

CITY OF WESTLAKE



AGENDA

City Council Special Meeting

Tuesday, February 24, 2026, at 4:00 PM

The Lodge at Westlake Adventure Park
5490 Kingfisher Blvd.
Westlake, Florida 33470

Live Broadcasting:

<https://cityofwestlake.my.webex.com>

Meeting ID: 2861 498 7867 | Password: hello

or

United States Toll: +1-650-479-3208

CITY COUNCIL:

JohnPaul O'Connor, Mayor
Greg Langowski, Vice Mayor
Gary Werner, Council Member – Seat 1
Erik Gleason, Council Member – Seat 2
Charlotte Leonard, Council Member – Seat 3

CITY STAFF:

Zoie P. Burgess, CMC, Acting City Manager
Odet Izquierdo, Acting City Clerk
Donald J. Doody, Esq., City Attorney
Osniel Leon, AICP, Planning and Zoning
Suzanne Dombrowski, P.E., ENV SP, Engineering

[TENTATIVE: SUBJECT TO REVISION]

CALL TO ORDER

ROLL CALL

PLEDGE OF ALLEGIANCE

ADDITIONS, DELETIONS OR MODIFICATIONS, AND APPROVAL OF AGENDA

PUBLIC COMMENTS

This section of the agenda allows for comments from the public to speak. Each speaker will be given a total of three (3) minutes to comment. A public comment card should be completed and returned to the City Clerk. When you are called to speak, please go to the podium, and prior to addressing Council, state your name and address for the record. All public comments will be noted and may receive a response if necessary. Any follow-up will be handled by staff later.

PRESENTATIONS/PROCLAMATIONS

- [A.](#) Review of City Manager Candidates and Selection of Finalists

CITY COUNCIL COMMENTS

- A. Councilwoman Charlotte Leonard
- B. Councilman Erik Gleason
- C. Councilman Gary Werner
- D. Vice Mayor Greg Langowski
- E. Mayor JohnPaul O'Connor

REPORT - CITY ATTORNEY

REPORT - CITY MANAGER

PUBLIC COMMENTS

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ADJOURNMENT

Next Meeting (Subject to Change or be Cancelled): **March 3, 2026**

NOTICE: If a person, firm or corporation decides to appeal any decision made by the City Council with respect to any matter considered at this meeting, you will need a record of the proceedings, and you may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. (The above notice is required by State Law. Anyone desiring a verbatim transcript shall have the responsibility, at his own cost, to arrange for the transcript). The City of Westlake does not prepare or provide such verbatim record.

In accordance with the Americans with Disabilities Act, persons who need an accommodation in order to attend or participate in this meeting should contact the City Clerk at (561) 530-5880 at least three (3) business days prior to the meeting in order to request such assistance.

AGENDA POSTED: February 10, 2026

File Attachments for Item:

A. Review of City Manager Candidates and Selection of Finalists

Emmanuel O. Adediran

5608 Baffin Road, Atlanta, GA 30349

Phone: 804 466-9585

Email: aded2@comcast.net

October 19, 2025

Dear Sir/Madam,

I am pleased to provide this letter of interest to you for the vacant position of City Manager/Chief Administrative Officer for the City of Westlake, FL.

I most recently served as the City Manager/Public Works/Water & Sewer Director for the City of College Park, GA. During my tenure, we made significant accomplishments in strategic planning, enhanced operational effectiveness, communications, excellence in delivering high quality services citywide, and financial goals were also achieved.

As a prior Deputy Chief Administrative Officer (Assistant City Manager) and a highly experience government leader, I will offer the City of Westlake, more than 8 years of experience as a federal government manager and more than 30 years of excellence as a local government leader.

My leadership style is collaborative, creative, innovative, visionary, transparent and transformative. If given the opportunity, I believe I have an exceptional blend of skills that will promote the City of Westlake, that is forward thinking with a collective vision and strategic plan.

My transparent, visionary, collaborative, coaching and

mentoring style has always evolved as an influencer to people who want to see progress and improvement in a positive environment. As a transparent, collaborative, innovative, visionary, transformative, and financially astute leader, I will work side by side with the team as we seek winning outcomes in the delivery of services to the City of Westlake.

My visionary and transparent approach in the fulfillment of my duties will be accomplished through meetings with the Governing Body, and consistent communication with knowledgeable staffs.

Throughout my career, I have been in many areas of government, and I understand its community intricacies, regional impact, and governance. As your City Manager/Administrator, I would offer the same understanding to our staff in building a system that we can all be proud of.

Some of my experience that I believe equips me includes:

City Manager of the City of College Park, GA.
Director of Public Works, Water & sewer City of College Park, GA.
Interim Director/Assistant Director of Public Works for the City of North Miami Beach, Florida
United States Small Business Administration in Miami and other parts of Florida
Interim Director of Public Works/Utilities for the City of Petersburg, VA.
Interim DCAO (Assistant City Manager) and Director of Public Works – City of Richmond, VA

My fiscal leadership:

I managed a budget of more than \$1B, and a Capital Improvement Plan budget of more \$500M.
As a Public Works/Water and Sewer Director, I rehabilitated a \$10.5M lift station.

As the Assistant Director of Operations of Solid Waste Department in the City of Miami, FL. I was able to save more than \$4.5M through solid waste transfer negotiations and route scheduling.

While DCAO(Assistant City Manager) for the City of Richmond and Director of Public Works, I managed the construction of more than \$250M Judicial Center, and improvements to Economic Developments, Streets Caping, Regional Projects and improvements to the aesthetics of our ingress and egress to and from the city.

Other accomplishments of our team included:

Developed, managed, and completed UCI Bike Tour to the Metropolitan Area.

Completed Capital Gateway Improvement Project at I-95 and I-64

Designed and built Fire Station # 17

Designed and built 4 new Richmond Public Schools

Designed and built 5 new Public Works operations and engineering buildings.

Designed and built K-9 Training Center

Removed blighted city property to create prime location as investment property.

I understand I will be responsible for making a high-level decisions that impacts the city's strategic plans, budget allocations, staffing models, and project outcomes. I will also be responsible for setting operational performance priorities, policies and standards with the approval of the Governing Body.

I am FEMA certified by Homeland Security National Incident Management System, serving as a top tier emergency responder for various emergency events such as natural disasters, and other emergencies.

My work ethic is impeccable and my standards for excellence in internal and external service delivery and to stakeholders have rendered highly favorable results throughout my career.

It has been my life long career to serve humanity. My value proposition is leadership presence that can be seen and felt in the embodiment of the work of the city through effective, efficient, and quality service delivery.

Through this proposition, the citizens, and its elected officials, staff, businesses, and visitors will trust and have confidence that their best interest is evident in the delivery of every product and service.

Upon your review, I hope that you will afford me the opportunity to learn more about your needs and share my abilities to meet those needs. Should you require any additional information, please do not hesitate to contact me at (804) 466-9585.

Sincerely,

Emmanuel O. Adediran

Emmanuel O. Adediran, FMP, CPM, M.S., D. Min.

5608 BAFFIN ROAD, COLLEGE PARK, GA. 30349 (804) 466-9585

Aded2@comcast.net

HIGHLIGHTS OF EXPERTISE

Executive Leadership - Project Management- Budget Management- Teambuilding
Organizational Effectiveness - Strategic Planning and Critical Thinking-Servant
Leader

Infrastructure Development - Public Works Operations - Fleet Management
Capital Improvements -Zoning and Permits - General Services - Urban
Forestry

Stormwater/Emergency Management -

PROFESSIONAL EXPERIENCE CITY MANAGER, CITY OF COLLEGE PARK

College Park, GA JANUARY 2024 - MAY 2025

Planned, directed, managed, and provided oversight of the administration of municipal day-to-day operations. Coordinated assigned activities with City departments heads, community representatives, and outside agencies. Administered policies established by the Mayor and City Council and the city charter for efficient operation of the municipality.

Conferenced with department heads concerning operating problems, plans, and policy questions. Assisted department heads in the management, development, and implementation of department goals, objectives, policies, and priorities for City Departments. Provided leadership and direction for effective City service. Served as facilitator/communicator between departments to coordinate efficient provision of municipal services.

- Developed proposals for the Mayor and City Council on citywide policies and coordinate the application of these policies in city procedures according to the City charter. Provided leadership and direction in the development of short and long term plans. Represented the City Council in public meetings and before the State Legislature and other elected bodies and boards when requested.
- Staffed the budget framework process and presented recommendations to the Mayor and Council. Maintained sound fiscal position for the City through preparation of annual budget, financial reporting, treasury and cash management, debt administration, accounting, utility billing, special assessments administration, risk management, pensions, business, and occupational licensing, permits, and record management. Provided policy guidance for the development and review of budget requests and program proposals through coordination with City Department Heads.
- Represented the City, on various committees involving other public entities or private organizations. Provided professional advice to the Mayor, City Council, and to Department Heads. Made presentations to councils, boards, commissions, civic groups, and the public.

Significant Accomplishments

- Reopened the Ward 3 police precinct, resulting in crime reductions in the surrounding area.
- Implemented the use of NFT tags through the city. College Park is the first city in the nation to utilize NFT tags.
- Managed the installation of smart cameras throughout the city, focused on increasing public safety and security, enhancing the quality of life for citizens and improving our local economy.

DIRECTOR OF PUBLIC WORKS, WATER & SEWER, CITY OF COLLEGE PARK COLLEGE PARK, GA JUNE 2023 - JANUARY 2024

- Directed the operations and management of the Public Works, Water & Sewer Department for the City of College Park, GA.
- Provided leadership and work strategies for public services including Civil Infrastructure, Streets/Roads Management, Roadway/Right-of-Way Management, Grounds & Buildings Management, Urban Forestry, Facilities Management, Traffic Engineering, Fleet Maintenance, Storm Water Management and Solid Waste Management. Additional responsibilities included streets drainage, recycling, environmental services.
- Managed department operating and capital improvement budget, special and internal service funds, and enterprise fund budget totaling approximately \$23 million and 72+ FTE's.
- Addressed and resolved citizen and business community concerns and complaints with standards of excellence in customer relations and high-quality service.
- Managed the procurement, design, construction and maintenance of City's infrastructure, solid waste collection and disposal, recycling, landfill and transfer stations, and fleet operations.
- Reviewed and approved solicitations for project scopes, vendor contracts, engineering, architectural drawings, and construction documents.
- Prepared and presented written and oral reports to City Administration, Council, citizen groups, public, and media inquiries.

ASISTANT DIRECTOR OF PUBLIC WORKS, CITY OF NORTH MIAMI BEACH NORTH MIAMI BEACH, FL MARCH 2021 - MARCH 2023

- Assisted the Director of the Department in executing the directives and goals through subordinate professional and clerical staff for Fleet, Facilities, Neighborhood Beautification and Solid Waste.
- Worked collaboratively with division heads and managers of other City departments to promote public safety and enhancements related to Public Works.
- Used independent judgment, initiative, and knowledge in technical and managerial decision-making for complex and often considerable unique circumstances.

SIGNIFICANT ACCOMPLISHMENTS

- Implemented Facility Dude Computerized Maintenance Mechanic Systems.

- NE 183 St Bike Path (3.0 miles) construction and Finalization/Commission Ribbon Cutting- Federal/State/Local funding.
- NE 15 Ave Bridge- Design and build review.
- Driveway Approach designed and completed.

**INTERIM DIRECTOR OF PUBLIC WORKS, CITY OF NORTH MIAMI BEACH
NORTH MIAMI BEACH, FL APRIL 2022- JULY 2022**

- Directed the operations and management of the Public Works Department for the City of North Miami Beach, FL.
- Provided leadership and work strategies for public services including Civil Infrastructure, Streets/Roads Management, Roadway/Right-of-Way Management, Grounds Management, Urban Forestry, Facilities Management, Traffic Engineering, Fleet Maintenance, Storm Water Management and Solid Waste Management. Additional responsibilities include streets and drainage, recycling, environmental services.
- Managed department operating and capital improvement budget, special and internal service funds, and enterprise fund budget totaling approximately \$70 million and 100+ FTE's.
- Managed the procurement, design, construction and maintenance of the City's infrastructure, solid waste collection and disposal, recycling, landfill and transfer stations, and fleet operations.
- Reviewed and approved solicitations for project scopes, vendor contracts, engineering, architectural drawings, and construction documents.

ASISTANT DIRECTOR OF OPERATIONS, DEPARTMENT OF SOLID WASTE, CITY OF MIAMI MIAMI, FL MARCH 2020 - MARCH 2021

- Established and monitored production goals with targets for all operational divisions.
- Recommended proven methods for waste minimization, proper handling, and environmental protection.
- Analyzed statistical data, provided oversight of disposal sites, managed special events, oversaw all safety and accident prevention programs, conducted strategic planning, and executed strategic initiatives.
- Provided direct reports with tools to implement the department's strategic plan and assisted with exceeding performance measures
- Assisted in the preparation of the departmental budget.
- Represented the Director and department in a variety of meetings, including public forums; and performing other duties, as required.

SIGNIFICANT ACCOMPLISHMENTS

- Reorganized the Solid Waste Department, its routing, reducing overtime costs to the City of Miami. Save approx. \$1.0M
- Implemented a transfer station to reduce travel time and eliminate excessive use of central transfer station at an extensive cost

**DIRECTOR OF CAPITAL PROJECTS AND FACILITIES, RICHMOND REDEVELOPMENT
AND HOUSING AUTHORITY
RICHMOND, VA NOVEMBER 2018 - MARCH 2020**

- Initiated, expedited, facilitated, and monitored capital improvement projects (CIP) and budget development.
- Directed and supervised the management of RRHA physical project construction, maintenance operations, delivery of large capital projects with activities ranging from the environmental phase through design and construction of the project.
- Directed the development and monitored capital fund budgets; analyzed capital and operating expenses and projects; ensured adequate funding to support the activities, programs, and services in the agency's strategic plan.

SIGNIFICANT ACCOMPLISHMENTS

Upon hire, immediately addressed Richmond Redevelopment Authority's public relations, HUD and UBC compliance issues related to heating:

- Installed 450 new boilers, over 15,000 linear feet of pipes and over 5000 radiators in the housing units within a six-month period - saved human lives and \$1.0M
- Installed 350 new hot water heaters in the housing units (install new hot water-saved \$250K
- Restored heat to over 3800 apartments in the different housing units - Saved lives.
- Repaired and replaced over 150 apartment roofs - saved \$250K.
- Repaired and installed over 5000 linear feet of sidewalks/ADA Compliant curb improvements.
- Developed and implemented HUD Housing Maintenance Plan, developed solicitations for infrastructure, construction, demolition, and capital needs.

CONSTRUCTION ANALYST, UNITED STATES SMALL BUSINESS ADMINISTRATION - DISASTER VERIFICATION CENTER

WASHINGTON, DC SEPTEMBER 2017- Intermittent

- Conducted on-site damage assessments to personal, real, and business property; determined the extent of damaged properties, estimated the cost of repairs or replacement, and worked primarily in disaster affected areas.
- Led team efforts in disaster recovery for individuals and businesses while ensuring accuracy in the detail reporting of data needed to complete estimates for loan applications; used architectural knowledge, skills, and resources to analyze structural types, valuation, and replacement costs.
- Established and led a culture of high performance among a team of diverse and talented civilian and military veterans to achieve the organization's disaster recovery and restoration goals.

- Prepared reports with accuracy and precision that lead to working on the software applications second release.
- Outstanding contributions to the development and new release of software.

INTERIM DIRECTOR OF PUBLIC WORKS, CITY OF PETERSBURG
PETERSBURG, VA APRIL 2017-AUGUST 2017

- Provided leadership and work strategies for public services including Public Utilities, Storm water Management, Infrastructure, Streets/Roads Management, Traffic Engineering/Right-of-Way Management, Procurement, Grounds Management, Facilities Management, Fleet Maintenance, and Solid Waste Management
- Managed department's operating and capital improvement budget, special and internal service funds with a budget totaling approximately \$20 million and 100 FTE's
- Ensured compliance with Federal, State, and Local building codes and ordinances.
- Collaborated with regional commissions, civic leagues, business groups and community organizations to coordinate short- and long-term projects.

SIGNIFICANT ACCOMPLISHMENTS:

- Brought 189 acres of cemetery grounds and up to code.
- City properties, community development properties, medians, and gateways were treated and cut to improve city appeal.
- Improved utility collection rate by 88% - Increased revenues by \$1.0M
- Improved staff morale; corrected deficiencies in department billing and services

DIRECTOR OF PUBLIC WORKS, CITY OF RICHMOND
RICHMOND, VA OCTOBER 2014- FEBRUARY 2017

- Provided strategic direction and management oversight to the Department of Public Works and ensured implementation of Mayor and City Council goals, policies, and performance expectations.
- Managed department operating and capital improvement budget, special and internal service funds, and enterprise fund budget totaling approximately \$97 million and 400+ FTE's.
- Reviewed and approved solicitations for project scopes, vendor contracts, engineering, architectural drawings, and construction documents.

SIGNIFICANT ACCOMPLISHMENTS:

- Developed, managed, and completed Capital to Capital Bike Trail- Promoting Healthy Lifestyles

- Completed Capital Gateway Improvement Project at 1-95 and 1-64
- Designed and built 4 new public schools, 5 new Public Works operations and engineering buildings, and a K-9 training center - Saved \$10M.
- Removed blighted city property to create prime location investment property.

ASSISTANT CITY MANAGER (INTERIM), CITY OF RICHMOND

RICHMOND, VA OCTOBER 2014 - FEB. 2017

- Served on the CAO's senior executive leadership team for the assigned Operations Portfolio including Public Works, Public Utilities, and Planning and Development
- Collaborated with the CAO and the Mayor in developing strategies for planned development in the City of Richmond.
- Prepared the portfolio's annual operating and capital expenditures budgets; developed a comprehensive report of financial, programmatic, and administrative performance goals.
- Negotiated, reviewed, and approved all departmental procurement, contract agreements and vendor performance reports.
- Managed, directed, and evaluated staff to achieve desired outcomes.

DEPUTY DIRECTOR, DEPARTMENT OF PUBLIC WORKS, CITY OF RICHMOND

RICHMOND, VA OCTOBER 2012 - OCTOBER 2014

- Managed and maintained all capital assets, and real property; provided general maintenance services for streets/roads, buildings owned or leased by the city.
- Managed, monitored, and maintained fiscal budget for the Division.
- Designed work programs, implemented policies, goals, and standards for the Division.
- Prepared assessments and comprehensive reports on accomplishments and strategies needed to address Mayor-Council directives and public concerns.

SIGNIFICANT ACCOMPLISHMENTS:

- Appointed Project manager by the mayor and successfully completed construction and engineering of the City's new Justice Center, Fire Station 17, and the renovation of Altria Theater
- Redesigned and installed LEED lighting, ceilings, and HVAC Systems
- Renovated City Hall elevators, main floor public areas, third and fourth floor offices
- Relocated City Fleet Operations

OPERATIONS MANAGER, DEPARTMENT OF PUBLIC WORKS, CITY OF RICHMOND

RICHMOND, VA MARCH 2012- OCTOBER 2012

- Managed and maintained all city-owned buildings and responsible for the division's assigned fleet, streets, and roads.
- Developed, implemented, and evaluated a variety of building

- operation systems and preventive maintenance programs.
- Responsibly managed operating and capital budget. Reviewed daily and weekly reports and recommendations pertinent to productivity and operating expenses.
- Developed policies and procedures and implemented compliance strategies.
- I interacted with vendors to establish and negotiated cooperative purchasing agreements and procurement contracts.

SIGNIFICANT ACCOMPLISHMENTS:

- Developed plan and renovated Richmond Courts (Manchester and Oliver Hill)
- Developed alternative space use plan and made improvements to implement Emergency Operations Center
- Designed and successfully completed construction of the Day Reporting Center, Workforce Development Center, Juvenile Justice Center, and Social Services buildings.

=O♦T♦H=E=R♦R=E=LA♦T=E=D♦E=X♦P=E♦R=IE=N=C=E♦_SEPTEMBER 1999 - MARCH 2012 DEPARTMENT OF PARKS, RECREATION, AND COMMUNITY FACILITIES TRADES SUPERVISOR II

- Supervised and managed all facilities, streets, and roads for the Department; provided guidance for arborists in maintaining urban forestry and tree conservation.

EDUCATION AND TRAINING

Virginia State University, Petersburg, VA Virginia State University, Petersburg, VA United Theological Seminary, Dayton, OH

Bachelor of Science - Biology GPA 3.8 Master of Science -Biology GPA 3.68 Doctor of Ministry GPA 4.00

CERTIFICATIONS

- **FEMA Certified Emergency Management**
- **NIMS 900**
- **Facilities Management Professional (FMP)**
- **Public Housing Executive Director Program (ED) - Pending 4 Classes**
- **Public Housing Manager Certification (PHM)**
- **Maintenance Certification Program (CME)**
- Certified Public Manager (CPM)

PROFESSIONAL AFFILIATIONS

ICMA

Public Housing Authorities Directors Association (PHADA)

The National Association of Housing and Redevelopment Officials (NAHRO) American Public Works Association

International Facilities Management Association American Society of Civil Engineers

1. Reference Type : Supervisor

Joe Carn - Councilor

404-472-4599

ward2joe@gmail.com

2. Jamelle McKenzie

404-597-2280

jamellemckenzie@gmail.com

Reference Type : Colleague

1. Esmond Scott

305-924-3113

keelo@bellsouth.net

2. Andrise Bernard

786-357-0358

Reference Type : Subordinate

1. Gail Johnson

8004-432-3944

Gail.johnson@richmondgov.com

2. Anthony McLean

804-564-9034

Anthony.mclean@richmondgov.com

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

Palm Beach Gardens, FL

☎: 305-788-9647 | ✉: howardwbrownjr@gmail.com

November 18, 2025

Honorable Mayor and Members of the City Commission
City of Westlake
4001 Seminole Pratt Whitney Road
Westlake, Florida. 33470

RE: Formal Application for City Manager/Chief Administrative Officer – City of Westlake

Dear Mayor and Commissioners:

I am pleased to submit my application for the position of City Manager/Chief Administrative Officer for the City of Westlake. I am particularly drawn to this opportunity because Westlake's "government light" structure reflects the core of my management experience and professional philosophy. My background includes proven City Manager leadership in Florida, Georgia, Oklahoma, and California, where I successfully managed contract-city environments, implemented performance-based service models, and delivered high-impact results in communities of varying size, complexity, and political structure.

My experience with contract government began during my tenure as City Manager of Bell, California located in Los Angeles County area, where I restructured an entire municipal organization following a nationally known crisis. I implemented strict oversight systems, rebuilt public confidence, and modernized service delivery through a combination of private-sector contracting, intergovernmental partnerships, and performance-based accountability. This experience solidified my belief that the contract-city model—when strategically led—can produce exceptional results, strong fiscal discipline, and a high standard of service for residents.

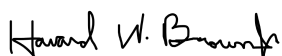
I later brought these principles to Indiantown, Florida, where I served as the Village's first permanent manager. Indiantown operated almost entirely with outsourced departments and private vendors, similar to Westlake's model since its incorporation. Under my leadership, the organization stabilized, development activity accelerated, and residents benefited from cost-efficient services supported by strong contractor performance management and cross-agency coordination. This direct experience aligns squarely with Westlake's expectations for a City Manager who understands and embraces contract operations.

The City's published job description emphasizes the need for a leader with a proven ability to secure appropriations and grants, oversee audit and financial controls, manage large-scale development, and represent the City's interests at all levels of government. These responsibilities mirror the scope of my work across multiple jurisdictions, where I have secured significant funding, modernized land-development processes, administered multi-fund budgets, and led organizations through periods of expansion, regulatory refinement, and organizational restructuring.

Westlake's vision—streamlined government, innovation, efficiency, and outstanding service delivery—is exactly the environment in which I thrive. As an ICMA-Credentialed Manager, I bring a leadership style rooted in transparency, accountability, and strategic collaboration with elected officials. I have guided organizations through accelerated growth, strengthened contract oversight mechanisms, and developed long-term strategies that balance infrastructure needs, operational capacity, and a rapidly expanding population. I would be honored to partner with the Mayor and City Commission to build upon Westlake's foundation, advance its contract-city model, secure the next wave of state and federal resources, and support a high-performing organization dedicated to exceptional service to residents.

Thank you for your consideration. I welcome the opportunity to discuss my background further and share how my experience aligns with Westlake's goals for its next City Manager.

Sincerely,



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

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

Howardwbrownjr@gmail.com

Palm Beach Gardens, FL 33412 ☎ 305-788-9647 <https://www.linkedin.com/in/howardwbrownjr/>

CITY MANAGER / CONTRACT CITY EXECUTIVE

City Executive Leadership – Contract-City Operations – Fiscal Management – Strategic & Land Use Planning – Intergovernmental Relations – Outsourced Services Administration

CAREER HISTORY

Leadership □ *Budgeting Expertise* □

Relationship management □ *Community Builder* □ *Technical Expertise*

CEO and Founder of Local Government Consulting Group, LLC

October 1, 2018 – Present

Incorporated in October 1, 2018, Local Government Consulting Group is a local government consulting firm that specializes in providing specialized services in the Office of the City Manager, Community Development, and Community Redevelopment Agency (CRA)

Interim City Manager, City of Fort Meade, FL (July 2025 to Present)

- Provide Interim City Manager Services
- Oversee and serve as Chief Advisor to the Community Redevelopment Agency (CRA)

Interim Town Manager, Town of Century, FL (December 2023 to September 2025)

- Provide part-time Interim Town Manager Services
- Oversee and serve as Chief Advisor to the Community Redevelopment Agency (CRA)

Interim City Manager, City of East Point, GA (February 2024 to October 2024)

- Provided full-time City Manager Services as Sub Consultant for Sumter Consulting.
- Developed and implemented a structurally balanced budget that earned the GFOA Distinguished Budget Presentation Award, enhancing fiscus transparency and accountability.
- Completed Phase I of the Employee Compensation Plan, adopted by City Council and integrated the strategic plan and budget, improving internal equity and workforce retention.

Senior Advisor (Sub-Consultant), Miami Dade County, FL, (January 2024 to Present)

- Provide consulting services as a Sub Consultant for MHCP Colab. Serves as Senior Advisor to two (2) CRAS: NW 79th Street and NW 7th Avenue Community Redevelopment Agencies
- Provide Economic Development Advisory services to two of the largest redevelopment agencies in Florida

Planning Consultant: *past experiences as a Planning Consultant on short term projects for the following cities: City of North Miami, City of Miami Gardens, and City of South Fulton, GA (January 2023 - December 2023)*

Village Manager, Village of Indiantown, FL

January 2019 – January 2023

Incorporated December 31, 2017, the Village of Indiantown is unique, being the 413th municipality incorporated in South Florida.

- **Negotiated a multimillion-dollar interlocal agreement** with Martin County saving the residents of the Village ~ \$1.5MM throughout the interlocal agreement for Fire Rescue Services.
- **Created and implemented a 5-year strategic action plan** together with the initial Village Council; we hit the ground running, achieving it within 3-years.
- **Negotiated and purchased a private water and sewer plant** for \$8.5MM, subsequently satisfying 80% of the loan to purchase the asset forgiven; Negotiated a 0% interest rate over a 30-year term.

City Manager, City of Bell**January 2016 – October 2018**

The City of Bell, CA, is an incorporated city in Los Angeles County, California. Accountable for the day-to-day operations of all City departments, \$32MM in annual operating and capital budgets, and 150+ employees serving a daytime population of 50,000+.

- **Led the City through its first-ever recodification** of all city codes of ordinances, including retaining a consultant to conduct a charter review for Council Consideration.
- **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.
- **Organized several neighborhood groups, including Neighborhood Watch**, and met regularly with residents to sell the city's Strategic Plan and City Priorities approved by the Mayor and Council.

City Manager, City of Muskogee, Oklahoma**January 2014 – January 2016**

The City of Muskogee is an incorporated city located in the Tulsa, Oklahoma, metropolitan area.

- **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.
- **Wrote the Muskogee 2020 Strategic Plan**, adopted by the Mayor and City Council.
- **Oversaw day-to-day operations of all city departments** while managing a \$61MM operating and capital budget and 600+ employees serving a daytime population of more than 50,000.

City of Opa-Locka, FL**January 2010– January 2014**

The City of Opa-Locka, FL, is an incorporated city in Miami-Dade County, FL.

ACTING ASSISTANT CITY MANAGER (2013-2014)

- **Led the reorganization of the Building Services Division** to reduce the budget deficit by 25% and created the city's first Certificate of Use program, generating ~ \$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.
- **Directly supervised and managed** Police, Human Resources, IT, Finance, Public Works, Parks and Recreation, Planning and Community Development, Code Enforcement, and Building and Licensing Departments.

DIRECTOR, PLANNING AND COMMUNITY DEVELOPMENT (2010- 2013)

- **Prepared the city's first Annexation Plan** based on the Miami-Dade County Code and the State of Florida Annexation law
- **Managed/directed all Community Development Block Grant (CDBG)** funding, including project management/grant proposal writing.
- **Received 1.2 Million Community Challenge Planning Grant** – from the United States Housing and Urban Development Department. Only two cities within the state of Florida was awarded.

Director, Planning and Development Services, City Of Albany, GA**October 2007– July 2010****Neighborhood Improvement Manager, City of Lilburn, GA****September 2002 – October 2007****Chief of Code Enforcement City of Lauderdale Lakes, FL****June 2000 – September 2002**

EDUCATION

Harvard University, Cambridge, MA (2022)
Certificate, Program for State and Local Government Executives

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

Florida State University, Tallahassee, Florida (1993)
Bachelor of Science in Criminology

CERTIFICATION & PROFESSIONAL DEVELOPMENT

Credentialed Manager, International City Manager's Association (ICMA)
Certified Urban Planner, American Institute of Certified Planners (AICP) - Certification No. 24680
National Incident Management Systems (NIMS) Certifications: ICS 100, 200, 300, 400, 700 & 800

BOARD APPOINTMENTS / MEMBERSHIPS

International City/County Management Association (ICMA), Full Member
Florida City and County Management Association (FCCMA), Full Member
American Institute of Certified Planners (AICP), Full Member
American Planning Association (APA), Full Member

VOLUNTEER ACTIVITIES & CIVIC CONTRIBUTIONS

Habitat for Humanity, Albany, GA
Boy Scouts of America, Tulsa, OK and Indiantown, FL
International Rotary Club of America, Rotarian, Tulsa, Ok, and Albany, GA

HONORS – AWARDS – PROFESSIONAL RECOGNITION

National Defense Service Medal – Persian Gulf War, United States Army
Humanitarian Service Medal - Hurricane Andrew Disaster Relief, United States Army
40 under 40 – most influential persons - Albany Herald, Albany, GA

RAMSAY J. BULKELEY, ESQ.

West Palm Beach, Florida • (561) 301-7608 • bulkeleyramsay@gmail.com

Summary

CITY MANAGEMENT • PUBLIC ADMINISTRATION • GOVERNMENT OPERATIONS • INTERGOVERNMENTAL RELATIONS

Senior executive and municipal operations leader with 20+ years of progressive experience in Florida local government, public administration, large-scale development oversight, appropriations strategy, and high-level organizational leadership. Former Executive Director of Palm Beach County Planning, Zoning & Building—responsible for 400 employees and an \$80M departmental budget, and annual delivery of \$2.5B in countywide infrastructure. Attorney with deep experience in municipal law, land development, intergovernmental negotiation, contract administration, and public-private partnerships. Proven ability to secure major funding, lead complex government systems, manage rapid growth, and advance large-scale development in fast-emerging communities.

Core Leadership Competencies

- Municipal Administration & Government Operations
- State Appropriations & Grant Acquisition
- Large-Scale Infrastructure & Capital Planning
- Budgeting, Financial Controls & Audits
- Contract & Vendor Management (“Government Light” Model)
- Development Review, LDRs, Zoning, Land Use & Entitlements
- Public-Private Partnerships (P3) & Economic Development
- Intergovernmental Relations (County, State, Federal)
- Strategic Planning & Policy Development
- High-Level Staff Leadership, Culture Building & Team Development
- Public Engagement, Community Relations & Crisis Communication

Experience

2024 - present: BULKELEY CONSULTING – WEST PALM BEACH, FL

President

Specialized representation focused on municipal and county regulatory systems, real estate development, zoning, land use strategy, code enforcement, property tax matters, and complex development negotiations.

- Advise municipalities and developers on comprehensive planning, LDR interpretation, development applications, and growth-management strategies.
- Manage full contract compliance for development agreements, ground leases, P3 structures, and municipal land transactions.
- Prepare grant-ready project documentation, state-funding justifications, and infrastructure prioritization for appropriations requests.
- Provide crisis-response and regulatory interpretation for code, building, and permitting issues.

2023 - 2024: WGI, INC. – WEST PALM BEACH, FL

Market Leader – South Florida

Directed regional growth and full-service project coordination for engineering, survey, geospatial, entitlement, and development projects.

- Managed development approvals, rezoning, land-use amendments, site plan entitlements, transportation issues, and P3 coordination.
- Coordinated infrastructure-heavy projects requiring multi-agency approvals, including county, municipal, and state entities.

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- Supported developers and public agencies from acquisition through CO, ensuring compliance with financial, schedule, and regulatory benchmarks.
- Led budget development and interdepartmental resource planning for executive leadership.

2013 - 2023: PALM BEACH COUNTY – PLANNING, ZONING & BUILDING DEPARTMENT

2018-2023 Executive Director

Executive head of a major county department overseeing **350 employees, \$80M operating budget**, and an average of **\$2.5B in annual infrastructure delivery**.

- Directed the operations of Building, Planning, Zoning, Code Enforcement, Contractors Certification, and Administrative divisions.
- Led state appropriations requests, capital funding cycles, and administration of multi-year infrastructure programs.
- Implemented systems modernization to improve permitting efficiency, development review, and project turnaround times.
- Negotiated intergovernmental operating agreements.
- Served as key liaison between the County Administrator, Board of County Commissioners, major landowners, and legislative partners.
- Oversaw preparation of audited financials, internal controls, and departmentwide fiscal accountability.

2016-2018 Deputy Director

Second-in-command for all PZ & B operations.

- Administered major segments of the county's development services, code enforcement, building operations, and LDR review.
- Collaborated with the County Attorney's Office on complex regulatory issues, litigation risk, and code revisions.
- Improved organizational efficiencies and customer-service performance across multiple divisions.
- Drafted ordinances and policy amendments; presented regularly to the Board of County Commissioners.
- Managed department-wide budget analysis, revenue forecasting, and performance measures.

2013-2016 Director of Code Enforcement

- Managed enforcement of 15 county codes and ordinances.
- Directed 36 employees (officers and administrative staff).
- Coordinated intergovernmental operations with municipalities, Fire Rescue, Sheriff's Office, and ERM.
- Developed new enforcement procedures reducing case duration and improving compliance outcomes.
- Regularly presented to Board of County Commissioners, advisory boards, and community groups.

2011 - 2013: LAW OFFICES OF RAMSAY J. BULKELEY, P.A. – JUPITER, FL

President

- Managed full legal practice with focus on public hearings, land use approvals, zoning, municipal permitting, and governmental representation.
- Represented clients before PBC, municipalities, SFWMD, DEP, ACOE, and local boards.
- Drafted development agreements, and complex permitting packages.

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2011: STEWART MINING INDUSTRIES – FT. PIERCE, FL
Vice President & Legal Counsel

- Managed all regulatory permitting and environmental compliance.
- Interfaced with DEP, MSHA, SFWMD, ACOE, and local governments.
- Directed operations and litigation strategy.

2006 - 2011: CASEY CIKLIN LUBITZ MARTENS & O'CONNELL – WEST PALM BEACH, FL
Associate Attorney / Land Planner

- Managed major development approvals including mines, DRIs, and large-scale commercial projects.
- Prepared comprehensive plan amendments, rezoning, concurrency, ERM permits, and state/federal applications.
- Notable role in approval of 7,500-acre aggregate mine, Scripps Phase II DRI, and PBC Convention Center Hotel.

Education

J.D., Nova Southeastern University – Shepard Broad Law Center
B.S., Community & Regional Planning – Appalachian State University
B.A., Criminal Justice – University of North Carolina, Charlotte
Member, Florida Bar (2006–Present)

Additional

- ICMA membership
- Extensive experience presenting before County Commissions, municipal councils, legislative bodies, and public boards.
- Advanced public speaking, executive communication, presentation development

November 7, 2025

Leondrae D. Camel
Redacted
Wellington, Florida 33449
561-261-3437
Lcam76@aol.com

Odet Izquierdo, Acting City Clerk
City of Westlake
4001 Seminole Pratt Whitney Road
Westlake, FL. 33470

Dear Acting City Clerk Odet Izquierdo,

It is with great purpose and enthusiasm that I submit my resume for the position of City Manager of the City of Westlake. As a seasoned municipal executive with over two decades of experience leading city operations, fostering intergovernmental partnerships, and driving equitable community development, I am confident in my ability to lead the League into its next era of regional collaboration and innovation.

My professional journey—from educator and planner to City Manager—has been marked by a deep commitment to ethical governance, fiscal stewardship, and transparent public engagement. As City Manager for the City of South Bay since 2013, I have led transformative initiatives that include securing over \$6.6 million in grant and legislative funding, eliminating structural budget deficits, launching regional economic development projects, and modernizing internal operations. I’ve successfully secured state and federal funding for underserved communities while building trust through resident-focused programs, such as “Conversations with the Manager,” and master planning efforts grounded in community voice.

I bring a unique blend of executive management experience, legislative insight, and coalition-building skills that directly align with Westlake’s mission to strengthen municipal government through advocacy, collaboration, and leadership, as well as managing a rapidly growing community. As a current City Manager and former President of the Palm Beach County City Management Association, I have a firsthand appreciation for the vital role the manager plays in unifying local governments, amplifying collective priorities, and shaping regional policy, all while keeping the needs

of the residents at the forefront of all conversations. I am eager to expand upon this opportunity in a full-time capacity and aid Westlake in navigating the evolving challenges of infrastructure, housing, economic development, land development, and civic trust.

Beyond operational expertise, I bring a values-based leadership style—rooted in inclusion, transparency, and performance. I view the City Manager role not only as an administrative steward but as a connector, innovator, and champion of municipal excellence. I am also a proud member of the National League of Cities, FLC, ICMA, PBCCMA, and several community and professional organizations committed to equity and leadership development.

I welcome the opportunity to meet with the Mayor and Council to further discuss how my experience and passion for public service can contribute to the continued success and impact of Westlake. Thank you for considering my application.

Warm regards,



Leondrae D. Camel

Cc: Mayor and Councilmembers

Leondrae D. Camel

LC

10051 Freesian Way, Wellington, FL. 33449

Phone: 561-261-3437 • Fax: 561-993-5080 • E-Mail: lcarn76@aol.com

CHIEF EXECUTIVE | CITY MANAGER | STRATEGIC GOVERNMENT LEADER

Innovative, ethical, and impact-driven public executive with 20+ years of transformative leadership in municipal administration, strategic planning, and intergovernmental affairs. Adept at aligning policy with progress, building coalitions, and executing complex initiatives that foster inclusive economic development, government transparency, and operational excellence. Trusted advisor to elected officials and regional leaders. Known for fiscal turnaround success, grant acquisition, and community-first leadership.

EXECUTIVE COMPETENCIES

- Government & Civic Leadership
- Strategic & Capital Planning
- Budget Turnaround & Financial Oversight
- Public-Private Partnerships
- Intergovernmental & Legislative Relations
- Workforce & Talent Development
- Infrastructure & Urban Redevelopment
- Organizational Change & Compliance
- Equity-Centered Policy Frameworks
- Community Engagement & Transparency

PROFESSIONAL EXPERIENCE

CITY OF SOUTH BAY, FL

City Manager | 2013 – Present

Chief Executive for the municipality; oversee all departments, operations, and personnel while driving growth, compliance, and resident satisfaction.

- Secured **\$6.6M+ in federal and state funding** for infrastructure, community initiatives, and housing rehabilitation.
- Reversed a **\$325K budget deficit**, implemented financial controls, and created a \$1.4M capital improvement fund.
- Established an investment account with assets exceeding \$5M
- Attracted manufacturing and distribution to the Park of Commerce, advancing regional job growth.
- Reengineered internal processes, reducing general liabilities by 35% and audit costs by 50%.

- Led (2) successful Brownfield cleanup (\$300K), demolition grants (\$375K), and HUD redevelopment of 135-unit complex.
- Spearheaded creation of a **citywide Master Plan** (85% completed in 3 years).
- Established a quarterly “Conversations With The Manager” to enhance civic dialogue and accountability.

Key Wins:

- ✓ Eliminated \$470K in state-held land debt
- ✓ Corrected 35 Inspector General deficiencies within 13 months
- ✓ Launched Senior Housing Rehab & new citizen engagement frameworks
- ✓ Instituted performance dashboards and risk frameworks across departments

CITY OF BELLE GLADE, FL

Division Manager, Youth & Family Services | 2005 – 2012

Directed strategic programming for family services, securing funding and developing new engagement initiatives.

- Raised over **\$1M in grants** to revitalize dormant programming.
- Designed job-readiness and recovery programs, achieving **90% non-recidivism** rate.
- Recognized by U.S. DOJ and Inspector General for financial compliance.
- Built coalitions with county, state, and national agencies for youth and family success.

CITY OF BELLE GLADE, FL

Planner & Zoning Administrator | 2003 – 2005

Advanced community development by managing planning, permitting, and public engagement.

- Supported the **Belle Glade Housing Renaissance**, improving housing availability.
- Oversaw land use reviews, statistical reporting, and zoning recommendations.

PALM BEACH COUNTY SCHOOLS

Teacher | 2000 – 2003

Developed enrichment strategies for low-performing students; increased academic outcomes and parent engagement.

GOVERNANCE & PROFESSIONAL LEADERSHIP

- | | |
|--|--|
| • Board of Directors , Palm Beach County League of Cities | • Member , National League of Cities: FAIR Committee & REAL Committee |
| • Transportation Committee , Palm Beach County League of Cities | • Candidate , International City/County Management Association (ICMA) |
| • Member , Palm Beach County City Management Association | • Member , National & Florida Educators Associations |

- **Advisory Board**, First Tee of the Glades
- **Member**, Alpha Phi Alpha Fraternity, Inc.

EDUCATION & CERTIFICATIONS

Master of Public Administration (MPA) – Walden University

B.S., Public Administration – Barry University

B.S., Elementary Education – Florida A&M University

Executive Grant Management Program – University of Miami

FEMA National Incident Management System (NIMS) Certified

COMPENSATION HISTORY

- **City Manager**, South Bay | \$80,000 → **\$155,000+**
- **Division Manager**, Belle Glade | \$47,500 → \$60,500
- **Planning/Zoning Administrator**, Belle Glade | \$35,000 → \$37,800
- **Teacher**, Palm Beach County Schools | \$36,750 → \$39,675

PEGGY CASTAÑO

Pembroke Pines, FL 33029

☎ 786-261-7199 ✉ peg111679@aol.com <https://www.linkedin.com/in/peggy-castano-6aba5789/>

CAREER PROFILE

Results-driven and seasoned Assistant City Manager with over a decade of vibrant leadership experience in municipal government. Proven track record of successfully collaborating with Mayors, Commissioners, residents, business owners, and staff to achieve organizational goals. Adept at directing day-to-day operations, strategic planning, and navigating diverse municipal administration levels. Skilled in managing multiple city departments, including Administration, Public Information Office, Engineering, Parks & Recreation, Development Services, Code Enforcement, Public Works, and Community Improvement Projects. Experienced in managing multi-million dollar budgets and maintaining strong fiscal oversight; commended for building solid relationships with community members, local schools, and stakeholders through active engagement in community events and promoting open communication. Currently serving as an Assistant City Manager, celebrated by colleagues and superiors as an ethical, resourceful, loyal, and dedicated leader.

KEY RESPONSIBILITIES AND ACHIEVEMENTS

- ❖ Oversee daily operations and provide strategic direction to ensure continuous progress and effectiveness across municipal administration. Act as City Manager or Interim Director for multiple departments and complete special projects and administrative tasks as needed.
- ❖ My comprehensive portfolio consists of several key departments, including Communications and Public Information Office (PIO), Engineering and Construction Services, Public Works, Intergovernmental Affairs, Development Services, and the Mayor and Commission Office. By overseeing these areas, I foster collaboration across the city, drive vital initiatives, and implement robust support systems to optimize operations, encourage development, and ensure clear communication.
- ❖ Demonstrate adaptability and strong leadership skills as Interim Director of Development Services, managing five divisions: Building and Permitting, Housing, Planning and Zoning, Business Tax Receipt, and Code Enforcement.
- ❖ Successfully implemented Energov and managed Engineering and Construction Services, overseeing \$35 million in completed projects and \$80 million in strategic planning stages, showcasing proficiency in project management and fiscal responsibility.
- ❖ Secure significant funding for critical projects by developing and presenting persuasive legislative and federal agendas, addressing community needs, and promoting fiscal accountability.
- ❖ Cultivate relationships with diverse stakeholders, maintaining transparency and trust with the public, and enhancing the city's image through comprehensive branding, marketing, and crisis communications strategies.

- ❖ Support financial sustainability by identifying, securing, and managing grants and external funding sources to enable the successful execution of city projects and programs.
- ❖ Actively contribute to developing and implementing the city's strategic vision, mission, and goals, ensuring alignment with community needs and fostering overall growth.
- ❖ Build and lead high-performing teams, create a positive and collaborative work environment, and invest in the professional development of city staff to promote a culture of continuous improvement and innovation.

CAREER PROGRESSION

SENIOR CONSULTANT

Local Government Consultant Group

June 2025- Current

As a Senior Consultant specializing in local government services, I provide interim departmental oversight, project management, and expert guidance in internal and external communications, marketing, branding, capital improvement project supervision, and governmental affairs at the federal and state legislative levels. In addition, I offer tailored solutions for Assistant City Manager roles and administration challenges.

Drawing from my experience as an Assistant City Manager, I understand the pivotal role this position plays in ensuring the smooth and efficient functioning of municipalities. My expertise spans various facets of day-to-day operations, contributing significantly to the overall success and well-being of communities. By collaborating with department heads and staff, I focus on streamlining processes and improving operational landscapes. In line with my strategic leadership capabilities, I support city leadership in identifying critical priorities and implementing strategies that align with long-term goals, fostering sustainable growth and development. My current projects and accomplishments include:

- ❖ Mayor and Commission Office: Facilitating effective policy implementation and fostering transparent communication between city leadership and the community.
- ❖ Engineering Services: Directing infrastructure projects, urban planning initiatives, and development activities, ensuring alignment with sustainable growth objectives.
- ❖ Communication: Overseeing branding and communication strategies, creating, and delivering engaging content through multiple channels to maintain a positive public image.
- ❖ Strategic Planning: Identifying opportunities for continuous improvement by evaluating departmental processes, implementing best practices, and pursuing innovative solutions to enhance operational effectiveness.
- ❖ State and Federal Legislative Agendas: Working closely with government officials and stakeholders to advocate for the city's interests, secure funding, and shape beneficial policies.
- ❖ Development Services: Demonstrating versatile leadership while overseeing critical divisions, ensuring seamless operations, enhancing collaboration, and facilitating successful implementation of key initiatives.

- ❖ Collaborate with department heads and staff to streamline processes, improve operational landscapes, and implement strategic initiatives, including Standard Operating Procedures (SOP) assessment and updates.

With my wealth of experience and deep understanding of local government administration, I am dedicated to providing effective solutions that contribute to the successful operation of cities and the well-being of their communities.

ASSISTANT CITY MANAGER/ADMINISTRATIVE SERVICES DIRECTOR

City of Lauderdale Lakes, FL

July 2023 – June 2025

As the Assistant City Manager, I play a pivotal role in ensuring the smooth and efficient functioning of all aspects of our municipality. My responsibilities encompass comprehensive support across various facets of day-to-day operations, contributing significantly to our community's overall success and well-being. This involves collaborating with department heads and staff to streamline processes and enhance the overall operational landscape. Part of my role consists of contributing to the development and execution of the city's strategic vision. I work closely with city leadership to identify critical priorities and implement strategies that align with our long-term goals, ensuring sustainable growth and development.

In addition to my overarching role in supporting the City Manager in all areas of the city's day-to-day operations, I also manage a dedicated department that serves as a hub for crucial functions within our municipality. This department encompasses the Mayor and Commission office, Engineering Services, Capital Improvement Projects, Public Works, Parks and Recreation and Communications, reflecting a comprehensive portfolio of responsibilities.

- ❖ **Leadership and Coordination:** As a strategic leader, I guide the Mayor and Commission office, facilitating effective policy implementation and fostering transparent communication between city leadership and the community.
- ❖ **Engineering Services Oversight:** Managing Engineering Services involves directing infrastructure projects, urban planning initiatives, and development activities, ensuring alignment with the city's sustainable growth and development objectives.
- ❖ **Communication:** I oversee the city's branding and communication strategies, guiding, creating, and delivering engaging content through multiple communication channels to maintain a positive public image.
- ❖ **Strategic Planning for Continuous Improvement:** Engaging in strategic planning, I identify opportunities for continuous improvement by evaluating departmental processes, implementing best practices, and pursuing innovative solutions to enhance overall operational effectiveness.
- ❖ **Public Works Management:** Overseeing the Public Works department to maintain and enhance the city's infrastructure, including roads, water systems, and public facilities, ensuring high-quality services and efficient resource allocation.
- ❖ **Parks and Recreation:** Managing the Parks and Recreation Department, I ensure the provision of diverse recreational opportunities, well-maintained parks, and engaging community programs,

contributing to the city's overall quality of life and fostering a strong sense of community engagement.

- ❖ **State and Federal Legislative Agendas:** I manage the city's state and federal legislative agendas. I work closely with government officials and stakeholders to advocate for the city's interests, secure funding, and shape policies that benefit our community and support our strategic objectives.
- ❖ **Development Services:** I exhibit versatility and exceptional leadership capabilities while overseeing five critical divisions: Building and Permitting, Housing, Planning and Zoning, Business Tax Receipt, and Code Enforcement. By effectively managing these areas, I ensure seamless operations, enhance collaboration, and facilitate the successful implementation of key initiatives across the department.

ADMINISTRATIVE SERVICES DIRECTOR/ASSISTANT TO THE CITY MANAGER (ACTING ASSISTANT CITY MANAGER)

City of Lauderdale Lakes, FL

OCT 2015 – JULY 2023

As an overall generalist in the city, my mission is to assist the City Manager in effectively implementing council policies, completing projects and fostering a culture of pride and dedication among employees. With my unwavering commitment and extensive experience, I have excelled in supporting the City Manager and have focused my efforts on various areas, including overseeing and managing Capital Improvement Projects, leading the Public Information Office, supervising Legislative Aides, enhancing community outreach, improving the city's public image, and strengthening the city's interaction with stakeholders. In my years of municipal government I've obtained experience in multiple departments within the organization.

- ❖ Successfully manage the Mayor and Commission Office, ensuring smooth operations and facilitating effective communication between key stakeholders.
- ❖ Provide oversight to the Public Works Department, Engineering and Construction Services, ensuring efficient and quality project delivery.
- ❖ Oversee the City Clerk's Office, maintaining accurate records and facilitating transparent governance processes.
- ❖ Manage the Public Information Office (PIO) and all aspects of public relations for the city, ensuring effective communication with residents and the media.
- ❖ Assist the City Manager with special projects, contributing to the successful execution of strategic initiatives ensuring their timely and successful completion.
- ❖ Demonstrate proficiency in managing grant reimbursements
- ❖ Coordinate and manage the State of the City Address.
- ❖ Implement comprehensive overhauls of internal operating policies, resulting in improved operational and administrative efficiencies throughout the organization.

EXECUTIVE ADMINISTRATOR TO THE CITY MANAGER
City of Opa-locka FL.

JULY 2013 – OCT 2015

Collaborated with the City Manager to oversee the day-to-day operations of all city departments, ensuring smooth functioning and efficient service delivery. Acted as a reliable gatekeeper, providing effective and productive support to government officials at all levels (City Manager, City Commission, Directors, and residents).

- ❖ Managed and directed the utilization of Community Development Block Grant (CDBG) funding, including project management and grant proposal writing.
- ❖ Co-drafted the Community Challenge Grant, securing a \$1 million planning grant from HUD, which facilitated the update of the City's Comprehensive Plan.
- ❖ Received national recognition from the HUD Secretary for achieving the Community Challenge Grant, working in partnership with a local non-profit organization.
- ❖ Handled confidential matters within the Human Resources Department, ensuring sensitivity and professionalism in dealing with sensitive employee-related issues.
- ❖ Participated on the hiring panel for the City of Opa-locka, contributing to the selection of qualified candidates for various positions within the organization.
- ❖ Assisted the Community Development Department in implementing the Certificate of Use Program, establishing streamlined processes and effective controls that yielded fiscal benefits for the City.

SENIOR SUPERVISOR FISCAL ANALYST (2007-2013)
State of Florida Probation and Parole

JULY 2008 – JUNE 2013

During my tenure, I played a vital role in assisting the State Circuit by recovering and distributing funds that were incorrectly assigned through restitution payments and judgments. I diligently monitored all actions with a fiscal impact on the Circuit, achieving a remarkable success rate of 95.9% throughout my years in the department.

- ❖ Manage and monitor cell phones usage for probation officers
- ❖ Manage and approve travel vouchers for probation officers
- ❖ Part of the Special Recovery Team
- ❖ Implement all Court Orders as assigned by the Judge
- ❖ Provided training within the Circuit
- ❖ Receive and Document all restitution and supervision payments, prepared bank deposits, controlled inventory, and maintained equipment and technology
- ❖ Submit monthly report to my supervisors OP27, OP28, E1.
- ❖ Fingerprint and interview incoming high and medium risk offenders
- ❖ Assisted Officers and supervisors in the Circuit with the COPS report with a proven track record of a 94% decrease on all reports.

EDUCATION / CERTIFICATION

- ❖ **Master's in Public Administration**, Barry University, Miami, Florida (Dec 2020)
- ❖ **Bachelor of Arts in Public Administration**, Florida International University (FIU), Miami, Florida (December, 2011)
- ❖ **Associates of Arts in Public Administration**, Miami Dade College, Miami, Florida (May 2009)
- ❖ **Green Belt**, Six Sigma Project Training

Professional Memberships

- ❖ INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION (**ICMA**)
- ❖ FLORIDA CITY AND COUNTY MANAGEMENT ASSOCIATION (**FCCMA**)
- ❖ BROWARD COUNTY AND CITY MANAGERS ASSOCIATION (**BCCMA**)
- ❖ NATIONAL INFORMATION OFFICERS ASSOCIATION (**NIOA**)
- ❖ FLORIDA MUNICIPAL COMMUNICATORS ASSOCIATION (**FMCA**)
- ❖ GOVERNMENT SOCIAL MEDIA (**GSMCON**)
- ❖ LOCAL GOVERNMENT HISPANIC NETWORK (**LGHN**)

PROFESSIONAL REFERENCES

Kelvin Baker, Deputy City Manager
City of Miramar
Klbaker@miramarfl.gov
(305)335-9174

Howard Brown, Consultant
Former City Manager
Howardwbrownjr@gmail.com
(305)788-9647

Maqsood Mohammad Nasir, PE, City Engineer, CIP Director
City of Lauderdale Lakes
Mdnasir91@gmail.com
(754)248-1004

Treasa Brown Stubbs, Former City Manager
City of Lauderdale Lakes
Treasastubbs23@gmail.com
(954) 815-3362

Gregory Salters, Former Assistant Police Chief
City of Fort Lauderdale
drgregorysalters@gmail.com
(954) 214-7960

November 12, 2025

City of Westlake
Attention: Odet Izquierdo – Acting City Clerk
4001 Seminole Pratt Whitney Road
Westlake, Florida 33470

RE: City Manager/Chief Administrative Officer Position
Job Reference # CM10082025

Dear Ms. Izquierdo:

Please find this letter as my interest and in response to the City of Westlake's job advertisement for the City Manager/Chief Administrative Officer position, as posted on the city's website.

Over the breadth of my professional career, I have worked and gained measurable experiences in all of the listed "key responsibilities" that's referenced in the advertisement and job description document. These experiences include multiple City Manager posts, serving as a two-term elected official (City Commissioner), Executive Director, Chief Executive, Entrepreneur and Business Owner. I believe that these and other experiences comprehensively and uniquely speaks to my abilities and well positions me to be successful within your organization.

I have attached a copy of my resume to better acquaint you with the totality of my experiences and skills. I would be delighted to hear back from you and schedule a time to interview for this position. Feel free to contact me if you have any additional questions.

Sincerely,

Michael E. Jackson

Michael E Jackson
Meiconsult@gmail.com
561-723-5652

Enclosure



SENIOR GOVERNMENTAL AFFAIRS EXECUTIVE

430 SE 2ND AVENUE • SOUTH BAY, FL 33493 • (561) 723-5652 • MEJCONSULT@GMAIL.COM

Summary

Talented, accomplished and experienced Senior Administrator/Executive, with a broad background in directing municipal, governmental and non-profit entities. Exhibit excellent communication, organizational, computer/technical and inter-personal skills with the ability to relate to people of various ethnic, socio-economic, and cultural experiences; Strategic thinker, able to create, develop and communicate vision, using collaborative and team building processes; Ability to see the big picture and determine the necessary steps to achieve it; Effective and efficient at recognizing the strengths and abilities of individuals/teams and motivating them to establish vision and accomplish mission through goal setting; Intelligent, dedicated, highly energetic individual with strong work ethic and moral principles; and Exceptional presentation, leadership and communication skills.

Experience

CITY MANAGER

City of Pahokee – Pahokee, FL | May 2024 – October 2025

- Served as Chief Executive Officer overseeing all city departments and personnel.
- Directed strategic planning, budgeting, and daily municipal operations.
- Prepared and managed annual city budget ensuring fiscal responsibility.
- Advised Mayor and City Commission; prepared reports and agendas.
- Promoted community and economic development initiatives.
- Strengthened collaboration among departments and community partners.
- Ensured compliance with city, state, and federal regulations.

CHIEF EXECUTIVE OFFICER / PRINCIPAL CONSULTANT

L & MJ Consulting, Inc. / MEJ Consulting, LLC - Palm Beach County, FL | 2005 – 2024

- Led consulting services for municipal, county, and non-profit clients across South Florida.
- Managed governmental and public-sector projects from planning through completion.
- Advised cities and agencies on zoning, permitting, and economic development.
- Developed fiscal and administrative strategies to improve local government operations.
- Provided leadership training for senior public administrators and executives.

PUBLIC EDUCATION PROGRAM ADMINISTRATOR / CONSULTANT

Covenant Arts Academy Charter School, Inc. – South Bay, FL | 2018 – 2020

- Chaired Charter School Application Team and secured charter approval.
- Oversaw budget planning, site negotiation, and community engagement.
- Administered recruitment strategies for initial year enrollment and academic programming.

COMMUNITY LIAISON / GOVERNMENT AFFAIRS SPECIALIST

Florida Crystals Corporation – Glades Region, FL | 2016 – 2020

- Served as municipal liaison for the Tri-Cities of Belle Glade, South Bay, and Pahokee, representing corporate and community interests with local, county, and state government officials.
- Coordinated intergovernmental partnerships to support infrastructure, economic development, and community revitalization initiatives.
- Facilitated meetings and workshops with municipal leaders, regulatory agencies, and land-use attorneys to align projects with public policy and regional growth priorities.
- Strengthened relationships between public agencies, non-profit organizations, and business stakeholders to promote sustainable community and economic outcomes.



SENIOR GOVERNMENTAL AFFAIRS EXECUTIVE

430 SE 2ND AVENUE • SOUTH BAY, FL 33493 • (561) 723-5652 • MEJCONSULT@GMAIL.COM

LIAISON / OMBUDSMAN (INDEPENDENT CONTRACTOR)

Board of County Commissioners – District 6 - Western Palm Beach County, FL | 2007 – 2010

- Coordinated all District 6 funded municipal capital projects with county senior staff and administration
- Developed redevelopment, revitalization, and infrastructure planning.
- Encouraged affordable/workforce housing initiatives and funding strategies.
- Facilitated regional workforce and economic development planning.

DIRECTOR

South Florida Water Management District (SFWMD) - Broward County, FL | 2002 – 2005

- Directed regional office operations and senior professional staff, overseeing regulatory services, water supply planning, and land management programs.
- Developed and administered annual project budgets exceeding \$50 million.
- Provided financial and technical assistance to municipal and county governments and special water control districts throughout Broward County.
- Served as liaison between SFWMD and local government entities to ensure coordination, compliance, and effective communication.
- Supported post-hurricane recovery efforts and implemented environmental education and awareness programs.
- Coordinated interagency meetings with legal teams, land use managers, and municipal officials to advance district objectives.

CITY MANAGER

City of South Bay – South Bay, FL | 1996 – 2001

- Served as Chief Executive and Fiscal Officer under a Manager-Commission form of government.
- Directed departmental operations and personnel across city divisions.
- Managed multimillion-dollar annual budgets and municipal projects.
- Promoted economic development and infrastructure improvements.
- Represented city as liaison to county, state and federal agencies and officials.

EDUCATOR / INSTRUCTOR

Palm Beach County School District - Palm Beach County, FL | 1987–1988, 1991–1996

- Designed and implemented instructional programs as a State of Florida Certified Educator at Lake Shore Middle School, Pahokee High School, and West Technical Education Center.
- Served as GED Instructor and Educational Counselor within the Correctional Educational School Authority at Glades Correctional Institution.
- Served as Social Sciences Adjunct Professor at Bethune-Cookman College - Palm Beach County satellite campus.

Education

MASTER OF APPLIED SOCIAL SCIENCES (MASS) - PUBLIC ADMINISTRATION

August 1989

Florida Agricultural and Mechanical University, Tallahassee, FL.

BACHELOR OF SCIENCE (BS) IN POLITICAL SCIENCE

August 1987

Florida Agricultural and Mechanical University, Tallahassee, FL.



SENIOR GOVERNMENTAL AFFAIRS EXECUTIVE

430 SE 2ND AVENUE • SOUTH BAY, FL 33493 • (561) 723-5652 • MEJCONSULT@GMAIL.COM

Public Service & Professional Affiliations

PRESENT

- Member – Jackie Robinson Scholarship Committee, Florida Advisory/Selection Committee
- Elder – Glades Covenant Community Church (Administrator, Finance and Facilities)
- Member – Palm Beach County City & County Management Association (PBCCMA)

PAST

- Board Member - Boys & Girls Club, C.L. Brumback Health Center, Palm Beach County Mental Health, Arc of the Glades, Street Beat, Inc.
- Board of Trustees - Glades General Hospital
- Inaugural Board Member – Glades Utility Authority (GUA)
- Member – Florida City & County Management Association (FCCMA), International City/County Management Association (ICMA), Florida League of Cities (FLC), National League of Cities (NLC)
- Graduate – Leadership Broward County, Senior Executive Program
- Two-term Elected Official – City Commissioner, City of South Bay
- Legislative Intern – Florida State Senate (Sen. A. Girardeau) and U.S. Congress (Rep. William Grant)

References

DAVE ARONBERG - PA

561-889-7979

Dave@davearonberglaw.com

LEANDRE CAMEL

561-914-6673

Camell@southbaycity.com

CLARA MURVIN

772-647-0267

tasha@iname.com

October 29, 2025

Ms. Odet Izquierdo
Acting City Clerk
City Of Westlake
4001 Seminole Pratt Whitney Road
Westlake, FL 33470

Re: City Manager Position -City of Westlake

Dear Ms. Izquierdo:

I recently saw your advertisement relative to the position of City Manager, City of Westlake, Florida and I am excited about being considered as a candidate for this position. **I am a strategic thinker and visionary manager with strong administrative skills and I promote a transparent environment within the conduct of municipal affairs. I am a candidate with experience managing outsourced services (in Loxahatchee Groves) and value the development of strong community engagement with all entities. I have a solid working knowledge of municipal finance, public works, public safety, securing grants and appropriations, planning and development, project management and Community Redevelopment Agencies. I have high ethical standards and broad experience in fostering innovation and leading staff in accomplishing established goals and objectives.** Further, my background comports with the attributes desired by the city for its next City Manager. In short, my experience, knowledge, background, skills, and abilities make me a solid fit for this opportunity.

As you can see from my enclosed resume, I am an experienced leader and achievement-oriented manager with proficiency in many areas of local government and direct experience with strong-mayor, city manager and county forms of local government. I believe there are several crucial areas whereby a manager/administrator must execute and excel in performance including serving as a trusted advisor to the city council; providing leadership and management of city affairs/ operations; and developing strong community engagement with all entities. I am a creative, knowledgeable, enthusiastic and proactive individual that can provide leadership to the Westlake team and serve as a trusted advisor to the Mayor and Council.

With this background, and my two Masters Degrees in Public Administration (with Honors from Florida Atlantic University) and Regional Planning (The Pennsylvania State University), I am the effective leader that the City of Westlake is seeking to employ.

Sincerely,

Mark A. Kutney, AICP, ICMA-CM
Former City Manager
City of Brooksville, FL

Mark A. Kutney, AICP, ICMA-CM
13627 Chatsworth Village Drive, Wellington, FL 33414
C (561) 601-4632
H (561) 793-8512
makutney_3254@mail.com

SUMMARY OF QUALIFICATIONS

An experienced local government manager and leader with a proficiency in the following areas:

- Growth Management
- Economic Development
- Customer Service
- Strategic Planning
- Labor Relations/Collective Bargaining
- Sustainability
- Budgeting/Capital Budgeting
- Project Management
- Human Resources
- Media Relations
- Grantsmanship
- Emergency Management
- Airport Management

I am an ICMA Credentialed Manager and savvy leader with a commitment to the principles of Total Quality Management (TQM). I am a proven leader versed in managing change and specializing in dealing with high pressure/demand activities in local government. Further, I am a dedicated team player with city (strong mayor and city manager forms of government) and county experience.

PROFESSIONAL EMPLOYMENT EXPERIENCE

Consultant

July 2021-Present

I provide consultant services as part of the Gerson Lehrman Group (GLG) network that provides financial and Global information to clients.

City Manager for the City of Brooksville

November 2017- June 2021

The City of Brooksville is located in central Hernando County and is the County Seat. The 2020 BEBR population estimate had the City at 15 residents short of 9,000 population. The City is comprised of about 12 square miles. As City Manager, I was responsible for the following Departments and major Functions: Fire; Finance; Parks & Recreation; Community Development (including CRA); Public Works; Utilities (including Sanitation); City Clerk; Cemetery; Human Resources; Information Technology; and Business Development. Law Enforcement was provided by the Hernando County Sheriff's Office through contract. The adopted FY 2021

General Fund Budget was \$9,737,331 and the City's all funds budget for FY 2021 was \$47,754,889.

Accomplishments

- Guided City Council in the decision to contract with the Hernando County Sheriff's Office (HCSO) to deliver Law Enforcement Services. I negotiated the contract with the Sheriff that was favorable to the City. I successfully handled the transition from Brooksville PD to the Sheriff and completed the deposition of police department assets.
- Reorganized 65% of the City to make it more efficient and effective.
- Led Staff efforts with Civics Plus to develop a **new website** for the City.
- Negotiated a new **Collective Bargaining Agreement** with Fire Union Local 4661 in 2020 and successfully guided the modification of a **Fire Assessment** methodology from the Availability Method to the Demand Method.
- In conjunction with the Florida Rural Water Association **developed new water and sewer rates** that were urgently needed and ultimately adopted by City Council.
- Prepared and developed the **Economic Development Strategic Plan** which was adopted by City Council in July 2020.
- Guided the preparation of new "state of the art" **procurement and personnel policy manuals** through City Council.
- Guided the preparation and adoption of a new **compensation/classification plan** through City Council that corrected numerous salary structure problems within the City.
- Upon my arrival in Brooksville, I corrected many problems of the existing financial situation. The City had low reserves, had been overspending and was facing serious budget cuts and tax increases. Through my efforts, I built up reserves, overhauled spending practices and other financial remedies. Ultimately, the City was able to **reduce its millage rate by over 1 mill** during my tenure and City reserves are now at healthier levels.
- Created a new **Capital Improvements Plan** and set up a continuous **Roadway Management Plan** that provides yearly maintenance enhancements of deteriorated roadways.

Town Manager for the Town of Loxahatchee Groves

October 2011-September 2014

The Town of Loxahatchee Groves is located in central Palm Beach County and was incorporated as Palm Beach County's 38th municipality on 6/23/06. The Town has a population of 3,185 (2013 Florida BEBR estimate) and comprises 12.5 square miles. The Town conducts its activities as a contract service municipality and I served as Town Manager conducting general management services for the Town through a management company. Specifically, these general management services included general administrative duties, Town Clerk, Finance; Planning and Zoning and Emergency Management. The Town also provided the following services through major contract vendors that I supervised and managed including: Law Enforcement and Fire Rescue via Palm Beach County; Solid Waste Management; Public Works; Code Enforcement; Engineering Services; and Building Services. A number of minor services were also provided including but not limited to Special Magistrate, auditing and debris removal services (with estimated employees of 150-200). The Town had four funds that comprised the Budget. These funds included a General Fund, Transportation Fund, Capital Improvements Fund, and Solid Waste Fund. The adopted budget for the Town's FY 15 General Fund was \$2,095,897 and the budget for all funds was \$4,873,466.

Accomplishments

- I was presented with the Awards of Financial Reporting Achievement by the Government and Finance Officers Association of the United States and Canada (GFOA) for **preparation of the Comprehensive Annual Financial Reports (CAFR)** for Fiscal Year Ended September 30, 2011; the Fiscal Year ended September 30, 2012; and the Fiscal Year ended September 30, 2013.
- I successfully guided Palm Beach State College through the Comprehensive Plan and development process for the purpose of permitting the College to build their fifth branch campus along with associated commercial development in the Town.
- Working with the Town Attorney, the Palm Beach County Sheriff's Office and other agencies, drafted new legislation and conducted code/police enforcement efforts to resolve a serious illegal equestrian manure dumping problem occurring throughout the Town.
- I led the efforts that implemented the conversion of the Town's wireless computer system and replaced such with new computer hardware and software; creation of a new website; and through a forensic data recovery firm recovered one terabyte of electronic files that were deleted due to mismanagement of the previous management firms.
- **Negotiated and brokered a verbal agreement with the Central Palm Beach County Chamber of Commerce to purchase and/or lease the Chamber Headquarters as the Town's new Town Hall.** At the end of my tenure, the Town Council agreed to move forward and purchase the facility.
- I implemented the Town's first **Capital Improvements Program and Budget.**

- Successfully guided the Town in the completion of construction for the 148th Culvert Bridge Project; the OGEM treatment (Open Grade Emulsified Mix) of $\frac{3}{4}$ mile sections of North Road; and OGEM resurfacing of Marcella Boulevard, Compton and Bryan Roads.
- Monitored and directed Town recovery activities during Tropical Storm Isaac.
- Served as the Town's Chief Procurement Officer and handled numerous procurements and bids including the bid for Solid Waste Services and the Request for Qualification (RFQ) under Florida CCNA requirements for various Town Engineering Services.

Deputy City Manager for the City of Belle Glade, Florida

2007-2011

The City of Belle Glade is located on the southeastern shore of Lake Okeechobee and is the largest city within the greater glades area of Palm Beach County. The City has a population of 17,107 (2009 Florida BEBR estimate) and comprises 4.65 square miles. The City's adopted total budget for fiscal year 2008-2009 was \$26,030,111 and the City had 168 full time employees allocated throughout the various funds. As the Deputy City Manager, I worked under the direction of the City Manager and acted as Chief Executive Officer during the City Manager's absence. As Deputy City Manager, I served as a Chief of Staff for the City Manager, and I was responsible for review and coordination of City Commission business agenda items. I also served as the City's **Airport Manager** and **Emergency Manager**.

In addition to consulting and advising the City Manager about community/program needs, I was the **Project Manager** for several high profile projects including the **Belle Glade Boat Lock Design and the Strategic Business Plan for Belle Glade Airport**. I was also an appointed (by the Belle Glade City Commission) member of the Glades Utility Authority (GUA) Governing Board, an independent water / wastewater service provider to the Glades area. This Board was responsible for all business decisions of the Authority's 24 million dollar utility operation. In **November 2010, I was elected Chair of the GUA Authority Board by members of the Governing Board**.

Accomplishments:

- In conjunction with Palm Beach County Emergency Management, I coordinated the review, preparation and City Commission adoption of the **Continuity of Operations Plan (COOP)** for Emergency Operations.
- I played an instrumental role in the review, negotiations, amendment and City Commission adoption of an Interlocal Agreement with Palm Beach County and the cities of Pahokee and South Bay to create the Glades Utility Authority. This agreement essentially transferred the City's water and wastewater services to an independent utility authority.
- I led the efforts and program to have all City Staff trained in the basic FEMA courses dealing with Incident Command System (ICS) and National Incident Management System (NIMS).
- I handled negotiations with Palm Beach County for the creation of an **Interlocal Service Boundary Agreement (ISBA)** and in conjunction with this effort, prepared and

developed a new application format, procedures, and requirements related to the City's program for future annexation efforts.

- I coordinated the successful adoption and the Florida Department of Community Affairs (DCA) notice of intent compliance finding for the EAR based amendment to the comprehensive plan.
- I was responsible for guiding the adoption of the 2008-2009 Budget through the City Commission as the Acting City Manager and coordinated the completion the **2005-2006 Audit/CAFR** that was several years behind schedule.
- On a continual basis, I was responsible for the successful review and coordination of all agenda reports and business items that were presented before the City Commission twice monthly.
- In conjunction with City Staff and the City Attorney, I led the review and negotiation of a tri-party **Interlocal Agreement** with Palm Beach County regarding the **construction of a civic center/branch library** within the City. I further supervised the coordination, permitting and construction inspections of the same.

**Acting City Manager for the City of Belle Glade, Florida
September 3, 2008-November 2, 2008**

I assumed the duties of Acting City Manager due to the City Manager being discharged.

Development Services Director for the Town of Davie, Florida

1999 to 2007

The Town of Davie known for its open space system and western theme development has a population of over 90,000 and an area of 35.6 square miles. My responsibilities included the administration and supervision of the Town's Planning and Zoning; Building Inspections; Code Compliance; and Engineering Services Divisions. I was responsible for the management of eighty (80) employees and a total department budget of \$8,923,309 (FY 06-07). The Department served as staff support to the Planning and Zoning Board, Site Plan Committee, Unsafe Structures Board, and Special Magistrate Code Hearing Process.

Accomplishments:

- Successfully guided the preparation and adoption of the Town's **Housing and Transportation Elements** Amendments to the Comprehensive Plan. Florida DCA found the Amendments in compliance.
- Prepared, supervised and guided the adoption of the **Griffin Road Corridor Zoning District**. This mixed-use project was a major planning and design effort resulting from condemnation of Griffin Road Right of Way and the increase of a two (2) lane section into six (6) lanes. New mixed-use developments occurred along the corridor as a result.
- Successfully updated and revised staff planning reports to withstand legal challenges associated with Quasi-Judicial Hearings.
- Updated and revised code compliance mitigation guidelines for fairness and equity.

- Successfully guided the preparation of the **Citizens' Action Plan for the State Road 7 Corridor.**
- In conjunction with my Supervisory Management Team, developed and guided the preparation of the Development Services Department **Strategic Management Plan.**
- Principal author of the Town of Davie **Customer Service Guidelines.**
- Principal author and successfully guided the adoption of the Town's **Cost Recovery Program** related to Development Review Applications.
- Successfully guided and prepared the strategic plan relative to initiatives for **LEED /Green Planning and Sustainability** efforts in the Town.

Director of Growth Management for the City of Hallandale, Florida

1995 -1999

Accomplishments:

- Supervised the preparation of the City's 1995 Evaluation and Appraisal Report (EAR) as required by Florida Statutes. The South Florida Regional Planning Council review staff promoted the Report as a model for other cities to use.
- Prepared, supervised, and implemented a City-wide strategic improvement program/plan- **A Comprehensive Approach to Code Enforcement.**
- Successfully amended, reformatted and guided legislation adopting a **Minimum Property Maintenance Occupancy Code** through the City Commission. The Project had languished for over 8 years prior to my involvement.

Community Development Director for the City of Titusville, Florida

1991-1995

Accomplishments:

- Successfully completed the **City's Land Development Regulations** and guided this legislation as well as **City-wide Administrative Rezonings** through the City Council in accordance with State Law.
- Supervised the completion of **Titusville Commons Parking Facility and Sylvan Park Community Center.**
- Guided the successful completion of the planning phases for the **Space Walk of Fame Riverwalk Project.**

Planning and Development Director for the City of Greenacres, Florida

1984-1991

Accomplishments:

- Successfully guided the passage of legislation that amended the majority of the Zoning Ordinance, initiated growth control measures and administratively rezoned the majority of the City.
- During my tenure, I was responsible for the review and site planning of over **1 million square feet of commercial and shopping center development.**

- Successfully completed the City's Comprehensive Plan pursuant to the 1985 Growth Management Act. The Plan was completed almost entirely in-house.

Planning and Management Consultant, Diversified Planning Consultants, Lake Worth, Florida 1985-1991

Senior Planner in the Current Planning Division of the Sarasota County Planning Department 1982-1984

Assistant Executive Director for the City of Wilkes-Barre, Pennsylvania Department of Planning and Development 1978-1982

Research Analyst for the City of Wilkes-Barre, Pennsylvania Department of Planning and Development 1977-1978

SPEECHES AND PRESENTATIONS

- Presentation on “**Local Government and Private Consultants Working Together**” at the 2007 Florida Planning and Zoning Association Annual State Conference.
- Presentations on “**Visions and Realities; Let's Make a Deal**” **Rethinking Redevelopment in a Changing Market** at the 2007 Broward Alliance Redevelopment Conference.
- Presentation on “**Linking Land Use-Plans and Regulations**” Classroom on Wheels seminar series, Sarasota Vocational Center.
- Speech on “**Small City Planner's Perspective on Doing the Comprehensive Plan In-House**” at the Florida League of Cities seminar on Comprehensive Planning-The Nuts and Bolts Problems.
- Speech on “**Architectural Review and Community Appearance Boards**” at the Florida Planning and Zoning Association Annual Conference.
- Numerous other presentations before various organizations bodies and social clubs.

ADDITIONAL COMMUNICATION SKILLS

Holder of a 3rd class Radiotelephone Broadcast License through the Federal Communications Commission

EDUCATION

Master of Public Administration with Honors, Florida Atlantic University

Master of Regional Planning, The Pennsylvania State University

Bachelor of Arts in Urban Affairs, Wilkes College (currently Wilkes University)

Continuing Education:

The Certificate in Public Sector Human Resource Management

The Certificate in Internal Investigations, Council on Education in Management in Association with the George Washington University, School of Business and Public Management

Certificate in Process Management, University of Florida Leadership Development Institute

Certificates from the Emergency Management Institute, FEMA in the following study courses:

IS-00100.a	Introduction to the Incident Command System, ICS-100
IS-00100.PW.a	Introduction to the Incident Command System ICS-100 for Public Works
IS-00200.a	ICS for Single Resources and Initial Action Incidents, ICS-200
IS-00700.a	National Incident Management System (NIMS) and Introduction
IS-00800.b	National Response Framework, Introduction
G-300	Intermediate Incident Command for Expanding Incidents
G-400	Advanced ICS for Command and General Staff: Complex Incidents

Certificate of Achievement from the National League of Cities Emergency Management Training Program PER-284 Crisis Leadership for Local Officials NLCI

OTHER EDUCATION AND TRAINING

Numerous Certificates and Educational Units obtained can be furnished upon request.

PROFESSIONAL AFFILIATIONS

- Governing Board Member- Glades Utility (GUA) –Independent Governmental Authority responsible for providing water/wastewater services for the cities of Belle Glade, Pahokee, and South Bay, and the unincorporated areas of Palm Beach County (Glades area) 2009-2011. **I was elected Board Chair in November, 2010.**
- American Planning Association
- American Institute of Certified Planners, Certification No. 4501
- International City/County Management Association (member number 247890)
- Florida City and County Management Association
- Palm Beach City County Management Association
- Florida Chapter of the American Planning Association
- Society for Human Resource Management
- Florida Government Finance Officers Association
- Urban Land Institute
- Davie/Cooper City Rotary Club, member 1999-2007, Board of Directors member 2006-2007
- Town of Davie, Elected member, Board of Trustees, Management & General Employees' Pension, 2007
- Brooksville Kiwanis Club member and member of Board.

November 3, 2025

City of Westlake

I am replying in reference to the advertisement for the City Manager/Chief Administrative Officer position. I have been a proud Palm Beach County resident and have resided just South of Westlake for many years now- back when Seminole Pratt was two lanes and there were no streetlights. We are very happy to see the development.

While the incorporation was successful due to the Seminole Improvement District (SID) and Mintos support, I believe Westlake needs to establish its own identity going forward and applaud your efforts to start that process and hope that I can help with those efforts. From the local newspaper, I read that Lynne Ladner was selected as the new SID Manager. That is terrific news as Lynne has been an officer in the Palm Beach County Chapter of the FCCMA as well as the Town Manager at Ocean Ridge and several other locations so she brings a lot of City experience and insight to the process.

Local government experience in Florida includes Palm Beach County, several Cities, and special districts so I am very familiar with local government operations both small and large. Virtually every state has different laws, development regulations, processes, conditions, etc. so Florida experience would be extremely helpful to hit the ground running. **I am a current member of FCCMA, member of the Palm Beach County FCCMA Chapter, and eligible for ICMA membership and the credentialing program. I am also a Retired Air Force Officer with both a Bachelor's and a Master's degree in business administration.**

As you are looking for your first City Manager, I would like to point out that I am the first appointed City Manager for the City of Moore Haven. The City's Charter states both the City Clerk and City Manager are charter officers and are appointed and report directly to the City Council. The City only operated with a City Clerk for over 35 years, however when the City Clerk left on short notice the City was left in quite a jam. From a look at the records, everything had been on autopilot for some time. They hired a new City Clerk that did not have any government experience, and I was recruited to come over to get things going. We have made tremendous progress basically building everything, updating systems, processes, Code, Zoning, Economic Development, legislative and grant requests, Utility upgrades, etc.

Westlake's incorporation was certainly a unique situation and I would like to point out a unique experience I had with standing up a new organization. Palm Tran Inc. was formed as a 501c to become the transit department for the County to replace a previous contract operation (COTRAN). Operating as the transit department, Palm Tran Inc. also reports directly to the Board of County Commissioners much like the Solid Waste Authority. Palm Tran was formed to provide a grid connecting system to replace the point-to-point system under the previous contract operation. To handle this expansion required increasing staff from 200 to over 500 almost overnight, new union

representation, constructing a new Main Facility and a South County location, new buses, an explosion in new paratransit operations and services that occurred almost overnight. Was able to get multiple grants from the FTA for the expansion efforts.

The “government light” concept is crucial to many different types of operations and functions. You are paying for just what you need, not for additional overhead you do not need. From what I have seen from Westlake’s experience, the experienced and professional contract workers from SID helped the incorporation go smoothly and saved funding in the long run. Currently we have a contract Planner, Building Official, Engineer, Magistrate (Code), and contract with Glades County for police and fire services. In addition, this includes several organizations that employed professional contract personnel. I have worked with the Palm Beach County Sheriff’s contract at several locations and was instrumental in Greenacres moving to a contract with the Sheriff as the most cost effective and efficient services. At home we receive Fire and EMS services under the County’s Fire MSTU just as Westlake does.

I have been responsible for developing financial statements that were submitted and maintained yearly for the Certificate of Achievement for Excellence in Financial Reporting (COA) Program and responsible for developing and maintaining budgets awarded under the GFOA’s Distinguished Budget Presentation Award Program. **I would also recommend that for Westlake we look at the GFOA’s Popular Annual Financial Report (PAFR) as it is a concise, user-friendly summary of the City’s financial activities and health over the last year with year-to-date analysis. It can provide residents with a transparent view of where their tax dollars are going and the resulting impact.**

At Moore Haven, through both legislative delegation requests and grant portals, we have been successful in getting \$35 million in funding from the State for septic to sewer conversions, \$15 million for Lift Station upgrades, and over \$15 million for expansion and upgrades to the Water and Wastewater Treatment Plants. For needed economic development, City enacted new Zoning and Future Land Use Changes creating a new Downtown Marina District to help promote and develop the City’s Marina. From that Zoning change, the City was able to get an Economic Development Grant of \$5 million to do street reconstruction, drainage upgrades along with pavers and City’s logo at the intersections that give a distinctive streetscape theme. Due to the zoning changes, a developer recently purchased a 9-acre parcel in the Marina with a focus on a creating a “Recreation Destination” around the many opportunities that are available.

While with the City of Belle Glade we received upwards of \$30 million through the legislative and grant process for road resurfacing, drainage, and related projects from FDOT, FDEP, Florida Inland Navigational District and others. Since the City did not have an in-house Engineer, I served as the Project Manager for these projects. **With State’s approval of the new lease for the Belle Glade State Municipal Airport it has received or projected to receive more than \$40 million for projects from the Florida Department of Airports.** During this time, I was part of the team that put the

City in the best financial position ever with 100% of the annual budget in the Fund Balance reserves (rainy day fund).

I arrived at the City of Palm Bay during the housing boom with the City issuing over 500 single family permits a month as the City was doing major annexation to the South. **Building permits were recorded in the General Fund and since the building permit funds are restricted to use, we created an Enterprise Fund so allowable costs could be allocated, helping offset the impact on the General Fund. Also, fleet purchases were being budgeted through the annual budget process. We created a Fleet Services (Internal Service) Fund, went through all departments to determine where all vehicles were in their useful life and determined an annual lease charge. To fund the startup for immediate needs, restricted cash balances in some Utilities accounts were reclassified to unrestricted status with a loan to Fleet Services. Debt service schedules were developed to pay the loan with a market interest rate to the Utilities so there was not a negative impact to the Utilities.**

Another unique experience was with the Lehigh Acres Fire Control and Rescue District. Through a highly contested but successful voter referendum, the District completed the full transfer from an ad valorem tax base to a 100 percent Non-Ad Valorem Assessment base. This was the first for an Independent Fire District in Florida. The Special Fire Assessment allocates charges based on use- Residential, Commercial, Industrial, vacant land etc. not millage based on property values that can vary tremendously. Was awarded two SAFER (Staffing for Adequate Fire and Emergency Response) grants of \$25M from FEMA during this time. **Palm Beach County Fire has floated the idea through several organizations like the PBCLOC to look at moving from the current MSTU to Fire Special Assessments although it will take political support for it to happen.**

To expand on my Air Force experience, my last two assignments were to two Major Air Commands- Military Airlift Command and later Tactical Air Command. These would be similar to a Corporate Headquarters. The biggest responsibility was the transfer to contract operations wherever possible and keeping the public aware of funding needs, current programs, in addition to upcoming programs and projects. Required contact with other Commands, Air Staff, and as needed. Completed several overseas tours including Southeast Asia (3), the Azores, and served in Texas, California, South Dakota, Florida and South Carolina.

In closing, have all required FEMA certifications and personal experience with Hurricanes Hugo, Frances, Jean, Wilma, Irma, Ian, Milton, and many others along with numerous tropical storms. There are many Florida initiatives in process now: the Basin Management Action Plan (BMAP), Resiliency Planning, Mitigation, etc. Florida experience is extremely helpful with these programs and associated funding.

Sincerely,

Larry Tibbs

LARRY TIBBS
16789 E. Cheltenham Dr
Loxahatchee, FL 33470
561-309-1307/let5159@yahoo.com

EDUCATION

M.A., Business Administration, Central Michigan University, Mt. Pleasant, MI
B.S., Business Administration, Golden Gate University, San Francisco, CA

EXPERIENCE

CITY OF MOORE HAVEN, FL City Manager (2021 to present)

First Appointed City Manager. Provide full array of governmental services and enterprise funds. Responsible for Administration, HR, Finance, Budget, Purchasing, IT, Planning, Community and Economic Development/CRA, Permits, Five-Year Comprehensive/Capital Improvement Program, Code Enforcement, Public Works: Water (including WTP), Sewer (including WWTP), Electric, Warehouse, Sanitation, Stormwater, Parks, Streets, Risk (Self Insured Pool) and Grants

CITY OF BELLE GLADE, FL (2016 to 2021)

Asst City Manager (ACM). Responsible for Finance, Administration, Budget, Treasury, Purchasing, IT, Grants, Economic Development/CRA, Five-Year Comprehensive/Capital Improvement Program, Belle Glade State Municipal Airport, Belle Glade Municipal Golf Course, Torry Island Campground. Risk (Self Insured Pool) and Grants.

LEHIGH ACRES FIRE CONTROL/RESCUE DISTRICT (Special District), FL

Asst Chief/Director of Administration/Finance/HR/IT (2013 to 2016)

Recruited for experience with Non Ad Valorem Assessment programs. Using recent legislation and 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 by service level- residential, commercial, industrial, etc. Became the first Independent Fire District to accomplish this. Received two Staffing for Adequate Emergency Response (SAFER) grants to ensure service levels were maintained.

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

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

>Recruited for transition from a Contract Operation- COTRAN (Florida Transit Mgt, Inc.) to start-up of PALM TRAN Inc. Through two FTA grants, constructed the Main Facility and a Delray Beach facility. Led the agency's growth to almost 500 employees overnight and the transfer of union (ATU) oversight from the NLRB to PERC to reflect the agency's new status.

CITY OF PALM BAY, Palm Bay, FL

Asst City Manager/Budget Director

>Responsible for planning and funding efforts for growth- 500 Single family permits month
>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 (issuing 500 single-family permits a month), and grant administration/reporting.

Also: CITY OF DELRAY BEACH (First Stop in Florida, \$35M Bond issue for CRA Atlantic Ave Project, and assisted with All-America City Award) **and CITY OF GREENACRES, FL**

MILITARY SERVICE – US AIR FORCE

HQ Air Combat Command, Langley AFB, VA (Formerly Tactical Air Command)- Converted to the Defense Finance and Accounting Service Deputy Director

Led efforts within the 30 major Air Combat Command installations and Headquarters to transfer all services to a new consolidated Department of Defense Finance and Accounting Service (DFAS) structure. This included transferring to a contract/consolidated operation from a previous predominantly military and civil service operation for these installations. Coordinated and reported status with Federal Office of Personnel Management and other Federal levels as needed. Liaison to Air Staff and Defense Department as necessary.

HQ Military Airlift Command, Scott AFB, IL, Airlift Operations (Large Enterprise Fund) Chief, Management Division

- > Responsible for operations and staffing at 14 major Air Force installations employing a network of over 2,100 people with annual operating funds of \$8 billion (then).
- > Directed headquarters (corporate) staff, consolidated financial reporting for the command, prepared and reviewed training and support to over 175,000 people with operations worldwide.
- > Provided reporting to Command Staff, Air Staff and other Federal levels as needed.

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

Chief, Financial Inspection and Total Quality Improvement Team

- > Conducted financial and operational assessments to assess the effectiveness of management for resources more than \$8 billion (then).
- > Implemented total quality management and process improvement programs at 14 major installations. Provided reports and meetings with Command staff, Air Staff and Department of Defense as required.

ACCOUNTING AND FINANCE OFFICE, Charleston, AFB, SC

Chief, Finance and Administration, Budget and Public Affairs Officer

- > Supervised an office of 200 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.
- > As the Eastern Gateway, the Wing supported the Embassy and State Departments located in South America and Africa in addition to normal support and operations.

Lajes Field, Azores Portugal, three Additional Overseas Tours, Florida, Texas, California and South Dakota

Eastern Airlines, Miami, Florida

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