

February 5, 2025

City of Palm Coast

I am replying in reference to the advertisement for the City Manager position. With local government, I had the opportunity to work for several municipalities, two special districts, and Palm Beach County so I am very familiar with local government operations within Florida both small and large. This includes employment in areas impacted by environmental, economic, development, and financial issues being faced today. I am well experienced in all areas of city management. In addition, I am a Retired Air Force Officer with an Administration/Finance background, a current FCCMA member and eligible for ICMA membership. I have a Bachelor's Degree in Business Administration as well as a Master's degree in Business Administration.

Currently I am the City Manager of Moore Haven. Through the efforts of the CCPWA (a joint City County Sewer Authority that the City operates), septic to sewer conversions are in process with plans for expansion of the wastewater treatment plant to serve most of the south eastern portion of Glades County. Currently looking for funding for other sewer projects- Washington Park, Bowden Estates, Countryside Meadows, etc. To date, the funding for these efforts has been grant funded or funded through the legislative process including the sewer force main going south on US 27 under the Caloosahatchee.

The City was successful in receiving \$2M in grant funding for the Downtown Improvement project for road reconstruction and drainage improvements in addition to funding from the SCOP-Municipal program for the resurfacing of three streets. The States new Resilient Florida program is expected to bring grant dollars for stormwater improvement projects. Current projects that we are looking to fund: WTP Expansion and Improvements (\$5.4M), Advanced Metering Infrastructure for electric and water (\$3M), and Extension of the Marina Seawall (\$1.9M). Zoning and future land use changes were made to create a new Downtown and Marina Historic District increasing density and height allowances.

With Palm Beach County, I was the first and only Director of Administration and Finance for Palm Tran Inc., a unique 501c(3) department formed for Palm Beach County Transit. I was responsible for the transition and growth of the 500-person agency into a county department from a long-term contract operation. This included full integration into all county operations including purchasing requirements and the county's self-insured programs. This also included successfully transitioning oversight of labor agreements from the NLRB to PERC to reflect the new governmental status. Also, during this timeframe, completed the construction of both a new main facility in West Palm Beach (\$10M) and a new South County location (\$8M) with grants from the FTA.

To expand on my Air Force experience, I served with Military Airlift Command, the airline side of the Air Force and a large enterprise fund similar to local government enterprise funds that operate 24/7. I was responsible for administration, staffing, budget, accounting, and financial reporting for a large installation, Charleston AFB, SC (100

direct employees), moving people and equipment worldwide. Later serving at the Headquarters (corporate level) I was responsible for operations, administration and management of 14 major locations and over 2,100 people in the network operating worldwide. I also served on Inspector General and Quality Improvement Teams.

While with the City of Belle Glade, I was the in-house project manager due to not having a full-time engineer on staff. Some of the grants received during this time:

(1) FDOT over \$8M in grants for road resurfacing; (2) FDEP over \$7.5M in grants for drainage improvements and road reconstruction; (3) Funding assistance from the Florida Inland Navigational District for the \$5M in sewer, water, and electrical upgrades at the Torry Island Campground and replacement of a seawall; and (4) \$5.5M from FDOT Aviation for a new runway and lift station at the Belle Glade State Municipal Airport with another \$15M funded for a new taxiway, T-hangars, and self-service fueling.

With Lehigh Acres Fire Control and Rescue District Administration, through a successful voter referendum, the District completed the full transfer from an ad valorem tax base to a 100 percent Non-Ad Valorem Assessment base to add financial stability and equalize charges to service levels upon successful passage of a voter referendum. This was the first for an Independent Fire District in Florida. Applied and was awarded two Staffing for Adequate Emergency Response (SAFER) grants from FEMA for over \$17M during this period. A variation of the Fire Assessment may be of use to Palm Coast.

My experience has afforded broad exposure to: budget development and execution; financial and grant reporting/administration; planning and zoning; building and permits; code enforcement and liens (both appointed code enforcement boards and special magistrate); public works (short and long term capital improvement planning); public safety (both in-house and contracted services for fire and police); transportation, contracts/purchasing; and human resources/risk management including self-insured programs.

Direct financial experience includes preparing the annual operating and capital budget, five-year capital improvement budgets, and financial reporting (including GAAP and GASB requirements) for development of the Annual Comprehensive Financial Report. This includes developing policies, procedures, analysis, performance measurement programs, strategic planning and implementation of new requirements and standards. Also includes experience with the purchasing/contract process including State requirements such as CCNA as well as Federal contracting requirements.

I am fully trained in FEMA emergency programs and personally had direct experience with Hurricanes Frances, Jeanne, Wilma, Matthew, Irma, Ian along with several other tropical storms, COVID-19, and most recently Hurricanes Helene and Milton. Grant funding agencies include: FDOT, FDEP, DEO, FIND, FEMA (natural disasters, COPS and SAFER), CDBG, SHIP, NES and other HUD programs and now ARPA.

Sincerely,
Larry Tibbs

LARRY TIBBS

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EDUCATION

M.A., Business Administration, Central Michigan University, Mt. Pleasant, MI

B.S., Business Administration, Golden Gate University, San Francisco, CA

EXPERIENCE

2021- Present CITY OF MOORE HAVEN, FL City Manager

Provide all governmental services including public works, parks, stormwater, code enforcement, water, sewer, electric, and sanitation services with in-house staff. Responsible for Administration, HR, Finance, Budget, Purchasing, IT, Planning, Permits, Risk (Self Insured) and Grants

2016- 2021 CITY OF BELLE GLADE, FL

Asst CM, Director of Finance, Budget, Treasury, Risk-Self Insured, Purchasing, IT, Grants, Five-Year Capital Improvement Program, Belle Glade State Municipal Airport, Belle Glade Municipal Golf Course, and Torry Island Campground

2012- 2016 LEHIGH ACRES FIRE CONTROL/RESCUE DISTRICT (Special District), FL Administration/Finance/HR

One-person financial and administration position providing full financial, customer service, billing, accounting, budget, purchasing, grant administration/reporting, and IT/District clerk support through audited financial statements for \$16M annual operation. Through a successful voter referendum, the District completed the full transfer from an Ad Valorem tax base to a 100 percent Non Ad Valorem Assessment base to add financial stability and equalize charges to service levels

CITY OF GREENACRES, FL and LAUDERDALE LAKES, FL

Asst CM, Director of Finance, Administration, Purchasing, Budget, and IT

>Supervised the Finance, Budget, Purchasing, and IT/MIS activities.

>Provided full financial/customer services through audited financial statements and internal audit.

>Developed annual operating/capital budgets and five-year capital improvement program (CIP).

>Provided investment/cash/debt management and grant administration/reporting

CITY OF PALM BAY, Palm Bay, FL

Budget Director

>Developed, executed, and reported for City's annual \$150 million operating and capital budget, and developed five-year annual capital improvement program of \$500 million.

>Assisted major utility expansion including water and wastewater plants and infrastructure analysis for this fast-growing city and grant administration/reporting.

PALM TRAN Inc. (Transit Department) - PALM BEACH COUNTY, FL

Director of Administration - Finance, Contracts, and Human Resources/Risk Mgt.

>Supervised and directed contracts, purchasing, internal audit, general accounting, human resources, management information services, payroll, budget, risk management, grant accounting and reporting activities for the agency and the 500 employees.

CITY OF DELRAY BEACH, Delray Beach, FL (Relocated to Florida)- Chief Accountant

MILITARY SERVICE – US AIR FORCE

Defense Finance and Accounting Service (DFAS), HQ Air Combat Command, Langley AFB, VA

Deputy Director

Led efforts within the 30 major (then) Air Combat Command installations and Headquarters to transition and transfer all services to a new consolidated Department of Defense Finance and Accounting Service (DFAS) location and structure.

HQ Military Airlift Command, Scott AFB, IL, Airlift Operations (Enterprise Fund)

Chief, Management Accounting and Reporting Division

- > Responsible for operations at field accounting, internal audit, budget operations and staffing at 14 major Air Force installations employing a network of over 2,100 people with annual operating funds of \$8 billion.
- > Directed headquarters (corporate) accounting staff, consolidated financial reporting for the command, prepared and reviewed budget plans supporting over 175,000 people with operations worldwide.

OFFICE OF INSPECTOR GENERAL, HQ Military Airlift Command, Scott AFB, IL

Chief, Financial Inspection and Quality Improvement

- > Conducted financial assessments and operational readiness inspections to assess the effectiveness of financial management for resources more than \$8 billion.
- > Implemented total quality management programs at 14 major installations. Evaluated for compliance and assigned evaluations/ratings.

ACCOUNTING AND FINANCE OFFICE, Charleston, AFB, SC and Lajes Field, Azores, Portugal

Chief, Accounting and Finance

- > Supervised an office of 100 military and civil service employees accounting for \$800 million annually providing administration, finance, budget, payroll, financial reporting and accounting services for a 24/7 airlift operation schedule.
- > Provided accounting, financial reporting, internal audit, purchasing and related customer service (payroll and travel) for three offsite locations.

USAF Technical Training Center, Sheppard AFB, TX Instructor, Accounting & Finance Officer Course

Enlisted Service (Texas, Vietnam, Thailand, Japan, South Dakota, and California)

Eastern Airlines, Miami, Florida Financial Analyst

> Selected for one-year exchange program between Eastern Airlines and the Air Force as a financial and management analyst at the corporate headquarters in Miami, FL