

# **INDUSTRIAL DEVELOPMENT AUTHORITY AGENDA**

7:30 a.m., September 9, 2020

Lake Placid Town Hall

1069 US HWY 27 N

Lake Placid, FL 33852

Sebring, FL 33870

Janet Barber, Chair, Presiding

- 1. CALL TO ORDER – INDUSTRIAL DEVELOPMENT AUTHORITY**
- 2. PUBLIC COMMENT**
- 3. CONFIRMATION OF QUORUM**
- 4. CONSENT AGENDA**
  - A. IDA June 2020 Meeting Minutes
- 5. NEW BUSINESS**
  - A. Member Appointments
  - B. Industrial Revenue Bond Update
  - C. Tax Exemption Program
- 6. ADJOURNMENT**

Next meeting:

Wednesday, December 9, 2020 at 7:30 a.m.

Jack Stroup Civic Center

355 W. Center Ave

Sebring, FL 33870

**INDUSTRIAL DEVELOPMENT AUTHORITY**  
**September 9, 2020**

**CONSENT AGENDA – IDA**

These action items are considered to be routine and will be enacted by one motion. There will be no separate discussion of these items. A board member may request an item be moved to the regular agenda for discussion.

**Presenter**

Janet Barber

Request approval of the IDA Consent Agenda for the September 2020 Board of Directors meeting.

**Recommended Action**

Move to approve the IDA Consent Agenda for the September 2020 Board of Directors meeting.

**Attachments**

A. IDA Board Minutes – June 10, 2020

**INDUSTRIAL DEVELOPMENT AUTHORITY  
DRAFT MEETING MINUTES  
JUNE 10, 2020**

The Highlands County Industrial Development Authority Board of Directors meeting was held at the Highlands County Government Center Building – County Commissioners’ Board Room, 600 South Commerce Ave., Sebring, FL 33870, on Wednesday, June 10, 2020. Chair, Janet Barber, presided over the meeting; a quorum was present.

**I. CALL TO ORDER – HIGHLANDS COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY (IDA)**

The June 10, 2020, Industrial Development Authority Board of Directors meeting was called to order at 7:32 a.m.

**2. PUBLIC COMMENT**

There were no comments from the public.

**3. CONFIRMATION OF QUORUM**

<b>Name</b>	<b>Title</b>	<b>Organization</b>	<b>Present</b>
Janet Barber	Chair	IDA/EDC Executive Committee	Yes
Ray Royce	Vice Chair	IDA/EDC Executive Committee	Yes
Carol Howard	Past Chair	IDA/EDC Executive Committee	No
Wade Taveniere	Secretary/Treasurer	IDA/EDC Executive Committee	Yes
Donna Doubleday	Director	IDA/EDC Board of Directors	Yes
Paul Koukos	Director	IDA/EDC Board of Directors	No
Thomas Leitzel	Director	IDA/EDC Board of Directors	Yes
John Shoop	Director	IDA/EDC Board of Directors	Yes
John Varady	Director	IDA/EDC Board of Directors	Yes
Craig Johnson	Director	IDA/EDC Board of Directors	Yes
Jim Renfro	Director	IDA/EDC Board of Directors	No
Jason Kimbrell	Director	IDA/EDC Board of Directors	Yes
Randy Surber	Director	IDA/EDC Board of Directors	No
Will Lenihan	Director	IDA/EDC Board of Directors	Yes
James Brooks	Commissioner, Liaison	Highlands County BOCC	Yes
Joedene Thayer	Interim Dev. Services Director	Highlands County BOCC	Yes
Meghan DiGiacomo	Exec. Manager of Business & Economic Development	Highlands County BOCC	Yes
Jeff King	Economic Development Manager	Highlands County BOCC	Yes
Dana Riddell	Planner I	Highlands County BOCC	Yes
Hassan Javed	Economic Development Intern	Highlands County BOCC	Yes

*Table 1: Meeting Attendance*

**INDUSTRIAL DEVELOPMENT AUTHORITY  
DRAFT MEETING MINUTES  
JUNE 10, 2020**

**4. CONSENT AGENDA**

The Consent Agenda, which included the March 11, 2020, meeting minutes, was presented for consideration. Wade Taveniere moved to approve the consent agenda; seconded by John Shoop. Motion carried unanimously.

**5. NEW BUSINESS**

- A. Meghan DiGiacomo discussed upcoming term expirations. Board members were informed which members' terms were expiring; and members with expiring terms were asked to submit an application and resume to administration if they wish to remain on the board.
- B. Meghan DiGiacomo gave an update on the industrial revenue bond process. The Application for the industrial revenue bond for Harder Hall has not been amended as requested, ZON Beachside has not been in touch and there is no notable progress. John Shoop stated the City of Sebring has not received any updates, as well.
- C. Meghan DiGiacomo and Jeff King presented proposed changes to the tax exemption program and requested the board review the changes and make recommendations. There is currently only one business in the county that has utilized the tax exemption program, partially due to the number of employees they must commit to hiring, wage threshold and other outdated policies. Economic Development desires to update the program to be able to remain competitive and offer feasible incentives. The IDA was supportive of potential future changes to hopefully encourage additional use of the program over time as a local economic development incentive.

**6. ADJOURNMENT**

The June 10, 2020, Industrial Development Authority Board of Directors meeting was adjourned at 8:26 a.m.

Next Meeting:

Wednesday, September 9, 2020 at 7:30 a.m.  
Lake Placid Town Hall  
1069 US HWY 27 N  
Lake Placid, FL 33852

Minutes Submitted By: Dana Riddell, Planner I

Approval Date: draft

**INDUSTRIAL DEVELOPMENT AUTHORITY**  
**September 9, 2020**

**MEMBER APPOINTMENTS**

**Presenter**

Meghan DiGiacomo, Executive Manager of Business & Economic Development  
Jeff King, Economic Development Manager

The following Board Member's terms expire in September 2020:

<b>IDA Board Member</b>	<b>Member Since</b>	<b>First or Second Term?</b>	<b>Requires Written Recommendation?</b>
Ray Royce	2016	First	No
Randy Surber	2018	First	No
<b>John Shoop</b>	<b>2012</b>	<b>Second</b>	<b>Yes</b>
John Varady	2016	First	No
Jason Kimbrell	2018	First	No
Paul Koukos	2016	First	No
Will Lenihan	2019	First	No

Prior to these term expirations, there was one vacant seat on the board, which now makes one vacancy and seven pending term expirations. As required by the Policy on Board Appointments, the Board of County Commissioners has been notified of these vacancies. All existing Board members have reapplied, and we have received an eighth application received for consideration for filling the one existing vacancy.

The Board of County Commissioners adopted a policy change to allow committee and board members to forgo the one year waiting process to reapply between two (2) consecutive terms, with a written recommendation from the IDA for an additional term. This was most recently done with Wade Taveniere's reappointment.

**Recommended Action**

Identify applicants to recommend to the Board of County Commissioners for reappointment and/or appointment to the Industrial Development Authority. The terms would expire September 30, 2024.

**Attachments**

Applications and Resumes for Ray Royce, Randy Surber, John Shoop, John Varady, Jason Kimbrell, Paul Koukos, William Lenihan and Roland Bishop.

## Application for Appointment

(To request appointment to a board, committee, authority or other special activity)

Name: Raymond Royce

Address: 113 Watersedge Lane, Lake Placid, FL 33852

Phone: 863-381-8551

Email: rroyce@hccga.com

I wish to be appointed to the following board, committee, authority or special activity of the  
Highlands County Board of County Commissioners: Highlands County IDA/EDC

as a:  regular member  alternate  advisory only

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### Employment experience

Current: Highlands County Citrus Growers Association/Heartland Ag Coalition

Brief description: Executive Director of two agricultural commodity associations

Previous: Silver Harbor Ranch

Brief description: General Manager/VP of Cattle, Citrus & Outdoor Recreation Operation

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### Education/special training

High School: Cardinal Newman HS - West Palm Beach, FL

College: University of Florida - Gainesville, FL

Special training:

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**Activities & interests:** see attached resume

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**List any boards or committees to which you are currently appointed, elected offices held, or law enforcement positions held:**

see attached resume

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**Are you related to any county employee or county commissioner ?**  Yes  No

**Name of relative:**

**Relationship:**

### Important:

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Signature:



Date submitted: 07-17-20

**Highlands County Industrial Development Authority and Economic Development  
Commission Board of Directors Q&A**

<p>1) What does economic development mean to you?</p>
<p>Collectively working to expand and promote the opportunities that currently exist, or that can be created in the short term, for both new business entities and the enhancement of current enterprises. Providing a "better overall business environment" within our county that allows for wide ranging business expansion.</p>
<p>2) Why do you want to serve on the Board of Directors for the Highlands County IDA/EDC?</p>
<p>I believe I can bring a proactive attitude, and frame of reference, to the Board from both a public and private sector perspective. I have been relatively involved in a wide range of activities in our County for a number of years across multiple economic and governmental sectors. I would also represent the agricultural community of our County as it seeks complimentary industries to further business and employment diversity.</p>
<p>3) As a board member, how would you promote economic development for the county?</p>
<p>Working with fellow board members and staff utilizing whatever wide range of mechanisms and/or tools that the Board and County Commission chooses. Being a representative of our county, and region, that is available to interact with business owners as they explore new or different opportunities within our county.</p>
<p>4) What are your goals for Highlands County economic development?</p>
<p>Better educational, training and workforce development opportunities for our young people. More complete inventory of existing, and potential, commercial &amp; industrial sites. Emphasis of seeking transportation infrastructure improvements. Better partnerships with the entities such as Florida's DEO and other state agencies. Creating "fast track" land use and zoning modification methodologies for business recruitment purposes</p>
<p>5) What other organizations, if any, have you previously or do you currently belong to? What responsibilities did you have (Officer seats, Community Service, etc.)?</p>
<p>see attached resume</p>

**Please submit formal résumé**

# **Raymond D. Royce**

**PO Box 2920**

**Lake Placid, Fl. 33862**

**E-mail: rroyce@hccga.com**

**Cell phone: 863-381-8551**

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## **PROFESSIONAL EXPERIENCE**

Executive Director – Highlands County Citrus Growers Association

October 2001 - Current

Executive Director – Heartland Agricultural Coalition

July 2007 - Current

Vice-President/General Manager & Partner – Silver Harbor Ranch

1981 - Current

Production/General Manager & Partner – Silver Harbor Ranch Groves & Royce Groves

1985 - 2001

Partner/General Manager – Silver Harbor Lodge, Inc. & Royce Outdoors, Inc.

1996 - 2001

## **PERSONAL**

Married 31+ years to Susan Layne Royce - Two daughters: Colby (27) & Scout (24)

Have lived in the Town of Lake Placid since 2004 and the Greater Lake Placid area since 1981

Family has had businesses in the Lake Placid area since the late 1920's

## **EDUCATION**

University of Florida 1976 -1981

Majors: Food Resource Economics & Political Science

Recognitions: Order of Omega Honor Society Inductee-1978, Fla. Blue Key Inductee-1979

## **HIGHLANDS COUNTY COMMUNITY INVOLVEMENT**

Lake Placid Town Council Member: 2008 – current & Vice-Mayor: 2010-current

Lake Placid Local Planning Agency (Co-Chairman) 2006 - 2008

Lake Placid Growth Management Committee (Chairman) 2006 – 2008

Highlands County IDA/EDC Board (Vice Chair) 2016- current

CareerSource Heartland Board: 2011-current (Business Enhancement Committee Chair)

Heartland Regional Transportation Citizens Advisory Committee (Chair) 2015- current

Past Lake Placid Economic and Educational Development Council member (group dissolved)

Citizens Search & Review Committee for new Highlands County Administrator - 2008

Leadership Highlands – Class of 2002 Vice President

Past Board of Directors Member & Officer of Lake Placid & Sebring Chamber of Commerce

Heartland 2060 Agriculture & Natural Resources Task Force (Co-Chairman) 2008 - 2014

Highlands County Impact Fee Steering & Review Committees 2006 - 2011

Highlands County Long Range Visioning Steering Committee 2007

Highlands County 4-H Foundation Board member 2004 – 2008

Highlands County Extension Advisory Committees Member - (Current Overall Comm. Chair)

Past President of Highlands County Tourism Development Council

Highlands County Water Advisory Committee (committee dissolved)

Past President of Lake June Pointe Homeowners Association 2005 & 2006

## **INTERESTS**

Family Activities, Travel, University of Florida Sporting Events, Clay Target Shooting & Instruction, Boating, Hiking & Hunting

## Application for Appointment

(To request appointment to a board, committee, authority or other special activity)

Name: Randy Surber

Address: 3100 N. Bonnett Creek Road, Avon Park, FL 33825

Phone: 407-473-4723

Email: randy.surber@adventhealth.com

I wish to be appointed to the following board, committee, authority or special activity of the Highlands County Board of County Commissioners:

as a:  regular member  alternate  advisory only

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### Employment experience

Current: AdventHealth Heartland

Brief description: President/CEO

Previous: AdventHealth Zephyrhills

Brief description: President/CEO

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### Education/special training

High School:

College: MBA, M.ED, BA

Special training:

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**Activities & interests:** Hiking, bicycling, running, motorcycle touring

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**List any boards or committees to which you are currently appointed, elected offices held, or law enforcement positions held:**

None currently.

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**Are you related to any county employee or county commissioner ?**  Yes  No

**Name of relative:**

**Relationship:**

### Important:

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Signature: 

Date submitted: 8-19-2020

**Highlands County Industrial Development Authority and Economic Development  
Commission Board of Directors Q&A**

1) What does economic development mean to you?
Promoting education as a means to attract, develop and retain residents. This will improve our tax base and result in a higher skilled workforce.
2) Why do you want to serve on the Board of Directors for the Highlands County IDA/EDC?
As the largest private employer in the county we need more medical and high tech well trained individuals who can serve our growing community.
3) As a board member, how would you promote economic development for the county?
Marketing, quality of life, education and training and space to grow.
4) What are your goals for Highlands County economic development?
Build a medical education structure by partnering with the State college and the hospital's development of a nationally recognized medical student and physician residency program.
5) What other organizations, if any, have you previously or do you currently belong to? What responsibilities did you have (Officer seats, Community Service, etc.)?
Member of Board of Directors, AdventHealth Carrollwood, Tampa, Florida.

**Please submit formal résumé**

**Randall L. Surber**  
**3100 N. Bonnet Creek Road-Avon Park Florida**  
**(407) 473-4723**  
[Ranjo1988@hotmail.com](mailto:Ranjo1988@hotmail.com)

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### **Healthcare Executive**

Highly respected and accomplished executive with over 40 years of progressive healthcare experience. The last 25 years have been in executive leadership roles leading large organizations and hospitals often consisting of multiple locations. Exceptional people skills with the ability to create highly motivated team-oriented cultures that lead to consistent and highly reliable outcomes. Outstanding ability to connect and gain support of physicians and medical staff. Core competencies include:

- Cultural/Team Transformation
  - Enthusiastic leadership
  - Relationship Management
  - Operational/Financial Management
  - Business Development/entrepreneurial
  - Public/Community Integration
  - Strategic Planning & Partnership
  - Spiritual Leadership
- 

### **Work Experience**

Adventist Health System – Maitland, Florida

9/3/2017 to current

-President/CEO, AdventHealth Sebring-Heartland Region (171 beds), AdventHealth Wauchula (25 beds) and AdventHealth Lake Placid (50 beds). Manages operations and strategic of initiatives of all three campuses. Nationally ranked cardiology program, Leapfrog A, Top general hospital 1 of only 34 nationally to receive this honor, Top Rural Hospital (Wauchula) in Florida and Newsweek “Best Maternity Hospital” designation 2020 which only two hospitals in Florida received this award.

10/2013-September 2017

-President/CEO, Florida Hospital Zephyrhills. Managed operations and strategic initiatives of 149-bed hospital. Full service med-surg facility with major service lines including: Cardiology, Cardiac Surgery, Orthopedics, and Women’s Services.

09/2009-10/2013

-Chief Operating Officer/Interim Administrator, Florida Hospital DeLand. Managed daily operations of a 156-bed med-surg hospital. Major service lines included: Cardiology, Orthopedics, Cancer with Radiation Therapy, Women’s Services and Behavioral Medicine.

04/2006-09/2009

-AVP of Business Development/Acquisitions, Florida Hospital Orlando. Worked with all eight campuses developing MOB’s, ASC acquisitions and co-management development/partnerships with physicians, and acquisitions of physician practices.

04/1997-04/2006

-VP of Operations/Business Development/Marketing, Tennessee Christian Medical Center, Madison, Tennessee. A 265-bed med-surg hospital in the Nashville area. Responsible for 110-bed, six unit behavioral health service, 28-bed rehab unit, and responsible for all business development and marketing activities.

Horizon Health Management Services, Lewisville, TX  
06/1992-03/1997

Regional VP of Operations. Responsible for 35 hospital contracted specialty units in the Southeast US. This included behavioral health units, physician recruitment and managed all clinical and accreditation requirements.

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## **Education and Certifications**

BA Psychology 1983  
Southern College of SDA  
Collegedale, Tennessee

M.ED. Family Counseling/Marriage & Family Counseling 1985  
University of Tennessee at Chattanooga  
Chattanooga, Tennessee

MBA Bristol University 1991  
Bristol, Tennessee

Lean Management Facilitator Certification 2011  
Belmont University  
Nashville, Tennessee

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## **Organizations:**

Dade City Chamber (460+ Members)	01/2016-12/2016
01/2017-17	President Elect/Chairman of Business
President	Development

Zephyrhills Chamber	
2013-17	Habitat for Humanity
Economic Development Board Member	Volunteer

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## **Interests:**

Outdoor activities, hiking, camping, running, motorcycle touring and photography.

# Application for Appointment

(To request appointment to a board, committee, authority or other special activity)

Name: John Shoop

Address: 2661 Lakeview Dr., Sebring, FL 33870

Phone: 863-~~8~~58-0051

Email: jshoop@fsb-bank.bank

I wish to be appointed to the following board, committee, authority or special activity of the  
Highlands County Board of County Commissioners: Industrial Development Authority/EDC

as a:  regular member  alternate  advisory only

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## Employment experience

Current: First Southern Bank

Brief description: President, Central Florida

Previous: CenterState Bank, Market President, 1998 -2019

Brief description: Various positions

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## Education/special training

High School: Lincoln High School, Manitowoc, WI 1976

College: Univ of Wisconsin, Milwaukee, BBA/Univ of South Florida, MBA

Special training: Numerous courses in banking

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**Activities & interests:** Family, Woodworking

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**List any boards or committees to which you are currently appointed, elected offices held, or law enforcement positions held:**

Mayor, City of Sebring, 2014 to present

Highlands County IDA/EDC

Highlands County YMCA

Various other Civic and quasi-governmental committees

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**Are you related to any county employee or county commissioner ?**  Yes  No

**Name of relative:**

**Relationship:**

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Signature:



Date submitted:

**Highlands County Industrial Development Authority and Economic Development  
Commission Board of Directors Q&A**

1) What does economic development mean to you?
Enhancement and the sustaining of the quality of life in Highlands County. Preservation of local jobs and increasing employment opportunities
2) Why do you want to serve on the Board of Directors for the Highlands County IDA/EDC?
Continue to promote Highlands County as the place to live and work
3) As a board member, how would you promote economic development for the county?
Participate in discussion and implementation of economic activities
4) What are your goals for Highlands County economic development?
Ensure that the County grows economically in an orderly fashion. Retention and promotion of existing businesses. Encourage local job creation to assist in retaining the younger worker.
5) What other organizations, if any, have you previously or do you currently belong to? What responsibilities did you have (Officer seats, Community Service, etc.)?
See Attached.

**Please submit formal résumé**

**John C. Shoop**  
2661 Lakeview Dr.  
Sebring, FL 33870  
863-381-4103

## ***WORK HISTORY***

**1980 - 1998: SunTrust Bank, Various positions to include lending, marketing, business development, branch management, Executive positions.**

**1998-2019: Highlands Independent Bank- Harbor Community Bank (successor of Highlands Independent Bank)- Highlands County Market President – CenterState Bank (Successor of Harbor Community Bank)- Highlands County Market President**

**2019 – Present: First Southern Bank – President Central Florida**

## ***EDUCATION***

**MBA - 1985 - University of South Florida**

**BBA - 1980- University of Wisconsin - Milwaukee**

**Assoc . of Arts - University of Wisconsin**

**Additional courses in banking obtained through FBA, AIB, ABA and SunTrust University to include Consumer Lending, Commercial Lending , Mortgage Lending, Financial Statement Analysis, Commercial Real Estate Lending and other various courses.**

## ***AWARDS/COMMUNITY SERVICE***

### **PRESENT:.**

Mayor-City of Sebring

Sebring Firemen's Association- Secretary/Past Chairman

Highlands County Fair Association - Board Member

Economic Development Council/Industrial Development Authority  
Board Member/Past Chairman

Highlands County Family YMCA-Board Member/Vice Chair

City of Sebring Fire and Police Pension Board Member

### **PAST:**

Highlands County Recreation and Parks Committee

Historical Preservation Commission of Sebring (Chairman)

Highlands County Family YMCA - Finance Chair (Past Chairman, Treasurer and Director)

S.I.R.A.C. - Board Member

Highlands County Affordable Housing Task Force

Kiwanis (Past President and Director)

United Way of Highlands County - Board Chairman

School Advisory Committee - Woodlawn

Greater Sebring Chamber of Commerce (Past President and Director)

Palms Foundation (Board Member)

Habitat for Humanity (Treasurer)

Boy Scouts

American Cancer Society

Junior Achievement of Tampa

Tampa Chamber of Commerce - Sports Advisory Committee

Tampa Bay Black Investment Corp. - Organizational Committee Member  
Rotary Club of Bayonet Point  
Florida Bankers Association, Government Relations Committee  
Better Schools for A Better Community Committee Chairman

**AWARDS:**

Greater Sebring Chamber of Commerce Director of the Year - 1996, 1998  
Sam Walton Leadership Award - 1997  
JC Penney Golden Rule Award - 1998  
Highlands County Citizen of the Year - 1997  
YMCA Southfield Division Leadership Award - 1996  
SunTrust Community Banker of the Year Award- 1997  
Sebring Firemen Most Valuable Man 2005  
NAACP Humanitarian Award 2004/2015  
Boy Scout Distinguished Citizen 2001/2007

**PERSONAL:**

Born August 9, 1958 - Racine, Wisconsin  
Married, 2 children

## Application for Appointment

(To request appointment to a board, committee, authority or other special activity)

Name: John Varady

Address: 22 Notre Dame St., Lake Placid, FL 33852

Phone: 863-840-0482

Email: varadyj@highlands.k12.fl.us

I wish to be appointed to the following board, committee, authority or special activity of the  
Highlands County Board of County Commissioners: Highlands County IDA/EDC  
as a:  regular member  alternate  advisory only

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### Employment experience

Current: School Board of Highlands County/Heartland Educational Consortium

Brief description: District Administrator: overseeing administration of special programs, public information, and other educational initiatives

Previous: School Board of Highlands County/Lake Placid High & Lake Placid Elementary

Brief description: Teacher of students with special needs at the high school and elementary level.

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### Education/special training

High School: Lake Placid High School

College: A.A.- South Florida State College; B.A.- University of Central Florida; M.Ed- University of South Florida

Special training: Various educational trainings relating to: special education, assistive technology, educational leadership, etc.

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**Activities & interests:** I enjoy family time and outdoor activities.

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**List any boards or committees to which you are currently appointed, elected offices held, or law enforcement positions held:**

- Highlands IDA/EDC Board of Directors
- CareerSource Heartland- Business Enhancement Committee (education rep)
- District School Advisory Committee (parent rep)

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**Are you related to any county employee or county commissioner ?**  Yes  No

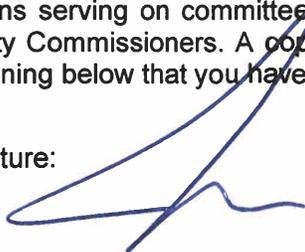
**Name of relative:**

**Relationship:**

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Signature:



Date submitted: 07-20-20

**Highlands County Industrial Development Authority and Economic Development  
Commission Board of Directors Q&A**

<p><b>1) What does economic development mean to you?</b></p>
<p>I believe economic development encompasses many over arching areas. Building our local economy means more employment opportunities, and more career diversity among those opportunities. More and increasingly diverse jobs will entice new business as well as draw residents to fill those new openings. For our schools these new opportunities can mean new partnerships, and new paths to high skill and high wage careers for our students. As we increase our talent chain of high skill graduates this will feed back into the cycle and potentially work as a catalyst to draw even more business and industry to our county and region.</p>
<p><b>2) Why do you want to serve on the Board of Directors for the Highlands County IDA/EDC?</b></p>
<p>In my role as Coordinator of the STEM Scholars Program in Highlands, Hardee, DeSoto, Hendry, Glades, and Okeechobee counties over the past nine years, I have had the chance to work with business and industry development leaders from many sectors. Many times I see that there is an opportunity for growth with regard to the presence of educational leaders, however I feel we are a vital cog in the economic development mechanism. The education sector needs to have a strong dialogue with the EDC/IDA to better understand the current and projected workforce needs of the county, and the IDA/EDC needs good communication from the school district to better understand the existing educational initiatives that can serve to attract business and industry to the county, eg. industry certifications offered, AP classes offered, dual enrollment opportunities, collegiate high school programs, etc. I feel as though I can serve my county by participating on this board through engaging both the business sector and school sector, and help strengthen the connection between k-12 education and local business and industry needs (both current and future).</p>
<p><b>3) As a board member, how would you promote economic development for the county?</b></p>
<p>As an IDA/EDC board member I would work to build communication networks between the school district and the economic development community. I would assist the IDA/EDC in promoting the county by providing information and data that the IDA/EDC can use as a tool to attract business, industry, and high skills workers to our county. I would also promote the needs of current and future local industry within the school district so that those in the education sector are aware of the regions targeted occupations.</p>
<p><b>4) What are your goals for Highlands County economic development?</b></p>
<p>I grew up in Lake Placid, and know first hand that Highlands County is a great place to live and raise a family. I also know that good quality of life depends in large part to local access to business and industry, to access to quality health care, and dependable communication and advanced technologies for both work and leisure. Having a healthy and growing local economy will create jobs, draw professionals and service providers to our county, and create opportunities for families. I feel that the k-12 school system is a critical part of that vision, and I feel that my school experience as well as the experience I've gained working with business and industry developers will help me serve as an IDA/EDC board member for the benefit my my community.</p>
<p><b>5) What other organizations, if any, have you previously or do you currently belong to? What responsibilities did you have (Officer seats, Community Service, etc.)?</b></p>
<p>2016-Present: Highlands IDA/EDC Board of Directors          2014-Present: CareerSource Heartland Business Enhancement Committee- Community Board Member          2014-2019 Highlands International Baccalaureate and Advanced Academic Partnership (HIBAAP) Board Member (parent)          2011-2015:Founding Board Member- Florida Teen Safe Driving Coalition          2009-2015: Mentor- Take Stock in Children          2008-2015: Founding Member &amp; Director- Miracle League For Highlands County          2008-2013: Member- Drug Free Highlands Community Coalition          2008-2013: Member- Drug Free Hendry Community Coalition          2008-2013: Member- Drug Free DeSoto Community Coalition          2008-2013: Member- Hardee County Alliance for Substance Abuse and Pregnancy Prevention (ASAPP)</p>

**Please submit formal résumé**

J O H N V A R A D Y  
22 Notre Dame St.  
Lake Placid, FL 33852  
varadyj@highlands.k12.fl.us  
863-840-0482

## PROFESSIONAL EXPERIENCE

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### ADMINISTRATIVE

2008-Present School Board of Highlands County/Heartland Educational Consortium  
Lake Placid, FL *Program Coordinator*

District Director- Highlands County Advancement Via Individual Determination  
(AVID) College and Career Readiness Program- 2013-Present

- Coordinate the implementation of AVID into all middle and high schools in Highlands County

Coordinator- FloridaLearns STEM Scholars Program- 2011-Present

- Work with school boards, superintendents, principals, and teachers to implement Science, Technology, Engineering, Math (STEM) initiative throughout six school districts in 10 schools
- Collaborate with regional colleges and universities to develop and deliver enrichment opportunities to STEM Scholars students
- Collaborate with STEM industry & economic development leaders to provide career experiences and internships to STEM Scholars students

Coordinator- Federal Grants to Reduce Alcohol Abuse (GRAA)- 2008-2013

- Work with school boards, superintendents, principals, and teachers to implement federal grant program throughout five school districts to reduce teen substance use and abuse
- Work closely with five community substance abuse prevention coalitions to support school and community efforts to reduce alcohol, tobacco, and drug use and abuse among youth

### INSTRUCTIONAL

2005-2008 Lake Placid Elementary Lake Placid, FL  
*Exceptional Student Education Teacher*

- Serve as Exceptional Student Education (ESE) department leader
- Serve on School Curriculum Leadership Team
- Responsible for Local Education Agent (LEA) administrative duties
- Coordinate the writing and implementation of Individual Education Plans (IEPs) for LPE
- Participate on School Improvement Committee for School Discipline and Safety
- Co-Trainer for district administration of Florida Alternate Assessment Test

1999–2005 Lake Placid High School Lake Placid, FL

*Exceptional Student Education Teacher- Department Chair*

- Worked with school administration on issues of ESE discipline
- Coordinated ESE professional development activities with district staff
- Responsible for Local Education Agent (LEA) administrative duties
- Coordinated scheduling for ESE department & department budget
- Coordinated the writing and implementation of all Individual Education Plans (IEPs) for LPHS

2003-2009 Eckerd College St. Petersburg, FL

*Instructor*

- Taught Classroom Management, Planning and Instruction, and Brain Compatible Learning for the Alternative Certification for Teachers program

1998-1999 Deerwood Elementary School Orlando, FL

*Exceptional Student Education Teacher*

- Responsible for the inclusion of ESE students into general education classes using assistive technology, served as assistive technology specialist
- Compiled and assessed data for assistive technology grant accountability
- Wrote and implemented Individual Education Plans (IEPs)

1998 University of Central Florida Orlando, FL

College of Education, Office of the Dean

*Search Coordinator*

- Arranged travel itineraries and meeting schedules for department chair and assistant dean positions
- Worked with faculty, Dean of College of Education, and UCF president and provost to fill vacant positions

## COMMUNITY INVOLVEMENT

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2014-Present Highlands International Baccalaureate and Advanced Academics Partnership (HIBAAP) Board Member (parent)

2014-Present CareerSource Heartland Business Enhancement Committee-Community Board Member

2011-2015 Founding Member- Florida Teen Safe Driving Coalition

2009-2015 Mentor- Take Stock in Children

2008-2015 Founding Member- Miracle League Board of Directors

2008-2013 Member- Drug Free Highlands Community Coalition

2008-2013 Member- Drug Free Hendry Community Coalition

2008-2013 Member- Drug Free DeSoto Community Coalition

2008-2013 Member- Hardee County Alliance for Substance Abuse and Pregnancy Prevention (ASAPP)

1993-1996 Coach- Highlands County Special Olympics

## EDUCATION

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2004-2006 University of South Florida Lakeland, FL  
M. Ed. Educational Leadership

1996-1998 University of Central Florida Orlando, FL  
B.S. Exceptional Student Education

1996 South Florida State College Avon Park, FL  
Associate of Arts

1987 Lake Placid High School Lake Placid, FL

## PROFESSIONAL DEVELOPMENT & SPECIALIZED TRAINING

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- 2013-2016 Advancement Via Individual Determination (AVID) Summer Institute
- 2013-2016 Advancement Via Individual Determination (AVID) District Leadership Training (Secondary & Elementary levels)
- 2012 Florida Department of Education- Common Core Summer Institute
- 2011-2012 U.S. Substance Abuse and Mental Health Services Administration (SAMHSA) School for Prevention Leadership
- 2009-2013 Community AntiDrug Coalitions of America (CADCA) National Leadership Forum, Washington, DC
- 2008-2009 CADCA National 3 week Leadership Academy, Harrisburg, PA
- 2008-2010 Project Towards No Drug Abuse (TND) curriculum certification
- 2008-2012 Montana Summer Institute for Social Norms
- 2007-2016 Heartland Educational Consortium Leadership Conference
- 2007 Florida Alternate Assessment Test, Train the Trainer
- 2006 Model Schools Conference

## HONORS & AWARDS

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- 2013 Finalist- Champion for Children Award
- 2008 Finalist- Champion for Children Award
- 2008 Lake Placid Chamber of Commerce Leadership Award
- 1999 University of Central Florida Alumni Leadership Award
- 1998 University of Central Florida Founders Day Award

# Application for Appointment

(To request appointment to a board, committee, authority or other special activity)

Name: Jason L Kimbrell

Address: ~~440 Circle Dr, Sebring FL 33870~~ 33 Tioga Ln

Phone: 850-490-4228

Lake Placid FL 33852

Email: Jason.kimbrell@hcahealthcare.com

I wish to be appointed to the following board, committee, authority or special activity of the Highlands County Board of County Commissioners:

as a:  regular member  alternate  advisory only

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## Employment experience

Current: Chief Executive Officer

Brief description: Hospital CEO for HCA

Previous: See Resume

Brief description: HCA is a Fortune 100 Company

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## Education/special training

High School: Pace High School- Santa Rosa County Florida

College: BS Molecular Biology, MS Healthcare Management, Doctoral Candidate

Special training: Firefighter, Flight Paramedic, Public Speaker, Educator- See resume

---

**Activities & interests:** Community Outreach, Sports, Entrepreneur

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**List any boards or committees to which you are currently appointed, elected offices held, or law enforcement positions held:**

Santa Rosa County LOST Board Member- BOCC Appointed  
President of the Chamber of Commerce  
TEAM Santa Rosa Economic Development Board Member  
Men of Impact- At Risk Youth Board Member  
Boys and Girls Club of East Milton- CO- Founder/Board Member  
Fire Department MSBU Board Member  
Public Safety BOCC Appointed Board Member

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**Are you related to any county employee or county commissioner ?**  Yes  No

**Name of relative:**

**Relationship:**

## Important:

The Highlands County Board of County Commissioners has an adopted Code of Conduct for persons serving on committees, boards, and panels appointed by the Highlands County Board of County Commissioners. A copy can be found at <http://hcbcc.net/section/index.php>. Please indicate by signing below that you have read and understand the adopted Code of Conduct.

Signature:

Date submitted:

7-27-2020

**Highlands County Industrial Development Authority and Economic Development  
Commission Board of Directors Q&A**

<b>1) What does economic development mean to you?</b>
Economic development is a process of investing the time, resources and strategies to ensure the long term viability of a community. I feel a prosperous economy starts with the healthiness of small businesses and a safe community. In order to attract mid size or big businesses to a community, employers are going to want to see evidence of a thriving and safe community.
<b>2) Why do you want to serve on the Board of Directors for the Highlands County IDA/EDC?</b>
I am excited about the opportunity to serve on the Board of Directors, largely because I have a passion for helping improve the economic position of a community from surviving to thriving. I have worked tirelessly at the local and state level with key leaders and lawmakers to offer support and ideas that would make it easy for small businesses to launch a new business and offer solutions to attract big businesses. In addition to being a healthcare leader for the worlds largest healthcare delivery system, I am also a small business owner myself and I understand how economic strongholds and slow downs can impact the success of a business.
<b>3) As a board member, how would you promote economic development for the county?</b>
I am one that would be out in the community and involved at the local level, meeting with businesses and collaborating with key leaders.
<b>4) What are your goals for Highlands County economic development?</b>
help the economic status of the community thrive.
<b>5) What other organizations, if any, have you previously or do you currently belong to? What responsibilities did you have (Officer seats, Community Service, etc.)?</b>
See Resume.

**Please submit formal résumé**

# Jason L Kimbrell, MSM

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850-490-4228- [Jason.Kimbrell@HCAHealthcare.com](mailto:Jason.Kimbrell@HCAHealthcare.com)- Sebring, Florida

## PROFESSIONAL EXPERIENCE

**Highlands Regional Medical Center, Sebring, Florida**

**January 2018- Present**

*(126 beds; 400 employees; 3,600 admissions; \$65 million in net revenue, Transition Hospital; part of the HCA East Florida Division; 2017 CHS Asset Acquisition)*

### Chief Executive Officer

#### Responsibilities/Accomplishments:

- Provide leadership and change management for a 126-bed acute care hospital, promoting a reputation for safety, quality, innovation, financial performance, care experience and clinical excellence.
- Shaped the strategic direction, built a top performing Team, pivoted the hospital towards long term success.
- Developed a culture of trust and open communication for patients, nurses, and physicians daily. Drove employee engagement to 81% and employee turnover down to < 13% post acquisition.
- Successfully rightsized the hospitals financial position, improving EBITDA by 11.2M over twenty-four months.
- Initiated and launched The Orthopedic and Spine Institute at HRMC, shifting 88% of the orthopedic market share within the PSA. Recruited one of the top performing orthopedic surgeons in state of Florida.
- Initiated the recruitment (income guarantee) and alignment of a reconstructive spine surgeon, in turn launching a regional orthopedic spine program.
- Designed and directed the construction of a 7 Bed Orthopedic and Spine Suite inspired by a 5-Star Hotel.
- Launched the Institute for Minimally Invasive Surgery using the Da Vinci XI platform.
- Designed and directed the construction of a 12- bed Institute for Minimally Invasive Surgery.
- Spearheaded the transition of the hospital's emergency room to a high-performance ER.
- Designed and directed the construction of the areas only 8-bed Senior Emergency Room.
- Facilitated the acquisition of a high-volume cardiology practice, installed vascular surgery and interventional cardiology.
- Provided executive leadership through the 2020 Covid-19 pandemic and successfully balanced revenue and expenses, resulting in a projected EBITDA of 2X budget, despite the financial headwinds.

**West Florida Hospital, Pensacola, Florida**

**October 2015 – January 2018**

*(515 beds; 1,300 employees; 18,350 admissions; \$272 million in net revenue, E-Level Hospital; part of the HCA North Florida Division; HCA Top Quartile in Employee Engagement; Joint Commission Top Performer; Truven Top 100 Nationally Ranked Hospital 2015-2017; Leapfrog A Rating 2015-2017)*

### Assistant Administrator

#### Responsibilities/Accomplishments:

- Graduate of HCA's Executive Development Program
- Direct responsibility of Behavioral Health (58 Bed Adult Unit), Diagnostic Imaging (134,371 Stats), Plant Operations (1,000,000 sqft), EVS, FNS, Valet, Security and Construction.
- Provided operational support to the hospital in the absence of a COO from October 2015-April 2016
- Represent the hospital within the community and surrounding communities, to include serving on Boards
- Involved in all Strategic Planning initiatives for the organization, attend Medical Executive Committee and Board of Trustees
- Participate in the physician recruitment and selection process
- Participate in weekly Labor Management Action Team meetings
- Served as the facility Ethics and Compliance Officer, completed corporate training, chaired medication diversion
- Completed market research and generated the Request for Capital (RFC) narrative as part of two CAMS submissions; Free Standing Emergency Department and Comprehensive Stroke
- Participated in the geographical and market research needed for the site selection of a proposed Free-Standing Emergency Department

# Jason L Kimbrell, MSM

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- Executive champion for an emergency department Lean event that focused on working with all stakeholders to develop a high-performance model that was tested during a 5-day high volume environment resulting in the team successfully exceeding the incremental goals for DLOS of 135 minutes, ALOS of 210 minutes and AMA/LPTMSE < 1%
- Responsible for the coordination and preparation of the WFH strategic plan mid-year review presentation
- Responsible executive for Environment of Care; bi-annual AHCA facility inspection deemed “exceptional”, improved safety within the facility by incorporating active shooter training and transitioning security vendors, in addition implemented 24/7 video surveillance and launched the “live safe” app
- Improved OR turnaround times by incorporating a dedicated EVS turnover Team, reducing 6minutes between cases and increasing daily surgical room capacity by 108 minutes
- Conducted a field assessment of the facilities CT-ED patient push and pull process, which identified over 14hrs of non-productive time, deemed as waste, resulting in a process change, yielding improved throughput.
- Created and launched a robotics steering committee aimed at enhancing Quality, Access, Safety, Growth and Accountability across all surgical specialties
- Behavioral Health patient satisfaction increased from 51% to an all-time high of 67%, following the implementation of a series of initiatives, including an EVS “resort” process
- Completed a \$300K EP Lab renovation project, on time and on budget
- Participated in the overall project management and successful completion of a \$1.3 million MRI construction project, on-time and within budget
- Responsible for increasing overall bed capacity by 7% by converting patient rooms that were being used for non-patient care
- Designed and launched a “hands free” falls prevention initiative for the geriatric behavioral health unit, resulting in the reduction of falls from 9.3/1,000 patient days to 3.2/1,000 patient days.
- Responsible for launching ECT, requiring the comprehensive coordination and collaboration across a wide range of multi discipline stakeholders
- Transitioned the facilities food and nutritional service from a self-operating unit to an outsourced model (Sodexo), resulting in a proposed annual savings of > .5M
- Chair of the facilities outpatient test and treatment patient satisfaction committee
- Responsible for TJC triannual EOC and facility readiness

**Lifeguard Transportation Service, Birmingham Alabama**

**August 2007 – October 2015**

*(Privately held by KKR (AMGH), National Healthcare logistics firm, industry leader, CAAS Accredited)*

## **Vice President of Operations**

### **Responsibilities/Accomplishments:**

- Responsible for the overall operations of the company, reaching across 6 states
- Key contributor in building the earnings and the valuation > \$40M
- The first EMS agency to fully incorporate Studer Group principles into the pre-hospital environment
- Designed a tele-medicine PICU transport model, the only one of its kind across the southeast United States
- Successful grant writing experience > 1M
- Economic Expansion Award
- Business of the Year 2011

**Baptist Hospital, Pensacola Florida**

**September 2004 – February 2011**

*(Level II Trauma Center, Malcom Baldrige Quality Award Recipient, CAMTS Accredited Air Medical Program,)*

## **Critical Care Flight Paramedic (.6FTE)**

### **Responsibilities/Accomplishments:**

- Flight Paramedic/Emergency Department
- Advanced trained (central line placement, chest tube insertion, pericardiocentesis, A-line monitoring)
- Completed > 1,000 Scene Missions
- Completed > 100 Missions in support of Hurricane Katrina- Mississippi Gulf Coast

# Jason L Kimbrell, MSM

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- BTLS Instructor
- ACLS, PALS, BLS Instructor

**Okaloosa County Department of Public Safety, Shalimar Florida**  
*(High Performance Public Safety System, NAEMT Top Performer)*

**December 2000 – August 2007**

## **Captain**

### **Responsibilities/Accomplishments:**

- Accountable for ensuring compliance with federal and state EMS regulations. Operations leader of a high-performance EMS system with an annual transport volume of 25K.
- Certified Paramedic
- Responsible Commander during Hurricane Ivan and Dennis
- Swift water rescue, high angle rescue, open water rescue certified

**United States Air Force, Eglin AFB Florida**

**December 1996 – December 2000**

*(The United States Air Force is the aerial and space warfare service branch of the United States Armed Forces)*

## **Rescue Fire Fighter/Crew Chief**

### **Responsibilities/Accomplishments:**

- A proud member of the United States armed forces, serving the citizens during military duty. Protecting the people, property and environment from fire and disasters.
- Fire Fighter II
- Rescue Technician
- Deployed to Kuwait under fire rescue orders, with secondary duties to support the Emergency Department

## **EDUCATION**

**University of Alabama at Birmingham**  
*Doctor of Health Service Administration*

Current Doctoral Candidate

**TROY UNIVERSITY**  
*Masters of Science in Management, Healthcare Management*

August 2007

**UNIVERSITY OF WEST FLORIDA**  
*Bachelors of Science, Molecular Biology*

August 2004

**PENSACOLA STATE COLLEGE**  
*Associate of Science in Emergency Medical Services*

December 2000

## **ACADEMIC CONTRIBUTIONS**

- Member of the Studer Group's National Speaking Bureau
- Adjunct Professor- University of West Florida (College of Public Health)
- Adjunct Instructor- Pensacola State College (Paramedic Program)
- Regional Faculty for ACLS, PALS, BLS - Sacred Heart Health System
- Organic Chemistry Research- University of West Florida

# Jason L Kimbrell, MSM

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## ACCOMMODATIONS

- 850 Business Journal “Top 40 Leaders under 40”
- Honored with the United States Pentagon Top-Performer Award- General Lupia
- Marilyn Crook EMS Pioneer Award – Florida Department of Health
- Wendell N. Rollason Award – Florida Rural Health Network
- Honored by WEAR Channel 3 as an “Angel in Our Midst”
- Recipient of two USAF Outstanding Achievement Medals
- Nominated as a candidate for “Top Airman” of the entire United States Air Force
- Received “Senior Airman below the Zone”

## COMMUNITY INVOLVEMENT

- Highlands County Economic Development Council
- Highlands County Tourist Development Council
- Sebring Quarterback Club Board Member
- Santa Rosa County Chamber of Commerce- Board Member/Past President
- Milton Rotary
- Manna Food Pantries- Board Member
- NWF Men of Impact- Board Member
- Local Option Sales Tax Community Advisory Board- County Commissioner Appointed
- Real Men Wear Pink of Pensacola (participant) - American Cancer Society
- Water Front Mission Career Development Program- Mentor
- Co-founder of The Boys and Girls Club of Milton Florida
- Graduate of Leadership Santa Rosa County
- Member of the ACHE

# Application for Appointment

(To request appointment to a board, committee, authority or other special activity)

Name: Paul A. Koukos

Address: 10 Meadowlake Dr., Lake Placid, FL 33852

Phone: 863-531-5155

Email:

I wish to be appointed to the following board, committee, authority or special activity of the  
Highlands County Board of County Commissioners: Industrial Development Authority - Economic Development Commission  
as a:  regular member  alternate  advisory only

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## Employment experience

Current: Wheeler Farms, Inc. - Chief Operations Officer

Brief description: Oversee operations of companies and align activities with corporate strategy.

Previous: Heartland National Bank - Asst. Vice President Commercial Loan Officer

Brief description: Loan origination, credit analysis and underwriting

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## Education/special training

High School: The Bolles School, Jacksonville, FL

College: M.S. University of Florida; B.S. University of Florida

Special training: Graduate School of Banking at Louisiana State University

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**Activities & interests:** Golf, reading, bike riding, hunting

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**List any boards or committees to which you are currently appointed, elected offices held, or law enforcement positions held:**

First Presbyterian Church, Lake Placid - Elder  
Mason G. Smoak Foundation, Inc. - Director & Treasurer

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**Are you related to any county employee or county commissioner ?**  Yes  No

**Name of relative:** \_\_\_\_\_ **Relationship:** \_\_\_\_\_

## Important:

The Highlands County Board of County Commissioners has an adopted Code of Conduct for persons serving on committees, boards, and panels appointed by the Highlands County Board of County Commissioners. A copy can be found at <http://hcbcc.net/section/index.php>. Please indicate by signing below that you have read and understand the adopted Code of Conduct.

Signature:



Date submitted: 8/18/2020

**Highlands County Industrial Development Authority and Economic Development  
Commission Board of Directors Q&A**

1) What does economic development mean to you?
Identifying and positioning the County's resources to stimulate growth in commerce which will in turn improve incomes, property values, and the tax base for the County.
2) Why do you want to serve on the Board of Directors for the Highlands County IDA/EDC?
As a resident of Highlands County and a stakeholder in the Agricultural sector, I believe it is important to remain engaged in the local affairs of the County. Highlands County has an abundance of assets in differing economic sectors that can be aligned for lon term growth - I would like to be part of that effort.
3) As a board member, how would you promote economic development for the county?
I would continue to build on and promote the information of available land and resources that the IDA/EDC has been able to accumulate over the last few years. I would be an advocate for the County at all levels of my involvement.
4) What are your goals for Highlands County economic development?
Work with local stakeholders to identify County assets that can be promoted to local and regional decision makers and influencers as a means to foster business and industry establishment in Highlands County. Work with County stakeholders to ensure adequate infrastructure (e.g. roads and utilities), education, and social services are available to encourage business development and investment in Highlands County.
5) What other organizations, if any, have you previously or do you currently belong to? What responsibilities did you have (Officer seats, Community Service, etc.)?
<p>Current:            First Presbyterian Church, Lake Placid - Elder            Mason G. Smoak Foundation, Inc. - Director &amp; Treasurer</p> <p>Previous:            Meadowlake Neighborhood Association - Board member            Junior Achievement - Board member and volunteer instructor.</p>

**Please submit formal résumé**

### Résumé

(To request appointment to a board, committee, authority or other special activity)

Name: Paul A. Koukos

Address: 10 Meadowlake Dr., Lake Placid, FL 33852

Phone: 863-531-5155

I wish to be appointed to the following board, committee, authority or special activity of the Highlands County Board of County Commissioners: Industrial Development Authority - Economic Development Commission

Regular Board Member

**Employment experience**

Current: Wheeler Farms, Inc. - Chief Operations Officer

Brief description: Oversee operations of companies and align activities with corp. strategy.

Previous: Heartland National Bank - Asst. Vice President Commercial Loan Officer

Brief description: Loan origination, credit analysis and underwriting

**Education/special training**

High School: The Bolles School, Jacksonville, FL

College: M.S. University of Florida, B.S. University of Florida

Special training: Graduate School of Banking at Louisiana State University

**Activities & interests:**

Golf, reading, bike riding

**List any boards or committees to which you are currently appointed, elected offices held, or law enforcement positions held:**

First Presbyterian Church, Lake Placid - Ruling Elder

Mason G. Smoak Foundation, Inc. - Director & Treasurer

Junior Achievement - Director

Meadowlake Neighborhood Association, Inc. - Director

**Are you related to any county employee or county commissioner ?** Yes  No

**Name of relative: Relationship:**

**Important:**

The Highlands County Board of County Commissioners has an adopted Code of Conduct for persons serving on committees, boards, and panels appointed by the Highlands County Board of County Commissioners. Part II, number 10, of the Code of Conduct prohibits Being convicted of a felony or first degree misdemeanor as defined by Florida Statutes or any other crime involving moral turpitude. Have you ever been convicted of a crime that would preclude you from serving on a committee, board or panel? Yes  No

Signature: Paul A. Koukos Date submitted: 1/27/16

**Highlands County Industrial Development Authority and Economic Development Commission  
Board of Directors Q&A**

1) What does Economic Development mean to you?
Identifying and positioning the area's resources to stimulate growth in commerce which will in turn improve incomes, property values and the tax base for the County.
2) Why do you want to serve on the Board of Directors for the Highlands Co. IDA/EDC?
As a resident of Highlands County and a stakeholder in the Agricultural sector, I believe it is important to remain engaged in the local affairs of the County. Highlands County has an abundance of assets in differing economic sectors that if positioned and represented appropriately they can be aligned for long term growth – I would like to be part of that effort.
3) As a board member, how would you promote Economic Development in Highlands County?
To promote economic development in Highlands County one would need to begin by understanding the assets and resources available. Once an inventory of land and labor resources are understood a 'toolbox' of information should be made available to local decision makers and stakeholders. Additionally, the 'toolbox' should be promoted and shared with regional stakeholders and state level decision makers. Essentially, as an EDC member I would be an advocate for the County at all levels of my involvement.
4) What are your goals for Highlands County Economic Development:
Work with local stakeholders to identify County assets that can be promoted to local and regional decision makers and influencers as a means to foster business and industry establishment in Highlands County. Work with County stakeholders to ensure adequate infrastructure (e.g. roads and utilities), education and social services are available to encourage business development and investment in Highlands County.
5) What other organizations, if any, have you previously or do you currently belong to? What responsibilities did you have (Officer seats, Community Service, etc.)?
Currently: First Presbyterian Church, Lake Placid – Elder Junior Achievement – Board member and volunteer instructor Mason G. Smoak Foundation, Inc. – Board member and Treasurer Meadowlake Neighborhood Association, Inc. – Board member

Please provide formal résumé

# Application for Appointment

(To request appointment to a board, committee, authority or other special activity)

Name: William Lenihan

Address: 6319 Sparta Rd. Sebring, FL 33875

Phone: 407-404-4450

Email: wlenihan@ecslimited.com

I wish to be appointed to the following board, committee, authority or special activity of the  
Highlands County Board of County Commissioners: Industrial Development Authority

as a:  regular member  alternate  advisory only

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## Employment experience

Current: ECS-FLORIDA LLC

Brief description: Director of Business Development, for Florida Operations, of a national Engineering firm

Previous:

Brief description:

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## Education/special training

High School: Sebring High School

College: University of Central Florida

Special training: N/A

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**Activities & interests:** Fishing, Golfing, Boating, Camping, Spending time with friends and family

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## List any boards or committees to which you are currently appointed, elected offices held, or law enforcement positions held:

Current - Highlands County Industrial Development Authority

Current - NAIOP CFL Political Action Committee

Current - ICSC Political Action Committee

Past - CCIM BOD - Central Florida

Past - Florida Housing Finance Corporation

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**Are you related to any county employee or county commissioner ?**  Yes  No

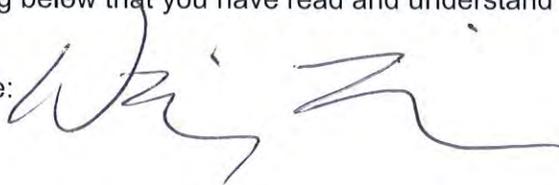
**Name of relative:**

**Relationship:**

## Important:

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Signature:



Date submitted: 08/17/2020

**Highlands County Industrial Development Authority and Economic Development  
Commission Board of Directors Q&A**

<b>1) What does economic development mean to you?</b>
Economic Development is a necessary process between public agencies and private companies in order to forge a valuable relationship to create jobs and establish a sense of place for those living in a particular area. It can have a variety of end products from employment centers to housing and mixed use developments all to achieve the main goal of improving the quality of life of the areas being impacted.
<b>2) Why do you want to serve on the Board of Directors for the Highlands County IDA/EDC?</b>
My intent to serve as a Board member would be to bring my vast knowledge and understanding of the development industry to our hometown of Sebring, Florida and Highlands County as we plan to improve the demographics and preserve the make-up of the place my family calls home. It would be a true pleasure to serve the commission and the residents of the county and to be a part of a dynamic focus to improve the overall feel for where I was born and raised and have returned to raise my family.
<b>3) As a board member, how would you promote economic development for the county?</b>
My current occupation affords me the time to travel around the state and country to attend conferences and meet with influential people, including other EDC's and Governmental agencies, about their own areas of development. I never miss an opportunity to speak about where I live and what I see in the respective markets where I travel for work. In my 15+ year career in commercial development, I have come to find that it is a very close community and easy to share ideas across county boarders. I feel this would be a great asset to the BOD.
<b>4) What are your goals for Highlands County economic development?</b>
My goals for HCED would be to adhere to the established goals of the leadership of Highlands County. To try to infuse new ideas and concepts with site selectors and other EDC's across Florida and across my companies National footprint. It would be a great accomplishment to bring higher wage jobs to the area in order to see the livelihood of our residents change for the better and increase the retention of our younger residents as well.
<b>5) What other organizations, if any, have you previously or do you currently belong to? What responsibilities did you have (Officer seats, Community Service, etc.)?</b>
NAIOP - State of Florida Political Action Committee ICSC - Political Action Committee Member  I also sit in a men's dinner group with folks in the Central Florida area and we strive for contributing our time to a charitable group bi-monthly.

**Please submit formal résumé**

# WILLIAM M. LENIHAN

6319 Sparta Road ~ Sebring, Florida 33875

407-404-4450

wlenihan@ecslimited.com

## BUSINESS DEVELOPMENT

*Client Relationship Management ~ Strategic Negotiations ~ Solutions Partner*

Astute, critical thinker and adept negotiator who applies extensive knowledge of industry and governmental regulations to multi-million dollar budgets for each respective project. Devising effective marketing avenues while expanding operating areas to increase revenues and profitability. Vast communication and creative problem solving skills. Willing to relocate.

Additional capabilities in:

- ◆ Strategic Planning
- ◆ Due Diligence
- ◆ Sales & Marketing
- ◆ Process Improvement
- ◆ Analytical Evaluation
- ◆ Opportunity Identification

## PROFESSIONAL EXPERIENCE

ECS – FLORIDA, LLC, *State of Florida*

NOVEMBER 10 – PRESENT

**Director, Business Development**

- Assist six offices to develop business in Florida and southeast US region along with the Caribbean and have made introductions to Central and South America.
- Continuously making market studies to evaluate investment opportunities and understanding our market share in our office markets.
- Negotiate & communicate with developers and funding sources for public/private partnerships up to \$1 billion
- Develop market segmentations for our office employees and assist in scheduling national trade shows and conferences.
- Define & promote geotechnical, environmental, materials testing and facilities services.

RL HAINES GENERAL CONTRACTOR, *Orlando, Florida*

NOVEMBER 09 – OCTOBER 10

**Vice President, Business Development**

- Developed new business by creating a sales plan to aggressively target banks, attorneys, and receivers, supervising the creation of new advertising collateral and implemented initial role out for 2011.
- Expanded our client and project base throughout the southeastern US.
- Directed regional sales initiatives targeting and penetrating single and multi-site clients within the commercial and multi-family industries.
- Assisted in the development of design-build projects with clients in excess of over \$30 million

VANSON ENTERPRISES, INC., *Winter Park, Florida*

JUNE 03 – November 09

**Vice President, Business Development**

- Secured firms largest project, coupled with numerous negotiated and bid opportunities and continue to enjoy repeat business from satisfied clients due to superior relationship management.
- Identify development initiatives through analyzing market trends within the ever-changing construction industry.
- Prospect and qualify new projects while developing partnering relationships to the mutual financial well being of all concerned parties.
- Effectively implemented an aggressive business model and a strategic marketing plan to increase annual corporate revenues by 25% within the first three years of my hire date.
- Increased brand name recognition throughout Central Florida and the state with an innovative marketing mix campaign.
- Assist Engineering and Architectural Firms develop creative property and building solutions throughout the design process to effectively implement the client's requests.

INCHARGE INSTITUTE, *Orlando, Florida*

JULY 01 – JUNE 03

**Analyst, Business Analysis & Financial Reporting Services**

- Responsible for financial and operational forecasting, executive management reporting, budget preparation, and aided in strategic planning for five different business units.
- Directed competitive analysis to evaluate current business unit market positions within the industry.

**PROFESSIONAL EXPERIENCE***(Continued)*

- Assisted in engineering an extensive process change for the main business unit, which included substantial process improvements, reduction in client attrition, and realignment of strategic goals to coincide with future market trends, which increased enrollment rates by 15% within the first month of being implemented.
- Conducted extensive surveys to determine internal customer needs contrasted with current services and world class business analysis functions.
- Compiled, interpreted, and reported critical monthly statistics to the Executive Committee and assessed the impact of financial decision alternatives.
- Formulated and interpreted automated business models that used built-in financial functions, cross-dimensional calculations, and outside the box thinking for the five business unit heads.

UNIVERSAL ORLANDO, *Orlando, Florida*

FEBRUARY 98 – JULY 01

***Analyst, Cost Accounting***

- Responsible for the financial concerns of the Photo Services department; a division of the Publicity department.
- Provided variance explanations in accordance to the current and prior year's budgets.
- Interfaced with and monitored all accounts receivables and payables for the department to assist in future year's budgets.
- Managed weekly payroll for 15+ employees and completed labor tracking analysis.
- Implemented a continuously used payroll system for freelance and staff photographers.
- Created new cost reconciliation forms that accounted for billable hours towards interdepartmental requests.
- Generated and tracked all payment requisitions and purchase order liabilities for the numerous vendors the department conducted business with on a continual basis.
- Developed interactions with major vendors and secured long term relationships for future projects.
- Created, tracked, and journalized all month end accruals for all jobs requested by departments within Universal Orlando.
- Within six months, the department was brought current from two years in arrears for all liabilities owed.

**EDUCATION**UNIVERSITY OF CENTRAL FLORIDA, *Orlando, Florida****Bachelor of Science in Business Administration, May 2000******Finance*****BUSINESS AFFILIATIONS**

- ◆ NAIOP – COMMERCIAL REAL ESTATE DEVELOPMENT ASSOCIATION  
Active Member  
***Board of Directors State of Florida – 2011 – Secretary***  
***Board of Directors Central Florida – 2010 – Legislative Chair & State PAC***  
***NAIOP Developing Leaders – Education Committee Co-Chair 2007 - 2010***  
***NAIOP – UCF REAL Bowl Case Competition Challenge Co-Chair 2008 – 2010***
- ◆ CCIM – CERTIFIED COMMERCIAL INVESTMENT MEMBER  
Active Member  
***Board of Directors – 2010 -Present***
- ◆ AAGO – APARTMENT ASSOCIATION OF GREATER ORLANDO  
Active Member  
***Legislative Committee***
- ◆ FLORIDA HOUSING FINANCE CORPORATION  
Governor Appointment December 2010

REFERENCE LIST AVAILABLE UPON REQUEST

# Application for Appointment

(To request appointment to a board, committee, authority or other special activity)

Name: Roland Bishop

Address: 2027 Hawks Landing Pl Sebring, FL 33875

Phone: 863-381-3262

Email: rbishop@heacock.com

I wish to be appointed to the following board, committee, authority or special activity of the Highlands County Board of County Commissioners: IDA/EDC

as a:  regular member  alternate  advisory only

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## Employment experience

Current: Heacock Insurance Group

Brief description: Commercial Insurance Agent

Previous:

Brief description:

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## Education/special training

High School: Sebring High

College: Northwood University

Special training:

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**Activities & interests:** Cooking, Auto racing

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**List any boards or committees to which you are currently appointed, elected offices held, or law enforcement positions held:**

United Way Advisory Board

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**Are you related to any county employee or county commissioner ?**  Yes  No

**Name of relative:** Ron Handley

**Relationship:** Uncle

## Important:

The Highlands County Board of County Commissioners has an adopted Code of Conduct for persons serving on committees, boards, and panels appointed by the Highlands County Board of County Commissioners. A copy can be found at <http://hcbcc.net/section/index.php>. Please indicate by signing below that you have read and understand the adopted Code of Conduct.

Signature:



Date submitted: 7/29/2020

**Highlands County Industrial Development Authority and Economic Development  
Commission Board of Directors Q&A**

1) What does economic development mean to you?
Economic development is a process put in place by a community in order to create better opportunity and a higher quality of life for its residents.
2) Why do you want to serve on the Board of Directors for the Highlands County IDA/EDC?
I see great opportunity in Highlands County given our growth potential and ability to expand infrastructure to support manufacturing and distribution centers.
3) As a board member, how would you promote economic development for the county?
I would like to work with other organizations within the county along with the BOCC to promote our hometown as a place where employers would want to operate. Whether it is an additional location or a new start up business.
4) What are your goals for Highlands County economic development?
My goal is to secure corporations who not only have the desire to set up shop in Highlands County, but can also provide a better way of life for our residents. Whether it be through higher paying jobs or providing better benefits to their employee base.
5) What other organizations, if any, have you previously or do you currently belong to? What responsibilities did you have (Officer seats, Community Service, etc.)?
I have served on the United Way Advisory Board since 2010 holding many different roles on the board including Campaign Chair for the 2017-18 term for which I was presented the Volunteer of the Year award.

**Please submit formal résumé**

# Roland Gray Bishop

2027 Hawks Landing Pl  
Sebring, FL 33870  
863-381-3262  
[mrrolandbishop@gmail.com](mailto:mrrolandbishop@gmail.com)

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**Career Goal:** I am seeking a position with Highlands County where I can utilize my broad experience on varying levels of professionalism, proven effective management abilities, successful customer service practices combined with my dedicated work ethic and attention to detail; striving to become a long-term, valuable team member.

## **Summary of Qualifications:**

- Possess an exemplary level of professionalism and customer service skills using work experience, a higher level education and training in management. Have a vast knowledge of planning and reaching goals as a team member of management; making me a valuable and desirable employee
- Self-driven with ability to multi-task, consistent implementation of valuable time management skills and use of knowledge and experience to establish priorities while following organizational procedures and protocol
- Extensive experience and success in optimizing sales and service with varied levels of customers and co-workers through effective communication and coordination
- Collaborate effectively with co-workers to find solutions, create and implement new ideas and forward thinking for the betterment of the entire organization
- Proficient in Microsoft Office Word, Excel, use of new Software, Internet use, extensive experience with inventory control, purchasing, floor based and cold calling sales, scheduling and customer service expertise with special attention to detail and organization

## **Education:**

**Northwood University, West Palm Beach, FL** **November 2006**

*Bachelor of Business Administration in Automotive Aftermarket/Management*

- Earned a Bachelor's Degree in a program of study focusing on management, sales and marketing with exposure to finances in all facets from an accredited University system, concentrating on the automotive industry

**South Florida Community College, Avon Park, FL**

**May 2004**

*Associate of Arts Degree*

- Successfully completed a two year pre-requisite program that would assure success in a Bachelors program at an accredited University

**Work Experience:**

**Heacock Insurance Group**

**April 2015-Present**

**Budget Bi-Rite Insurance Agency**

**January 2014-April 2015**

*Licensed 215 & 220 Insurance Agent*

- Perform all facets required in an insurance agency offering products in commercial, agricultural and personal lines, working directly with carriers to determine the best coverage for our customers
- Always display and use exemplary customer service practices in a high-paced company, serving a very diverse customer base
- Continue to seek solutions for our customers with an open mind and upholding the greatest level of confidentiality
- Ability to problem solve on a daily basis with a willingness to listen, display respect, use resourcefulness thinking with an open mind and being a team player to achieve success

**Bishop Brothers Dairy, Inc.**

**June 2013 - January 2014**

*Assistant Manager*

- Overall management responsibilities of a large dairy farm, providing basic supervision of various levels of employees using interpersonal communication skills effectively
  - Operation of heavy equipment, adherence to state and federal regulations required on a working farm of food production and ability to identify tasks to complete independently
  - Ability to multi-task while working with hourly and salaried co-workers; scheduling work load with flexibility, attention to detail and practical problem solving in daily operations
- Reason for leaving: Employment was temporary to assist on family farm during a family illness, while also training and achieving multiple insurance licenses. Left to begin career in insurance and no longer needed to assist family

**Laye's Tire Service**

**March 2012 – June 2013**

*Sales Representative*

- Scheduled service personnel, managed entire inventory, sales to customers, warranty programs, internet sales, print advertising, displays
  - Created and submitted bids to potential vendors and B2B customers; with the proper implementation of successful bids
  - Expanded business development by attracting new customers and retaining established customers by using exemplary customer service skills and organizational practices
- Reason for leaving: Needed to assist on family farm and a desire to expand my career; using my education, work experience and skills to seek licenses in insurance. Left on good terms with re-employment offered to me following my departure

**Bishop Family Properties dba The Wash House**

**May 2011 – April 2012**

*General Manager*

- Oversaw all tasks essential to proper management and operation of a coin laundry service including direction of staff, inventory, marketing, machine service
- Expanded interaction to a more diverse customer and vendor base
- Acquired and retained satisfied “wash, dry, fold” customers for a specialized service both commercial and individual

Reason for leaving: Business sold

**Bill Jarrett Ford-Mercury, Inc.**

**January 2007 – May 2011**

*Service Advisor*

- Mastered time management techniques by supervising several job orders and resolving problems simultaneously while providing exceptional customer service
- Scheduled jobs by using effective communication with customers and co-workers; keeping service providers motivated and on task
- Worked skillfully in a very demanding, high energy, multi-task environment

*Parts Inventory Control Manager*

- Initiated and sustained a company-wide inventory management system with multiple dealerships of the corporation throughout the state
- Purchased, received, shipped and sold products for the entire parts division of the multi-county locations owned by the corporation in a nation-wide inventory control program
- Effectively organized warehouse and inventory control system to provide more efficiency and better customer service corporate wide

*Business/Finance Manager*

- Was accountable for compliance with all laws, policies and procedures required by the State of Florida, the corporation and the industry
  - Expanded general sales skills and processed multiple legal documents
  - Displayed superior customer service skills while assisting with major financial decisions
- Reason for leaving: Ventured out to manage a new family owned business, left on good terms, keeping my relationship with the owners and management staff positive and ongoing.

**Community Service:**

*United Way of Central Florida-Highlands County Division*

- Advisory Board Member, Campaign Co-Chairman 10 years  
Assist with annual Campaigns, Day of Caring, Income Tax Assistance  
Awarded Volunteer of the Year in 2018

**INDUSTRIAL DEVELOPMENT AUTHORITY**  
**September 9, 2020**

**INDUSTRIAL REVENUE BOND UPDATE**

**Presenter**

Meghan DiGiacomo, Executive Manager of Business & Economic Development  
Jeff King, Economic Development Manager

General update. Some delays due to COVID-19.

**Recommended Action**

Information Item / Discussion

**Attachments**

None.

**INDUSTRIAL DEVELOPMENT AUTHORITY**  
**September 9, 2020**

**TAX EXEMPTION PROGRAM**

**Presenter**

Meghan DiGiacomo, Executive Manager of Business & Economic Development  
Jeff King, Economic Development Manager

In 2010, the Highlands County Board of County Commissioners authorized a referendum to be placed before the voters of Highlands County during a regular election to be held on August 24, 2010 (which was voted on and authorized by the electorate) to allow the Board of County Commissioners to grant, pursuant to s. 3, Art VII of the State Constitution, property tax exemptions to new businesses and expansions of existing businesses. This ultimately resulted in the creation of the Highlands County Economic Development Ad Valorem Tax Exemption program, a local economic development incentive tool.

Per FS 196.1995, "the authority to grant exemptions expires 10 years after the date such authority was approved in an election, but such authority can be renewed for subsequent 10-year periods if each 10-year renewal is approved in a referendum called and held pursuant to this section." As such, now in 2020, 10 years later, it is time to request renewal through an approved referendum. This renewal would continue the existing program that has been in place for 10 years already.

HCED staff brought this referendum to the Board of County Commissioners at the August 8<sup>th</sup> meeting and they unanimously voted to move to approve the referendum to be placed on the November ballot.

**Recommended Action**

Information Item / Discussion

**Attachments**

Resolution No. 19-20-115

**RESOLUTION NO. 19-20-115**

**A RESOLUTION OF THE HIGHLANDS COUNTY BOARD OF COUNTY COMMISSIONERS CALLING FOR A REFERENDUM TO BE PLACED ON THE NOVEMBER 3, 2020, GENERAL ELECTION BALLOT PURSUANT TO FLORIDA STATUTES, SECTION 196.1995 RELATED TO ECONOMIC DEVELOPMENT AD VALOREM TAX EXEMPTIONS; PROVIDING FOR LEGISLATIVE FINDINGS AND INTENT; PROVIDING FOR REFERENDUM AUTHORIZATION; PROVIDING FOR THE IMPLEMENTATION OF ADMINISTRATIVE ACTIONS; PROVIDING A SAVINGS CLAUSE; PROVIDING FOR SCRIVENER'S ERRORS; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING AND EFFECTIVE DATE**

**WHEREAS**, in 2010 the Highlands County Board of County Commissioners approved a referendum to allow voters to determine whether to grant authority for economic development ad valorem tax exemptions to new and expanding businesses in Highlands County under Section 3, Article VII of the Florida Constitution; and

**WHEREAS**, the Highlands County voters chose to grant those economic development non-ad valorem tax exemptions as contemplated by the referendum; and

**WHEREAS**, Florida Statutes, Section 196.1995, provides that the Board of County Commissioners may renew the economic development ad valorem tax exemptions for new and expanding businesses in Highlands County by authorizing an additional referendum; and

**WHEREAS**, the Highlands County Board of County Commissioners has determined that it is in the best interest of the citizens of Highlands County to call for a referendum to be placed on the General Election Ballot of November 3, 2020, on the question of whether Board of County Commissioners may continue to grant economic development ad valorem tax exemptions for new and expanding businesses in Highlands County.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF HIGHLANDS COUNTY, FLORIDA:**

**SECTION 1.** Legislative Findings and Intent. Highlands County has complied with all requirements and procedures of Florida law in processing this Resolution. The above recitals are hereby adopted.

**SECTION 2. Referendum Authorization.**

A. The Highlands County Supervisor of Elections is hereby directed to place the following referendum on the November 3, 2020, General Election Ballot to be voted upon by the electors of Highlands County:

**ECONOMIC DEVELOPMENT INCENTIVE  
AD VALOREM TAX EXEMPTION FOR NEW BUSINESSES  
AND EXPANSION OF EXISTING BUSINESSES**

These exemptions would provide economic incentives to assist new or expanding businesses and will have a positive impact on the Highlands County economy.  
EXEMPTIONS DO NOT APPLY TO SCHOOL OR CITY TAXES.

Shall the Highlands County Board of County Commissioners be authorized to continue to grant, pursuant to s. 3, Art. VII of the State Constitution, property tax exemptions to new businesses and expansions of existing businesses?

**Yes -- For authority to grant exemptions**

**No -- Against authority to grant exemptions**

B. If the Referendum is approved by a majority of the electors voting at the November 3, 2020, election, the Board of County Commissioners, at its discretion, by ordinance may exempt from ad valorem taxation up to one hundred percent (100%) of the assessed value of all improvements to real property made by or for the use of a new business and of all tangible personal property of such new business, or up to one hundred percent (100%) of the assessed value of all added improvements to real property made to facilitate the expansion of an existing business and of the net increase in all tangible personal property acquired to facilitate such expansion of an existing business, provided that the improvements to real property are made or the tangible personal property is added or increased on or after the day the ordinance is adopted.

**SECTION 3. Implementation of Administrative Actions.** The County Administrator is hereby authorized and directed to take such action as may be deemed necessary and appropriate in order to implement the provisions of this Resolution. The County Administrator may, as deemed appropriate, necessary and convenient, delegate the powers of implementation as herein set forth to such County employees as deemed effectual and prudent.

**SECTION 4. Savings Clause.** All prior actions of Highlands County pertaining to the economic development ad valorem tax exemptions set forth in Florida Statutes, Section 196.1995, as well as any and all matters relating thereto, are hereby ratified and affirmed consistent with the provisions of this Resolution.

**SECTION 5. Scrivener's Errors.** Typographical errors and other matters of a similar nature that do not affect the intent of this Resolution, as determined by the County Clerk and County Attorney, may be corrected.

**SECTION 6. Conflicts.** All Resolutions or parts of Resolutions in conflict with any of the provisions of this Resolution are hereby repealed.

**SECTION 7. Severability.** If any Section or portion of a Section of this Resolution proves to be invalid, unlawful, or unconstitutional, it shall not be held to invalidate or impair the validity, force, or effect of any other Section or part of this Resolution.

**SECTION 8. Effective Date.** This Resolution shall become effective immediately upon adoption.

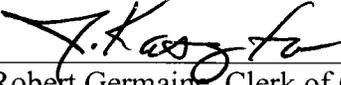
**ADOPTED** this 4<sup>th</sup> day of August, 2020, by the Highlands County Board of County Commissioners.



**HIGHLANDS COUNTY BOARD OF  
COUNTY COMMISSIONERS**

  
\_\_\_\_\_  
William R. Handley, Chairman

ATTEST:

  
\_\_\_\_\_  
Robert Germaine, Clerk of Court