Manager**, International City Manager's Association (ICMA)

**Certified Urban Planner**, American Institute of Certified Planners (AICP) - Certification No. 24680

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**PROFESSIONAL DEVELOPMENT / CERTIFICATION / TRAINING**

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Credentialed City Manager through the International City Management Association (ICMA).  
Nationally Certified Urban Planner through the American Institute of Certified Planners (AICP).

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**BOARD APPOINTMENTS / MEMBERSHIPS**

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International Association of City Management (ICMA), Full Member, and California ICMA, Full Member  
American Planning Association (APA), Full Member, and California APA, Full Member  
California City Management Foundation (CCMF), Full Member  
Gateway Cities Council of Government, Economic Development Working Group, Committee Member  
Independent Cities Risk Management Authority (ICRMA), Voting Board Member

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**HONORS – AWARDS – PROFESSIONAL RECOGNITION**

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- National Defense Medal – U.S. Army
- *40 Under 40* – most influential persons - Albany Herald, Albany, GA
- Humanitarian Service Medal, Florida Army National Guard
- Government Finance Officers Association (GFOA) Award, 2016 and 2017, for Comprehensive Annual Financial Report (CAFR)

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**VOLUNTEER ACTIVITIES, CIVIC CONTRIBUTIONS**

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- Omega Psi Phi Fraternity, Inc. - Social service organization aimed at helping the poor and needy
- Habitat for Humanity, Albany, GA
- Boy Scouts of America, Tulsa, OK
- International Rotary Club of America, Rotarian, Tulsa, OK, and Albany, GA

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**SPEAKING ENGAGEMENTS AND PRESENTATIONS**

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- City Manager, Keynote Speaker at the Veteran Affairs Hospital in Muskogee, OK
- City of Bell Keynote Speaker at Veterans Day Event
- City of Bell, CA – Chamber of Commerce Event Speaker
- City of Muskogee, OK – Chamber of Commerce Event Speaker

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**PUBLICATIONS**

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<https://www.fox23.com/video?videoid=22328180&videoversion=1.0>  
<https://www.pe.com/2016/05/21/beatmont-for-scarred-cities-there-is-life-after-scandal/>  
<http://www.latimes.com/local/lanow/la-me-ln-exide-schools-parks-20161117-story.html>  
<http://wavenewspapers.com/bell-hires-new-city-manager/>

[http://www.muskogeephoenix.com/city-manager-howard-brown-jr/image\\_f7d6c186-bf11-11e4-9a59-df1ae32504c8.html](http://www.muskogeephoenix.com/city-manager-howard-brown-jr/image_f7d6c186-bf11-11e4-9a59-df1ae32504c8.html)

[http://www.muskogeephoenix.com/news/city-manager-resigns-to-take-california-job/article\\_2c99d235-8abf-5844-b963-09058bdedad9.html](http://www.muskogeephoenix.com/news/city-manager-resigns-to-take-california-job/article_2c99d235-8abf-5844-b963-09058bdedad9.html)

[http://www.muskogeephoenix.com/news/local\\_news/reception-honors-city-manager/article\\_4a1f42d0-1358-5bb0-be1a-cfb153cbe721.html](http://www.muskogeephoenix.com/news/local_news/reception-honors-city-manager/article_4a1f42d0-1358-5bb0-be1a-cfb153cbe721.html)

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**TECHNICAL ENVIRONMENTS**

Windows, Macintosh, UNIX, HTML, GIS (ESRI) SOFTWARE: Microsoft Word, Excel, Access, Outlook, PowerPoint  
Facebook, Twitter, LinkedIn, Youtube, Google

## HOWARD W. BROWN, JR., ICMA-CM

Palm Beach Gardens, FL 33418

☎ 305-788-9647

✉ howardwbrownjr@gmail.com

<https://www.linkedin.com/in/howardwbrownjr/>

Friday, 2 November 2018

A visionary leader and turnaround expert with 25+ years leadership experience in both municipal government and private sector accomplishment acquired through innovation and strategic planning to achieve positive operating margins. With exceptional business acumen, budgeting and policy development, and insightful contract negotiation skills, I am acknowledged as an effective communicator, employing cross-functional collaboration and interpersonal skills and professionally proficient in Spanish. Following a successful structured methodology, I excel at plan formulation and executing council policies. Focused on process improvement, I am a fiscally conscientious, customer-centric, skilled resource controller.

In my most recent position as **City Manager of the City of Bell, California**, my peers, staff, and superiors have variously described me as ethical, intelligent, resourceful, loyal, and a passionate team builder. A **Master of Public Administration, Bachelor of Science, Certified Urban Planner**, and **ICMA Credentialed Manager** complements my career achievement.

### **Significant Accomplishments as City Manager of the City of Bell, California include:**

- \* When first recruited by the City of Bell, the City was just coming out of a national scandal that almost forced it into bankruptcy, and I re-focused the City's strategic priorities for measurement and attainment within 3 years of my commencing the position.
- \* I am an experienced economic and redevelopment professional with extensive knowledge in **Florida, Georgia** and California.
- \* Successfully recruited and hired some of the most qualified and experienced department heads in Los Angeles County - Post scandal; created citywide administrative regulations with the approval of two collective bargaining unions; overhauled all of the city's financial management policies providing for better internal controls—led to investment grade rating without the need for bond insurance.
- \* Initiated the effort to achieve **bond rating of AA+ and AA** from S&P and Fitch, reducing debt service by more than \$4MM. Negotiated various **Development Agreements** representing \$13MM in total economic impact contributions to City of Bell.
- \* Received nearly 25 million dollars in legal settlements from scandal and reinvested the money in real estate transactions and an investment company yielding nearly a ½ million dollars in three years.
- \* Prepared a balanced budget three (3) consecutive years in a row in light of declining revenues and maintained service levels all at while achieving the distinguished budget and comprehensive annual financial reports award from the Government Finance Officer's Association (GFOA).

Exceptional results throughout my career came from innovation, planning and preparation, continuous improvement, and decisive **execution of my plan**.

As a results-oriented professional I welcome the opportunity to meet with you to discuss how my previous experience, education, and skill set would be of benefit to your organization.

Thank you for your time and consideration.

Sincerely

*Howard Brown*

**Howard W. Brown, Jr., ICMA-CM**

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**SIGNATURE STRENGTHS**

**Leadership | Business Retention/Expansion | Partnerships and Alliances | Issue Management | Citizen Engagement**



September 27, 2018

**RE: LETTER OF RECOMMENDATION FOR HOWARD W. BROWN, JR.**

Dear Sir/Madam:

When our City Manager position in Bell became open nearly four years ago, Howard brought a strong resume having successfully served in cities in Florida and Oklahoma. With a Council divided on many issues, he was still an unanimous choice.

Howard has always sought to find common ground among the City Council and during my tenure as Mayor, he was consistently helpful and built a strong staff team. During Howard's tenure, he helped develop and implemented the City's strategic plan. Some of his most notable accomplishments include:

- Submitting balanced budgets for the City and receiving the Government Finance Officers Association (GFOA) award for the distinguished Comprehensive Annual Financial Report (CAFR) for two years consecutively during his tenure as City Manager.
- Successful adoption of the city's General Plan (this plan had not been updated since 1997 and was out of compliance).
- Creating a new fee structure system thereby allowing the City to establish fees for services to recoup costs from rate payers, property owners, and residents in accordance with California law.
- Overseeing a bond re-financing process which led to restoration of the City's bond rating to investment grade which will result in multimillion dollar savings over the life of the bonds.
- Developing important polices including: administrative, social media, drone, logo and seal, and emergency operations.

Under his leadership, the City procured a strategic downtown site for a "city future" project on one of the busiest intersections in Los Angeles County. As a result of this real estate acquisition, the City successfully negotiated an exclusive negotiating agreement with a prominent developer. This

This project will be the catalyst for redevelopment along the Atlantic Corridor. Additionally, he has taken important parcels from the City's former redevelopment properties and developed projects for these sites. These projects will have important long-term benefits for the City.

Howard's door was always open to the public and he listened to people. He improved our staff functions. For these reasons and others, I highly recommend Howard to any community seeking a talented City Manager.

Respectfully,



Fidencio Joel Gallardo, Mayor

Fidencio Joel Gallardo - *Mayor*  
Ana Maria Quintana – *Vice-Mayor*  
Alicia Romero – *Councilmember*  
Ali Saleh - *Councilmember*  
Nestor Enrique Valencia - *Councilmember*



6330 Pine Avenue  
Bell, California 90201  
(323) 588-6211  
(323) 771-9473 fax

**[PRESS RELEASE]**

City Manager Howard W. Brown, Jr. announced today his separation from employment as Bell's City Manager effective close of business on September 30, 2018. Mr. Brown served as City Manager in significant cities such as Muskogee, Oklahoma before coming to Bell. Mr. Brown has served as Bell's City Manager since January 2016 with a contract which had a 3 year term. During Mr. Brown's tenure, he helped develop and implemented the City's strategic plan. Some of the most notable accomplishments include:

- Submitting balanced budgets for the City and receiving the Government Finance Officers Association (GFOA) award for the distinguished Comprehensive Annual Financial Report (CAFR) for two years consecutively during his tenure as City Manager.
- Successful adoption of the city's General Plan (this plan had not been updated since 1997 and was out of compliance).
- Creating a new fee structure system thereby allowing the City to establish fees for services to recoup costs from rate payers, property owners, and residents in accordance with California law.
- Overseeing a bond re-financing process which led to restoration of the City's bond rating to investment grade which will result in multimillion dollar savings over the life of the bonds.
- Developing important polices including: administrative, social media, drone, logo and seal, and emergency operations.

Bell Mayor Fidencio Gallardo said "Howard's door was always open to the public. He listened to people. He assembled an outstanding team of staff and was an exemplary leader, building consensus during a difficult period."

Mr. Brown was a valuable leader to the City. The Council appreciates his service. He will be missed and we wish him the best in his future endeavors.

3682 SW Bimini Circle N.  
Palm City, FL 34990  
October 2, 2018

The Hon. Susan G. Thomas, Mayor  
" " Guyton Stone, Vice Mayor  
Village of Indiantown  
Village Hall  
Indiantown, FL

Re: Village Manager

Dear Mayor Thomas & Vice Mayor Stone:

I am attaching my C.V. in consideration for the Village Manager of Indiantown, FL. I have over fifteen+ years as a public manager having served in all tiers of the U.S. intergovernmental system in diverse geographical settings. Some of the local governments I have served have been as small as the City of Falls Church (VA) 11,200, to larger ones such as Guilford County (N.C.) with over 400,000 residents, 2700 employees, 27 departments and an operating budget of \$350 million and capital of \$370 million (CIP).

I also served under Governor Ella Grasso as Connecticut's Deputy Human Resources Commissioner for six years managing federal block grants, state grants-in-aid, and the welfare system via six district regional offices.

I have competencies in finance, human resources, public safety, community development/planning, tourism, economic development/redevelopment, human services, utilities, and intergovernmental affairs. I have experienced active citizen participation and welcomed it when I served the City of Falls Church (VA), and other general purpose governments as chief executive. I also was heavily involved in my international development work in governance and intense citizen participation and empowerment.

I would welcome a return to public management since I have for the last few years been an adjunct faculty at Palm Beach and Indian River State Colleges teaching Sociology and Government. I also worked internationally with the US Agency for International Development (US AID) in Ecuador, Paraguay, Colombia, Uganda and Jamaica. on short-term and long term assignments in "development, governance, democracy and decentralization".

I am presently in Northern Georgia teaching Sociology at the Ellijay branch of Dalton State College. I will permanently return to my permanent home in Palm City, Martin County.

I can offer the Village a seasoned administrator in all aspects of city, county, and state administration an "open door" and customer service orientation. I am a native speaker Spanish and can dabble in Portuguese. My wife (Delia) and I recently took the citizen's course in Martin County Services

I would truly appreciate the opportunity to compete for this opportunity.  
Thanks. With kindest regards, I remain,

Sincerely,

Hector A. Rivera Sr.

## **HECTOR A. RIVERA Sr.**

3682 SW Bimini Circle N.  
Palm City, FL 34990  
(C) 772 285 4764  
hrivera1030@gmail.com

### **Career Summary**

- 1 Over 35 year's diverse professional experiences as a top public manager at all levels of the US intergovernmental system and internationally.
- 2 Recently served as US Agency for International Development (USAID) Chief of Party (National Director) in the Republic of Ecuador serving over fifty municipalities governance and in community development/decentralization, and recent STTA\*\* assignments in Paraguay and Uganda for USAID projects. Performed program evaluations of all 55 sub-grantees with USAID support to close-out projects. In Paraguay, served as a management analyst providing analyses and strategy suggestions for program enhancements and improvements in second round of funding on Millennium/USAID projects. Performed "site avaluation" for proposal development in Uganda. Developed graduate diploma in "Management of Sub-National Governments" with a consortium of four private regional universities in the Republic of Ecuador which graduated over 100 appointed and elected officials. First "city manager" in Ecuador was a graduate of this graduate "Diplomado"
- 3 Extensive experience in economic, public works, and utilities (water). Washington Aqueduct which serves D.C., Arlington County (VA) and City of Falls Church (VA) and is owned by these governments was part of my stewardship as Falls Church city manager.
- 4 Presently an adjunct faculty at Indian River State College, Ft Pierce, FL & Dalton State College, [Ellijay branch], GA.
- 5 Served a county manager in Guilford County (Greensboro), N.C., birth of the civil rights movement and met quarterly with two diverse groups: (a) Presidents and Chancellor of universities, e.g., UNC, Guilford College, N.C. A & T, (town and gown) etc., and (b) the "Wheels Group: Chairman and Manager (CEO) of United Way, School Board, Airport Authority, City of Greensboro (county seat), GC Board of Commission, etc., to review our respective agendas and issues. \*STTA: Short Term Technical Assistant

### **Education**

- 1 Executive Institute, University of Virginia,
- 2 University of Hartford, W. Hartford, CT, M.P.A. .
- 3 Fellow, National Endowment for the Humanities (NIH), UC Santa Barbara,
- 4 The New School for Social Research, N.Y., N.Y. M.A. Sociology,
- 5 City College of New York, N.Y. B.A. Sociology,
- 6 Honorary Graduate Diploma in "Management of Subnational Governments" from four private Ecuadorian Universities.

### **Languages:**

English & Spanish (Native), Portuguese(Beginner)

## **Relevant Employment Experiences**

### **2009-Present: Adjunct faculty:**

Certified to teach Sociology and Public Administration to undergraduate students at Indian River State College (IRSC), FL, & Dalton State College (Sociology Fall 2018). Pending Alternate/Certification in Political Science from IRSC.

### **February 2010-Present: Consultant for Casals & Associates, Washington, DC.**

Served as a Senior Advisor for an IQC on Governance & Decentralization; worked on prospective USAID proposals on Honduras, Jamaica, Paraguay and Uganda on anti-corruption methodologies utilized by Casals, and general governance. Assigned to USAID/Paraguay Millennium project on Anti-Corruption/Rule of Law, and performed field visit to Kampala, Uganda on a competitive USAID grant where I met with national ministers and civil society organizations

### **2007-08: Assistant City Manager, City of Cape Coral, Florida.**

Supervised Fire, Police, Human Resources, Finance, City Clerk and Parks & Recreation. Served as liaison to CRA\* Board. New Position eliminated by Council due to State cutbacks. Cape Coral is a pre-platted city. Visited Dominican Republic with Hispanic Chamber of Commerce to develop relationship and discuss "best practises". \*Community Redevelopment Agency

### **2003-06: USAID Chief of Party (National Director) for ARD Inc., in Ecuador.**

Managed a national USAID/US Embassy project (\$11.6 million) including 56 sub-national governments in potable water, sanitary landfills, slaughterhouses, general capacity building (tax assessment, GIS, human trafficking, decentralization, public participation, development etc.) Project received perfect scores from USAID and exceeded requirements by 100%. Served as a catalyst in developing a graduate diploma with a consortium of four regional private universities in the "Management of Sub-national Governments".

### **2001-02: Senior Advisor to the Global US Director of Peace Corps.**

\*Director is Presidential Appointed, Washington, DC. Security clearance with US State Department.

### **1997-99: City Manager, City of Falls Church, VA.**

Responsible for all the municipal functions with a budget of \$30 million operating and \$100 million capital. Directly supervised the Public Work /Utilities functions-the latter served 100,000 customers, & Community Development (CDBG), and developed a "pay for performance plan". Served as a catalyst for the creation of an Economic Development Authority and worked with Arlington County and D.C. on the Washington Aqueduct\*- jointly owned by the city, county, and D.C. and managed by the U.S. Army Corps of Engineers. \*Main water for Arlington County & City of Falls Church (VA), and Washington/ District of Columbia.

### **1993-97: County Manager, Guilford County (Greensboro), N.C.**

Managed the 3rd largest county (400,000) in the state with an annual operating budget of \$359 million and \$370 million capital, with 2700 employees and 27 departments. Provided leadership for county's first CIP\* Plan; 2015 Strategic Growth Plan; created a Training Center for employees and took the lead on economic development that generated \$1.2 billion worth of capitalization and hundreds of value-added jobs. Provided water services to rural areas via

inter-municipal agreement with City of Greensboro. Provided oversight to Social Services, Health, Substance Abuse and Mental Health programs and Planning/ Development functions and all other county services. \*Capital Improvement Plan

**1985-92: Assistant City Manager, Virginia Beach, VA.**

Responsible for oversight and direction of Human Services which included Mental Health/Mental Retardation/Substance Abuse, Social Services, Community Development, Libraries, Agriculture, Parks and Recreation, Juvenile Probation and Community Corrections. Developed innovative "latch-key" children's project which won national recognition, Indigent care initiative, and provided leadership for bond referenda for new Central Library and Community Recreation Centers.

**1979-84: Deputy Human Services Commissioner, State of Connecticut.**

Worked directly under Governor Grasso to manage the daily operations of four divisions and various block grants such as Title XX, Energy, Refugee Resettlement, etc. Provided guidance and direction for the state's social delivery system (welfare) via six district offices.

**1976-79: Executive Director, Human Resources Commission, Pueblo, CO.**

Provided guidance and direction to Board, City Council and County Commission on Human Services-grants-in-aids as well as monitoring and evaluation for policy makers in such areas as Mental Health, Substance Abuse, Elderly Services, Health, etc.

## **Awards & Acknowledgements**

- 1 Member, Board of Education for the City of Meriden, CT 1981-85.
- 2 Recipient of YWCA of South Hampton Roads' Mary Helen Thomas Award for assisting in the "elimination of racism". 1992
- 3 Received **National Association of Counties (NACo)** Achievement Award to Guilford County, N.C. for "shared services" with the City of Greensboro. 1994
- 4 Served on the **International City/County Management Association (ICMA)** Committees of : Assistants, Academic and International

## REFERENCES FOR HECTOR A. RIVERA SR.

1. Alexis Panehal, former USAID\* Mission Director in the Republic of Ecuador-presently in Washington, D.C.:  
apanehal@usaid.gov
2. Thomas F. Cornell, my former supervisor @ ARD Inc. and Casals & Associates-presently serves as Director, Office of Strategic Planning, Budget and Evaluation, USAID\*/Afghanistan, Washington, D.C.  
thomasfcornell@hotmail.com
3. Roy E. Melnick, Chief of Police, (former employee), roymelnick@comcast.net, (C)978 992 6971
4. H. Alan Brangman, AIA, University Architect, University of Delaware. Former Mayor of the City of Falls Church, VA when I served as city manager. brangman@udel.edu, 302 831 6509
5. Bruce Fraser, Ph.D., Indian River State College, Ft Pierce, FL. Former Dean of Social Sciences and my former supervisor.  
bfraser@irsc.edu
6. Terry Stewart, city manager of the City of Cape Coral, FL when I served as his assistant city manager.  
terry\_stewart49@hotmail.com or tstewart@arcadia-fl.gov
7. Aleksander Dardeli, Vice President for Development @ IBI International. aleksander\_dardeli@hotmail.com  
Former supervisor at Casals & Associates. 703 525 2277
7. Ray Waldron, ray.waldron26@gmail.com. Former Democracy Director at USAID/Ecuador and CoP in diverse settings.



Kenneth Cooper Griffin,  
112 Pelham's Ordinary  
Williamsburg, VA 23185  
Phone: (919) 412-3332  
kenc.griffin@gmail.com

### Summary of Qualifications

County Administrator, Assistant County Administrator and Department Head leadership experience, including: strategic planning and forecasting, budget development and execution, external funding procurement, rate and policy making, negotiating, capital program management, infrastructure maintenance management and operations. Excellent interpersonal skills, problem solving and decision making abilities. Excel in administration of complex agencies and implementation of new initiatives. Strong record of positive relationships with unionized and non-unionized work forces. **National Incident Management System Certified. Licensed Professional Engineer in Florida** and Fellow, International Institute of Transportation Engineers. Professional accomplishments include more than two dozen publications, service on multiple community, government and university Boards and Committees including serving as President or Chair on many, more than 50 speeches and conference presentations, numerous state legislative and federal congressional presentations and press and television interviews. Professional awards include: Public Power Association Awards for: Financial Stability, Service Excellence and Energy Efficiency; APPA RP3 and DEED Certifications; EPA Safe Drinking Water Director's Award; AMWA Platinum Award for Utility Excellence; **Government Finance Officers Association Certificate for Achievement of Excellence in Financial Reporting for Annual Report; S&P AAA Bond Rating; NACO Recognition for Outstanding Customer Service, First Place, Tampa Bay Regional Planning Council Future of the Region Award for Excellence in Community Planning; Most Innovative Program Award from the Florida Aging Services Providers; AIA/NACO Local Leaders in Sustainability Green County Award; first county in the nation to be accredited by the American Public Works Association (Hillsborough); 2005 ITE Australia Presentation; 2001 National Waterways Conference Award; AWWA Gold Medal and California/Nevada AWWA Man of the Year Award. Graduate of the John F. Kennedy School of Government Executive Program in Strategic Public Sector Negotiation at Harvard University and a graduate of the Cornell New Executive Program. ICMA Credentialed Manager (International City/County Management Association). American Public Power Association Certified Power Manager (CPM).**

### Education

MS	Cornell University – Chemical Limnology, Ecosystems	NSF Graduate Award
MS	University of Southern California – Environmental Engineering Treatment Plant Design	EIT, PE License; 3.8 GPA
PhD	University of Mississippi – Leadership, Management Human Resources Development	4.0 GPA
BS	University of California, Irvine – Biological Sciences with extensive course work in Chemistry and Air Quality	Presidential Scholarships, Lions Club Scholarship, Top 1% and 1 <sup>st</sup> Dean's List of School (3.8 GPA in Major),

### Professional Experience and Accomplishments

Consultant/Principal Manager and Engineer, Reynolds Engineering 2016 -Present, Serve as a principal manager and engineer for engineering projects in the SE US for a highly competitive private sector, multi-disciplinary engineering and management firm. Projects include development and implementation of: \$567 M Mississippi Gulf Coast Regional

(Water & Wastewater Utilities) Recovery Plan; the \$100 M Jackson Water System Rehabilitation Program and the \$427 M One-Lake Flood Control Development Plan

County Administrator and utilities director, King William County, Virginia, 2015 – 2016, County Administrator of a full-service county in Richmond MSA, including: Administration, Revenue, Finance & Budget, Treasurer, Utilities, Public Works, Public Health, Community Development, Parks & Recreation, Emergency Services and twelve other departments. **Developed and presented a County Budget that reduced the County General Fund Tax Rate by 8.5% and 2.2% in successive years. Initiated development and implementation of a new countywide, county-owned broadband utility.** Developed and implemented a plan that significantly improved Emergency Medical Transport Response rates and times. Developed and implemented a comprehensive update of County policies for: Procurement, Land Use and Personnel Property Tax exemptions, Personnel and Compensation. Significantly improved the maintenance of County buildings and improved energy efficiency. **Recruited new and expanded business to the County, including second largest solar farm in the state.**

Director of Public Utilities, Smithfield Public Utilities, North Carolina, 2014 – 2015, Director of a municipal electric, water and wastewater utility serving Smithfield and portions of Johnson County (Greater Raleigh Metro Area). Conducted a state of the art Electric Utility Cost of Service Study and proposed a modern rate structure that incorporated continuing residential usage reductions and reduced rates by 20% that was unanimously adopted by the Board. **Initiated and implemented a comprehensive AMI/Smart Grid/SCADA for utility's wastewater collection system; electric distribution system, regional water plant and water distribution system, water infrastructure.** Initiated and developed an innovative Economic Development Rate linked to coincident peak load shedding and successfully recruited businesses to relocate to Smithfield. Implemented three new solar energy farms. Secured more favorable bond financing for major substation project. Secured grant funding for an electric vehicle and vehicle charging station program. Re-engineered a residential energy efficiency initiative that provided significant savings to both the utility and our customers. Received Public Power Association Awards for: Financial Stability, Service Excellence and Energy Efficiency and APPA RP3 and DEED Certification. Became an American Public Power Association Certified Power Manager (CPM). Initiated and completed rehabilitation of an aging regional water treatment plant; Initiated and implemented a comprehensive I/I Program for an aging wastewater collection system; **Boards/Committees: Board Member and Rate Committee Member, North Carolina Eastern Municipal Power Agency (NCEMPA), which successfully negotiated a new Purchase Power Agreement (PPA) with Duke Energy Progress (DEP). This successful negotiation significantly lowered Smithfield's costs (21%) and improved the value of our local brand.**

General Manager, BJWSA, 2011 – 2013, CEO & General Manager of a regional water, wastewater and reclaimed water authority in SE South Carolina, serving a population of 172,000 including: the US Marine Corps Recruit Depot on Parris Island, the US Marine Corps Air Station, the US Naval Hospital at Beaufort, Hilton Head Island, Beaufort, Bluffton, Port Royal, Hardeeville and the Sea Islands of South Carolina. **Results: EPA Safe Drinking Water Director's Award; AMWA Platinum Award for Utility Excellence (Efficient Utility Management);** Government Finance Officers Association Certificate for Achievement of Excellence in Financial Reporting. Initiated and implemented a comprehensive Management Dashboard with Key Performance Indicators (KPI). In a very challenging revenue environment of a dispersed customer base and reduced consumption, significantly reduced expenses and increased revenues. **Significantly improved worker safety and achieved Zero OSHA Lost Work Days.** Led AMWA's Legislative Committee and served on AMWA's Regulatory Committee. Lead utility of five sponsoring utilities along with Clemson, Yale and Arizona State of an AWWA WRF funded study of on the occurrence, formation and control of NDMA and nitrosamines, which the USEPA is expected to announce its intent to regulate.

Assistant County Administrator for Infrastructure, Utilities and Planning/Director of Operations & Management for Public Utilities, **2006 – 2011**, Hillsborough County (Tampa), Florida, As Assistant County Administrator for Utilities & Infrastructure, **led 2,100 plus employees in: Public Works, Public Utilities, Planning & Growth Management, Solid Waste Management and Community Code Enforcement for a rapidly growing urban county of 1.3 M.** **Administered an annual operating budget of over \$400 M and a Capital Budget of over \$3 B. Secured more than \$500 M in new grant funding.** Implemented a customer satisfaction survey tool and significantly improved a customer

satisfaction. Implemented a Workforce Development, Diversity and Succession Planning initiative for all Utility and Infrastructure departments. Initiated the planning for and secured Federal funding for a water taxi service linking both sides of Tampa Bay with MacDill Air Force Base (CENTCOM and SOCOM). As Director of O&M for Public Utilities, led O&M for a \$330 M Enterprise with a service a population of 600,000 -900,000 and 750 employees) in: Wastewater, Reclaimed Water, Water, Solid Waste and Electric generation and sales. Managed all natural gas purchases. **Personally initiated, developed and completed utilities' first Comprehensive Strategic Plan. Completed a utilities comprehensive vulnerability assessment and infrastructure security enhancement program. Led County Utilities Division in Energy Efficiency Initiative and secured \$11 M in Federal funding for capital energy efficiency projects.** Led County Utility Division in developing and implementing an Comprehensive Asset Management System for all water, wastewater, reclaimed water, solid waste and electric generation assets (\$1.8 B) and integrated this Asset Management System: with CIS (customer accounting, billing and work orders), GIS, Warehouse & Inventory and Workforce Mobility. Initiated and implemented a robust student internship program with the University of South Florida to collect all data needed for our 300,000 utility assets. **Led County Utilities in developing and implementing Continuity of Operation Plan.** Operated and maintained over 200 buildings totaling over 2 M square feet. Results: Hillsborough Public Utilities secured a Municipal Bond rating of Aa2 (Moody's)/AA (S&P and Fitch). **Hillsborough County's Public Works Department became the first county in the nation to be certified by APWA. First Place, Tampa Bay Regional Planning Council Future of the Region Award for Excellence in Community Planning. Developed and implemented a comprehensive plan to reengineer and reorganize the County's building services division and in doing so, dramatically improved response times and increased customer satisfaction. AIA/NACO Local Leaders in Sustainability Green County Award. Most Innovative Program Award from the Florida Aging Services Providers.**

General Manager, Pearl River Valley Water Supply District (Jackson, MS), 1993 - 2006: The Pearl River Valley Water Supply District is the largest water agency in the State. Results: **Successfully negotiated with the Mississippi Development Authority and Nissan North America, Inc. to provide long-term, high-quality process water needed for their new \$6 B manufacturing facility and their Tier I – IV Suppliers.** Developed and implemented creative partnerships with state universities, area governments, and non-profit organizations to provide facilities and services meeting the public need, including numerous infrastructure projects, the Bob Anthony Parkway, the Pearl River Environmental Education Center, the Lakeshore Recreation Complex, and the Reservoir Youth Soccer Complex. Increased annual revenues by 100% and secured over \$50 M in new external funding. Led agency to receive first ever State Department of Health perfect scores on annual inspections of District's four water systems. Initiated and implemented a comprehensive SCADA for all key District facilities. **Boards/Committees:** Rotary Club of Jackson College Scholarship Committee; Rankin County Wastewater Authority, President; Madison County Wastewater Authority; NASA's Mississippi Space Commerce Initiative Board; Metropolitan Planning Organization (MPO) Transportation Committee; Mississippi Upper Pearl River Watershed Advisory Committee founding President; Mississippi Water Resources Association, Executive Committee and Chairman of Public Relations Committee. Director of the Cornell Alumni Admissions Ambassador Network for Mississippi; Mississippi State University External Research Committee; University of Mississippi's Graduate Emphasis in Engineering Management Committee; Notable Results: As Chairman of the Public Relations Committee of the Mississippi Water Resources Association, I initiated and implemented a statewide watershed awareness signage program.

#### Additional Areas of Expertise and Experience

- Financial Management – Budget Planning & Execution
- External Funding Development and Alternative Project Financing
  - Engineering Management and Economics
    - Contract Management
  - Management of Operations & Maintenance
    - Start-up of Complex Programs
- Personnel Management – Organizational and Human Resources Development

- National Incident Management System Certified: IS-100, IS-200 and IS-700
- Expertise in New Urbanism, Sustainable Development and Green Building
  - Interrelationship between transportation and land use planning
- Professorships with five major Colleges and Universities since 1988: Taught graduate courses in leadership & management, international studies, public administration, and advanced statistics. Co-developed a new Master's Degree program in Engineering Management for the University of Mississippi
- Continuing Education course work at Harvard University, Northwestern University (Transportation Planning) and Cornell University (Transportation Engineering)
- Familiarity with Spanish, Italian, French and Latin (taught six years in a primarily Hispanic community college)
- Other Interests: Talent Investment Club (Church) – President; Bicycling, Kayaking, Gym, Lacrosse and Golf

Kenneth Cooper Griffin  
112 Pelham's Ordinary  
Williamsburg, VA 23185  
October 29, 2018

Honorable Susan Gibbs Thomas and the Indiantown Council  
c/o C. White, Village Clerk  
16550 SW Warfield Blvd.  
Indiantown, Florida 34956

Subject: Application for Green County Administrator

Dear Mayor Thomas and Council Members:

I enthusiastically apply to be your first Village Manager and have enclosed a current resume and list of references for your review. I am an experienced, strategic, proactive and motivational county administrator, assistant county manager and department head with successful experience in leading cost-effective and forward-thinking municipal operations, including for King William County, VA; Smithfield, NC and Hillsborough County (Tampa), Florida. I am an ICMA Credentialed City/County Manager and a Registered Professional Engineer in Florida.

I know well the hard work and successes that lie ahead, as I was the first city engineer/director of public works/director of public utilities with a staff of one for the newly incorporated City of Sedona, Arizona early in my career. My recent experience includes:

- County Administrator and utilities director, King William County, Virginia - County Administrator of a full-service county in Richmond MSA, including: Administration, Revenue, Finance & Budget, Treasurer, Utilities, Public Works, Public Health, Community Development, Parks & Recreation, Emergency Services and twelve other departments. Developed and presented a County Budget that reduced the County General Fund Tax Rate by 8.5% and 2.2% in successive years. Initiated development and implementation of a new countywide, county-owned broadband utility. Developed and implemented a plan that significantly improved Emergency Medical Transport Response rates and times. Developed and implemented a comprehensive update of County policies for: Procurement, Land Use and Personnel Property Tax exemptions, Personnel and Compensation. Significantly improved the maintenance of County buildings and improved energy efficiency. Recruited new and expanded business to the County, including second largest solar farm in the state.
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Grid/SCADA for utility's wastewater collection system; electric distribution system, regional water plant and water distribution system, water infrastructure. Initiated and developed an innovative Economic Development Rate linked to coincident peak load shedding and successfully recruited businesses to relocate to Smithfield. Implemented three new solar energy farms. Secured more favorable bond financing for major substation project. Secured grant funding for an electric vehicle and vehicle charging station program. Re-engineered a residential energy efficiency initiative that provided significant savings to both the utility and our customers. Received Public Power Association Awards for: Financial Stability, Service Excellence and Energy Efficiency and APPA RP3 and DEED Certification. Became an American Public Power Association Certified Power Manager (CPM). Initiated and completed rehabilitation of an aging regional water treatment plant; Initiated and implemented a comprehensive I/I Program for an aging wastewater collection system. Board Member and Rate Committee Member, North Carolina Eastern Municipal Power Agency (NCEMPA), which successfully negotiated a new Purchase Power Agreement (PPA) with Duke Energy Progress (DEP). This successful negotiation significantly lowered Smithfield's costs (21%) and improved the value of our local brand.

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Honorable Susan Gibbs Thomas and the Indiantown Council  
c/o C. White, Village Clerk  
October 29, 2018  
Page 3

collect all data needed for our 300,000 utility assets. Led County Utilities in developing and implementing Continuity of Operation Plan. Operated and maintained over 200 buildings totaling over 2 M square feet.

I am most interested in returning to our home in Florida and would like to serve as your Village Manager for the next 10 plus years. Please feel free to contact me at (919) 412-3332.

Very truly yours,

Kenneth Cooper Griffin (Ken)

Enclosures: two

## References for Kenneth Cooper Griffin

Otto Williams, Supervisor, King William County Board of Supervisors, Former Board President and Supervisor in my role as County Administrator  
(804) 347-1802 cell

Earl Walker, President, Pearl River Valley Water Supply District (PRVWSD), Former Board President in my role as GM of the PRVWSD for 13 years  
(601) 750-5707 cell  
(601) 372-9536  
[Walker1547@aol.com](mailto:Walker1547@aol.com)

General (Ret.) Paul J. Vanderploog, Tampa, FL, former direct report to me as Director of Public Utilities in my role as Assistant County Administrator for Utilities & Infrastructure and also my Former Supervisor in my role as Director of Operations and Management, both for Hillsborough County. General Vanderploog is a graduate of Syracuse University and an Upstate NY native.  
3043 Sunset Lakes Blvd.  
Wesley Chapel, FL 33544  
(813) 919-6174  
[pvdploog@aol.com](mailto:pvdploog@aol.com)

Carl Ray Furr, P.E., Executive Vice President, Reynolds Engineering  
5317 Reddock Drive  
Jackson, MS 39211  
(601) 209-7777 cell  
[cfurr@pickeringfirm.com](mailto:cfurr@pickeringfirm.com)

Peter Aluotto, AICP, Director of Planning & Development, Charles County, MD, former direct report to me as Director of Planning & Growth Management in my role as Assistant County Administrator for Utilities & Infrastructure for Hillsborough County

(813) 361-0184  
[peter.aluotto226@comcast.net](mailto:peter.aluotto226@comcast.net)

**VILLAGE OF INDIANTOWN, FLORIDA  
AGENDA MEMORANDUM**

MEETINGDATE: November 29, 2018

MEETING TYPE:

AGENDA ITEM TITLE: 1:00 PM – Kathleen Margoles  
2:00 PM - Asheley Hepburn  
3 :00 PM - Michael Brillhart  
4 :00 PM- Glenn Irby

SUMMARY OF ITEM:

RECOMMENDATION:

PREPARED BY: Cherie White DATE: 11/16/2018

REVIEWED BY: DATE:

APPROVED BY: DATE:

ATTACHMENTS:

Description  
Kathleen Margoles  
Asheley Hepburn  
Michael Brillhart  
Glenn Irby

November 2, 2018

Kathleen S. Margoles  
1371 NW 113<sup>th</sup> Terrace  
Coral Springs, FL 33071

Mayor Susan Gibbs and Village Council Members  
16550 Warfield Blvd.  
Indiantown, FL 34956

Dear Mayor Gibbs and Village Council Members:

I am submitting my name for consideration for the position of Indiantown Village Manager. I believe the opportunity to build an organization as the first Village Manager to be extremely exciting and rewarding.

I have worked in several midsize and smaller cities in Southeast Florida. My career path has been very eclectic, but extremely rewarding, with official titles that include Assistant City Manager, Community and Economic Development Director, Special Projects Coordinator and Parks and Recreation Director. This knowledge base has allowed me to view government from many different perspectives. I have worked in small cities with limited staff so I know how to wear multiple hats.

Most recently, I served as the City of Oakland Park Community and Economic Development Director, where I managed the Community Redevelopment Agency (CRA). I received my Florida Redevelopment Association designation as a Florida Redevelopment Administrator (FRA-RA). I have successfully led the Oakland Park CRA through its' 1<sup>st</sup> 5 year Strategic Plan and started on the 2<sup>nd</sup> 5 year Strategic Plan. I brought new businesses to the City and assisted existing businesses to expand and achieve stability.

One of my major accomplishments in Oakland Park was to create and implement the Proud Oakland Park (POP) initiative, an initiative that spanned all departments and focused on building community pride and improving community appearance. Oakland Park is an extremely diverse community with a majority minority population. I worked with the City Commission and all departments to involve all shareholders in the government process.

In all my capacities, non-profit and government, I have been a liaison to other agencies and organizations and individuals. I have worked with other local governments, the County, the State and federal agencies. My communication and interpersonal skills are excellent.

Sincerely,



Kathleen S. Margoles

**SUMMARY**

More than twenty years of local government plus five years nonprofit experience with expertise in the following areas:

- |  |                                       |
|--|---------------------------------------|
| Strategic Planning and Operations Analysis | Budget Development and Implementation |
| Customer Service                           | Organizational Change and Development |
| Grant Writing and Administration           | Operations and Project Management     |

Strong organizational, analytical and communication skills. Adept at working in and with diverse groups to develop consensus. Broad experience in public, private and nonprofit sectors.

**RELEVANT LOCAL GOVERNMENT EXPERIENCE**

***Margoles Consulting, Inc.***

***March 2018***

Expertise on broad range of topics including government and nonprofit management including organizational change and implementation, capital projects and special districts.

***City of Oakland Park, FL***

***Community and Economic Development Director (CRA)***

***September 2015-February 2018***

***Special Projects Coordinator***

***June 2013-September 2015***

***Interim Utility Billings and Services Manager***

***January 2013- June 2013***

Oakland Park is a city of 43,000 in central Broward County.

Duties and Responsibilities- Community and Economic Development Director (CRA)

- Brought three new restaurants and Lucky’s Market into downtown, negotiated 36 incentive packages
- Worked with two different consultants and City staff to update strategic plan and Downtown Mixed Use Guidelines
- Successfully applied for Federal, County, State and local grants
- Developed two entryway features and wayfinding program

Duties and Responsibilities- Special Project Coordinator

- Developed and implemented Proud Oakland Park (POP) Program, an initiative with over 100 activities throughout all City departments to improve City appearance and quality of life
- Develop and implement Oakland Park Arts and Culture Plan; oversaw 1<sup>st</sup> sculpture exhibit
- Worked on team to transition Code Enforcement from Community Development to Fire Department; chaired Code Enforcement Task Force
- Implemented City’s first Mobile App

***City of Lake Worth, FL***

***December 2010-April 2012***

***Assistant City Manager***

***October 2011- April 2012***

***Assistant to the City Manager***

***December 2010-September 2011***

Lake Worth is a city of 37,000 in central Palm Beach County. I was hired as Assistant to the City Manager and promoted to Assistant City Manager. I oversaw Human Resources, Leisure Services and Public Services.

Duties and Responsibilities

- Managed Casino Rehabilitation and Beach Redevelopment Project budgeted at over 11 million dollars. Negotiated Casino Building tenant leases exceeding \$3.5 million.
- Develop and implement Leisure Services Department, formerly part of Public Services Department for FY12 Budget year. Divisions include Beach and Aquatics, Golf Course, Recreation, Special Events and Athletics.

- Oversaw City Sustainability efforts. Develop and implement “Energize Lake Worth” Plan.
- Preparation of City Budget as part of Office of Management and Budget.
- City Public Information Officer
- Co-lead for Negotiations with 2 Labor Unions
- City Liaison for Office of Inspector General inquiries and responses

**Town of Lauderdale-By-The-Sea, FL**

**May 2010- December 2010**

**Consultant for Town Manager**

Worked on a contractual basis on a variety of special projects. Assignments include Sewer Rate Analysis, Senior Program grant audit, Red Light Camera Feasibility Study.

**Broward County, FL Cultural Division**

**October 2009 – December 2010**

**Project Manager, Public Art & Design**

Worked on a contractual basis managing public art projects for Library and Park Bond projects. Coordinate with Artists, County departments, Broward Cultural Council, Public Art & Design Committee, municipalities and the public. Manage budget and oversee design and installation.

**City of Lauderdale Lakes, FL**

**Parks and Recreation Director**

**August, 2005-August 2009**

Lauderdale Lakes is a culturally diverse city with a population of 32,000, covering approximately 4 square miles, located in central Broward County. The Parks and Leisure Services Department had been without a Director for over a year. I was hired to lead a major reorganization and manage a capital improvement plan that increased facilities by 300%

Duties and Responsibilities as Parks and Recreation Director:

- Member of executive team of a municipal government with primary responsibility directing Department of Parks and Recreation with 53 full time and part time employees and an operating budget of over 2.5 million dollars and a capital projects budget of over 5 million. Oversight responsibility for the following functions: parks, landscaping, recreation, cultural activities and special events.
- Preparation and administration of the department’s operating and capital budgets.
- Logistics Chief of Emergency Operations Team, responded to Hurricane Wilma needs of residents, managed parks recovery process
- Liaison to Parks Advisory Board, School Advisory Board

**City of Tamarac, FL**

**Department of Parks and Recreation, Director**

**October 1995-July 2005**

**February 1997-July 2005**

Duties and Responsibilities:

- Director of major operational department. My major responsibility was direction and management oversight of over 100 employees and the following functions: Parks, Recreation, Special Events, Social Services and Transportation
- Develop and implement city and department standards, policies and procedures.
- Preparation and administration of the department’s operating budget of over 4 million dollars and citywide capital improvement plan.
- Member of management/labor contract negotiation team

**Office of Social Services, City of Tamarac, FL**

**Social Services Coordinator**

**October 1995-February 1997**

The Office of Social Services was a division of the City Managers Office. It provided information and referral services, senior services and paratransit services to residents.

Duties and Responsibilities:

- Management of the daily operation of transportation and information and referral function
- Represented the City on a variety of intra- and inter-governmental committees.

- Served as the department's primary spokesperson to citizen groups, external agencies and funders. Prepared press releases for distribution to the media.

**ADDITIONAL EXPERIENCE**

<b>Family and Children's Services, Ithaca, NY</b>	<b>July 1991 -September 1993</b>
<b>Director of Volunteer Programs</b>	
<b>Better Housing of Tompkins County, Ithaca, NY</b>	<b>January 1987- December 1991</b>
<b>Finance Director</b>	
<b>Affordable Housing Program Manager</b>	
<b>Executive Administrative Assistant</b>	

**EDUCATION**

<b>Nova Southeastern University</b>	<b>M.S. Human Services Administration</b>
Emphasis on financial operations, systems and organizational development.	
<b>S.U.N.Y., College at Cortland</b>	<b>Bachelor of Arts, Sociology</b>
<b>Continuing Education</b>	
<b>ICMA Senior Executive Institute- May 2008</b>	

**PROFESSIONAL AFFILIATIONS**

Florida Recreation and Parks Association Board of Directors- Directors Committee Chair 2003-2005, Legislative Committee Chair 2005-2006, Vice President of Advocacy 2006-2009  
 International City/County Management Association- Healthy Communities Living Ambassador, 2009, 2010, 2012, 2013 Conference Evaluation Committee, Women in Government Task Force  
 Florida City County Managers Association- Awards and Scholarship Committee 2015-16, 2016-17, Florida Redevelopment Association Legislative Committee 2017

Asheley A. Hepburn  
636 Remington Green Drive SE  
Palm Bay, FL 32909  
305-778-6019 (Cell)

November 2, 2018

Mayor Susan Gibbs Thomas  
Village of Indiantown  
PO BOX 398  
Indiantown, FL 34956

Dear Mayor Thomas:

In reviewing the announcement for the Village of Indiantown Village Manager position I understand the rich history of this community in that it has been in existence as rural community since the early 1900's. I understand that Indiantown is Florida's newest incorporated local government, incorporated in December of 2017 with a population of 6,083. It has a council manager form of government with 5 elected officials, which consist of a Mayor and 4 Council members. The Mayor is elected by council members. This body selects the Village Manager and Village Attorney. This community has some unique issues to address moving forward.

On the basis of the announcement I am eager to present my credentials to be considered for the position of Village Manager. I have over 28 years of local government experience. Additionally, I have 16 years of administrative and fiscal management experience in local governments at different levels of government to include both City and County government. These experiences have allowed me the privilege to be responsible for developing and monitoring both operating and capital budgets; developing multi-year projections; and drafting and implementing financial policy and procedures.

Additionally I have over 10 years of strategic performance management experience at different levels of high performing organizations. I have lead cross functional teams in establishing organization goals and objectives. These teams have created a performance management process. These efforts required team building, partnering with others and leadership in order to achieve success. I believe possessing these skills will assist me in being successful in this position. I would like the opportunity to present my credentials in a personal manner. Please find enclosed a resume detailing my experience. I have also reviewed the issues which were identified in the announcement and have developed a work plan to address each of these issues succinctly.

I believe I am a self-starter, I am not afraid to take on initiatives and see them through completion. My track record is proven as a change agent through my experiences in carrying out various initiatives in county organizations such as Brevard County, St. Lucie County and the City of Lauderdale Lakes.

Thank you for your consideration and I look forward to the opportunity to present my experience, education and credentials to the Village Council.

Sincerely,

A handwritten signature in black ink that reads "Asheley Hepburn". The signature is written in a cursive style with a large initial 'A' and a long, sweeping underline.

Asheley A. Hepburn

CC: Vice Mayor Guyton Stone  
Council Member Jackie Gary Clarke  
Council Member Anthony Dowling  
Council Member Janet Hernandez

**ASHELEY A. HEPBURN**

636 Remington Green Drive SE  
PALM BAY, FLORIDA USA, 32909  
(305) 778-6019 (Cell)

**Objective: Seeking Municipal Management Opportunities**

**PROFESSIONAL EXPERIENCE**

**City of Lauderdale Lakes**

*Lauderdale Lakes, Florida USA*

**MANAGER, FINANCIAL SERVICES**

**OPERATING & CAPITAL BUDGET PREPARATION** - Developed the City's Operating and Capital Budget and multi-year capital plan of \$40.9 million; utilized computer software (Microsoft Excel, Word, and MUNIS). Monitored the annual budget. **PERFORMANCE MANAGEMENT**-Developed the annual performance management process based on a balanced scorecard approach in all City departments; Process included developing organization strategic objectives and initiatives; Facilitating development of management/department scorecards, performance measures and initiatives; Providing ongoing training; Benchmark business processes with other Municipalities; Communicating performance results; utilizing software( Active StrategyOnline). **TRIM MANAGEMENT** - Responsible for TRIM (Truth In Millage) compliance to Florida Statutes.

**St. Lucie County**

*Fort Pierce, Florida USA*

**DIRECTOR, OFFICE OF MANAGEMENT & BUDGET OFFICE**

**OPERATING & CAPITAL BUDGET PREPARATION** - Coordinated the County's Operating and Capital Budget and multi-year capital plan of \$505 million; utilized computer software (Microsoft Excel, Word, Gov Max, Sharepoint and Banner). Monitored the annual budget. **PERFORMANCE MANAGEMENT**-Coordinated the annual performance management process based on a balanced scorecard approach in all County departments; Process included developing organization strategic objectives and initiatives; Facilitating development of management/department scorecards, performance measures and initiatives; Providing ongoing training; Benchmark business processes with other Counties; Communicating performance results; utilizing software( Active StrategyOnline). **ADMINISTRATOR'S INITIATIVES** -Briefed County Commissioners regarding funding strategy and issues. Prepared and made power point presentation before the Board of County Commissioners regarding funding issues and strategies. **TRIM MANAGEMENT** - Responsible for TRIM (Truth In Millage) compliance to Florida Statutes.

**Brevard County**

*Melbourne, Florida USA*

**ASSISTANT DIRECTOR, BUDGET OFFICE**

**CAPITAL BUDGET PREPARATION** - Coordinated the County's Capital Budget and multi-year capital plan of \$251.8 million; utilized computer software (Microsoft Excel, Word, Sharepoint and SAP). Monitored the annual budget. **PERFORMANCE MANAGEMENT**-Coordinated the annual performance management process based on a balanced scorecard approach in all County departments; Process included developing organization strategic objectives and initiatives; Facilitating development of management/department scorecards, performance measures and initiatives; Providing ongoing training; Benchmark business processes with other Counties; Communicating performance results; utilizing software( Active StrategyOnline). **MANAGER'S INITIATIVES** - Coordinated research and planning, establishing a Property Assessed Clean Energy (PACE) Program. Drafted a Board resolution creating the Solar Energy Loan Fund (SELF). Assisted County Manager with pursuing municipal service partnerships with Patrick Airforce Base by participatin in stakeholder meetings with base officials, consultants and other municipal partners. **TRIM MANAGEMENT** - Responsible for TRIM (Truth In Millage) compliance to Florida Statutes.

**MGR, PERFORMANCE MANAGEMENT & CAPITAL PLANNING, BUDGET OFFICE**

**CAPITAL BUDGET PREPARATION** - Coordinated the preparation of the County's Capital Budget and multi-year capital plan of \$251.8 million; utilized computer software (Microsoft Excel, Word, Sharepoint and SAP). Monitored the annual budget. **PERFORMANCE MANAGEMENT**-Assisted in the implementation of a performance management process based on a balanced scorecard approach in all County departments; utilized software( Active StrategyOnline). Aligned the organizations strategies, goals and objectives with actionable department performance indicators. Developed a manual and provided training to departments.

May 2017 –  
Current

February 2015 –  
May 2017

December 2012 –  
February 2015

March 2010 -  
December 2012

December 2008 -  
March 2010

**BUSINESS SERVICES SECTION MANAGER. BREVARD COUNTY FIRE/RESCUE**

**BUDGET PREPARATION & ADMINISTRATION** – Prepared and monitored the department's annual Operating Budget of \$76 million; utilized computer software (Microsoft Excel, Word, Sharepoint and SAP). **ACCOUNTING** – Managed the accounting function for the department. **PROCUREMENT** – Liaison to the Purchasing Office; Utilized SAP to assist in this area; and Prepare RFP documents.

**Miami-Dade County**

**Miami, Florida USA**

December 2007–  
November 2008

**CAPITAL BUDGET COORDINATOR, WATER & SEWER DEPARTMENT**

**BUDGET PREPARATION & ADMINISTRATION** – Prepared the department's annual Capital Budget and multi-year capital plan of \$4.8 billion; Utilized computer software (Microsoft Excel, Word, FAMIS and ABDS). Evaluated and determined the amount required for bond issuance; and monitored the annual budget on a monthly basis. Supervised a professional staff of 6 people.

October 2002–  
December 2007

**MANAGER, PERSONNEL & ADMINISTRATION, GOVERNMENT INFO. CENTER.**

**BUDGET PREPARATION & ADMINISTRATION** – Prepared and monitored the department's Operating Budget of \$ 5.5 million; utilized computer software (Microsoft Excel, Word, FAMIS and ABDS). **PERFORMANCE MANAGEMENT** -Developed the department's Business Plan including goals and performance measure; utilized software( Active StrategyOnline). **ACCOUNTING** – Managed the accounting function for the department. **PROCUREMENT** – Liaison between the department and the Office of Procurement Management **PERSONNEL** – Processed personnel matters for 60 employees. Supervised a staff of 20 people.

March 2000–  
October 2002

**CHIEF, BCC ADMINISTRATIVE DIVISION, BUILDING CODE COMPLIANCE.**

**BUDGET PREPARATION & ADMINISTRATION** – Prepared and monitored the department's annual Budget of \$10 million; utilized computer software (Microsoft Excel, Word, FAMIS). **PERFORMANCE MANAGEMENT** -Developed the department's Business Plan to include annual goals and performance measures. **ACCOUNTING** – Managed the accounting function for the department. **PROCUREMENT** – Liaison to the Office of Procurement Management; **PERSONNEL** – Processed all personnel related matters for 60 employees. Supervised a staff of 15 people.

November 1998  
– March 2000

**BUDGET ANALYST, OFFICE OF BUDGET & MANAGEMENT. BUDGET**

**PREPARATION** – Assisted in preparing the annual Operating Budget; Assisted in preparing the Capital Budget; Utilized computer software (Microsoft Excel, Word, FAMIS). **BUDGET ADMINISTRATION** – developed fiscal impacts for Commission documents; Monitored and analyzed performance against adopted budget.

March 1997 –  
November 1998

**ASSOCIATE AUDITOR, AUDIT MANAGEMENT SERVICES. SPECIAL ASSIGNMENTS**

Executed assigned tasks as part of the approved audit program; Analyzed evidential data in support of audit objectives, conclusions and findings; Prepared work papers documenting the results of audit; Utilized computer software (Microsoft Access, Excel, and Word).

April 1990 –  
February 1997

**Milwaukee Metropolitan Sewerage District (MMSD)**

**Milwaukee, Wisconsin USA**

**SENIOR BUDGET ANALYST. BUDGET PREPARATION** - Prepared, with the assistance of staff, the annual O&M Budget of \$67 million; Assisted in preparation of the District's Capital Budget; Utilized computer software to improve quality of existing budgetary procedures.

Sept. 2004 -  
April 2005

**ASSOCIATE AUDITOR.** Assisted in the planning & performance of user charge audit of municipal wholesale customers; Conducted all audits in accordance with the MMSD Cost Recovery Procedures Manual. Assisted in performing construction audits of claimed costs incurred on modifications in accordance with Circular A-21; Assisted in performing audits of construction contractor's field site and/or home office overhead.

December 2015 -  
March 2016

**EDUCATION**

**Six Sigma Green Belt Training**

Certificate of Attendance  
Florida Benchmark Consortium

January 2007 -  
August 2009

**Nova Southeastern University**

**Davie, Florida USA**  
M.S Degree – Public Administration

June 2008-  
June 2008

**Six Sigma Yellow Belt Training**

Certificate of Attendance  
Active Strategy Inc.

August 1983 -  
May 1988

**National Forum of Black Public Administrator's Executive Leadership Institute** - Attended seven major Graduate Schools of Public Administration as part of this program.

**Tuskegee University**

**Tuskegee, Alabama USA**  
B.S. Degree - Accounting

## Issues/Work Plan

### Build a high performing organization

- Meet with Village Council to establish priorities and consensus
- Choose the right people for the right position, provide them with training and establish appropriate and achievable goals
- Develop policies and procedures to hold staff accountable
- Create a strategic plan so everyone internally and externally are aware of the mission vision core values goals initiatives and measures that lead the organization towards its future state

### Establish service delivery mechanisms for the Village

- Understand the expectations of Village's customers including Citizens, Visitors and Business Owners.
- By Charter the Village appoints a Village Manager who is required to carry out these functions:
  - Personnel
  - Planning
  - Financial Management
- Identify best practices of smaller organizations and leverage these practices by implementing them here in the Village of Indiantown
- Create a team approach using technology as tool to be effective and efficient in the delivery of services

### Establish an effective relationship with Martin County

- Engage the County Manager and her team on a regular basis

## Issues/Work Plan

- Engage the County and where our interest intersect partner with them in the delivery of service that best serves the citizens of Indiantown
- Engage the County on projects to improve the economic outlook for the Village such as creating a CRA or Opportunity Zone
- Engage the County regarding the delivery of services to create efficiencies
- Partner with County via the MPO regarding transportation projects

### Continue and expand strong sense of community pride

- Create a sense of community by engaging our residents on regular basis
  - Conduct weekly or monthly listening sessions with the residents of each neighborhood in the village
  - Conduct a quarterly town hall meeting
  - Communicate out to the residents by newsletter what is happening at Village Hall
- Create a sense of transparency in conducting the business of the Village so all parties are aware of the issues, the goals, the roadblocks and the achievements of the Village
- Engage the Chamber of Commerce to work with the Village to create events that provide a sense of community
- Conduct Citizens and Business Owner surveys to understand the mindset of the major stakeholders
- Utilize survey data to develop a plan to create a sense of community

## Issues/Work Plan

Need to build consensus in diverse community

- As the newly established Village moves forward promote consensus by soliciting input from all groups in all aspects:
  - Comprehensive Plan
  - Strategic Plan
  - Budget
- Bring all groups to the table by establishing advisory boards that would meet on a regular basis to address issues:
  - Planning and Development
  - Parks and Recreation
  - Economic Development
  - Budget
  - Strategic Planning
  - Code Enforcement
- Communicate all public communications to residents in multiple languages, at a minimum English and Spanish

Need to educate citizens about the new village government

- Create a Village of Indiantown Citizen Academy. This would promote the knowledge of how local government works to our residents
- As part of the Village's regular processes such as Budget, Planning, and Code Enforcement use an educational approach to explain information
- Create pamphlets regarding our various process that provide answers. Communicate this information in hardcopy and digitally via website, social media and radio

## **Issues/Work Plan**

Major needs in economic development, infrastructure, affordable housing, water utility, community appearance and keeping taxes reasonable

- Meet with Village Council to get feedback and consensus as to priorities regarding the major needs
- Meet with Citizens, Business, neighborhood groups and schools to gain their feedback regarding the major issues
- Identify based on these discussions the various request and priorities for each of the identified needs
- Work with all groups based on feedback to create a:
  - Economic Development Plan
  - Capital Improvement Plan for both roadway infrastructure, utility infrastructure and facility infrastructure
- Partner with the County, Developers and Residents to develop an affordable housing plan
- All of the task listed above will take in consideration the Village's revenue and propensity to obtain debt to move forward with approved plans and appropriation of funds to complete projects

October 31, 2018

Cherie White, Village Clerk  
16550 SW Warfield Blvd.  
Indiantown, Florida 34956

Re: Village Manager Recruitment

Dear Ms. White:

Please allow me to enthusiastically submit my letter of interest and resume for the Indiantown Village Manager position. My professional experience in local government management has enabled me to successfully focus personnel and organizational resources in the implementation of municipal operations, services, and policy directives on behalf of elected Councils and Boards.

Solid team-building leadership coupled with a strong understanding in analyzing complex problems has resulted in the production of fiscally sound solutions while managing multiple responsibilities. Professionally, I possess compelling skills in:

- Fiscal management including the preparation of annual budgets and capital improvement programs
- Directing economic development projects and programs with corporate clients
- Preparing policy for Board consideration and adoption
- Providing communications and media information to the general public

I am temporarily working as an executive planning consultant in Southwest Ohio. As such, I am traveling between Cincinnati and home in Vero Beach, Florida on an ongoing basis. My personal goal is to return to full-time service as a public manager within the Treasure Coast region.

Throughout my career I have taken on diverse challenges and proven my ability to deliver positive results. I would be honored to continue my executive level public service as the Village Manager for Indiantown. Accordingly, I have enclosed my resume for your review. Thank you for your consideration of my qualifications.

Respectfully submitted,

*Michael L. Brillhart*

Michael L. Brillhart, MPA, ICMA

Enclosure: Resume

**Local Government Executive** with vast and effective public sector management experience. Foster extensive networks at all levels within the local government utilizing exceptional ability to build strong relationships and contribute to organizational goals. Geared with a multitude of versatile skills in operational optimization, technical strategic planning, staff management, budgeting, and intergovernmental relations.

*Areas of Expertise include:*

- ✓ Strategic Planning
- ✓ Customer Relations
- ✓ Legislative Affairs
- ✓ Intergovernmental Relations
- ✓ Economic Development
- ✓ Fiscal Management & Budgeting
- ✓ Public & Media Relations
- ✓ Organizational Performance
- ✓ Personnel Management

## EXPERIENCE & NOTABLE CONTRIBUTIONS

### 2017 - Present **EXECUTIVE PLANNING CONSULTANT**

SELF-EMPLOYED • Cincinnati, OH

Manage and perform executive planning services for private and not-for-profit clients with oversight of technical analysis, organizational evaluation, financial analysis and site planning functions relating to land development, land planning, strategic planning and civil infrastructure projects.

### 2016 – 2017 **COUNTY MANAGER**

CAMDEN COUNTY • Camden, NC

Managed day-to-day operations for the Board of Commissioners serving a population of 10,000 with oversight of 100 personnel and appropriations in excess of \$21 million.

- Served as the Budget Manager with coordination of the annual budget; oversight of legislative affairs, and functioned as liaison on regional emergency management efforts
- Kept Commissioners informed of current financial condition
- Prepared Commissioner’s meeting agendas and intergovernmental memorandums

#### **KEY ACCOMPLISHMENTS:**

- Coordinated planning for new Public Services Building and wastewater treatment plant facilities
- Presented Commissioners with a cost savings based FY2017-2018 budget
- Coordinated the reception of a \$1.75 million U.S. EDA grant

### 2013 – 2016 **INTERIM COUNTY ADMINISTRATOR**

BARNSTABLE COUNTY • Barnstable, MA (Cape Cod)

Directed day-to-day operations for the Board of County Commissioners with service delivery to a regional population of 215,000. Managed 14 departments, 330 personnel, and appropriations in excess of \$80 million.

- Coordinated intergovernmental relations, legislative affairs, regional IT service enhancements, emergency management planning, and annual budgeting
- Kept Commissioners informed of the current financial condition, prepared financial reports, and supervised personnel including hiring, termination and disciplinary actions
- Prepared Commissioner’s meeting agendas and intergovernmental memorandums

#### **KEY ACCOMPLISHMENTS:**

- Implemented a personnel based Succession Plan; hired & promoted Director level positions
- Created a 5-Year (short-term) Strategic Plan for the County

### 2004 – 2013 **ECONOMIC & STRATEGIC DEVELOPMENT DIRECTOR**

ST. LUCIE COUNTY • Ft. Pierce, FL

Managed comprehensive business, economic and legislative affairs for the Board of County Commissioners. Led and coordinated economic development business incentives, infrastructure impact fees, and grants program. Identified, cultivated and developed productive relationships as the County's legislative liaison.

- Administered personnel actions including hiring, termination, supervision, and disciplinary actions
- Prepared county Development Agreements and policy ordinances & resolutions
- Met and corresponded with state and federal legislators regarding legislative requests

**KEY ACCOMPLISHMENTS:**

- Acquired \$9 million in FHWA monies to assist in the construction of the new Crosstown Parkway project
- Coordinated the award winning *Towns, Villages and the Countryside (TVC)* - Joint Area Planning Initiative

**1995 – 2004 EXECUTIVE CONSULTANT**

PROFESSIONAL PLANNING SERVICES GROUP • Clearwater & Orlando, FL

Managed and administered oversight of all financial and administrative functions relating to professional consulting services for organizational master plans, regional land planning and capital engineering projects.

- Developed community master plans and land use plan updates
- Served as the interim Executive Director for the Peoria, IL - Tri-County Regional Planning Commission
- Prepared grant applications to the following federal agencies: FHWA, EPA, HUD, DOE, FTA, and FEMA
- Served as Interim City Manager for Paris, IL and Interim County Administrator for Pekin County, IL

**KEY ACCOMPLISHMENTS:**

- Analyzed the creation of Community Redevelopment Areas (CRA) in Ohio, Illinois and Florida
- Designed and drafted site plans for new Planned Unit Developments in Florida
- Provided transportation planning consulting services for Hillsborough County, Florida

**1990 – 1995 CONCURRENCY INFRASTRUCTURE MANAGER**

PINELLAS COUNTY • Clearwater, FL

- Managed a land development concurrency infrastructure system serving a population of 900,000
- Oversight of new land development and Developments of Regional Impact reviews
- Managed ongoing capital planning grants in excess of \$12 million

**KEY ACCOMPLISHMENTS**

- Prepared and managed a \$2.5 million FHWA congestion mitigation recreational trail grant
- Drafted and implemented the county's five-year Capital Program in excess of \$500 million

## EDUCATION

**Master of Public Administration, Public Management**

UNIVERSITY OF SOUTH FLORIDA | Tampa, FL

**Bachelor of Science, Urban Administration/Urban Studies**

UNIVERSITY OF CINCINNATI | Cincinnati, OH

## AFFILIATIONS

**International City/County Management Association** (2016 Service Excellence Award)

**Florida City/County Management Association**

**Massachusetts Association of County Commissioners**

**North Carolina Association of County Commissioners**

November 2, 2018

Ms. Cherie White  
Village Clerk  
Village of Indiantown  
Indiantown, FL 34956

**Sent via Email to: Cwhite@indiantown.org**

Dear Ms. White:

I recently found where the Village of Indiantown is seeking qualified applicants for the position of Village Manager. I have conducted research on Indiantown and believe it would be a good fit for me and my family. Therefore, please accept this letter and accompanying resume as my application for this position.

My career in government began as a certified Florida police officer, but I decided governmental management was a tract I wanted to pursue; however, I chose to seek this goal in a rather unique way. The normal things I did included graduating from an accredited university with a Master of Public Administration, but the abnormal included running for and being elected Mayor of a city while at the same time holding full time positions in another city as both Assistant City Administrator and Finance Director. Next, I applied for and was appointed Manager of a city whose population was more than 51% Hispanic. During my tenure, we accomplished many things and we were able to bridge both communication and logistical gaps with citizens that had existed for decades. In the end, I assisted this small city in establishing and positioning itself toward growth in a respectable manner. My next venture was with a Sheriff's Office as a civilian employee.

As the Senior Director of Staff Services for the Sheriff, I was responsible for all non-law enforcement functions such as preparation and oversight of an annual budget of more than \$51 million and all inventory and coordination efforts between the jail and law enforcement operations. However, it did not take long for me to realize that municipal government management was where I was meant to be. I was fortunate to be appointed as the first manager of town within the same county.

This town has a general aviation airport (X23) that lacked necessities like fuel and hangars. During my tenure, we secured many FAA and FDOT grants to construct a parallel taxiway and 13 individual hangars. We also invested in a fueling system with the assistance of a Public-Private Partnership I forged with an investor and grants. This helped spur interest in the airport and pilots relocated and quickly filled all hangars. We also constructed a paved tie down ramp, LED lighting, security cameras and much more.

During my tenure, I was successful in forming another Public-Private Partnership for renovations of the downtown areas. By investing Community Redevelopment (CR) funds, a local general contracting firm purchased and renovated three major buildings with upstairs apartments. When I exited here, there were no empty store fronts and nearly all the apartments were occupied. Another plus was the addition of two new restaurants and an old-fashioned ice cream shop that redevelopment brought.

Next, I applied for and was appointed City Administrator of a much larger city. This position has the same duties as a manager's position; however, this government is chartered as a Mayor-Council and I answer directly to the Mayor. During my time there, we upgraded from a city-wide DOS computer operating system to a modern Windows environment, converted and integrated the financial software and began a major expansion of the wastewater plant to double its capacity. Annexations in this City occur at a phenomenal rate due to its proximity to Orlando. There are hearings before Council at nearly every meeting. This City's entire operating budget for last fiscal year was \$124 million and it is a full-service community.

I have all of the minimum qualifications required for this appointment, but I can bring much more to the position. First, I have had the unique opportunity to be the first City Manager for two Cities; next, I have worked most of my career in municipal government, and all of it in Florida. I have been successful in developing strong private business relationships as well as intergovernmental ties that have assisted in moving five cities forward beyond anything they previously experienced. I can and will do the same and more for the Village of Indiantown if given the chance.

Sincerely,



Glenn A. Irby

SUMMARY

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

- Governmental Leadership
- Charter Review Oversight
- Media Relations
- Financial Operations and Budget
- Grants Administration
- Water and Sewer Utility Management
- Personnel Management
- Community Redevelopment
- Public – Private Partnerships
- Municipal Management
- Customer Service
- Florida Municipal Law

An innovative leader with demonstrated and proven analytical, communicative and organizational skills successfully using a participatory management style. Experienced in managing change and specializing in turnarounds. Achievement-oriented with foresight; a dedicated team player accustomed to working cohesively within an organizational framework.

RELEVANT LOCAL GOVERNMENT EXPERIENCE

**City Administrator, City of Apopka, FL**

**2015 - 2018**

Apopka is home to approximately 51,000 residents, covers more than 34 square miles and is the second largest city in Orange County, Florida (population 1,200,000). Located 12 miles northwest of Orlando, it is a full service community offering Centralized Water and Sewer, Community Development, Fire, Human Resources, Parks and Recreation, Police, Solid Waste Sanitation collection, Public Access Reuse Water for irrigation and Stormwater. Apopka is chartered as a Strong Mayor form of government.

Duties and Responsibilities as City Administrator:

- The City Administrator is appointed by the mayor and is responsible for coordinating and integrating the administrative and executive functions of the city as directed by the mayor and consistent with policy approved by the city council.
- Oversee daily operations including more than 400 employees.
- Oversight of preparation and administration of the City’s operating and capital budgets, which for the current fiscal year is \$124 million.
- Negotiation with public and private sector entities on a variety of issues ranging from economic development and growth to service contracts.
- Responsible for the City’s compliance with County, State and Federal regulations such as health, environment and EEOC.

Achievements:

- Successfully negotiated a Sales and Purchase Agreement for city owned land for the purpose of a private developer designing and constructing a new downtown center. The area is comprised of approximately 34 acres and when finished will showcase a multistory hotel, specialty shops, restaurants, public gathering places and other long awaited and desired amenities.

## City Administrator, City of Apopka (Continued)

- Apopka is complemented by its close proximity to Orlando and other suburbs. There are three major expressways entering Apopka from these areas; State Roads 414, 429 and 451. A new 120 bed hospital recently opened near the State Road 414 and it is expected to bring substantial growth to an area that is now sparsely populated. Unfortunately, the Central Florida Expressway Authority did not plan for the new hospital and growth that will surely follow and failed to see a need for an interchange. Fortunately, an area developer and I recognized a need and opportunity. Together in an extremely complicated commitment, I was able to forge a Public Private Partnership with this developer to construct a half interchange to State Road 414 costing more than \$6.5 million.
- When I began work with Apopka, I was reintroduced to a DOS based computer platform and an extremely outdated financial software package. Over the course of the first year of employment, I directed transition to a Windows based environment. The finance department completed a full software conversion at this time. Some employees have been with the city for more than 25 years and have never experienced anything other than DOS. It was a true learning experience for them, but it is doubtful any wish to go back to the old way.
- Directed the retrofitting of a security system for City Hall. Until just recently, a person could walk in and access any area and office. Unfortunately, in today's world, this is not safe. Key cards, cameras and other additions were added for the safety of both customers and employees.
- Recently implemented a program whereby all Directors meet together with me every other week to discuss both new and ongoing projects. This has proven to be beneficial for not only me, but all of the directors. Actually, it is a time departments have become proud of because they are each able to see on a large screen monitor their individual progress as well as progress of other departments. In a way, it has instilled a sense of pride.
- The city is currently near completion in construction its fifth fire station and recently opened a sixth in temporary quarters offered by the new hospital on its property.
- This fiscal year will see continued construction on a new wastewater plant expansion. When complete, it will increase the current process of 4 million gallons a day to 8 million gallons (MGD) of raw sewage. Cost of the plant will be \$61 million. It is believed this capacity will see the City through at least 2028.

**City Manager, City of Umatilla, FL  
Airport Manager****2006 – 2015**

Umatilla is a city of 3,600 citizens covering approximately 3 square miles. It is located in northeast Lake County, Florida (population 301,000). While small, it offers a majority of the amenities of much larger cities such as Police, Fire, Public Library, Centralized Water and Sewer, Stormwater and a General Aviation Airport.

## Duties and Responsibilities as City Manager:

- Chief executive officer of a municipal government with 39 employees and a \$7.5 million budget. Oversight responsibility for the following functions: Airport, Finance, Fire, General Services, Public Library, Parks and Recreation, Personnel, Planning and Zoning, Police, Roads and Streets, Stormwater drainage and Water and Sewer utilities and Sanitation.

## City Manager, City of Umatilla (Continued)

- Implementation of City Council directed policy. Administration of the City's daily operations as well as identification and strategies toward resolution of issues and long range planning.
- Preparation and administration of the City's operating and capital budgets.
- Negotiation with public and private sector entities on a variety of issues ranging from economic development and growth to service contracts.
- Media representation of the City including news interviews for television as well as interviews with the print media and preparation of press releases.
- Responsible for the City's compliance with County, State and Federal regulations such as health, environmental and EEOC.
- Oversight of the City's General Aviation Airport as the Airport Manager.
- Comprehensive Plan development, i.e. zoning and code modification necessities

## Achievements:

- Umatilla has a General Aviation airport that had not been profitable and relied on property taxes of the General Fund to operate prior to 2008. Today, this airport is fully operational on its own accord with 13 relatively new hangars and one large communal hangar. A fueling facility was added in early 2011 with the assistance of a public-private partnership. Today the airport has a new tie-down ramp for nine aircraft and a partial parallel taxiway added for safety. Since my appointment as Manager, the City has successfully utilized available grants from both the Florida Department of Transportation and the Federal Aviation Administration that have kept Airport funding match requirements to low minimums. Construction costs of the fuel facility alone were approximately \$200,000 of which the city paid only \$3,800 by using grants and a Public – Private Partnership. This airport now hosts a flight school and witnesses approximately 500 flight operations each month. Fuel sales average 5,700 gallons per month of which the city shares profit but not maintenance expense.
- Umatilla now hosts more festivals than ever, drawing thousands of visitors each year. These events include and old fashioned "Cracker Christmas in the Park"; Florida Black Bear Festival; Wing Cook-off competition; Barbecue Cook-off competition; Chili Cook-off Competition and Movies in the Park [a free event for the community and hosted by the City]. All events were either non-existent or being held in areas of the city not conducive to festival growth. Electrical upgrades to the park and direct involvement with community leaders saw these events come to the park and expand and grow with both participants and festival attendees.
- Began revitalization efforts of the Community Redevelopment Area [CRA] by developing a plan by which the money collected for this use could be used for its intended purpose – revitalization of the City's core downtown district. Since 2010 the CRA has seen a resurgence of interest not realized for at least 25 years prior.
- Finished a potable water reserve well and oversaw interconnection to the City's system. This project had been inactive for several years due to misconceptions and mindset that the City did not have the financial resources to "bring it on line".
- Worked directly with FEMA to address flooding of one major roadway and a service alley. The poor condition of the alley had caused businesses to flood for years and the major roadway became impassable to school buses as well as passenger vehicles. Both road and alley now drain and clear during the heaviest of downpours.
- Oversaw large scale redevelopment of the City's only sewer treatment plant. Designed and built during the 1970's, this plant was in dire need of rehabilitation. Through 2011 the total cost of redesign and rehabilitation of the plant was \$4.9 million. Of this amount, the City expended

## City Manager, City of Umatilla (Continued)

114,199 of its own money. The remainder of necessary funding was made possible through intergovernmental relationships forged with the State of Florida, which produced both grants and special budget appropriations by the Legislators.

- Umatilla is in the process of having two traffic signals installed along a major state road. These projects required a three-way intergovernmental relationship to be forged between the Florida Department of Transportation, County and the City of Umatilla along with negotiations with CSX Railroad for the purchase of property owned by them. Willingness on the part of the City to allow redesign of City owned and maintained streets was paramount to the State allowing these signals, and understanding of these requirements by citizens and City Council was paramount.
- While small, Umatilla sees a need to grow and has identified specific areas outside its current boundaries that make sense to target for future annexation. Negotiations with a private developer will see another public-private partnership with the City to construct a large capital water line to serve one of these areas. Negotiations resulted in the water line being installed at no cost to city residents.
- Implemented the City's first Stormwater Utility whereby businesses and residents pay a monthly rate for future retrofitting of necessary Stormwater infrastructure either non-existent or in need of replacement.
- Because economic woes have not bypassed Umatilla, directions were given to department managers one year in advance to reduce or keep their budgets equal to the year prior. This direction kept Umatilla from experiencing sudden layoffs and allowed the City to continue a necessary level of operations.
- Informed the Council of the need and ability to leverage Infrastructure Sales Tax; revenue which is restricted to capital improvements and equipment, by utilizing short term debt to fund near term capital equipment acquisition, pledging future revenue streams. This endeavor has allowed outdated and unsafe equipment to be retired sooner and enabled the staff to produce more timely output.

**Senior Director of Staff Services, Lake County Sheriff's Office, FL****2005 – 2006**

The Lake County Sheriff's Department is among the largest employers in Lake County.

## Duties and Responsibilities of Senior Director of Staff Services:

- Chief Financial and Administrative civilian official for the Sheriff. The Lake County Sheriff's Office employed more than 700 employees. The Senior Director's position was established as one of three command staff positions directly below the Sheriff. This position was responsible for oversight of the business operations of the Sheriff's Office including budget and finance, purchasing, IT, personnel and payroll. The Sheriff's budget was \$51 million.

## Achievements

- Oversaw and directed the first true census of this agency giving the Sheriff knowledge of existing staffing and at what levels. This enabled the Sheriff to know exactly where personnel were assigned and where additions or deletions in staffing were needed.
- Automated the operating budget for the agency making the annual process easier.

**City Manager, City of Mascotte, FL****2004 – 2005**

The City of Mascotte is a full service community providing Police, Fire, Water and Solid Waste removal.

## Duties and Responsibilities as City Manager

- Chief Executive Officer of a municipal government.  
City Manager, City of Mascotte
- Preparation and administration of the City's operating and capital budgets.

## Achievements:

- Lead a successful effort to interconnect the City of Mascotte's potable water system to a neighboring city. In times of emergency where water volume or pressure may fall for one city or the other, an interconnect would allow water to flow to the city needing it most.
- Directed the effort to construct a capital water line in a remote area of the City's utility district to protect its eastern boundary from annexation by a neighboring city.
- Fully automated solid waste removal enabling the city to redirect manpower. This was accomplished by purchasing sanitation trucks that required only the driver to pick up garbage cans using a robotic arm. Sanitation crews consisted of three employees per truck prior to this conversion.
- Determined the need to drill a new potable well and located financing necessary to do so after Public Works reported having to continuously flush a required and redundant well. This had been recurring for several years and wasting water, manpower and electricity.
- Mascotte was on the cusp of losing a State Stormwater grant. Granting agency was persuaded to grant the City an extension. Beyond adding additional time to complete the project and keep the grant, the City was able to augment the project by successfully gaining another grant from another agency.

**Assistant City Administrator and Finance Director, City of Tavares, FL****1993 – 2004****Elected Strong Mayor, City of Minneola, FL****1999 – 2000****City Accountant, City of Tavares, FL****1990 – 1993**

The City of Tavares, a city of 9,000 residents is the County Seat of Lake County, FL and is a full service community providing Parks and Recreation, Police, Fire, Public Library, Water, Sewer and Solid Waste Removal.

## Duties and Responsibilities as Assistant City Administrator and Finance Director:

- Represented the City Manager in her absence and oversaw the daily operations of the Finance Department. Responsibilities within the Finance Department included submission of the annual operating budget and preparation for the annual audit. Directly responsible for the first of eight Government Finance Officer's Association's Certificate of Achievement for Excellence in Financial Reporting.

## Duties and Responsibilities as Elected Mayor of Minneola:

- Minneola was a city of approximately 3,000 residents and grew to approximately 4,500 during this period.

Strong Mayor of Minneola (Continued)

- Elected by the citizens and served as Mayor at the same time as holding the positions with Tavares.
- The Strong Mayor was seen as the daily administrator for the City.
- Minneola suffered low water volume and desperately needed a new well. One was designed, permitted and constructed and another was designed and permitted during this tenure.
- The City was under a law suit brought by the State of Florida that prohibited any future building growth until a sewage treatment plant was constructed. Worked with a key developer to design, permit and construct an oversized package plant that satisfied the State of Florida and the suit was subsequently dropped.

City of Tavares Accountant:

- Hired as the City’s first accountant. Responsible to the Finance Director.
- Reconciled General Ledger, performed accounts payable and payroll functions.
- Prepared closing of financial books for annual audit.

**Owner of a Lawn Maintenance Company**

**1985 – 1991**

Owned and operated a small lawn maintenance company providing service to 40 private individuals while completing a BSBA degree at the University of Central Florida. This is being shown to explain resume gaps.

OTHER PROFESSIONAL EXPERIENCE

Police Officer, City of Eustis, FL 1976 - 1985  
 The City of Eustis was home to approximately 12,000 residents. First sworn as a road patrol officer and advanced to the rank of Corporal. During this tenure I served as shift command officer, motorcycle command officer, plain clothes detective and narcotics investigator.

EDUCATION

Troy State University	Master of Public Administration
University of Central Florida	Bachelor of Arts
Majored in Business Administration with an emphasis in Accounting.	
Lake Sumter Community College	Associate of Arts

PROFESSIONAL AFFILIATIONS

Florida City/County Manager’s Association (FCCMA)  
 International City/County Management Association (ICMA)  
 Leadership Lake County, Class of 1998

COMMUNITY INVOLVEMENT AND PERSONAL ACHIEVEMENTS

Lake County Chamber Alliance, Treasurer	2005 – 2011
South Lake County Chamber of Commerce Board of Directors, Treasurer	2003 – 2007

## Community Involvement and Personal Achievements (Continued)

Appointed Member of the Lake County Solid Waste Study Committee By the Lake County Board of County Commissioners	2002
East Central Florida Regional Planning Council Board Member Appointment by the Lake County League of Cities	1999 – 2001
Elected President of the South Lake Kiwanis Club	2005
Elected Member of the Board of Trustees for the Clermont – Groveland Elks Lodge	2005 – 2007