

THOMAS G. BRADFORD
44 CHESTNUT TRAIL
TEQUESTA, FL 33469
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August 27, 2018

Ms. Merlene Reid, MS, SPHR,
Assistant Village Manager/HR Director
Village of Tequesta
345 Tequesta Drive
Tequesta, FL 33469

Re: Village of Tequesta, FL Village Manager Recruitment

Dear Ms. Reid:

I was excited to read that Tequesta has extended the active recruitment for the Village Manager position. If the intention is to find a city management professional with a proven track record, particularly in those areas of current concern to the Mayor, Vice-Mayor, and members of the Village Council, please compare my credentials and experience to anyone. It is my contention that my 36 years of municipal management experience makes me uniquely qualified for this Village Manager position opening. Consider my responses below to the Current Major Initiatives indicated in the Village Manager job posting:

- **Exploration of alternative revenue sources** - I have many years of experience in working with County, State, and Federal agencies to secure both competitive grants and direct grants-in-aid. Recent examples in the Town of Palm Beach that come to mind are: on-going FDEP grants to monitor sea turtle nesting along the beach front; with the participation of others, a \$350,000 grant for Memorial Park and another \$350,000 for the Mizner Fountain located therein from the Florida Department of State, Division of Historical Resources; secured a grant from the U.S. Department of Energy Efficiency and Conservation Block Grant (EECBG) program to purchase hybrid vehicles for Town use and to convert parking lot lighting and internal work space lighting to LED for energy use reduction and operational cost savings. Consideration should be given to acquisition of contractual grant writing services to help identify opportunities and proper completion of grant applications in keeping with grantor expectations.
- **Reduction in the cost of healthcare and retirement** - Implementation of audits to verify dependent legitimacy, aggressive wellness programs, with premium incentives for non-use of tobacco, a small monthly stipend for health insurance eligible employees who choose not to take the benefit from the Village, and ongoing health and diet educational programs for employees, have resulted in significant health insurance savings in Palm Beach. It is very easy to reduce the cost of retirement programs but, in this market, if you are not at least equal to the core benefits provided by the Florida Retirement System you will become a training ground unable to recruit and retain quality personnel. Palm Beach learned this the hard way and, in one year, had 25% annual turnover in Fire-Rescue. To the extent changes can be made without compromising the Tequesta position vis-à-vis the core provisions of FRS, savings may be achieved. I wrote the Tequesta defined benefit plan for General employees and Police and Fire and received attorney approval for legal form and sufficiency. Pinpointing where savings may occur can be done with proper analysis. The assumed savings, if any, have to be calculated by an actuarial analysis using a bona fide actuary.
- **Implementation of a 6-year capital improvement/replacement plan** - I used 5-year capital improvement plans and other 5-year plans when last working for Tequesta (see those budget documents). In Palm Beach, I created a 10-year Coastal Management Program plan and a 5-year CIP. Six-year plans

can be implemented in time for the delivery of the 2019/2020 Tequesta budget. I anticipate doing the same for the Water Utility for its capital improvements and its renewal and replacement program.


- **Continued implementation of maintenance and improvements plans outlined in the utility revenue sufficiency and rate adequacy study** - As stated above, utility operations require multi-year plans for both capital improvements (new) and for major cost items traditionally deemed to be renewal and replacement (R&R for old) in order to provide rate stability and an uninterrupted supply of the utility's vital products and services.
- **Development of plans and specifications for the construction of a new Community Center** - I oversaw the construction of the Palm Beach Recreation Center in 1984. It was just demolished in 2018 and the new Recreation Center is now under construction based upon the process that I oversaw and implemented in order to bring the new facility online working with staff and interested citizens. Two-thirds of the \$13 million construction cost is being provided by donations. I recommend you consider the Florida Recreation Development Assistance Program (FRDAP) grants at FDEP to help pay for construction of the new facility.
- **Implementation of automatic read meters and related technology for Water Utility** - Use of technology for automation leads to efficiencies which can help keep the head count under control and lead to better use of existing manpower to do things faster, better, cheaper. This switch out for the remaining section of the service area without auto read meters can be financed with bank financing or lease purchase programs available from manufacturers or third party finance organizations.

I have lived in Tequesta for 32 years and was the Tequesta Village Manager from 1986 to 2000. I can start quickly, with a short learning curve relative to others, and aid in the selection process for the important Utilities Director position that is currently open.

My style is such that I am approachable and friendly, with a sense of humor. I take pride in the fact that I see myself as a coach in my dealings with municipal staff. I like to work to make things better with staff involvement. When something needs to be done I do not simply order it to be, unless emergency circumstances require such. I explain the need to staff and how it will be beneficial to them and the organization as a whole going forward. I treat all people equally without regard to race, religion, or gender. And lastly, and perhaps more importantly, I keep staff and elected officials well informed. The goal is no surprises. I expect the same from Department Directors and I will deliver the same to the Village Council!

I am the best person for this job and I respectfully ask that I be given the chance to prove the same to you, the elected officials, and citizens of Tequesta. I have attached a copy of my resume and a Letter of Recommendation from Palm Beach Mayor Gail Coniglio for your consideration. I stand ready to meet with you, the elected officials, and citizens of Tequesta if there is interest in further exploring my qualifications for this important job.

Sincerely,



Thomas G. Bradford

Enclosures:

Bradford Resume

Letter of Recommendation from Palm Beach Mayor Gail Coniglio

RESUME

THOMAS GILL BRADFORD, III
44 Chestnut Trail
Tequesta, FL 33469-2148

Born: Orlando, FL
Health: Excellent

Telephone: Work: NA
Home: 561-744-7640
Mobile: 561-346-6061

Email: Work: NA
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SUMMARY

Local government professional with skills and knowledge acquired through education and experience with proven leadership in the areas of elected official relations, policy development, service delivery strategies, administration of service delivery for various departments, intergovernmental relations, communications, human resources, budgeting, capital improvement planning, and project management.

PROFESSIONAL EXPERIENCE

Town of Palm Beach, www.townofpalmbeach.com
P.O. Box 2029, Palm Beach, Florida 33480
Telephone: (561) 838-5410

Title: Town Manager – 01/10/15 to 02/12/18
Deputy Town Manager – 05/2006 to 01/09/15
Assistant Town Manager - 02/12/01 to 05/2006
Acting Town Manager - 06/26/00 to 02/11/01
Assistant Town Manager - 05/01/00 to 06/26/00
Assistant to Town Manager – 05/31/85 to 04/30/86
Administrative Assistant - 04/18/83 to 05/30/85
Administrative Aide - 10/18/82 to 04/17/83

Community Description:

Palm Beach is a world-class resort and home to approximately 8,300 full-time residents, increasing to 25,000 in the winter. The Town is located in Palm Beach County, population 1.3 million. Home to active and retired icons of American business and industry, Palm Beach is a 12 mile barrier island off of Florida's southeast coast and is primarily a residential community with aggregate property valued at over \$11 billion with the average single family home valued at about \$3.5 million. The General Fund budget was approximately \$80 million and the workforce consisted of approximately 365 FTE's. Issues dealt with included coastal management issues, including beach renourishment projects and related budget and taxation issues, potable water quality, water conservation, and water service provider concerns, redevelopment of commercial districts in keeping with community standards, parking control issues, aging infrastructure, including related funding, and an accelerated capital improvement

program funded by a \$54 million bond issue focused primarily on renewal and replacement of storm water, sanitary sewer, and street lighting facilities. Palm Beach is a council-manager form of government overseen by the Mayor and five Town Council Members.

Nature of Work and Accomplishments:

As Town Manager:

- Successful Public Information Campaign leading to voter approval of \$90 Million GO Bond issue for town-wide conversion to underground to improve safety, reliability, and aesthetics of utility grid.
- Promoted new Deputy Town Manager.
- Hired new Director of Recreation.
- Recommended creation of the Underground Utilities Task Force (UUTF) for citizen oversight of the Town-Wide Underground Project.
- Saw Town through two (2) hurricanes, Matthew and Irma, in one fiscal year (FY 2017) with quick recovery to normalcy and completion of fiscal year in the black in spite of high-unanticipated expenditures on disaster preparation and post-storm cleanup.
- Oversaw negotiations for firefighter collective bargaining agreement with pay, retirement plan, and workweek adjustments to improve competitiveness, reduce workforce hemorrhaging, and provide labor harmony and fairness.
- Police and Fire pension conversion to Defined Benefit Plan to improve competitiveness relative to market conditions and eliminate previously imposed uncompetitive provisions.
- Improved the General Employee's Pension plan to address competitiveness and eliminate draconian provisions previously implemented.
- Returned the Coastal Management Plan to true 10 year financial planning document for transparency and long term planning horizon.
- Implemented a State Comprehensive Plan compliant Five-Year Capital Improvement Plan for transparency and long term planning horizon in PayGo CIP program.
- Refinanced 2010 ACIP bonds saving taxpayers and Worth Avenue property owners and businesses money.
- Recommended and hired Project Manager for the Town-Wide Underground Project.
- Expanded manpower for right-of-way parking enforcement.
- Secured funding for Town's first Communications Specialist to improve and provide consistency to Town communications.
- First to recommend extraordinary funding (\$2.5 million) for Town Pension Plan to reduce unfunded liability faster than the plan's built-in self-correcting funding mechanism that achieves 100% funding.
- Secured budget funding and hiring of the Town's first Zoning Technician to supplement work of Zoning Administrator and improve efficiency and effectiveness of Zoning Code compliance.
- Memorial Park, Mizner Fountain, and Town Hall Square renovation was completed with celebratory event.
- Solved parking inventory issues at Palm Beach houses of worship (Temple Emanu-El and Bethesda by the Sea Church)

For Other Town Positions Held:

- Appointed by the Town Manager. Assisted with direction, control, and planning of all Town operations and development of annual operating and capital budgets.
- Coordinated parking programs and enforcement activities with the Parking Enforcement Division of the Police Department, the Planning, Building and Zoning Department, the Finance Department, and the Public Works Department Maintenance Division. Served as Chair of internal staff Parking Committee.
- Direct oversight of Information Technology Division, Risk Management, and all aspects of Town telecommunications policy, including wireless telecommunications, antenna, and towers, in accordance with Town zoning ordinances and the Town's right-of-way management policies. Emergency Management and Town Docks programs were also assigned responsibilities when serving as Assistant Town Manager.
- Represented the Town Manager's Office on the Town's Development Review Committee to review all site plans, special exceptions, and variance applications.
- Reviewed, approved, and issued conditions for all Special Event permit applications on behalf of Town Manager's Office, with Town Manager having final permitting authority.
- Reviewed and recommended approval or denial of all Special Event permits to the Town Council from the three primary business districts in Palm Beach.
- Developed RFP's for insurance underwriting and third party service providers for self-insurance program in conjunction with the Risk Manager.
- Approved all checks, wire transfers, payroll, pension payments, and credit card purchases of the Town.
- Other responsibilities included: contract administration, public works projects oversight for various capital projects including a new Recreation Center, new Police Facility, renovation of historic fire station, and numerous storm water pumping stations, collection and distribution systems; cable television franchise oversight, administrative oversight of various departments and operations, safety coordinator for protected self-insured insurance programs, liability insurance program responsibility, budgetary control responsibilities, Disaster Preparedness Coordinator, miscellaneous items as requested by the Town Manager.
- Special assignments and accomplishments have included:
 - Served as the Project Coordinator for the Worth Avenue Improvement Project, a \$14.7 million major streetscape project encompassing the historic high-end retail Worth Avenue Commercial District.
 - Updated the entire Town Code of Ordinances with oversight by the Ordinances, Rules and Standards Committee of the Town Council without

use of consulting services.

- Created the Municipal Underground Utilities Consortium of over 30 municipalities in the Florida Power & Light (FPL) electric utility service area that both negotiated directly with FPL and filed tariff challenges with the Public Service Commission (PSC) for underground conversion cost reductions. Successfully negotiated a Stipulated Settlement Agreement with FPL approved by the PSC resulting in a 25% discount on local government underground conversions meeting minimum size requirements.
- Point person overseeing other staff and consultants on town-wide underground utilities studies and for neighborhood projects to convert overhead utility lines to underground service using special non-ad valorem assessments.
- Completed a thorough audit of the Planning, Building and Zoning Department in the early 2000's to look for ways to improve efficiency and effectiveness.
- Served as lead staff person for the County Budget Task Force created to find ways and means to control Palm Beach County spending affecting property taxes paid by Town property owners.
- Oversight and implementation of town-wide Traffic and Parking Study recommendations approved by the Town Council including conversion of all parking meters to kiosks for credit card and smart phone account usage, and implementation of computer operated video parking enforcement technology.
- Developed, with consultant, the Town's first Comprehensive Emergency Management Plan with a revised Storm Emergency Response Plan.
- Conducted management audits of specific departments.
- Oversaw Town Hall Space Needs Study.
- Analyzed and reported on in-house attorney services compared to contractual attorney services.
- Served on Selection Committees to select consultants responding to various RFP and RFQ solicitations issued by the Town.
- In the 1980's assigned overview responsibility for the following goals and objectives committees established by the Town Council: Internal Risk Management, Organizational Efficiency, Wage and Benefit Program, Office Utilization, Equipment Replacement Program, Long Range Capital Improvement Program, Electronic Data Processing, and Internal Engineering.

Village of Tequestawww.tequesta.org

P.O. Box 3273, Tequesta, FL, 33469-0273

Telephone: (561) 768-0460

Title: Village Manager - 05/01/86 to 04/30/00

Community Description:

Located in the northeastern corner of Palm Beach County, Florida, Tequesta is a relatively affluent community that physically consists of two square miles on three peninsulas all surrounded by the waters of the Atlantic Ocean, the Intracoastal Waterway, and the Loxahatchee River. Tequesta's population is approximately 5,700 with a water service area population of 15,000. It is a full-service community providing police, fire-rescue, planning, building and zoning services, a water utility, storm water utility, and refuse and recycling services. Tequesta is a council-manager form of government overseen by a five member Village Council that annually elects a Mayor from among its members. The Village Manager is appointed by and serves at the pleasure of the Village Council.

Nature of Work and Accomplishments:

- Chief Administrative Officer for full-service municipality with incumbent duties encompassing all aspects of local municipal government management, including police, fire-rescue, water and storm water utilities, and central business district redevelopment activities, and Department of Community Development. The Tequesta workforce consisted of approximately 70 full-time employees with an annual operating budget of \$14.5 million in FY 2000. Today, its budget is well over \$20 million.
- Special assignments and accomplishments included:
 - Successfully implemented an independent Tequesta Fire-Rescue Department in 1993 after the proposed plan, prepared by me without use of consultants, was overwhelmingly approved by 75% of Tequesta voters in a referendum to eliminate the need to contract for service from Palm Beach County Fire-Rescue whose costs were unsustainable. Concurrently negotiated an Interlocal Agreement with an adjacent municipality to contract for fire-rescue services from Tequesta for ten-year term further reducing cost to Tequesta taxpayers.
 - Expanded the potable water treatment facility on two occasions, each time effectively doubling capacity. The second expansion was the construction of one of the first reverse osmosis plants in Florida drawing brackish water from the Floridan Aquifer 1,500 feet below the surface that was completed on time, on budget, with no change orders.
 - Secured the land and oversaw the planning, design, and construction of Tequesta's first active community park and recreation center located in

the center of the Village.

- Created the Tequesta Stormwater Utility to provide the necessary resources to expand Tequesta's stormwater collection and distribution system using special non-ad valorem assessments based upon the amount of impermeable surface on each property.
- Converted all charges for refuse and recycling to special non-ad valorem assessments based upon land use causing all such charges to appear on property tax bills thereby eliminating delinquencies and the need for internal billing services.
- Initiated the redevelopment of Tequesta's central business district that was burdened with too much commercially zoned property to be sustained by the population of the region by creating the Mixed-Use Zoning District that led to the development of all vacant lands and obsolete land uses within less than 10 years.
- Initiated the preliminary plans for a new Village Hall and Public Safety Complex for Police and Fire-Rescue.

City of West Palm Beach,

www.wpb.org

P.O. Box 3366, West Palm Beach, Florida 33402

Telephone:(561) 659-8024

Title: Management Intern – February 1982 to October 15, 1982

Community Description:

West Palm Beach is the heart and hub of Palm Beach County and its 1.3 million metropolitan population. West Palm Beach has a population of just under 110,000, but soars to 200,000 during business hours. It is the center of commerce and government for the region. The City has experienced tremendous growth since the late 1960's that was only temporarily abated by the Great Recession. It is a full-service city with a diverse population of all races and incomes. The City is currently a strong Mayor form of government but, at the time of my employment, was a council-manager form of government.

Nature of Work and Accomplishments:

- Administrative work performed under the direction of the City Manager. Activities included budgeting, personnel surveys, audited energy usage and energy billing procedures, cost/benefit studies for various proposals, equipment/machinery and rolling stock.

EDUCATION:

- Master of Public Administration, May 1980
University of Alabama, Tuscaloosa, AL
- Bachelor of Arts, Political Science, May 1977
University of Alabama, Tuscaloosa, AL

HONORS:

- Dean's List
- Department Assistantship, Department of Political Science, Graduate School

PROFESSIONAL ORGANIZATIONS:

- International City/County Management Association
- Florida City and County Management Association
- Palm Beach County City Manager's Association
- Urban Land Institute
- Past member of the National Association of Telecommunications Officers and Advisors
- Past Member - Florida Redevelopment Association

OTHER ORGANIZATIONS:

- University of Alabama National Alumni Association
- Past Member - Board of Directors, Jupiter, Tequesta, Juno Beach Chamber Commerce
- Past Member - Jupiter-Tequesta Rotary Club
- Former Board Member of the Tequesta Pines Property Owners' Association
- Former Chair of Palm Beach United Way Business and Professional Committee
- Palm Beach Rotary Club
- Former Board Member of Palm Beach Chamber of Commerce, Ex Officio
- Former member of Town of Palm Beach Retirement System Board of Trustees

PERSONAL INTERESTS: Hobbies include gardening, photography, reading, and listening to modern jazz.

CURRENT SALARY: Available upon request, if applicable.

REFERENCES: Highest references available upon request

Village Manager - Tequesta, Florida

Thomas Bradford

Applied on Aug 28, 2018 (5 hours ago)

i Candidate Info

Notes

Emails (1)

Resume

[Cover Letter](#)

Applied 5 hours ago:

New**RESUME**

THOMAS GILL BRADFORD, III
44 Chestnut Trail
Tequesta, FL 33469-2148

Born: Orlando,
Health: Excellent

Telephone: Work: NA
Home: 561-744-7640
Mobile: 561-346-6061

Email: Work: NA
Home: tgbradford3@aol.com

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Telephone: (561) 838-5410

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Acting Town Manager - 06/26/00 to 02/11/01
Assistant Town Manager - 05/01/00 to 06/26/00
Assistant to Town Manager – 05/31/85 to 04/30/86
Administrative Assistant - 04/18/83 to 05/30/85
Administrative Aide - 10/18/82 to 04/17/83

Application Questions

1. Have you ever filed an application with us before and if yes, when and what position(s)?
Yes, 1986 for Village Manager.
2. Are any of your friends or relatives presently employed with the Village, and if yes, who?
No
3. Have you ever been employed with us before and if yes, please provide details?
Yes. Village Manager 1986 to 2000.
4. Have you ever been discharged from any employment or asked to resign? If yes, please explain.
No. However, in Palm Beach I had to invoke the termination provisions of my contract.

5. Explain any period between jobs where applicable.

My last day of work in Palm Beach was February 12, 2018. Since then, and to this day, I have been on a combination of paid administrative leave and severance pay, with full benefits.

6. Are you currently employed?

No

7. Why do you want to work for the Village of Tequesta?

Tequesta is my home and I want it to be the best it can be. I want to prepare Tequesta for the future by making sure it is on a firm financial footing and provides a uniqueness and character that continues to attract people so that its desirability and liveability continues to enhance property values well into the future.

References

- Gail Coniglio, Mayor, Town of Palm Beach - 561-838-5410
- Richard Kleid, Former Town Council President, Town of Palm Beach - 561-588-7631; Cell:561-234-0714
- Michael Pucillo, Former Town Council President, Town of Palm Beach-561-236-6531
- Liz Schauer, Former Mayor, Village of Tequesta, 561-747-6217
- Jack McDonald, Former Mayor, Town of Palm Beach,561-533-5000
- Laurel Baker, Executive Director, Palm Beach Chamber of Commerce, 561-655-3282
- Karen Temme, Risk Manager, Town of Palm Beach (former subordinate) 561-838-5496
- Robert Weber, Coastal Program Manager, Town of Palm Beach,(former subordinate) 954-263-0667
- Danielle Olson, Human Resources Director, Town of Palm Beach, 561-227-6322
- Bill Crouse, Former Human Resources Director, Town of Palm Beach, 561-512-5930
- John David Corey, Architectural Review Commission, Town of Palm Beach, 617-590-0886
- Bill Bone, Esq., Chairman, Centennial Commission, Town of Palm Beach, 561-513-5687
- William Kelly, Reporter, Palm Beach Daily News, 561-820-3861