

**CITY OF PINE LAKE, GEORGIA
WORK SESSION AGENDA
DECEMBER 10TH, 2024 @ 6:00PM
COURTHOUSE & COUNCIL CHAMBERS
459 PINE DRIVE, PINE LAKE, GA 30072**

NOTE: All attendees are reminded to silence cellular phones and other devices that may cause interruption of the session proceedings.

CALL TO ORDER – WORK SESSION MEETING

ANNOUNCEMENTS/COMMUNICATIONS

ADOPTION OF THE AGENDA OF THE DAY

PUBLIC HEARING

1. Proposed FY2025 Budget

OLD BUSINESS

NEW BUSINESS

1. Introduction and Discussion -- The Hiring of the Recommended Finalist for the Position of City Manager for Pine Lake
 - Employment shall be subject to completion of mutually-acceptable contract terms and conditions

PUBLIC COMMENTS – 3 minutes each please

REPORTS AND OTHER BUSINESS

Staff and Committee Reports

- a. Administration – Interim City Manager Billy Beckett
- b. Public Safety – Chief of Police Y’hudah-Green
- c. Public Works – Special Projects Manager Kendrick

Reports/Comments

- d. Mayor
- e. City Council

Information for “The Pine Lake News” eblast.

ADJOURNMENT

MAYOR

Brandy Hall

COUNCIL MEMBERS

Jean Bordeaux, Mayor pro tem
Jeff Goldberg
Tom Ramsey
Thomas Torrent
Augusta Woods

CITY OF PINE LAKE
425 ALLGOOD ROAD
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GENERAL FUND

REVENUE

Please see below the summary of proposed general fund revenues anticipated for collection during the FY2025 budget cycle.

GENERAL FUND SUMMARY					
REVENUES	2024 Approved Budget		2024 Revised Budget		2025 Proposed Budget
Taxes	895,460		895,460		994,869
Licenses & Permits	25,000		25,000		12,500
Intergovernmental	12,043		12,043		13,500
Charges for Services	48,010		48,010		47,970
Fines and Forfeitures	78,000		78,000		94,950
Investment Income	2,500		2,500		2,500
Private Grants	-		-		-
Miscellaneous Revenue	3,000		3,000		3,000
Other Financing Sources	-		66,585		-
TOTAL CURRENT REVENUE	1,064,013		1,130,598		1,169,289
Transfers To DDA Bond	(77,230)		(77,230)		(77,230)
Transfer to Debt Service	(34,337)		(34,337)		(34,337)
Transfer from ARPA (General O&M)	(233,152)		(233,152)		-
From Fund Balance	69,865		69,865		268,465
To Fund Balance					-
Assigned Fund Balance	185,028		-		185,028
TOTAL GENERAL FUND REVENUE	1,070,435		1,137,020		1,141,159

Interim Manager Billy Beckett submits formal budget estimates of a total General Fund Budget of \$1,141,159 in revenues with offsetting expenditure estimation of \$1,141.159 (as prepared by Thornton Governmental Management and Consulting.

CITY OF PINE LAKE MUNICIPAL REVENUE PORTFOLIO

The City of Pine Lake’s capacity to generate revenue is founded upon the City’s revenue-raising authority that is granted to the City per state law. Also, under Georgia law, the City is required to adopt a balanced budget (revenues = expenditures). Under this rule, the City cannot budget expenses in excess of available revenue. The task of the local government organization is to balance and manage revenues in a manner that funds services requested by the citizens and businesses while adhering to local, state, and federal statutes regarding municipal finance.

The primary revenue sources for the City of Pine Lake are taxes, non-tax revenues such as fees, and proprietary (enterprise) funds. The City operates in an intergovernmental system and generates revenue from its own sources as it is authorized to do by the state. The City also receives revenue in the form of federal and state aid.

The following revenue sources make up the City's revenue portfolio:

Taxes on Property

Ad Valorem Tax

The ad valorem tax (or property tax) is an important component of municipal revenue. It provides a stable source of revenue for the City. Residents and non-resident taxpayers received a direct benefit for paying property tax. The City uses the tax revenue to fund its General Fund 001 activities such as public safety, street maintenance and repair, recreation, transportation enhancement projects, community development projects, and storm drain systems. The property tax rate can be adjusted to generate the amount of revenue necessary to provide municipal services. Current tax rate is 19.400 mils.

Taxation of Motor Vehicles

As allowed by the Georgia Constitution, motor vehicles are taxed in a manner that is different than the taxation of other property. The "birthday day" or annual ad valorem tax for motor vehicles was exempted in 2012 legislation and was implemented as a one-time tax that is imposed on the fair market value of the vehicle.

Real Estate Transfer Tax

A real estate transfer tax is imposed at a rate of \$1 on the first \$1,000 and 10 cents on each additional \$10 of any conveyance of real property when the value of the interest transferred is more than \$100. For such transactions on property that happen within the City's jurisdiction, the DeKalb County Superior Court Clerk collects the tax and distributes it to the City monthly. This revenue is distributed based on the City's millage rate.

Intangible Tax

Intangible tax is revenue on long-term real estate notes. Long-term notes are those that are due more than three years from the date of execution and are secured by real estate. The tax is assessed at \$1.50 for each \$500 of the face amount of the note with the maximum intangible recording tax being \$25,000.

Alcoholic Beverage Excise Taxes

Taxes levied on distilled spirits (up to \$.22 per liter on packaged sales and 3% of the sale price on sales by the drink), wine (up to \$.22 per liter), and malt beverages (up to \$6.00 per bulk container and up to \$.05 per 12 ounce bottle, can, or other container).

Insurance Premium Taxes and License Fees

Insurance premium tax is a levy of 1% on life insurance companies based on gross premium on policies of persons living within the City's jurisdiction. The City can levy a gross premium tax of no more than 2.5% on all other types of insurance companies. This tax is collected by the Georgia Commissioner of Insurance and is remitted to the City on an annual basis in October of every year.

The City also imposed and collects license fees on insurance companies doing business within the City's limits. By state statute, and through submission of the City's ordinance adopting the imposition of insurance license fees, the City can impose a \$50.00 fee on insurance companies. The fee is based on population.

Business and Occupation Taxes

The City levies and collects business and occupation taxes on businesses and practitioners with offices or locations within the City. Some types of business are exempt from this tax (i.e. non-profits). The City uses the "number of employees" method of taxation. The City's method of taxation is \$150 for 0-5 employees and \$20 for each employee over 5.

Franchise Fees

The City enters into franchise agreements or contracts with cable, electric, and gas companies doing business in the City. These agreements determine the terms that a public utility company abides by when using the City's right of way. The fee is most often a percentage of the utility's gross receipts within the municipality. The electric franchise fee is remitted to the City annually, while gas, and cable franchise fees are remitted quarterly.

Fines and Forfeitures, Court Fees, and Costs

This revenue includes traffic fines, fines from violations of City Code, bonds posted to guarantee court appearances, and other court costs.

Charges for Use

The City charges for providing accident reports, conducting background checks, sanitation services, and building and land rentals.

Alcoholic Beverage Licenses

The City requires that a person or business have a license from the City to sell alcohol, retail or wholesale, within the City. The amount of the fee, by license type, is established by resolution of the Council.

Non-Business Licenses

The City collects revenue for building permits, certificates of occupancy, sign and fence permits, and public space and film permits.

Private Contributions

From time to time the City solicits or receives private contributions and/or donations for hosting special events, for community initiatives, etc.

Federal and State Grants and Loans

The City may sometimes receive federal and/or state funding through programs such as the Community Development Block Grant program (CDBG), the Georgia Department of Transportation's Local Maintenance Improvement Grant program (LMIG), etc.

Other Financing Sources

These sources include funding from leases (i.e. Georgia Municipal Association (GMA) Capital Lease program), interest on investments, and from confiscated assets or the sale of contraband property.

General Fund revenues are summarized beginning on page 2 of the Exhibit 1. The following notes were made regarding the estimates of revenues:

TAXES

- 1) Total taxes are budgeted at \$99,409 more than the 2024 budget as amended to-date going from \$816,486 to \$915,895 in 2025.
- 2) Ad valorem taxes
 - a) Real estate ad valorem taxes (\$46,041,056 in taxable real and personal property at 2% over the certified 07/25/2024 digest of \$45,138,290)
 - i) Assumes 2% increase in digest
 - ii) A decrease in taxable value due to appeals is estimated at 1.0% of the digest
 - b) Assumes an ad valorem tax rate of 19.4 mils as adopted in 2024
 - c) Utility ad valorem taxes - Assumes no change in digest or any new appeals
 - d) Motor vehicle ad valorem taxes – Assumes a \$3,000 decrease based on continued stabilization of the tax and the previous year's actual collections.
 - e) Franchise is assumed at a similar revenue amount as FY2024. The estimate is based on revenue expected to be collected in FY2025.
- 3) Other taxes
 - a) For all other taxes the estimate is based upon actual revenues expected to be collected in FY2024.

LICENSES AND PERMITS

- 1) Beer & Wine Licenses; Liquor Beer and Wine Licenses – No increase or decrease is assumed based on the assumption that number of applicable licenses will remain constant.
- 2) Building Structure Permits – Revenue from building permit and inspection fees for new single family construction, and trade, rehabilitation and renovation activity is expected to decrease based on 2024 revenue as collected
- 3) Certificates of Occupancy revenue is decreased based on an estimation in reduction of building structure permits.
Business Licenses and Permits - Other:
Revenue is not assessed for other miscellaneous forms of licenses and permits. The amount of revenue collected (if any) varies year-to-year and is not predictable based on the nature of the permit. Revenue adjustments are typically made to the budget after adoption of the budget and during the budget cycle, as necessary.

INTERGOVERNMENTAL REVENUES

1) Local Maintenance Improvement Grant (LMIG)

The LMIG program was developed in cooperation with several Georgia organizations and operated in conjunction with the Georgia DOT to help local governments achieve much-needed improvements to the state's roadway network through grant funding. The revenue stated in the budget (\$13,500) is the amount of funds designated to the City by LMIG for FY2025 improvements but, the grant opportunity does require a local funding match of 30%. The match is included in the allocation of expenditures in Department 014 Public Works.

CHARGES FOR SERVICE

1) Accident Report and Background Checks are estimated at \$180 and \$40 respectively based on current year collections.

Sanitation charges are expected to be the same as the FY2024 budget estimation at \$40,750 .

Health and Family Services - Building Rentals is anticipated to remain constant as marketing mechanism and use provisions are deliberated by the Governing Body.

FINES AND FORFEITURES

1) Fine and forfeiture revenue is estimated at \$94,950 in relation to projected 2024 year-end revenue. The net revenue is calculated based on the amount of municipal revenue collected for fines and forfeitures minus fund calculation expenditures assessed by County and State agencies such as Local Crime Victims Funds, Peace Officers A & B Annuity Fund, GSCCCA, etc, and bond refunds. Revenue is collected in a Municipal Court Pass Through account and funds are reconciled monthly within the City's general fund.

CONTRIBUTIONS PRIVATE SOURCES

There is no estimation of contributions from private sources.

MISCELLANEOUS INCOME

Miscellaneous income is estimated at \$3,000 based on FY2024 receivables. This form of revenue includes collections from plan review fees, notary fees, open records requests, etc.

OTHER FINANCING SOURCES

- 1) Transfer to the DDA Revenue Bond Fund will be necessary in the amount of \$77,230 for payment of principal and interest on the bond. The Bond is due to be paid off in 2028.

- 2) Revenue from General Fund Balance - Unrestricted Reserves is currently estimated at \$268,465 (NOTE: In 2024 remaining American Rescue Plan Act dollars (\$233,152) were transferred to the General Fund as revenue recovery. Funds were used to fund Public Safety expenses as incurred by the General Fund and \$48,124 used in engineering and dam maintenance services.)

EXPENDITURE INFORMATION ON NEXT PAGE

SUMMARY OF PROPOSED EXPENDITURES

EXPENDITURES					
Dept 011 Administration	379,570		379,750		398,272
Dept 012 Court	126,154		127,154		135,743
Dept 013 Public Safety	368,927		370,053		372,597
Dept 014 Public Works	156,546		223,469		194,863
Dept 023 Recreation	39,238		39,238		39,684
TOTAL GENERAL FUND EXPENDITURES	1,070,435		1,139,664		1,141,159

This document provides expenditure expectancy detail for all departments and funds within Exhibit 1, beginning with page 6 of the attached exhibit. Highlighted expenditure detail is included for all General Fund departments within this memorandum for the FY2025 Budget proposal, beginning on the next page.

EXPENDITURES

DEPT 011 - ADMINISTRATION – MAYOR and COUNCIL (Governing Authority)

Personal Services/Benefits

The annual salary for Mayor is \$7,200 plus associated payroll tax of \$550. (\$600/month plus applicable payroll taxes.) This salary was increased by ordinance of Council in FY2023 from \$300/month plus applicable payroll taxes.

Total salary expenditures for Mayor is budgeted at \$7,750.

The annual salary for each member of Council is \$3,600 plus associated payroll tax of \$276. There are five members of Council.

Total salary expenditure for Council is budgeted at \$19,380.

Purchased/Contracted Services

The annual allotment for Mayor's Expenses is \$1,500.

NOTE: For all service departments that include salaries and wages, the allocations shown do not account for any change in employment scenario as compared to the 2024 fiscal year. Change in staffing, increase for COLA adjustment, and any other salary related consideration, will constitute a changed in the expenses presented in this narrative.

DEPARTMENT 011 ADMINISTRATION

Total expenditure in the amount of \$398,272 is proposed (\$18,522 over the previous year's budget as amended year to-date.)

Personal Services/Benefits – The FY2025 budget of \$203,429 is proposed at \$11,142 more than that of the FY2024 budget of \$192,287 as amended to-date. This increase in request is primarily due to Group Insurance costs. Increase in cost assumes group health plan participation for both the Manager and the City Clerk.

Purchased/Contracted Services - overall increase of \$6,880 going from \$171,757 in 2024 (amended year to-date) to \$178,637 in 2025 (as proposed).

Supplies - FY2027 budget of \$16,206 is \$500 more than that of the FY2024 budget of \$15,706 as amended to-date for Office. The increase is attributed to increased electricity costs as projected.

Permitting services are budgeted at \$6,500 less than FY2024. Downward expectancies for Building Permits and related revenue constitutes a decrease in expectancy for the permitting services expense.

Legal service costs are estimated at \$6,000 more than FY2024. This estimate is based on expected increase in service contract for a new attorney of record.

Minimal overall cost changes are estimated supplies, education, training, and utilities. No capital assets are scheduled for purchase via General Fund expenditure source.

DEPARTMENT 012 MUNICIPAL COURT

Total FY2024 expenditures estimated at \$135,743 - \$8,589 over the FY2024 budget as amended to-date.

Personal Services/Employee Benefits represents an increase of \$499 going from \$60,874 to \$61,523. Increase is attributed to estimated 10% increase in Group Health costs.

Purchased/Contracted Services – FY2025 budget is estimated at \$560 less than the FY2024 budget as amended to-date.

Payments to Others - \$16,000 is estimated as Payments to other Agencies and \$7,500 is estimated for bond refund costs. This estimate is a \$8,500 change in the previous year's projection.

DEPARTMENT 013 POLICE

Total overall department expenditures estimated at \$372,597 (\$2,554 more than the FY2024 budget as amended to-date of \$370,053).

Personal Services/Benefits – Is increased from \$297,029 to \$300,049 due estimated 10% increase of Group Health plan cost.

Purchased/Contracted Services – FY2025 estimate of \$54,848 is \$1,771 less than the FY2024 budget as amended (\$56,619). Decrease of \$771 is estimated in the technology line items based on 2024 expense estimations. Decrease of \$1,000 is expected in liability insurance, claims and adjustments. There are no claims reported to-date for 2024.

Supplies - FY2025 estimate of \$17,700 is \$1,295 more than the FY2024 budget as amended to-date.of \$16,405. The increase in expenditures is attributed to increased cost of electricity.

Capital Outlay is budgeted but may need to be considered for additional police vehicle/equipment purchase. One vehicle and associated equipment can be purchased within the SPLOST II program.

DEPARTMENT 014 PUBLIC WORKS

Total department expenditures are proposed at \$194,863 (\$28,606 less than the FY2024 budget as amended to-date of \$223,469).

Personal Services/Benefits – FY2025 estimate of \$48,890 is \$10,366 more than the FY2023 budget as amended to-date of \$38,524) Increase is attributed to an increase in health plan expense of one PW employee and the addition of one laborer. 50% of salary for public works personnel is accounted for in department 014. 50% of health plan benefit is accounted for in department 014. The remaining salaries and health costs are accounted for in the Storm Water Fund.

Purchases/Contracted Services – FY2025 estimate of \$115,273 is \$22,413 more than the FY2024 budget as amended of \$92,860. The increase is attributed, in large part, to a \$10,000 increase in contractor labor, a \$3,544 increase in liability insurance and claims cost. Building, auto and street repairs and maintenance are increased by \$3,500, \$3,00 and \$1,844 respectively.

Minimal supplies increase is anticipated. Capital outlay expense is reduced from \$66,885 to \$0. A Leaf Loader was purchased in FY2024. Capital asset purchase is not considered but may need to be considered as capital lease purchase. One PW vehicle can be expensed in the SPLOST II fund.

DEPARTMENT 023 RECREATION

Total expenditures are estimated at \$39, 684 (\$448 more than the FY2024 budget as amended to-date of \$39,238).

Personnel Services/Benefits – FY2025 estimate remains constant with FY2024 appropriations.

Purchased/contracted services estimates remain constant with FY2024 appropriations.

Supplies cost estimates remain constant with FY2024 appropriatons.

ADDITIONAL GOVERNMENTAL FUNDS

Debt Service Fund

Debt payments are recorded as payable in the 2025 fiscal year for the payment of lease purchase on the Leaf Vacuum/Loader and the Police Vehicle purchased in FY2024. Total lease payment is \$34,337 (\$_____principal, \$_____interest).

Capital Projects

\$0 in capital project costs are estimated in the 2025 fiscal year. Any identified capital projects are expected to be expensed in the SPLOST II and with the completion of SPLOST I projects.

Confiscated

\$500 grant expense is estimated in the 2025 fiscal year.

SPECIAL REVENUE FUNDS

DDA REVENUE BOND FUND

\$77,230 is recorded in bond payment principal and interest expense.

SPLOST FUND 09

As proposed, the 2017 SPLOST I fund records no revenues. The SPLOST term ended March 2024

As proposed , the 2023 SPLOST II fund budget estimates \$144,000 in collections from anticipated sales tax proceeds for the FY2025. All collections are eligible for spending on appropriate project programming. (Note: Fy2024 proceeds are to be used for the bridges project).

ARPA FUND 12

Signed into law on March 11, 2021, The American Rescue Plan Act of 2021 (“ARPA”) provided \$350 billion in additional funding for state and local governments. The local funding portion is approximately \$130 billion, equally divided between cities and counties. Localities received the funds in two tranches. The City has received its both ARPA distributions in the amount of \$140,785.50 each (Total \$281,571). The standard allowance has been selected for the City's ARPA funds.

\$48,418 was appropriated in FY2023 for the Inner Berm Bridges and the Financial Software Conversion projects. No new revenue is expected in FY2025.

McAllister Fund

No projects have been assigned for expense within the McAllister fund for the 2024 fiscal year.

PROPRIETARY FUND

STORM WATER MANAGEMENT FUND 08

As originally estimated, the storm water management fund accounts for revenue expectations in the amount of \$65,560.

Expenditures are estimated in an offsetting amount of \$78,965 resulting in a expected increase of net position to the fund of -\$13,405 in fiscal year 2025.

November 24, 2024

City of Pine Lake
PO Box 1325
Pine Lake, GA 30072

Dear City Official(s):

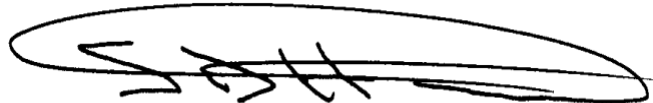
Thank you for the opportunity to apply for Pine Lake's City Manager position. I am confident that my background and abilities meet the City's expectations for an energetic and enthusiastic individual with a proven track record of excellent leadership and performance-based management; an effective executor of the City's Strategic Plan and related outcome components; and a developer of fundamentally sound public policy solutions complemented by eloquent verbal presentation and competent business writing skills. Success on the journey to sound community building and achieving priorities depends on a unified, strategic and participatory team whose members cooperate for the attainment of the best for Pine Lake and its neighbors.

This letter and accompanying resume summarize my many years of achievement as a local government manager, the last twenty years of diversified experience in College Park, Georgia (15,000 full time population and home of the busiest airport in the world), Bloomfield, Connecticut (22,000 full time population and as Connecticut does not have functional counties administered municipal, county, and education functional responsibilities), Fort Lauderdale, Florida (183,000 full time population and beach, downtown center, and "Venice of America" arts, culture and events mecca), and Lakeland, Florida (92,000 full time population and world-class destined community and regional provider of electric power production and transmission and water supply and treatment).

Real effectiveness over the course of my career has been achieved through a combination of characteristics including as a progressively experienced local government administrator specialized in strategic planning and financial management; diverse practitioner having worked in different geographical regions; caring, competent, and committed public servant; empathetic and ethical leader; responsive and accountable professional; transparent and forthright purveyor of public information; and team-oriented, appreciative and collaborative colleague. I believe that these traits of public service are invaluable for success as chief administrative officer.

Pine Lake's shining and historic place presents a great opportunity to join a community building team and share my experiences while learning from the best minds in this community and enjoying the worthwhile amenities of the area as my next career and living adventure. I pledge to model and build great community through strength of character, commitment to performance-based operations, wealth of experience, openness to others' ideas, passion for hard work, appreciation of all constituents, love of community, and a demonstrated record of achievements.

Very truly yours,

A handwritten signature in black ink, enclosed within a large, hand-drawn oval. The signature is stylized and appears to read "S. Hawthorne".

Stanley D. Hawthorne

STANLEY D HAWTHORNE

3930 Carrick Bend Drive, Kissimmee, FL 34746 (954) 683-0403 hawthornestanley@gmail.com

Education

Master of Arts in Public Administration, University of Virginia
Bachelor of Science, Troy University

Employment Background

2023-2024 City of College Park City Manager

College Park is an established community with a blend of unique business and educational centers, corporate offices, a variety of housing types, and a genuine and charming downtown. As a result, it is strongly positioned for rapid economic growth as both a hub for travel and tourism and the regional aerotropolis of the southeastern United States. College Park is an attractive location for raising a family outside of but next door to all of the amenities of Atlanta. The City is home to the busiest airport in the world, Hartsfield-Jackson Atlanta International Airport, hosting tens to hundreds of thousands of visitors on any given day, headquarters for companies such as Chick Fil A and neighboring Delta Airlines, as well as home to Woodward Academy, the largest private school in the country. College Park is a vibrant community known for its history, sense of community, and quality of life. The City offers hospitality in its municipal services from operating electric, water and sewer utilities; convention center, arena, and golf enterprises; and renowned parks, recreation, and cultural arts across the region.

2021-2023 Town of Bloomfield Town Manager

The Town of Bloomfield, Connecticut was first settled in 1642 and incorporated in 1835. The Town covers approximately 26 square miles and is north and adjacent to the capital city of Hartford. The Town's current population is estimated to be 21,535. Bloomfield is administered under the Council-Manager form of government. The nine-member Town Council is elected biennially for a term of two years with minority party representation of at least three council members guaranteed. The Town Manager is appointed by the Council and serves as a full-time chief executive officer. As counties are non-functional in Connecticut, the Town provides a full range of county and municipal services to its residents including police protection and emergency operations; a pre-kindergarten through 12th grade public education system; a public library system and golf course; building services and land use development; construction and maintenance of highways, streets, and infrastructure; human services; and parks, recreation, and cultural events.

2019-2021 DoyleSH Corporation President

I served as President of DoyleSH Corporation, an incorporated consulting and retail enterprise formed in March 2019 following my tenure at Fort Lauderdale. The COVID-19 pandemic adversely impacted opportunities and the business operation was shuttered after the onset of the pandemic.

2011-2019 City of Fort Lauderdale Assistant City Manager

The City of Fort Lauderdale is located in the east-central portion of Broward County encompassing nearly 36 square miles with an estimated population of 182,827. Fort Lauderdale is the largest of Broward County's 31 municipalities and one of the ten largest cities in Florida famous for its beaches, arts, culture, and events. The City employs a workforce of approximately 2,600 full-time employees with five bargaining units. As Assistant City Manager and original member of the last senior executive team, we were committed to strategic planning of improving productivity, streamlining expenses, and developing a stronger, more effective organization supporting the City's embracement of a vision based on fiscal

STANLEY D HAWTHORNE

responsibility, accountability, high ethical standards, and quality delivery of services. It is a vision that rewards excellence, not mediocrity, and above all, places the people of Fort Lauderdale first.

2005-2011 City of Lakeland Assistant City Manager

Lakeland, with a population of approximately 92,000 residents in an area of 72 square miles, lies between the two major urban areas of Tampa Bay and Orlando and is experiencing the tremendous growth of the central Florida region. Services provided by the Lakeland government range from traditional police, fire, public works, and an extensive parks and recreation system to electric power production and transmission, water supply, wastewater treatment, solid waste collection, as well as services offered through its municipal parking facilities, regional airport, 27-hole golf course, and arena, performing arts and convention center. Responsibilities included assisting the City Manager in the full breadth of municipal services and direct oversight administering the City's Strategic Plan and Goals for Lakeland to be a vibrant, culturally inclusive, world-class community; human resources network and services for more than 2200 full-time employees; purchasing store of fuel, commodities and services valuing at more than \$300 million annually; and information technology, risk management, and internal audit functions.

2002-2004 Sun 'n Lake Improvement District General Manager

As General Manager for the Sun 'n Lake of Sebring Improvement District, I had a rare opportunity to return home and share the benefit of my career education and experience in the fastest growth area of the County. Sun 'n Lake originally comprised of a 25 square mile area for development has grown from an unpopulated wilderness to approaching 7500 residents today and evolved from a retirement community into a diverse melting pot of age, racial and ethnic components. In its unique charter created by the State and County, the District is wholly independent of the County and a full municipal service provider. The General Manager reports to a 5-member elected Board of Supervisors and is responsible for hiring and supervision of district employees and day-to-day operations. During my tenure, we adopted and applied energetic and innovative approaches to steer the Improvement District through the new century for reaching its growth potential.

1998-2002 City of Lauderdale Lakes City Manager

I served as the first City Manager of Lauderdale Lakes, a culturally diverse and economically challenged community of 32,000 residents. During strategic planning gatherings of the community and governing body, we determined a vision "to be the best city of its size through its commitment to safety, quality of life, government and efficient use of resources." At a staff level, we took the vision statement and applied it as a team to our daily working activities. We significantly expanded service delivery but maintained low property tax rates supplemented by grant opportunities and expanded user fees. A sampling of accomplishments included a new community center, new programs for youth and seniors, expedited building services for residents and developers, new street construction, a partnered new park and educational facility with the school board, significant technological advances including a web site (www.lauderdalelakes.org), beautiful entryway signage, a new passive park artfully landscaped by city staff, a wide variety of neighborhood improvements, improved bus transportation, crime reduction, and a community redevelopment area (CRA) designation promising significant redevelopment throughout the city.

1994-1998 City of Tamarac Assistant City Manager/Finance Director.

As Assistant City Manager/Director of Finance for the City of Tamarac, a community then of 56,000 residents with significant development opportunity abutting the Florida Everglades, I assisted the City Manager in the administration of daily city operations and special projects and in his absence, acted on his behalf managing the activities of the government. I represented the city in intergovernmental relations with federal, state and other local governments, and non-profit and private enterprises, as well as other groups and organizations. I also administered the city's \$55 million program/performance-based budget,

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management analysis, finance and accounting services, purchasing and contracts management and utilities' customer services.

1992-1994 City of Hollywood Director of Management and Budget

The City of Hollywood with a residential population of 140,000 is located between Miami and Fort Lauderdale and is one of Florida's largest cities. During my tenure there, I served as Director of Management and Budget as well as Interim Director of the Departments of Finance and Information Services. The challenges of this mature, ocean coastal community with its golden sand beaches included strategic planning efforts for improvement to the city's aging residential sections and commercial centers, rebuilding the utilities infrastructure, and meeting the challenge of business opportunity at Port Everglades, one of the major ports on the eastern seaboard.

1985-1992 City of Saginaw Assistant to the City Manager

Saginaw is a central city in the Lower Peninsula of Michigan. It is an industrial town dominated by the General Motors automotive industry; a mature city with an economically challenged urban core and diverse population mixture. Its population dwindled from a high of near 100,000 in the 1970's to 69,000 in the 1990's. As an administrator there for seven years, the management team and I grappled with the management of limited public resources while managing growing urban problems and diversifying a one industry economic base. We met the challenges head on even with a severely restricted property tax base.

Professional and Civic Affiliations

Past President, Camp Fire USA Sunshine Council
Past President, Broward City/County Management Association
Member, International and Florida City/County Management Association
Member, National Forum for Black Public Administrators
Member, Government Finance Officers Association

Awards, Publications, Certifications

Senior Executive Institute Alumnus
-University of Virginia
Certified Government Financial Manager
Leadership Hollywood Alumnus
Leadership Lakeland Alumnus
Executive Leadership Institute
-Harvard University, Syracuse University,
University of Texas, Wharton School
Fifty Leaders of the Future
-Ebony Magazine
Municipal Annexation,
-thesis written during my enrollment
at the University of Virginia

References available upon request