



## VOLUNTEER BOARD AND COMMITTEE APPLICATION

Thank you for your interest in serving the City of Palm Coast.

Your completion of this application is necessary so that the members of the City Council can thoroughly review each application as part of their consideration of your appointment.

**Please be advised that background screening of all applicants is required.**

**Résumés may be attached.**

Please check the Board/Committee/Council for which you are applying:

<input type="checkbox"/>	Beautification & Environmental Advisory Committee *	<input type="checkbox"/>	Planning & Land Development Regulation Board *
<input type="checkbox"/>	Code Enforcement Board *	<input type="checkbox"/>	Volunteer Firefighters' Pension Fund Board *
<input type="checkbox"/>	Citizen's Advisory Committee	<input type="checkbox"/>	Bicycle and Pedestrian Advisory Committee
<input type="checkbox"/>	Residential Drainage Citizen Advisory Committee *	<input checked="" type="checkbox"/>	Charter Review Committee
<input type="checkbox"/>	Flagler County Housing Task Force/Affordable Housing Advisory Council: <input type="checkbox"/> Citizen from the City of Palm Coast representing essential services personnel <input type="checkbox"/> Representative of residential home building industry		

\* Appointees must file a Financial Disclosure Form 1 at time of appointment and **ANNUALLY** thereafter with the Florida State Commission on Ethics.

\*\* Appointees will also serve on the Citizens' Advisory Task Force

♠ Requires at least one board member to be appointed from **EACH** City Council District, when possible.

**ALL CITY BOARDS AND COMMITTEES ARE SUBJECT TO THE SUNSHINE LAW AND PUBLIC RECORDS LAW.**

RE-APPOINTMENT ☐ Yes ☐ No

### 1. PERSONAL

Name: PATRICK MILLER E-mail address: pdmiller118@gmail.com  
 Residence Address: 118 FOXHALL LANE District # 2  
 City: PALM COAST State: FLORIDA Zip: 32137  
 Mailing Address (If Different from Residence):  
 Home Phone: 386-446-8586 MOBILE Business Phone: 386-283-7886  
 Date of Birth: OCTOBER 21, 1951 Place of Birth: DETROIT MICHIGAN

How long have you been a permanent resident of Palm Coast? 18 yrs -  
What year did you become a continuous resident of the City of Palm Coast? 2007

List all places of residence for the last five years.

Address	City & State	From	To
118 FOXHALL LANE	PALM COAST FLORIDA	07/07	PRESENT

Are you a registered voter in Flagler County? ☒ Yes ☐ No  
Have you ever used or been known by any other legal name? ☐ Yes ☒ No  
If yes, explain: \_\_\_\_\_

Are you a citizen of the United States? ☒ Yes ☐ No  
If no, explain: \_\_\_\_\_

If you are a naturalized citizen of the United States, date of naturalization: \_\_\_\_\_

2. **EMPLOYMENT HISTORY** (A résumé may be attached at the option of the applicant) (If retired, please still list your previous occupation and employment history.) RETIRED - RESUME ATTACHED FOR EMPLOYMENT HISTORY

If retired, please list your occupation before retirement: \_\_\_\_\_  
Occupation: \_\_\_\_\_ Current Employer: \_\_\_\_\_  
Current Business Address: \_\_\_\_\_

City State Zip Phone #

List all of your employment history during the last five years. Include employers' name, business address, type of business, occupation, or job title and period(s) of employment.

Employer & Address	Type of Business	Occupational Title	Period of Employment
RETIRED	CARETAKER	FOR WIFE	

Have you ever been employed by any state, district, or local governmental agency in Florida? ☒ Yes ☐ No  
If yes, identify the position(s), the name(s) of the employing agency and the period of employment.

Position	Employing Agency	Period of Employment
SEE RESUME		

3. EDUCATION

High School: JOHN I. LEONARD, GREENACRES FLORIDA Year Graduated: 1969

List postsecondary educational institutions or programs attended:

Name & Location

Dates Attended

Certificate/Degrees Received

DURING CAREER ONGOING EDUCATION  
MOSTLY THROUGH FL LEAGUE OF CITIES  
~~DE~~ CERTIFIED STORMWATER MANAGEMENT  
↳ Lapsed

4. MILITARY SERVICE

Are you or have you ever been a member of the Armed Forces?

☐ Yes ☒ No

Date of Service: \_\_\_\_\_

Branch or Component: \_\_\_\_\_

Date and Type of Discharge: \_\_\_\_\_

5. INTEREST/ACTIVITIES/COMMUNITY AND/OR CIVIC INVOLVEMENT?

Are you currently or have you ever served on any City Volunteer Board or Committee?

☐ Yes ☒ No

If yes, which Board  
or Committee? \_\_\_\_\_

List any business, professional, occupational, civic, or fraternal organizations or community groups of which you  
have been a member during the past five (5) years.

Name of Organization(s)

6. QUALIFICATIONS FOR APPOINTMENT

State your experiences and interests or elements of your personal history that qualify you for this appointment.

SEE RESUME - RELATED TO THIS APPLICATION  
SERVED AS ASSIGNED BY PALM BEACH COUNTY WHILE DEPUTY  
ADMINISTRATOR - AS PARTICIPANT ON COMMITTEE EVALUATING  
+ PRESENTING INFORMATION TO THE AREA/DISTRICT  
CONSIDERING INCORPORATION TO BECOME THE CITY OF  
WELLINGTON, FL. PROVIDED TRANSITION OF COUNTY  
SERVICES TO THE NEW CITY OF WELLINGTON

#

ALSO - RECOGNIZED IN 1990'S BY R.B. COUNTY  
COURTS AS EXPERT IN LOCAL GOVERNMENT  
& PUBLIC ADMINISTRATION

Have you received any degree(s), professional certification(s), or designation(s) related to the subject matter of this appointment? If yes, list below: ☒ Yes ☐ No

A.A. PRE-LAW

B.A. POLITICAL SCIENCE

M.A. ARTS & SCIENCES (PUBLIC ADMINISTRATION)

Do you currently hold any office or position (appointive, civil service, or other) with any government entity? If yes, list below: ☐ Yes ☒ No

Have you ever been elected or appointed to any public office? If yes, list below: ☒ Yes ☐ No

Office Title

Date of Election or Appointment

Term of Office

Level of Government

SEE RESUME

Have you or a business of which you have been an owner, officer, or employee, held any contractual or other direct dealings during the last four (4) years with City government, including the office or agency to which you have been appointed or are seeking appointment? ☐ Yes ☒ No If yes, explain below:

Name of Business

Relationship to the Business

Business Relationship to Agency

Have you held or do you hold any occupational or professional licenses(s) in the State of Florida? ☐ Yes ☒ No If yes, provide the information below. If any disciplinary action (fine, probation, suspension, revocation, disbarment, etc.) has been taken against you by the issuing authority, state the type and date of this action.

License/certificate Title & No.

Original Date of Issuance

Issuing Authority

Disciplinary Action/Date

How do you believe that your education, experience, talents and skills will benefit the work of the Board or Committee and are you willing to act as a decision maker and not as an advocate, if required by law?

SEE #6

## 8. ACKNOWLEDGMENT

*If required by law, will you file a financial disclosure statement?*

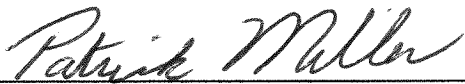
☒ Yes

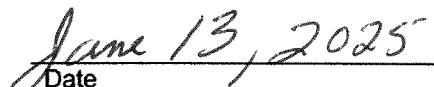
☐ No

I understand the responsibilities associated with being a member of a City Board or Committee and that I may be subject to financial disclosure laws and ex parte communications rules and that I will be subject to the Code of Ethics for Public Officers and Employees and City rules of conduct.

I certify that I have adequate time to serve if appointed and that I will serve in accordance with the requirements of the Board or Committee to which I am appointed.

**Further, by executing this application below, I am authorizing City staff to perform a personal background screening, which shall include a general criminal records check and other checks relative to the board or committee for which I am applying.**

  
Signature

  
Date

**NOTE:** If you have questions concerning the duties and responsibilities of any of the above Boards or Committees please contact the City Clerk.

**RETURN TO:** City Clerk  
City of Palm Coast  
160 Lake Ave.  
Palm Coast, Florida 32164

**PHONE:** 386-986-3713

**EMAIL:** [cityclerk@palmcoastgov.com](mailto:cityclerk@palmcoastgov.com)  
**WEBSITE:** [www.palmcoastgov.com](http://www.palmcoastgov.com)

**ALL CITY BOARDS AND COMMITTEES ARE SUBJECT TO THE SUNSHINE LAW AND PUBLIC RECORDS LAW.**

**SUNSHINE LAW:** The primary purpose of Government in the Sunshine Law is to assure public access to the decision-making processes of public boards and commissions. The Sunshine Law extends to discussions and deliberations as well as to formal actions taken by boards and commissions.

What is your understanding of the relationship of this Board or Committee to the City Council?

REVIEW CHARTER AS IT RELATES TO THE  
CITY - DIRECTED BY THE RESIDENTS TO  
THE ELECTED BODY TO BE IMPLEMENTED BY STAFF  
AS ALLOWED BY LAW - PROVIDE FOR CONSIDERATION  
CHANGES REQUIRING VOTING BY SIMPLY ELECTED  
BOARD OR POSSIBLY THE RESIDENTS/VOTERS  
OF THE CITY

7. REFERENCES - Please list three references (business and/or personal)

GARY BONIGER 13 FALLON LN PALM COAST FL 32147 (309) 306-1871  
Name, Address & Telephone Number

JOHN JABLONSKI 114 FOXHALL LN PALM COAST FL 32137 (203) 217-3211  
Name, Address & Telephone Number

BILL LEASURE 3067 BECTON HILL ROCKY ROAD KY 40141  
Name, Address & Telephone Number  
270-881-2793

ADAM MENGEL (GROWTH MGT DIR. FLAGLER COUNTY)  
386-313-4003

(NOTE BEST CONTACT INFO FOR MR. MENGEL IS  
AT COUNTY BIDL. BUNNELL)

# PATRICK MILLER

118 Foxhall Lane, Palm Coast, Florida 32137 • (386) 446 – 8586 • ppdmiller118@gmail.com

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Motivated, results-oriented professional dedicated to effective communication and problem solving. Recognized for building relationships and practical programs for implementation. Areas of experience include but are not limited to:

- |   |                                     |
|---|-------------------------------------|
| ➤ Product/Service Development & Delivery    | ➤ Risk Management                   |
| ➤ Operations Analysis / Resource Allocation | ➤ Public Relations/Presentation     |
| ➤ Team Development / Employee Management    | ➤ Financial Management              |
| ➤ Infrastructure Development Initiative     | ➤ Business and Economic Development |
|   | ➤ Human Resource                    |

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## CAREER HIGHLIGHTS

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### PRODUCT/SERVICE DELIVERY and FACILITIES MANAGEMENT:

- Combined services of departments reducing duplication and created efficient delivery of services networks.
- Implemented billing program to maintain revenue stability and customer confidence.
- Oversight of jail and water plant from planning to operations.
- Risk Manager for all lines of insurance and implemented protected self insurance programs.
- Implementation of inventory management plan for Palm Beach County Fleet.
- Assisted in negotiating a \$27 million spring training facility with the Montreal Expos and St. Louis Cardinals baseball teams
- Educated business owners in inventory analysis including accounting for waste and losses
- Negotiated the leasing of county-owned land for the new Trump International Golf Course.
- Served on a group that produced a model for school concurrency and as liaison to the Treasure Coast Regional Planning Council.

### BUSINESS DEVELOPMENT AND FINANCIAL MANAGEMENT:

- Developed business plans to gain financing.
- Reviewed business operations, customized strategy, goals and objectives based on conditions and opportunities.
- Reduced costs by decreasing debt services of utility electric system by \$1,500,000 and bond costs by \$750,000.
- Customized organizational structure and implemented plan.
- Led team in presentation of \$150 million dollar bond issue that received voter approval.
- Worked with Homeland Security Office to obtain a \$5 million grant for water plant.

### PUBLIC RELATIONS:

- Worked with Florida Department of Transportation and residents adjoining I-95 to resolve issues with the roadway and neighborhoods to an agreed plan of protecting the neighborhood.
- Planned with developers and historic neighborhood to integrate a convention center.
- Served on a group that produced a model for school concurrency and as liaison to the Treasure Coast Regional Planning Council

### DEVELOPMENT AND PLANNING:

- Received "Smart Growth" award from the American Planning Association.
- Provided expert documentation and presentation for utilities planning and purchases.
- Obtained and used grant funds to redevelop neighborhoods.
- Reorganized the Environmental Resource, Planning, Building, and Zoning Departments

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**EXPERIENCE**

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**PAGE 2****WALMART, ST. AUGUSTINE, FL.****2012 – 2012***A multiple lines retail store including but not limited to dry goods, grocery, pharmacy and auto services.****Sales Associate (temporary holiday)*****CITY OF WILLISTON, WILLISTON, FL.****2011 – 2012***A full service municipality with population of 2700. Services include utilities (electric, gas, water, sewer and solid waste), police, fire and airport.****City Manager*****GEORGE S. MAY INTERNATIONAL COMPANY, Park Ridge, IL (Home Office)****2009 – 2010***A full service management-consulting firm addressing the needs of small to mid-sized businesses****Staff Executive*****FLAGLER COUNTY BOARD OF COUNTY COMMISSIONERS, Bunnell, FL****2007 – 2008***Group of officials responsible for administering county government****Growth Management Director*****WADE TRIM, Tampa, FL****2006– 2007***Provider of civil engineering, planning, surveying, operations, landscaping, and environmental services, planning, and reporting****Senior Professional*****CITY OF LONGWOOD, Longwood, FL****2003 - 2006***One of Florida's oldest municipalities with a population of 15,000 in the greater Orlando area****Community Services Director*****CITY OF LAKE WORTH, Lake Worth, FL***Diverse city with a population of 35,000 low-high income individuals****Assistant City Manager & Utilities Director*****PALM BEACH COUNTY, West Palm Beach, FL****1995 - 2000***Diverse county spanning 2,500 square miles on the southeast coast of Florida****Deputy County Administrator*****VILLAGE OF PALM SPRINGS, Palm Springs****1982 - 1995*****Village Manager*****TOWN OF PALM BEACH, Palm Beach, FL****1978 - 1982*****Assistant to Town Manager***

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**EDUCATION**

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**MASTERS DEGREE: (PUBLIC ADMINISTRATION)***University Of Florida, Gainesville, FL***BACHELOR OF ARTS: (POLITICAL SCIENCE)***University Of Florida, Gainesville, FL***ASSOCIATE OF ARTS: PRE-LAW***Palm Beach Community College, Lake Worth, FL*



## PATRICK MILLER

118 Foxhall Lane, Palm Coast, Florida 32137 • (386) 446-8586 • [patrickmiller@bellsouth.net](mailto:patrickmiller@bellsouth.net)

### MANAGEMENT / ADMINISTRATION/ OPERATIONS

Professional with a record of successful public and private management in diverse, fluctuating environments. Recognized for supporting the goals of the organization as well as developing value added ideas. Additional areas of strength include:

- Consensus building and relationship development
- Intergovernmental relations
- Operations management
- Public/Private relations
- Business Development
- Finance and budget management

### Education

UNIVERSITY OF FLORIDA, Gainesville, Florida

**Masters Degree: (Public Administration)**

**Bachelor of Arts: (Political Science)**

PALM BEACH COMMUNITY COLLEGE, Lake Worth, Florida

**Associate of Arts: Pre-Law**

### Professional Experience

WALMART, St. Augustine, Florida

2012 to present

**Sales Associate (Temporary Seasonal)**

This is a Walmart 24 hr. retail superstore. Present assignment is groceries.

CITY OF WILLISTON, Williston, Florida

2011 to 2012

**City Manager/ Airport Manager**

The City of Williston (pop. 2500) is a full service municipality located within Flagler County, Florida. Services provided included Finance, Police, Fire, Utilities, Planning, Building and Zoning.

### Major Accomplishments:

- Standardized Airport agreements for building and land leases.
- Out sources finance services retaining personnel and lowering overall costs

GEORGE S. MAY INTERNATIONAL COMPANY, Park Ridge, Illinois (Home Office)

2009 to 2010

**Staff Executive**

A full service management consulting firm, addressing the needs of small to mid-sized businesses. Analyzed client business operations then developed and implemented strategic programs that assisted business owners in controlling costs, improving productivity and bottom-line profits. Services included finances, personnel, operations, management, inventory, sales, training services and program implementation

INTERSTATE HOLDINGS INC., Lake Mary, Florida

2008 to 2009

**Property Manager**

Privately owned LLC, that purchased, sold and developed new and improved properties. Provided full management of owner and leased units for services to office condominium as Property Manager. Developed proposals to improve vacant properties. Work with local government to stimulate economic growth

## **Professional Experience**

**FLAGLER COUNTY**, Bunnell, Florida  
***Growth Management Director***

2007 to 2008

Director of Planning, Building, Zoning, Development Engineering, Code Enforcement, Environmental Planning, Economic Development Council and Industrial Development Authority. Enterprise Flagler and Flagler Chamber of Commerce staff liaison. Maintained and interpreted the Land Development Code and Comprehensive plan.

**WADE TRIM**, Tampa, Florida  
***Senior Professional*** (Government Business Development)

2006 to 2007

Wade Trim provides engineering and municipal services. I was responsible for government business development. Directly responsible for contracted deliverables (QA/QC) to clients. Provided hands-on and overview to planning projects such as comprehensive plans for all elements of government operations and evaluation and appraisal reports.

**CITY OF LONGWOOD**, Longwood, Florida  
***Community Services Director***

2003 to 2006

Longwood is located in the greater Orlando metropolitan area. The City provides a full range of services to a population of approximately 15,000 people. Leader of an aggressive program of capital projects which include redevelopment of the Historic District and the upgrade of all municipal rights of way (roads/streets, sidewalks, greenbelts and drainage) and renovation and expansion of the park system.

### **Major Accomplishments:**

- Planned and implemented the citywide drainage system for development and redevelopment.
- Implemented the use of the Community Development Block Program.
- Began Transportation Oriented Development which has resulted in: a planned train station, grants over \$400,000 and new Public Works facility through a land deal with the FDOT.
- Began redevelopment of retail corridor and historic district.

**CITY OF LAKE WORTH**, Lake Worth, Florida  
***Assistant City Manager / Utilities Director***

2000 to 2003

Lake Worth is a 35,000 diverse population city of low, moderate and high income. The utility system provides water, wastewater, and electric services both inside and outside the city limits. The electric division provides generation, transmission and distribution. There are 26,000 connections to the utility systems. The utility budget was approximately fifty-eight million dollars (\$58,000,000). The primary responsibilities were to provide leadership and administration to the utility system. The system was established in 1913. The goals for this position were to reduce the costs of electricity to the citizens and improve reliability.

### **Major Accomplishments:**

- Planned and implemented redevelopment of industrial park.
- Participated in the negotiation of reducing the debt service for nuclear power and therefore direct cost savings to the utility customers. Estimated savings of \$1.5 million per year.
- Work with developers to attract new business to downtown Lake Worth by negotiating entitlements.
- Began the planning for the implementation of an estimated \$21 million dollar reverse osmosis plant for water production. Worked with engineers, local agencies and other professional to provide a study analysis and recommendation for implementation including a financial timeline for design, permitting, and construction.

## **Professional Experience**

**PALM BEACH COUNTY**, West Palm Beach, Florida  
*Deputy County Administrator*

1995 to 2000

Palm Beach County is a racially and culturally diverse county (pop. 1,000,000) that comprises approximately 2,500 square miles and is located on the southeast coast of Florida. The 1998-1999 annual budget was \$1.9 billion with the General Net Operating Budget being \$918 million. There were 5,000 (full and part-time) employees and three recognized unions. The Deputy County Administrator position entailed providing direction and guidance in formulating and executing administrative policies and practices designed to improve governmental efficiency. I acted as County Administrator in his absence. I was expected to and exercised considerable independent judgment with limited supervision including direct daily contact with the Board of County Commissioners. Responsible for the following County Agencies: Planning, Zoning and Building, Environmental Resources Management Employee Relations and Personnel, Facilities Development and Operations and Tourist Development.

### **Major Accomplishments:**

- Team leader for the establishment of a new convention center including the development of an inter-local agreement with the City of West Palm Beach and the design estimated at \$85 million.
- Negotiated a \$27 million dollar spring training baseball facility with the Montreal Expos and the St. Louis Cardinals.
- Negotiated the leasing of County owned land for the new Trump International Golf Course.
- Developed incubators as well attracted businesses such as Serta Mattress and Cheney Bros.
- Team leader for \$150 million Conservation Land Bond Issue that the public adopted.

**VILLAGE OF PALM SPRINGS**, Palm Springs, Florida  
*Village Manager*

1982 to 1995

The Village of Palm Springs (pop. 10,000) is a full service municipality located within Palm Beach County, Florida. Services provided included Finance, Personnel, Purchasing, Public Safety, Recreation, Library, Public Works, Utilities, Planning, Building and Zoning.

### **Major Accomplishments:**

- Wrote first Comprehensive Plan as required by State regulations.
- Negotiated the redevelopment of old strip shopping center with first South Florida Home Depot.
- Reduced costs through refunding two Utilities Bond Programs for a \$750,000 present value.
- Negotiated for new Pier 1 retail store.
- Designed and implemented a new comprehensive Personnel Plan.
- Negotiated a more beneficial retirement plan with no additional cost to the Village.
- Designed and implemented Team Concept combining services for cost effectiveness, increased morale, and more responsive service delivery to citizens.

**TOWN OF PALM BEACH**, Palm Beach, Florida  
*Assistant Town Manager*

1978 to 1982

Affluent Florida town with a year-round population of 10,000 and a large seasonal population. Provided assistance to the Town Manager, responsibilities included the Budget, Personnel and Risk Management, Organizational Development, Franchise Administration, Environmental Conservation, Construction Management, Property Acquisition, and Bond Administration.

Town of Palm Beach continued:

**Major Accomplishments:**

- Implemented the protected self-insurance program for liability, worker compensation, and group health benefits.
- Primarily responsible for the re-codification of the Town of Palm Beach Code of Ordinances.
- Coordinated construction of a new beach patrol facility and water pollution control pump stations.

**Professional Affiliations**

Palm Beach County Managers Association X President, 1986-1988

Florida City/County Managers Association X District IV Board Representative, 1988

Central Palm Beach County Chamber of Commerce X Board Member, 1991-1994

**Research**

UNIVERSITY OF FLORIDA, Gainesville, Florida

- Municipal Information Systems

- Proposed Florida Land-Use Plan (a State-Wide Study)

## **PATRICK MILLER**

118 Foxhall Lane, Palm Coast, Florida 32137 • (386) 446 – 8586 • patrickmiller@bellsouth.net

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### **Administration / Management**

- Motivated, professional with expertise in various organizations / agencies in the areas of executive administration, program management, community services, inter-governmental relations, marketing and analysis. Holds a Masters Degree and additional certified leadership training in Local Government Management roles.

#### **AREAS OF EXPERTISE**

- |  |   |
|--|---|
| ➤ Public Relations/Presentation          | ➤ Product/Service Development & Delivery    |
| ➤ Government Relations & Lobbying        | ➤ Economic Development                      |
| ➤ Financial Growth Analysis              | ➤ Risk Management                           |
| ➤ Government Permitting & Regulations    | ➤ Operations Analysis / Resource Allocation |
| ➤ Policies / Protocol / Development      | ➤ Team Development / Employee Management    |
| ➤ Infrastructure Development Initiatives | ➤ Business Development                      |

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### **PROFESSIONAL PROFILE**

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- Implements all phases of program life cycle, including conceptualization, design, development, budgeting, resource management, milestones, status reporting, execution and close-out; ability to cope with multiple projects in a fast paced / rapidly-changing environment
- Exposure to various lifestyles, cultures, languages; communicates effectively with individuals of varying ages, status, and cultural backgrounds
- Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of clientele and business affiliations
- Demonstrates diagnostic, negotiating and problem-solving skills; responds appropriately to tough situations; highly organized and detail oriented; calm and adaptable

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### **EMPLOYMENT HISTORY**

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**CITY MANAGER—City of Williston—Williston, Florida**

2011 to 2012

**STAFF EXECUTIVE—George S. May International Company—Park Ridge, Illinois (Home Office)** 2009 to 2010

Provide business consultant services to all businesses. Consultant services include finances, personnel, management, inventory and sales. Implemented programs and realign businesses for profits.

**PROPERTY MANAGER & PROPERTY DEVELOPMENT**

2008 to 2009

Provided full management of owner and leased units for services to office condominium as Property Manager and Development Director for Interstate Holdings, Lake Mary, Florida from November 2008 through April, 2009. Develop proposals to improve vacant properties. Work with local government to stimulate economic growth

**GROWTH MANAGEMENT DIRECTOR, Flagler County Board of County Commissioners, FL.**

2007 to 2008

Director of Planning, Building, Zoning, Development Engineering, Code Enforcement, Environmental Planning, Economic Development Council and Industrial Development Authority. Enterprise Flagler and Flagler Chamber of Commerce staff liaison. Maintain and interpret the Land Development Code and Comprehensive plan. Research and study representative for water resource alternatives with St. Johns River Water Management District.

**SENIOR PROFESSIONAL (Government Business Development) Wade Trim, Tampa, FL.**

2006 to 2007

Wade Trim provides engineering and municipal services. I was responsible for government business development. Directly responsible for deliverables to clients. Provided hands-on and overview to planning projects such as

**COMMUNITY SERVICES DIRECTOR, City Of Longwood, Longwood, FL. 2003 to 2006**

Instrumental in the redevelopment of stormwater system, streets and the upgrade of all municipal properties. Directed the renovation and revamping of the city park system and redevelopment of Historic District. Ensured continual adherence to the Development Code of Standards and all policies. Reviewed and assessed the growth and success of community programs such as the National Pollution Discharge Elimination System, Community Redevelopment and Community Development Block Program.

**ASSISTANT CITY MANAGER / UTILITIES DIRECTOR, City Of Lake Worth, Lake Worth, FL. 2000 to 2003**

Spearheaded all aspects of utility (electric, water & wastewater) system administration, while simultaneously lowering costs and enhancing processes. Worked with Risk Manager to be pro-active with utility system exposures. Acted in absence of City Manager.

**DEPUTY COUNTY ADMINISTRATOR, Palm Beach County, West Palm Beach, FL. 1995 to 2000**

Promulgated and formulated administrative policies. Served as acting County Administrator in absence of County Administrator. Leader for Economic Development Projects. Collaborated with HR departments on employee relations and initiatives. Provided administrative leadership for assigned departments of facilities Management, Environmental Resources Management, Planning, Zoning and Building and municipal relations. Served as Staff liaison to the Treasure Coast Regional Planning Council.

**Positions Prior to 1995**

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VILLAGE MANAGER, Village of Palm Springs, Palm Springs, FL. (13 yrs.)

ASSISTANT TO TOWN MANAGER, Town of Palm Beach, FL. (5yrs.)

**Notable Achievements**

- Realigned and combined departments to save duplicative costs
- Conceptualized and executed preliminary planning towards the \$21M Reverse Osmosis Plant for water production
- Served as Team leader to launch a new Convention Center, leading design efforts valued at \$65M
- Team leader for \$150M Conservation Land Bond Issue which was approved by voters
- Planned what became Transportation Oriented Development for City of Longwood
- Instrumental in the negotiation of a \$27M Spring Training Baseball Facility with the Montreal Expos and the St. Louis Cardinals
- Created and implemented first municipal protected self insurance plan
- Realigned operations to reduce costs of providing electricity by \$4M annually for Lake Worth
- Saved \$1.5M annually by strategic negotiation of debt elimination and reduction for nuclear power initiatives
- Liaised with consultants to obtain \$5M grant for water plant improvements
- Significantly lowered costs through two refunds of the Utilities Bond Programs at a present value of \$750K
- Developed plans for new business such as Home Depot and redeveloped industrial parks

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**EDUCATION**

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**MASTERS DEGREE: (PUBLIC ADMINISTRATION)**

University Of Florida, Gainesville, FL

**BACHELOR OF ARTS: (POLITICAL SCIENCE)**

University Of Florida, Gainesville, FL

**ASSOCIATE OF ARTS: PRE-LAW**

## **Some Common Questions and Responses**

I must begin by stating that choosing of which accomplishments I am most proud is difficult because most often it is not the so called big accomplishments as I am listing but the day to day life experiences that are the most satisfying. It is easy to see the physical accomplishments but more difficult to see what the result is by providing simple direction. Helping a person wind their way through the bureaucratic maze to get information that they can readily understand is very rewarding. Assisting a child who wants to make a presentation to request a skate park is satisfying and makes one proud. The day to day accomplishments of working with people which may be behind the scenes in the offices or making a public presentation or tackling the mass of paper issues are all of which I am proud.

I am immensely proud of the following: I had obtained my manager position on a 3-2 vote. One of the elected officials remained steadfast and I continued to be consistent with my relationship with all the elected body. The councilmember was in an auto accident killing his wife. I was asked by an elected official through his family to preside over the funeral of his wife. This is a proud moment that I had gained the trust and respect of a councilmember who had not supported me.

### **I. Name five accomplishments of which you are most proud.**

1. **Financial Plan of Action:** The Village of Palm Springs had difficulties issuing purchase orders due to previously not paying or delaying payment to vendors. The fleet was in almost unusable condition and the financial reserves were non-existent. First I addressed the payment issues by promising prompt payment and negotiating terms that were acceptable especially to the day to day suppliers. We then developed a fleet recovery plan. Step by step the fleet was improved and placed on a plan to turn it over through a schedule based on age, mileage, and type of use. The financial reserves were built as well as Palm Spring's reputation for on time payment and a municipality with which it was a pleasure to do business. This was accomplished without raising the millage but staying with the rolled-back rate. This financial action plan was supported by the citizens due to the excellent service delivery they received. In addition we developed a capital improvement plan to expand the utility system to bring in more business and set the Village for future connections, future development and future annexation, if annexation was chosen. Basically, the municipality was taken from existing to active participation in home-rule.

2. **Government Relationships:** I am proud to have had and continue the opportunity to participate in all levels of local, state and federal government. I have forged relationships that have given me the confidence to represent my agency to the best they can be represented. Though there has been turn-over there is a positive residual dividend that comes from dealing with former Florida Governor and Senator the Honorable Robert "Bob" Graham or being introduced to Senator Bill Nelson by the closest of his friends. Working with Representative Alcee Hastings' staff and others. Some would refer to this as name dropping but it has added to my ability to understand the art of compromise when negotiating to work toward that win win accomplishment. I have worked closely with legislative delegations which includes State Senator Ron Klein of Palm Beach County. Also included are relationships with municipal leaders, agencies and private companies, such as the Florida League of Cities, Florida Municipal Power Agency, Florida Power Corporation, water management districts, the Public Service Commission, Department of Community Affairs, Department of Environmental Protection and Department of Transportation. The accomplishment enabled me to return even years later and the door is open to lobby, negotiate, present and/or gather information. I am able to draw from these experiences to assimilate information into a reasonable and understandable response to be used immediately, or retained for a future use.
3. **Program Development:** I brought to fruition the first municipal protected self insurance plan for property, general liability and worker's compensation insurances at the Town of Palm Beach. The success of the program led to the development of a local municipal insurance pool. I also created protected self insured medical program. These programs brought finance and issues closer to the users (employees). The savings they produced by not having accidents or taking better care of their health translated into better salaries and benefits and the ability of the employer to afford those elements which improved productivity and service delivery.

I created and implemented a plan, to address and remove existing financial liability of accumulated leave time and set-up a program to pay some of the sick leave earned each year and to book some of it for possible future catastrophic sickness. This eliminated time being earned at one pay level such as \$5.00 per hour and being paid out some years latter at \$10.00 per hour.



4. **Representation and Public Presentation:** I was instrumental in the success of the Protection of Environmental Land and Agriculture Reserve Bond referendum(s) for Palm Beach County. My involvement included making public presentations to general groups and organizations. I did this sometimes on my own but often with the Chairman of the County Commission or the representing District Commissioner. Also I received an American Planning Association award for smart growth initiatives which I assisted in developing as related to the bond issues.
5. **Intergovernmental Relations:** I was the team lead in the planning and development of the Palm Beach County Convention Center. It included an inter-local agreement with the City of West Palm Beach (which also was the CRA), City Place Developers, numerous agencies and the consensus of surrounding neighborhoods (some historically designated). This has become a center focus for the City of West Palm Beach. I was assigned from Deputy County Administration position with Wellington Florida becoming a city conception through incorporation and transfer of services.

## **II. Describe your experience with developers and the process**

My early experience was in the Town of Palm Beach for a planned unit development south of Sloan's Curve in Palm Beach. It was a task to bring forward such a proposal and see it through to actual development in a municipality that was mostly mansions, single family homes and upscale condominiums or apartments. The process ended in some local legislative changes as well as a developer's agreement.

The Village of Palm Springs was virtually built-out but I inherited a lawsuit by the Springdale Townhouse development over the allowable number of units per acre. We settled by working out a compromise on the units per acre as well as a style of unit. Included were amenities such as neighborhood parks to be provided by the developer.

I negotiated for the first Home Depot in Palm Beach County and possibly south Florida. This anchor to an old fashion strip shopping center revitalized the center. When Home Depot outgrew the location it maintained it as a training center and we were able to also attract Pier One as an out-parcel. Again we proffered new development language and agreements that were drawn between

the parties. It resulted in a center that received better landscape and now has gone through a whole make-over/ transition.

Negotiated the development of County Airport owned property to Become the Trump International Golf Course.

In summary my entire career included working directly with developers, the processes and all the associated elements such as small and large scale developments, comprehensive plan writing and amendments and evaluation and appraisal reports. This also included traffic reports, school concurrency and Developments of Regional Impact (DRI's).

**III. Describe experience with special improvement districts, community development districts, community and/or neighborhood boards.**

Two direct experiences I had with community development districts were the establishment of the Winston Trails Community Development District for the phase two development mostly for utility purposes and the concept of City Place being Community Development District.

I negotiated with the Lake Worth Drainage District for rights of way for utility lines. The negotiation also allowed them storage of some of their equipment at the Village of Palm Springs.

I worked with the Indian Trails Improvement District while I was with Palm Beach County to address the exploding growth. They wanted autonomy yet needed fire / rescue services and a higher level of law enforcement. We negotiated to have these services provided so as not to overlap the adjacent municipality's services. Also we arranged for some additional road improvements in the form of providing material.

I have worked directly with the South Florida Water Management District and with the St. Johns River Water Management District. These included but were not limited to water storage, back-pumping, storm water issues, inventories, maintenance and providing potable water through conversion of salt water.

The Palm Beach County Convention Center was planned to be built next to a historic district. Numerous meetings were held with the residents. A plan was included to provide a row of townhouses that not only buffered the historic district but was designed to be of the same architecture.

Throughout my career I have met with many homeowners associations which included one of the largest alliances in Florida, the Coalition of Boynton West Residential Associations ( COBWRA). Some of the most formidable groups I have met are neighborhood associations, many of them historical.

#### **IV. Describe your bond finance experience**

My early experience was with the Village of Palm Springs Revenue Bonds for Water and Wastewater. This included two issues, bond anticipation notes, a refinancing and a refinancing of the refinancing before the U.S, Revenue Code closed the door. This resulted in \$750,000 present value savings. This does not seem like much money but at the time was a substantial savings.

The successful proposed Environmentally Sensitive Lands and Agriculture Reserve General Obligation Bond Issue was a \$100,000,000 program. These monies were used to leverage additional State funds.

**Summation:** Overall I have had exposure to many unique tasks and assignments most were involving teams of people being coordinated to a positive end result.