



SEMINOLE COUNTY, FLORIDA
Board of County Commissioners
Meeting Agenda

Thursday, January 26, 2023

9:00 AM

BCC Chambers

Special Meeting - County Manager Candidate Public Interviews

Please silence all cell phones/electronic devices

Call to Order

Pledge of Allegiance

Chairman's Statement for Public Participation

Pursuant to Florida law, the public has a right to be heard on all propositions, except when the Board of County Commissioners is acting on ministerial or emergency matters, or conducting a meeting exempt from Section 286.011, Florida Statutes. Public comment time on propositions shall be three (3) minutes for individuals and six (6) minutes for group representatives.

In accordance with the Operating Policies & Procedures of the Seminole County Board of County Commissioners Section 2.175, Public Participation Before the Board, comments shall be limited to the subject being considered by the Board. All public comments shall avoid personal attacks, abusive language and redundancy. Disrespectful, rude, irrelevant or slanderous remarks or disruptive behavior may subject the individual to removal from the Board Chambers. The Chairman may curtail repetitious comments.

9:00 a.m. - 9:30 a.m. Stanley Hawthorne

9:35 a.m. - 10:05 a.m. James "Jim" Harriott

10:10 a.m. - 10:40 a.m. Darren Gray

10:45 a.m. – 11:15 a.m. Public Comment - Debrief with Commissioners

11:15 a.m. – 12:00 p.m. Commissioner Discussion

Adjourn Public Meeting



SEMINOLE COUNTY, FLORIDA

Agenda Memorandum

COUNTY SERVICES
BUILDING
1101 EAST FIRST STREET
SANFORD, FLORIDA
32771 □ 1468

File Number: 2023-111

Title:

9:00 a.m. - 9:30 a.m. Stanley Hawthorne

STANLEY HAWTHORNE

158 Privilege Road, Bloomfield, CT 06002, Phone (954) 683-0403

Email hawthornestanley@gmail.com

PROFESSIONAL EXPERIENCE

2021 - present	Town of Bloomfield, CT Town Manager
2019 - 2021	DoyleSH Corporation, Bloomfield, CT President
2011 - 2019	City of Fort Lauderdale, FL Assistant City Manager
2005 - 2011	City of Lakeland, FL Assistant City Manager
2002 - 2004	Sun 'n Lake of Sebring Improvement District, Sebring, FL General Manager
1998 - 2002	City of Lauderdale Lakes, FL City Manager
1994 - 1998	City of Tamarac, FL Assistant City Manager/Finance Director
1992 - 1994	City of Hollywood, FL Director of Management and Budget
1985 - 1992	City of Saginaw, MI Assistant to the City Manager
1983 - 1985	City of Charlottesville, VA Management Fellow

EDUCATION

1985	MA, Public Administration, University of Virginia, VA
1982	BS, Troy University, AL

STANLEY D HAWTHORNE

158 Privilege Road, Bloomfield, CT 06002 (954) 683-0403 hawthornestanley@gmail.com

Education

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

Experience

Town Manager, Bloomfield, CT	2021 ...
President, DoyleSH Corporation	2019 - 2021
Assistant City Manager, Fort Lauderdale, FL	2011-2019
Assistant City Manager, Lakeland, FL	2005-2011
General Manager, Sun 'n Lake Improvement District, Sebring, FL	2002-2004
City Manager, Lauderdale Lakes, FL	1998-2002
Assistant City Manager/Director of Finance, Tamarac, FL	1994-1998
Director of Management and Budget, Hollywood, FL	1992-1994
Assistant to the City Manager, Saginaw, MI	1985-1992
Management Fellow, Charlottesville, VA	1983-1985

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

Employment Description

2021 – Present 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.

STANLEY D HAWTHORNE

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 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

STANLEY D HAWTHORNE

(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, 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.

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

November 20, 2022

County of Seminole
1101 E 1st St
Sanford, FL 32771-1468

Dear Ms. S. Renee Narloch,

Please accept my cover letter and resume as application for County Manager. Together, they summarize my many years of achievement as a local government manager, most recently in Bloomfield, Connecticut and Fort Lauderdale, Florida. In Bloomfield, I am the chief executive officer. As counties are not functional in Connecticut, the Town provides a full range of county and municipal services including police protection and emergency operations; a pre-kindergarten through 12th grade public education system; a public library system and golf enterprise; building and business services and land use development; the construction and maintenance of highways, streets, and infrastructure; human services; recreational activities and cultural events.

In Fort Lauderdale, I directly supervised the agencies of Finance, Human Resources, Risk Management, Neighbor Services, Information Technology, Strategic Planning and Management, Housing and Community Development, Economic Redevelopment Agencies, Budget, Grants and Capital Improvements as Assistant City Manager. I have also managed other local governments as the Chief Administrator or as Assistant Administrator.

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.

While Seminole County's gifts of people, places and things are unique, responsive services and stable finances are universally common community building goals. Meeting these ideals should be embraced as representative of aspirational good government everywhere. Seminole County now awaits a partnering chief administrative officer as I with strength of character, commitment to performance-based operations, wealth of experience, openness to others' ideas, passion for hard work, appreciation of team, love of community, and a demonstrated record of achievements.

After reading the job announcement for this position, I am confident that my background and abilities meet the County's expectations for an energetic and enthusiastic individual who is focused on developing fundamentally sound public policy solutions; a candidate who is a strong communicator, both verbally and in written practice with a proven track record of leadership, integrity, financial acumen, and managing difficult situations; an incumbent with an ability to establish and maintain a professional demeanor and effective working relationships. Our success in reaching the community's vision and goals will depend on a unified, strategic and participatory team whose members cooperate for the attainment of the best for Seminole County.

Very truly yours,

A handwritten signature in black ink, appearing to read 'S. Hawthorne', enclosed within a large, hand-drawn oval.

Stanley D. Hawthorne



SEMINOLE COUNTY, FLORIDA

Agenda Memorandum

COUNTY SERVICES
BUILDING
1101 EAST FIRST STREET
SANFORD, FLORIDA
32771 □ 1468

File Number: 2023-112

Title:

9:35 a.m. - 10:05 a.m. James “Jim” Harriott

JAMES HARRIOTT, JR., P.E.

415 SW 132nd Terrace, Newberry, FL 32669, Phone (941) 650-9167

Email email.james.harriott@gmail.com

PROFESSIONAL EXPERIENCE

- 2021 - present **Causseaux, Hewitt, & Walpole, Inc (CHW) Professional Consultants, Gainesville, FL**
Director of Engineering - Transportation
- 2014 - 2021 **Alachua County Board of County Commissioners, Gainesville, FL**
Deputy County Manager
- 1996 - 2014 **Sarasota County Government, Sarasota, FL**
Capital Projects, Transportation and Real Estate
Executive Director and County Engineer (2008-2014)
Public Works Department
Executive Director and County Engineer (2006-2008)
Mobility
General Manager (2003-2006)
Transportation Planning
Manager/Senior Engineer/Engineer (1996-2003)

EDUCATION

- 1998 Master of Engineering, University of Florida, Gainesville, FL
- 1992 Bachelor of Science, Civil Engineering, University of Florida, Gainesville, FL

James K. Harriott, Jr., P.E.

415 SW 132nd Terrace
Newberry, Florida 32669
(941)650-9167

Email Address: email.james.harriott@gmail.com

PROFESSIONAL QUALIFICATIONS AND EXPERIENCE

- Leads strategic policy discussions with elected board and community for a variety of community projects and efforts
- Implements context sensitive design solutions for civil engineering projects, including low impact design and complete streets.
- Develops funding strategies for roadway capital improvement projects to meet elected board's directives.
- Managed key reorganization efforts to meet the organization's budget and staffing objectives.
- Implemented public works decision making through process re-engineering, use of Graphic Information System, and digital data management.
- Introduced performance management techniques for delivery of the capital improvement program.

KEY SUCCESSES

Benderson Park/ North Cattlemen Road –

Developed funding strategy, permitted to Federal standards, and included modifications to incorporate a world class rowing venue.

Tower Road – Led policy discussions, resulting in modified design requirements allowing for improvements to Tower Road, this resulted in immediate programming of the project.

Honore Avenue Corridor – Developed funding strategy through public-private partnerships to advance the project.

Legacy Trail – Led the effort to acquire the 10-mile railroad corridor and developed the implementation strategy to fund and construct a multi-use recreational trail.

\$96 million Transportation/18 Month Program – Directed the completion of 5 major roadway projects totaling \$96 million; completed a total of 340 days early and \$6.2 million under budget.

Honore Avenue Corridor – Led policy discussion to build a two lane urban major arterial, developed P-3 funding plan, developed design concepts, and oversaw project implementation.

Alachua County Regional Sports Venue – Led project coordination and negotiating team for creating a public-private partnership for the development of the County's indoor sports venue.

Sarasota County Area Transit – Oversaw comprehensive route optimization and planning effort resulting in a 15% increase in ridership.

Public-Private Partnerships – Involved in over \$50 million in partnerships resulting in the design or construction of roadways, development of parks, or exchange or acquisition of real property.

Capital Improvement Program Centralization – Reorganized four separate capital improvement programs into a single effort, including standardizing processes, procedures, and performance measures.

CORE COMPETENCIES AND SKILLS

- Served as County Engineer for Sarasota County and Alachua County.
 - Vision and policy development.
 - Center for Creative Leadership graduate.
 - Public speaker.
 - Experience in transportation planning, transit, and traffic operations.
 - Project management oversight.
 - Innovative problem solver.
 - Organizational development.
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PROFESSIONAL EXPERIENCE

Director of Engineering - Transportation

April 2021 – present

Causseaux, Hewitt, & Walpole, Inc. (CHW) Professional Consultants

Responsible for implementing corporate strategies to identify and develop new business opportunities and expanding the brand presence through north central Florida for transportation projects. Serves as the lead for client relationships and advocacy, develops partnerships, and identifies new markets and emerging trends in the transportation project marketplace. Oversees the Transportation Department business administration, management, and human resource efforts across all three corporate offices. This includes overseeing dozens of transportation type projects simultaneously through a staff of project managers, engineers, designers, and administrators.

Management Responsibilities:

\$2 million operating budget and 12 employees, managing an average of 24 capital projects annually.
Strategic planning and business development for the department throughout north central Florida.

Selected Achievements:

- Project Manager for the Jacksonville Beach Urban Trails Master Plan, a municipal wide multi-use trail plan and policy framework to meet the City's objective of providing an infrastructure for pedestrians, joggers, skaters, and bicyclists. Responsible for directing the project tasks through a team of over 20 members with various professional disciplines.
- Lead Transportation Engineer for the Newberry Village Traditional Neighborhood Development, a development consists of almost 1,000 dwelling units and over 150,000 square feet of commercial and office land uses. The project involves analyzing and justifying Comprehensive Plan changes that address antiquated policies to meet the Board of County Commissioner's goals and objectives for development within the urban service boundary.
- Served as Engineer of Record on the SW 43rd Street Widening and Sidewalk Project, which will result in improved transportation infrastructure and traffic flow through a constrained right-of-way. New sidewalk segment and drainage improvements were included. As Engineer of Record, oversaw project design and multiple subconsultant necessary to complete the design.
- Guided multiple projects through Florida Department of Transportation, Water Management District, Department of Environmental Protection, and Army Corp of Engineers permitting.

Deputy County Manager

October 2014 – April 2021

Alachua County Board of County Commissioners

Oversight of a multi-department portfolio that includes Public Works, Environmental Protection, Facilities, Solid Waste and Resource Recovery, Growth Management. Responsible for ensuring Board directed policy is implemented across all departments. Directs the delivery of the County's capital improvement program. Serves in the role of County Manager in the absence of the County Manager.

Management Responsibilities:

\$38 million operating budget and 319 employees.
Over 30 capital improvement projects totaling over \$70 million.

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Selected Achievements:

- Negotiated a \$30 million public-private partnership for a regional sports venue, that could result in an a \$50 to \$70 million community asset and an increased County economic benefit of \$1.2 billion and 1,500 jobs over 30 years.
- Improved the County's pavement management program and approach to rehabilitating and resurfacing by guiding the Board through new implementation policies.
- Engaged the community with thoughts on redesigning/reconstructing NW 23rd Avenue. The result was a change in Board policy for the corridor and design concept for a two-lane walkable corridor. The County has secured funding through the FDOT work program.
- Implemented the Florida Department of Transportation's complete streets concept in a new corridor design through downtown Waldo. The concept is now being reviewed by FDOT for funding in the FDOT work program.
- Created a Sustainability/Climate Change policy framework and project list for a possible Infrastructure Surtax referendum.
- Part of the County Administration team that has guided the County through six years of budgeting that has resulted in increased services as well as reduced ad valorem tax rates, including implementing the rollback rate two years in a row.
- Negotiated an equitable gas tax distribution between the County and the City of Gainesville, which resulted in new transit service, capital funding for a County roadway serving the City, and operations funding that minimized disruptions to both governments.

Executive Director and County Engineer

March 2008 – October 2014

Sarasota County Government, Capital Projects, Transportation and Real Estate

Directed the Transportation Planning Division, Traffic Operations Division, and the County's Capital Construction Program. Led strategic transportation policy and planning discussions with the Board of County Commissioners and the community. Directed the implementation of Sarasota County's capital improvement program, which includes the programming, design and construction of County infrastructure, including:

- | | |
|--|------------------------------|
| ➤ Transportation Facilities | ➤ County Facilities |
| ➤ Stormwater Systems | ➤ Parks |
| ➤ Water and Wastewater Utility Systems | ➤ Beach and Coastal Projects |

Management Responsibilities:

\$20 million operating budget and 75 employees.
300 capital improvement projects totaling \$800 million.

Selected Achievements:

- Negotiated or assisted in negotiating over \$50 million in public-private partnerships.
- Achieved long time Board goal of creating additional north-south arterial corridor; completed decades before anticipated.
- Identified State/Federal funding opportunity for the \$17 million North Cattlemen Road corridor and directed the completion of the redesign and permitting of the corridor for federal compliance.
- Directed installation of the 200 signal Advanced Traffic Management System, including the effort to secure \$23 million in funding for the system.
- Added a GIS based infrastructure management system using Carte'Graph software. The effort included updating and maintaining management systems for bridges, signs, signals, and pavement.
- Developing a multi-modal transportation plan which included bicycle and pedestrian elements, access management, concurrency management, and impact fees/mobility fees.
- Directed the development of the "Projects In Your Neighborhood" public website that displays project information and schedules through direct links to the project management software.
- Implemented a context sensitive approach to roadway design and construction for the \$17 million

James K. Harriott, Jr., P.E.

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Honore Avenue corridor resulting in reduced neighborhood impacts, use of Low Impact Design methods for stormwater mitigation, and addition of multimodal/walk-ability enhancements.

Department Performance:

96 contracts awarded and \$62.9 million encumbered	97% of projects within budget (Target=100%)
28 projects closed-out totaling \$113 million	84% of roadway meet LOS (Target=80%)
91% of projects on schedule (Target = 85%)	Roadway condition index of 69 (Target: OCI = 60)
82% of project milestones met (Target = 80%)	2 crashes/100 residents (Target rate = 3 per 100)

Executive Director and County Engineer

January 2006 – March 2008

Sarasota County Government, Public Works Department

Directed and managed the Public Works divisions of Mobility, Sarasota County Area Transit, County Facilities and Fleet Operations. Oversaw the County's transportation and facilities capital improvement programs.

Management Responsibilities:

- \$54 million annual operating budget with 440 employees.
- \$75 to \$100 million annual capital improvement program.

Selected Achievements:

- Improved and expanded transit service, 15% ridership increase, eclipsed 2 million passengers annually.
- Led multi-dimensional team in developing and adopting the Sarasota County Trails Master Plan.
- Implemented and completed the largest single year transportation capital improvement program in Sarasota County history.
- Implemented a performance management approach to transit planning using GIS and census data.
- Successfully and positively negotiated new transit labor contract.
- Procured electric hybrid vehicles for both transit operations and County fleet, including branding effort for identification around the community.
- Created a cost accountability reporting system for County fleet management.

General Manager

November 2003 – January 2006

Mobility, Sarasota County Government

Directed and managed the Public Works Mobility group, which included the divisions of Transportation Planning, Road Program, Traffic Operations, Real Property, Road and Bridge, Forestry, and Sarasota County Area Transit.

Management Responsibilities:

- \$36 million annual operating budget and 240 employees.

Selected Achievements:

- Decreased project delivery time of the transportation capital improvement program.
- Delivered a one year, \$78 million transportation capital program.
- Coordinated the \$10 million purchase of the 13 mile railroad corridor for Legacy Trail.
- Reduced paratransit ridership and increased fixed route ridership by 14%.

James K. Harriott, Jr., P.E.

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Manager / Senior Engineer / Engineer

April 1996 – November 2003

Transportation Planning, Sarasota County Government

Led policy discussions with the Board of County Commissioners for issues relating to traffic concurrency, access management, and transportation impact analysis for future development. Directed or performed transportation impact studies for development reviews (approximately 60 transportation studies completed annually). The studies included roadway and intersection level of service analysis, capacity analysis, signal timing optimization, traffic signal warrant analysis, and auxiliary lane warrant analysis. Presented the results of traffic studies to the Board of County Commissioners and planning advisory boards.

EDUCATION

Master of Engineering ♦ University of Florida, Gainesville, Florida

Bachelor of Science in Civil Engineering ♦ University of Florida, Gainesville, Florida

REGISTRATION AND PROFESSIONAL AFFILIATIONS

Professional Engineer ♦ State of Florida, No. 57473

Florida Department of Transportation ♦ Pre-Qualified Work Groups

6.1 – Traffic Engineering Operations – Traffic Engineering Studies

6.2 – Traffic Engineering Operations – Signal Timing

13.4 – Planning – Systems Planning

13.5 – Planning – Subarea/Corridor Planning

13.6 – Planning – Land Planning and Engineering

Team Member – FDOT Complete Streets Implementation Plan Development

Member of the America Public Works Association (Inactive)

Member of the Institute of Transportation Engineers (Inactive)

Member, Florida Association of County Engineers and Road Superintendents

James K. Harriott, Jr., P.E.

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PUBLIC POLICY

SARASOTA 2050 PLAN

Project Description: Sarasota County's land use development plan for the rural area outside of the current urban service boundary and redevelopment of property inside the urban service boundary. This amendment to the Comprehensive Plan focused preserving environmentally sensitive lands and corridors, traditional neighborhood development form agricultural areas, and redevelopment within the urban services boundary.

Role: Directed all transportation analysis, performed planning level transportation and traffic analysis, developed and presented policy language, and testified in hearings.

SARASOTA COUNTY TRAILS MASTER PLAN

Project Description: Creation of a County wide master plan of trails and trail connectivity to parks throughout the County. The effort involved coordinating the input of a broad stakeholder group, including The Florida State Parks, two municipalities, and over a dozen neighborhoods along the corridor. The effort also included the coordination of various County departments: Parks and Recreation, Environmental Service, Emergency Services, Utilities, Transportation, and the Sarasota County Sheriff's Department.

Role: Team Lead and Project Manager. Responsible for setting the vision based on Board policy and managing the project schedule to completion. Presented the plan to the Board of County Commissioners for adoption. Oversaw publication of the plan document.

TACACHALE REDEVELOPMENT OPPORTUNITY

Project Description: After the Board review of the Plum Creek/Envision Alachua proposal, staff was directed to develop a process and concepts for redeveloping Tacachale. This included working with the State to identify development needs and assessing development capacities on an under utilized piece of State property.

Role: Led the discussion with the Board, describing the process of determining development capacity, planning steps, and accommodating existing uses.

INFRASTRUCTURE SPECIAL ASSESSMENT DISTRICT FOR SUBDIVISIONS

Project Description: Developed a Special Assessment District (SAD) methodology for infrastructure management and roadway resurfacing. The SAD would be applied to both existing and new subdivisions. Revenue would be generated through the assessment to cover full pavement resurfacing every 20 years, as well as cover the cost associated with other infrastructure needs.

Role: General project oversight.

SUSTAINABILITY INFRASTRUCTURE TASK FORCE

Project Description: The Board of County Commissioners directed staff to initiate an infrastructure surtax with an element that addressed sustainability. To be ready for adding the surtax to the referendum, staff had to identify potential projects, determine the eligibility and limitation for surtax funding, and develop cost estimates for each project. The project list included a transit focus corridor, utility level solar installations, affordable housing, green farming, and multi-modal

transportation network improvements. Due to the timeframe for Board approval, the policy structure, project backgrounds, and Board presentation were completed in 8 weeks.

Role: Directed development of the project list, researched similar projects with industry experts, and delivered the policy discussion to the Board of County Commissioners and City of Gainesville Commission.

COMMUNITY ENHANCEMENT PROJECTS

LEGACY TRAIL, SARASOTA COUNTY

Project Description: Conversion of the CSX Transportation/Seminole Gulf Railroad right-of-way into a multi-use recreational trail between Palmer Ranch and the City of Venice. The project was a long desired goal of the community. The project consisted of purchasing the corridor, removing the rail infrastructure, and constructing the trail.

Role: Project manager and staff lead for the \$13.6 million purchase. Oversaw the management of the rail removal and design-build construction project.

PINECRAFT NEIGHBORHOOD/STREETSCAPE PROJECT

Project Description: Adding pedestrian and multi-modal improvements through the Pinecraft neighborhood on Bahia Vista Street, in Sarasota County, Florida. Due to right-of-way limitations, all sidewalk widening needed to take place toward the roadway. The project resulted in narrowing travel lanes to 10.5 feet and gaining enough room for 8 foot wide sidewalks. The drainage system inlets were redesigned to match the new curb locations.

Role: Focused project team on the community vision of "walking side-by-side with baby carriages." Developed several concepts for changing the stormwater inlet design. Reviewed and approved the variance for narrow travel lanes.

SIESTA VILLAGE STREETSCAPE, SIESTA KEY, FLORIDA

Project Description: Construction of wider sidewalks, landscaping, and change of the dysfunctional open/closed drainage network to a closed drainage system.

Role: Oversaw the project progress and was responsible for schedule adherence, regular reporting to the Board of County Commissioner, and addressing scope changes from the neighborhood. This included holding project meetings and managing the communication to the public when issues arose potentially delaying the project.

SIESTA VILLAGE PARKING DISTRICT

Project Description: The project included several objectives as directed by the Board - 1) development of a parking plan for the entire district, 2) development of a funding strategy, 3) construction of a parking lot on the east edge of the business district.

Role: Developed the parking plan for the district, including drafting a plan view layout of parking areas and pedestrian infrastructure. Developed several funding strategies, including a metered parking program. Developed the final non-ad valorem funding approach and formula used for assessments. Served as field construction manager on the parking lot.

OLD STICKNEY POINT ROAD STREETSCAPE PROJECT, SIESTA KEY, FLORIDA

Project Description: The project scope included three key objectives: 1) provide sidewalk accessibility to the area, 2) formalize the parking layout along the street, 3) construct all improvements within the existing rights-of-way.

Role: Developed the concept design for the project, identifying the layout of all elements of the project. Managed and coordinated all community input and presented the project to the Board for approval.

DOWNTOWN SPACE NEEDS PLAN, ALACHUA COUNTY

Project Description: Alachua County occupies several buildings downtown through either fee ownership or lease. The Space Needs Plan worked off of the board objectives to eliminate rental space and improve building efficiencies. The plan was the impetus for the planning and procurement work for a new County administration building and possibly a catalyst for redevelopment of downtown Gainesville, Florida.

Role: General project oversight.

CITY OF WALDO COMPLETE STREETS CONCEPT

Project Description: The City of Waldo approached the County for assistance in improving safety and redeveloping downtown Waldo. Staff developed concept drawing of the corridor, implementing complete street design concepts. From the concepts, the County created a 3-D video representation of the corridor for submittal to the Florida Department of Transportation. The project is being reviewed by the State of Florida Department of Transportation for design funding.

Role: Drafted the concept plan for presentation to the City of Waldo, Alachua County and the Florida Department of Transportation.

ALACHUA COUNTY FAIRGROUNDS AND SPORTS VENUE

Project Description: The County embarked on two related projects that included identifying locations for the Fairgrounds and Sports Venue. Several sites around the County were analyzed and a site plan was developed for the leading site so that the adjacent neighborhoods could be involved early in the process. Ultimately, the County moved the Fairgrounds to the Canterbury Equestrian site in Newberry, Florida and the Sports Venue to a site in Celebration Pointe development. The Fairgrounds began operation in 2021. The Sports Venue opens in January 2023.

Role: Developed an evaluation strategy for rating various sites. Presented the site alternatives and requirement of the fairgrounds project to the Alachua County and City of Gainesville Commissioners.

KEY INFRASTRUCTURE PROJECTS

HONORE AVENUE - BEE RIDGE ROAD TO FRUITVILLE ROAD, SARASOTA COUNTY

Project Description: At the direction of the Board of County Commissioners, designation of Honore Avenue was changed from a four-lane arterial to a two-lane arterial. The project scope was changed with the goal of creating a park-like corridor to enhance multi-modal uses while still accommodating vehicular traffic. The result was a two-lane divided roadway, with bike lanes, meandering sidewalk, and low impact development features to address stormwater impacts. The project was awarded the APWA Florida Project of the Year for 2013.

Role: Oversaw all staff and project management. Led the policy discussions with the Board of County Commissioner and drafted concept plans for the two-lane corridor.

U.S. 41 BY-PASS/LEGACY TRAIL OVERPASS, VENICE, FLORIDA

Project Description: Construction of the overpass for the Legacy Trail at the U.S. 41 By-Pass. Upon completion of the Legacy Trail, the community quickly organized an effort to advance the construction of a pedestrian trail overpass. As a result of Federal funding opportunities, the Florida Department of Transportation programmed a design-build project for the overpass.

Role: Presented a Venetian Architecture style to FDOT for inclusion in the project. The concepts were accepted by the City of Venice, while still allowing the project to be expedited to meet Federal funding requirements.

NW 23rd AVENUE IMPROVEMENT PROJECT

Project Description: Met with the neighborhoods and community near the corridor at the beginning of the project, before any design work had started. This allowed staff to develop a project scope that incorporated community goals and values. The approach was new to Alachua County in that the County usually involved the community after the design work was completed. By changing the sequence, the community's design concepts were part of the project from the start. The Board ultimately approved a change from four lanes to two/three lanes. Staff then worked with the Florida Department of Transportation to identify design funding in the State Work Program.

Role: Led staff effort to meet with the neighborhood and identify community concerns with the project, as well as objectives the community felt were necessary for the project. Led discussion with the Florida Department of Transportation.

ALACHUA COUNTY FLOODING REVIEW

Project Description: After Hurricane Irma, the Board directed staff to review all areas impacted by flooding, develop correction measures, and create a methodology for a Countywide stormwater assessment. The assessment was adopted and funded small capital projects and maintenance projects correcting or reducing flooding problems in various locations through the community.

Role: General project oversight.

MANAGEMENT AND OPERATIONAL IMPROVEMENTS

CAPITAL IMPROVEMENT PROGRAM REORGANIZATION, SARASOTA COUNTY

Project Description: Reorganization of four different department led capital improvement programs (each with different project approaches, processes, procedures) into a single coordinated program. Through the coordination and reorganization process, we develop a common project management methodology, a common reporting system, and a staff workload billing system. Projects were coordinated to minimize conflicts and overlaps.

Role: Serving as Director of Capital Management Services, oversaw the reorganization and set the objectives and vision for service delivery for the department. The result was a mature project

management delivery method that kept projects on schedule, on budget, minimized change orders, and improved customer satisfaction.

SARASOTA COUNTY AREA TRANSIT – SYSTEM REORGANIZATION

Project Description: Reviewed of all aspects of operations and reorganized the department to meet two main goals: 1) maximize transit service delivery while meeting budget constraints, 2) identify and limit major cost drivers. The effort resulted in improving service delivery, improved on-time performance, and improved coordination between fixed route service and para-transit service.

Role: Serving as Director of Sarasota County Area Transit, developed the methodology for reviewing the budget and system changes.

SARASOTA COUNTY AREA TRANSIT - SYSTEM EXPANSION PLAN

Project Description: An in-house review of the transit system operations and future service plans. Involved in reviewing demographic information from census data and using GIS platforms to develop models for successful transit service. The key result was a predictive model for route planning and a unit cost for transit service. This allowed planning level discussions to include analysis that described the ridership expectations for new transit services and the costs to add the service.

Role: Serving as Director of Sarasota County Area Transit, developed the methodology and use of GIS as an analysis and predictive model for transit service. Also guided the creation of a unit cost price for transit service.

FUNDING AND BUDGET

CAPITAL IMPROVEMENT PROGRAM COORDINATION, SARASOTA COUNTY

Project Description: Annual process of "scrubbing" of the Capital Improvement Program (CIP). This was a process by which the scope, budget, and schedule of each project was reviewed and trued for adoption in the following year's CIP. The six-month effort involved six departments and almost 400 projects valued at close to \$1 billion. The effort culminated in a series of Board meetings identifying priorities and ultimately adoption of the budget.

Role: Managed the varying opinions, concerns, and priorities during a time of limited or declining funding. Also set the vision, content, and led the subsequent discussions with the Board of County Commissioners.

COMPREHENSIVE MAINTENANCE PLAN, SARASOTA COUNTY

Project Description: Consisted of a comprehensive review of County facilities and development of a facilities maintenance and renovation plan, including a funding strategy for over \$15 million in improvements.

Role: Directed the facility review and strategy development for funding the improvements. The list of improvements and funding plan became the County plan for improvements.

TRANSIT DEVELOPMENT PLAN, SARASOTA COUNTY AREA TRANSIT

Project Description: Tri-annual transit system plan (with minor annual updates), required to receive federal or state funding.

Role: Developed the plan's vision with the County Commission and directed the data analysis and drafting of the document.

INFRASTRUCTURE ASSET MANAGEMENT PLAN, SARASOTA COUNTY

Project Description: A comprehensive condition assessment of all County transportation infrastructure. The systems for pavement and signs are complete. The completed asset management system allows a more detailed reporting on County assets and the budgetary needs to maintain the infrastructure.

Role: Serving as Department Director, overseeing project completion.

FACILITIES VALUE ENGINEERING REVIEW, SARASOTA COUNTY

Project Description: Reviewed high costs of several fire station projects and reviewed costs were associated with various materials and options in construction, as well as costs attributable to LEED construction materials and methods. The report and recommendations were presented to the County administration. This review provided backup information to the Board of County Commissioners during annual budget development.

Role: Served as the team lead.

ALACHUA COUNTY PAVEMENT MANAGEMENT PROGRAM, ALACHUA COUNTY

Project Description: Developed a strategy and policy approach to address County's pavement infrastructure deficiencies. The project involved reviewing the Board's policy and how that policy impacted project costs. It established the current network-wide pavement condition and prioritized projects.

Role: Oversaw policy strategy and discussion with the Board of County Commissioners

PUBLIC – PRIVATE PARTNERSHIPS

NORTH CATTLEMEN ROAD/BENDERSON PARK

Project Description: Construction of a four-lane arterial through the Benderson Park facility. Several design considerations were made for the project, including switching pond locations to gain accessible waterfront property, alternative bridge designs, and pedestrian accommodations. A change from local funding to Federal funding required re-permitting through the NEPA process and verifying Federal right-of-way acquisition compliance. All compliance with Federal requirements was achieved in fourteen months. The project was awarded the APWA Florida Project of the Year for 2014.

Role: Developed the funding strategy and received approval from the Board of County Commissioners and Metropolitan Planning Organization. Oversaw the federal permitting process. Assisted in negotiating all developer agreements with the Benderson Development Company.

SPORTS VENUE AT CELEBRATIONS POINTE

Project Description: County entered into a public-private partnership with the Celebration Pointe development for the construction of a regional indoor sports venue. The County completed negotiations on a Term Sheet/Pre-Development Agreement which established the structure for the construction agreements, operational agreement, and financial relationship between the County and Celebration Pointe, LLC.

Role: Led negotiations for Alachua County for the terms sheet.

HONORE AVENUE CORRIDOR FUNDING PLAN, SARASOTA COUNTY

Project Description: Completion of a new north-south arterial. This was strategic goal adopted by the County. A series of developer funding and construction agreements with Palmer Ranch Holdings made the completion possible at a substantial cost saving to the County.

Role: Part of the negotiation team and project manager for the County during negotiations.

MULTI-JURISDICTIONAL PARTNERSHIPS

ADVANCE TRAFFIC MANAGEMENT SYSTEM INSTALLATION, SARASOTA COUNTY

Project Description: Upgrade of the County's traffic signal system to a traffic responsive system, installation of a County-wide fiber optic communication network, and interconnection to the traffic management center in Manatee County.

Role: Overseeing project implementation as the department director. Responsible for negotiating operational agreements with Manatee County and the Florida Department of Transportation.

PROJECT "WILDCAT" US ARMY RESERVES INSTALLATION, ALACHUA COUNTY

Project Description: The County negotiated to transfer the old Alachua County Fairgrounds property into the US Army Reserve for a readiness equipment support facility. The facility has the potential to be a catalyst for additional support businesses on the east side of the Community.

Role: General project oversight.

State Road 681 ACCESS MANAGEMENT PLAN

Project Description: Access management plan to allow breaks in the limited access right-of-way line along State Road 681 in Sarasota County. The plan was adopted by the Board of County Commissioner as a general development order for all properties along the corridor.

Role: Developed the plan and negotiated the implementation with the Florida Department of Transportation. Also coordinated with various property owners affected by the changes.

James K. Harriott, Jr., P.E.

415 SW 132nd Terrace
Newberry, FL 32669
(941) 650-9167

December 9, 2022

S. Renee Narloch
President, S. Renee Narloch and Associates
2910 Kerry Forest Parkway D4-242
Tallahassee, FL 32309

RE: Seminole County, Florida – County Manager Position

Ms. Narloch:

Thank you for accepting this resume in response to your advertisement for the position of County Manager with Seminole County, Florida. As you can see from my resume, I have considerable experience working in County government in Florida, supporting communities with the implementation of Board of County Commissioners policies. Even in my current position as a consultant, much of my focus has been on policy development and implementation of community initiatives.

While serving as Deputy County Manager in Alachua County my responsibilities include acting on the County Manager's behalf and maintaining a consistent consultative relationship with the members of the Commission. My department portfolio included all departments that were involved in public and private infrastructure, including Public Works, Environmental Protection, and Growth Management. In addition to these departmental tasks, I served as the team lead on community projects and issues such as homelessness, affordable housing, surtax adoption, economic development opportunities, and annexation. With these tasks, I developed excellent relationships with municipalities within the County as well as adjacent jurisdictions.

While at Sarasota County, I was one of six Executive Directors, reporting to the County Administrator and Deputy County Administrator, responsible for delivering community services through the County's 2,000 employees. The span of responsibility for each Executive Director was large and required the creation of a culture of autonomy and accountability throughout the staff. The approach was based on a vision of customer/citizen focus, responsible stewardship, and continuous improving daily operations. This allowed Sarasota County to maintain a solid financial foundation through multiple economic challenges.

I have a proven track record as a problem solver and innovative thinker, with a passion for accountability and ethics. I have succeeded in promoting Board policy and leading inter-departmental coordination and cooperation. This can be seen in the positive outcomes of the various projects and efforts I have been fortunate to work on throughout my career.

Thank you for considering my resume. I have also included a summary of some key projects I have been involved in over the years. I look forward to speaking with you about what I can offer Seminole County, Florida. Please feel free to contact me at (941) 650-9167.

Sincerely,
James K. Harriott, Jr., P.E.



SEMINOLE COUNTY, FLORIDA

Agenda Memorandum

COUNTY SERVICES
BUILDING
1101 EAST FIRST STREET
SANFORD, FLORIDA
32771 □ 1468

File Number: 2023-113

Title:

10:10 a.m. - 10:40 a.m. Darren Gray

DARREN GRAY

100 S. Eola Drive, Unit 1007, Orlando, FL 32801, Phone (352) 536-4751

Email dgray428@gmail.com

PROFESSIONAL EXPERIENCE

2022 - present	Osceola County, Kissimmee, FL Deputy County Manager
2020 - 2022	Orange County, Orlando, FL Deputy County Administrator
2012 - 2020	City of Clermont, FL City Manager
2010 - 2012	Lake County, Tavares, FL County Manager
2004 - 2010	City of Clermont, FL Assistant City Manager
1995 - 2004	Orange County, Orlando, FL Assistant to Director Fiscal & Administration Supervisor – Parks & Recreation Fiscal & Administration Coordinator – Growth Management & Environmental Resources Senior Management & Budget Analyst – Office of Management & Budget

EDUCATION

1998	MPA, Public Administration, University of Central Florida, Orlando, FL
1996	BS, Public Administration, University of Central Florida, Orlando, FL

DARREN GRAY



352-536-4751



dgray428@gmail.com

100 S. Eola Drive, Unit 1007, Orlando, FL 32801

About

Darren Gray is an award-winning, results-driven public administrator with over 25 years' experience at the municipal and county level. He is highly skilled in all areas of government, including budget and finance, human resources, planning and development, communications, public policy, transportation, recreation, community relations and more.

Education

Master's degree -
Public Administration
University of Central Florida

Bachelor's degree -
Public Administration
University of Central Florida

Memberships

Florida City and County Management
Association

International City/County Management
Association

Leadership Florida Class 38

Honors

UCF Alumni Achievement Award in
Public Administration

Lake County Leader of the Year

Presenter - Florida Government Finance
Officers Annual Conference

Panelist - Florida City/County Managers
Association Annual Conference

World Champion Equestrian

Experience

Deputy County Manager – Osceola County, Florida
7th fastest growing county in America

March 2022 – Present

- Oversee Five Departments -- Community Development, Economic Development, Housing and Human Services, Office of Sustainability and Financial Services.
- Integral part of the NeoCity Team – Osceola's high-tech innovation park.
- Oversee 500+ employees.
- Lead numerous initiatives including NeoCity, Surtax Tax Renewal, Affordable Housing, Sustainable Projects, CRAs and Four Corners Projects.
- Manage strategic development in and around Osceola County.

Deputy County Administrator – Orange County, Florida
5th largest county population in Florida – 1.4 million

December 2020 – February 2022

- Oversaw \$5.3 billion budget.
- Supervised daily operations of the county in the county administrator's absence.
- Supervised 10 department directors with 1,500 employees.
- Orange County Convention Center, 2nd largest in USA.
- Growing county utility.
- Managed key projects, such as county expansion and major county purchases.
- Recommended action regarding labor relations and contract proposals.
- Responsible for hiring, discipline, training, and performance appraisals under my management.
- Provided recommendations on selection of firms providing architectural and engineering services.
- Responded to citizen concerns and determines appropriate resolution.

Continued on next page

Experience *continued*

City Manager – Clermont, Florida

October 2012 – December 2020

- Oversaw all daily operations.
- Reported to five-member council.
- Managed a budget of \$149 million.
- Oversaw 400+ employees in 14 departments.
- Led numerous, successful initiatives, including: creation of a \$6.3 million arts and recreation center; \$10.2 million Victory Pointe stormwater facility and urban park that transformed the historic downtown; \$8 million police headquarters, \$2.2 million City Center; complete rebranding that attracted major economic development; and an award-winning 10-year master plan.
- Fire Department received Class 1 ISO rating
- Under my leadership, Clermont earned the following honors: Top 20 City in America for Economic Development and Quality of Life, Best Central Florida City to Live In, Top 20 Cities in USA for Retirees, Bicycle-Friendly Community of the Year for Florida and the Florida League of Cities' City Spirit Award. Master Plan won the Florida Redevelopment Association state award and the Lake-Sumter MPO Regional Award.
- Named Lake County Leader of the Year.

County Manager – Lake County, Florida

November 2010 – September 2012

- Reported to five-member county commissioners.
- Oversaw 750 employees.
- Managed a \$430 million budget.
- Streamlined county departments and created new economic development zones.
- Implemented a long-range financial planning analysis.
- Served briefly as deputy county manager before assuming county manager position.

Assistant City Manager – Clermont, Florida

2004 – 2010

- Served as a liaison between the public and City Council.
- Assisted the city manager in a variety of roles.
- Oversaw the city's 125th anniversary celebration.

Assistant to Director, Fiscal & Administration Supervisor, Senior Management & Budget Analyst -

Orange County, Florida

1995-2004

- Managed major projects.
- Oversaw \$77 million budget for Parks & Recreation (90 parks)

CAREER SUMMARY from 1988-2004

Orange County Government

1995-2004

- Assistant to Director
- Fiscal & Administration Supervisor – Parks & Recreation
- Fiscal & Administration Coordinator – Growth Management & Environmental Resources
- Senior Management & Budget Analyst – Office of Management & Budget

Veterans Administration

1994-1995

- Administrative Assistant

U.S. Navy

1988-1993

- Operations Specialist/Administrative Petty Officer (E-5)

Media

["Orange County hires Clermont City Manager Gray,"](#) Orlando Sentinel.

["City Manager honored by community,"](#) South Lake Chamber of Commerce.

["Darren Gray: Clermont seeing big results from downtown-waterfront master plan,"](#) Orlando Business Journal.

["Clermont City Manager receives UCF Alumni Award,"](#) The Ledger, Palm Beach Post and Daytona Beach News-Journal.

["Darren Gray selected for elite state leadership program,"](#) Lake & Sumter Style.

["Clermont City Manager Darren Gray hopeful about future of Lake's largest city,"](#) Orlando Sentinel.

References

References available upon request.

DARREN GRAY

100 S. Eola Drive, Unit 1007
Orlando, FL 32801
352-536-4751 | dgray428@gmail.com

November 17, 2022

S. Renee Narloch & Associates
2910 Kerry Forest Pkwy D4-242
Tallahassee, FL 32309

Dear Renee:

As someone whose lifelong passion has been serving the public, I was excited to learn that Seminole County was seeking a progressive leader for its county manager position. I believe that my 25+ years' experience in county and municipal management makes me an ideal candidate for this position.

I was formerly the county manager in Lake County and more recently served as the deputy county administrator in Osceola and Orange, where I oversaw a \$5.3 billion budget and supervised 10 department directors with 1,500 employees. I have led a wide range of initiatives that give me insight into challenges and opportunities Seminole County is experiencing. I oversaw Osceola County's sales (penny) tax renewal initiative and was a liaison with Osceola's NeoCity high-tech innovation park. At the municipal level, I led a successful rebranding and master plan, while serving as the city manager of Clermont, that resulted in the city's receiving numerous statewide and national awards.

One of the hallmarks of my leadership is engaging elected officials, staff, and the community to solve problems. As part of Leadership Florida, I dove into the problem of affordable housing. Our community worked with local nonprofits to build workforce housing. I even encouraged our teen advisory group to come up with solutions. Their innovative ideas won a state award from the Florida League of Cities.

It would be an honor to serve as Seminole's county manager. It is truly a premier opportunity – a county that combines high-tech industry, agriculture, an international airport, Port of Sanford, some of the state's best schools, historical neighborhoods, major transportation arteries, and precious natural resources.

I would welcome an opportunity to learn more about your objectives and expectations and to show you how the success I've had, which led to UCF honoring me with its Public Administration Alumni Award, make me a good fit as your county manager.

Sincerely,



Darren Gray