



Village of Highland Park
AGENDA – Special Commission Meeting
Administration Building
1650 Highland Park Drive North
Wednesday, October 25, 2023, 6:00 PM
Lake Wales, Florida

I. Call to Order

II. Roll Call

Seat 1: Commissioner Marcus Hinshaw (resigned effective per receipt of email dated 10/23/23)
Seat 2: Mayor-Commissioner Brandon McWhorter
Seat 3: Commissioner Amanda Updike

III. Public Comment and Testimony

IV. Appointment of Commissioner Seat 1

V. Review of Roles and Responsibilities of Village Commission, City Manager, and Village Clerks for Draft Ordinance; Presentation of Candidates for the Roles of City Manager and Village Clerks

VI. Questions/Comments/Announcements

- Next Regular Commission Meeting: Tuesday, November 28, 2023

VII. Adjournment

Minutes of Village Commission meetings may be obtained from the Village Clerk's Office. The minutes are recorded, but not transcribed verbatim. Persons requiring a verbatim transcript may make arrangements with the Clerk to duplicate the recording. The cost of duplication will be the expense of the requesting party.

In accordance with Section 286.26, Florida Statutes, persons with disabilities needing special accommodations to participate in this meeting should contact the Village Clerk's Office no later than 5:00 p.m. on the day prior to the meeting at 863-455-6518.

Appeals concerning decisions on issues requiring a public hearing:

Persons who wish to appeal any decision made by the Village Commission with respect to any matter considered during a public hearing at this meeting will need a record of the proceedings, and for such purpose may need to ensure that verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is based.

SPECIAL SESSION, 10/25/23

**BOARD OF COMMISSIONERS
VILLAGE OF HIGHLAND PARK**

THE BOARD OF COMMISSIONERS OF THE VILLAGE OF HIGHLAND PARK,
FLORIDA, MET IN SPECIAL SESSION AT THE ADMINISTRATION BUILDING, 1650
NORTH HIGHLAND PARK DRIVE, ON WEDNESDAY, OCTOBER 25, 2023, AT 6:00 P.M.
WITH THE FOLLOWING COMMISSION MEMBERS AND STAFF PERSONS PRESENT:

BRANDON McWHORTER, MAYOR-COMMISSIONER (SEAT 2)
AMANDA UPDIKE, COMMISSIONER (SEAT 3)
BRIAN UPDIKE, CITY MANAGER
MARY BRADLEY, CLERK 1 (INTERIM)
LITA O'NEILL, CLERK 2 (INTERIM)
ANDREW HAND, CITY ATTORNEY VIA TELEPHONE

Others Present:

Chris Wharem
Oscar McElroy
Paul O'Neill
Mark Smith
Derek Camann
Conner Updike
Ric Busbee

CALL TO ORDER

The meeting was called to order at 6:05 p.m.

ROLL CALL

The Village Clerk called the roll. Mayor-Commissioner McWhorter and Commissioner Updike were present. Mayor-Commissioner McWhorter noted that Commissioner Hinshaw submitted his resignation (effective Monday, October 23rd). A quorum was present.

PUBLIC COMMENT

Paul O'Neill, 1351 South Highland Park Drive, stated that if Ric Busbee was being considered a candidate for the City Manager role, he would support that due to Mr. Busbee's previous experience.

APPOINTMENT OF COMMISSIONER SEAT 1

Commissioner Updike asked if there could be a longer period of time for the vacancy of Commission Seat 1 to be posted, as only two days had passed since the most recent version of the agenda had been posted (showing the vacant Commission seat). City Attorney Hand commented that he was not aware of any special procedures or considerations to follow to appoint a vacant Commission seat. The attorney consulted the Charter, but would need to take time to review any ordinances or resolutions to ensure that adopted procedures are followed. Clerk O'Neill asked the City Attorney whether it would be possible to continue to conduct business with a quorum even if the Commission does not appoint a replacement for Commission Seat 1 tonight. Mayor-Commissioner McWhorter tabled the discussion until the next regular meeting.

REVIEW OF ROLES AND RESPONSIBILITIES OF VILLAGE COMMISSION, CITY MANAGER, AND VILLAGE CLERKS; PRESENTATION OF CANDIDATES FOR THE ROLES OF CITY MANAGER AND VILLAGE CLERKS

Mayor-Commissioner McWhorter noted that he sent his position paper out prior to the meeting for review (see attached).

Commissioner Updike thanked him and made her comments:

- 1) Comments were made on whether the Village has a Strong Mayor/Weak Mayor system - Commissioner Updike asked for clarity about the relationship between the Commissioners, the Mayor, and the City Manager. City Manager Updike commented that an ordinance really needs to be adopted to make roles of each more clear. Cmr. Updike asked for a definition of what "reports to" means. She noted that the clerks do report to the Commission, and she commented that the structure is already in place. She asked Mayor-Commissioner McWhorter what he would like to hear at each meeting or how often he would like to receive updates. Mayor-Commissioner McWhorter stated that all the staff should report directly to the Commission. The City Manager suggested that a full commission be present before drafting specifics about the roles.
- 2) "Moral hazard" - Commissioner Updike asked for clarification about this. Mayor-Commissioner McWhorter responded that the City Manager is responsible for spending funds to maintain the grounds. He noted that the City Manager should feel comfortable approaching the Commission about necessary purchases. City Attorney Hand asked whether the Commission would like his comments. The hiring and firing should not be done by the City Manager. The City Manager has no powers of discipline, and that falls on the Village Commission. The City Manager commented that the Purchasing Ordinance addresses this issue. Commissioner Updike added that other municipalities, like Frostproof and Bowling Green, have a City Manager that oversees the hiring and

firing of staff. The goal is to try to avoid a moral hazard by having the staff report through appropriate channels, and there is no fear of retribution.

- 3) Commissioner Updike noted that she agreed with the Mayor's suggestion in the position paper to separate the Clerk and Treasurer titles.
- 4) Active and Passive Commissioners - (page 4) Commissioner Updike asked how many meetings are suggested in the Charter. It was stated that the Commission meets every other month per the Charter. She asked what the Mayor recommends about meeting frequency. The City Manager commented that certain times of the year it is necessary to meet more often (Budget and TRIM season). Mayor-Commissioner suggested that Special Work Sessions should be scheduled once every other month. Attorney Hand commented that the Commission could give direction to staff at those work sessions, rather than wait until regular sessions.

Cmr. Updike asked for clarification that simply by meeting more often the Commission could resolve some of the issues about staff reporting to the Commission.

Regarding City Manager duties, clarification was sought regarding the "direct and supervise" language as it pertains to the City Manager role. Attorney Hand asked whether the Commission wanted to keep this language. The current City Manager noted that in his 12 years, he has had to change contractors without getting approval of the Commission in advance. However, permanent employees are a different issue than a contractor.

The "procurement of services" resolution contains checks and balances in it already.

The City Attorney noted that the job descriptions should include the titles, since they are mentioned already in the Charter.

Cmr. Updike commented that she finished her comments about Mr. McWhorter's position paper.

The City Attorney mentioned that he has some bullet points for the Commission to consider for job responsibilities. A very basic checklist of what a City Manager can and can't do could be used in a future Ordinance. He could prepare as an Ordinance at the next meeting or the meeting after that. Upon first reading, the Ordinance could be changed as much as it needs to be changed.

Mayor -Commissioner McWhorter asked the City Attorney to send the list of items so it can be considered in a future Ordinance.

CANDIDATES FOR CLERK POSITIONS

Mayor-Commissioner McWhorter asked Mary Bradley and Lita O'Neill whether they would like to work in the positions as Village Treasurer and Village Clerk. Both stated yes.

Mayor-Commissioner McWhorter pointed out that in his position paper there was a change made to the duties and the rate of pay. He asked Commissioner Updike if there were any questions about this change. There were no questions.

Mayor-Commissioner McWhorter made a motion to hire Lita O'Neill as the Village Clerk and Mary Bradley as the Village Treasurer at the rate of pay and job duties presented in Mayor McWhorter's position paper. Commissioner Updike seconded the motion.

The floor was opened to public comment. There was none.

A roll call vote was taken.

Mayor-Commissioner McWhorter - yes

Commissioner Updike - yes

CANDIDATES FOR CITY MANAGER

Mayor-Commissioner McWhorter opened the floor to discuss the role of City Manager. He invited any of the candidates present to speak. Ric Busbee, Derek Camann, Chris Whareem, and Oscar McElroy were present.

Ric Busbee stated that it would be a seamless transition because he has the experience. No one else spoke.

Derek and Chris have informed the current City Manager that if they are not selected as the City Manager, they would be interested in serving as a Commissioner.

Mayor-Commissioner McWhorter noted that there are a lot of new people in roles governing the Village. He stated that bringing in people with experience would make the most sense. Mayor McWhorter is in favor of bringing in Mr. Busbee. Cmr. Updike commented that she doesn't see the importance of bringing in someone with a large amount of experience because the current City Manager is willing to assist anyone that fills the role.

Cmr. Updike asked Ric Busbee if he thought that she was capable and whether he would be able to give her the respect she needed as a Commissioner, and Mr. Busbee stated yes. Cmr. Updike stated that she is interested in hiring someone new as the City Manager.

Cmr. Updike asked Mr. Camann, Mr. Wharem, and Mr. McElroy whether they were interested in serving as a Commissioner if not hired for the City Manager role. Mr. Wharem stated that he has experience in building housing communities and utilities, Mr. McElroy stated he is retired.

The City Manager commented that if Mayor-Commissioner McWhorter and Commissioner Updike could not agree on the City Manager, a third Commissioner would help make the decision.

Mayor-Commissioner McWhorter tabled the City Manager discussion, in order to discuss the vacant Commissioner (Seat 1) role. Mr. McWhorter noted that Mr. Mark Smith has expressed a willingness to serve in the role and is a former Mayor and Commissioner of Highland Park. He has resided in Highland Park for about 30 years. He has served as an attorney, including time spent as the City Attorney for Frostproof and Hillcrest Heights.

Cmr. Updike stated that there was a desire by some people in the Village who have asked her to "clean it out." Mayor McWhorter noted that Mr. Smith has not served for seven years, and is not a part of the "old regime." He stated that the value of having Mr. Smith there would be invaluable and that the Village would benefit greatly from having Mark Smith on the Commission.

Mayor McWhorter made a motion to appoint Mark Smith as a Commissioner. Commissioner Updike did not second the motion.

Commissioner Updike made a motion to appoint Chris Wharem as a Commissioner. Mayor-Commissioner McWhorter did not second the motion.

The current City Manager, Brian Updike, asked the City Attorney to advise about what the next steps are. Mr. Hand provided an example (Mount Dora) of not holding a special election to arrive at a decision.

The Village Clerk read Section 3 of the Charter.

Cmr. Updike stated that younger candidates would have more investment in the community. Mayor McWhorter stated that diversity on the Commission is a good thing. He noted that Cmr. Updike has young children, he has young children, and it would be important to have someone else to balance out the Commission.

The City Attorney stated that there was no obligation to make a decision on this topic this evening. Mayor-Commissioner McWhorter closed discussion and suggested continuing the discussion at a public work session.

QUESTIONS/COMMENTS/ANNOUNCEMENTS

The Mayor opened the floor to questions, comments, and announcements. City Manager, Brian Updike, stated that he hopes that the Commission can come to a decision soon. In the meantime, he stated that he will stay on board until a successor can be decided.

Mayor-Commissioner McWhorter requested setting up a work session to continue discussion. Wednesday, November 1st, at 3:00pm was selected to meet for a public work session. The Mayor asked the City Attorney if he could be available if questions arise and he said yes.

Mayor-Commissioner McWhorter adjourned the meeting at 7:23p.m.

Respectfully submitted,

Lita O'Neill
Village Clerk

To: Commissioners of the Village of Highland Park

From: Brandon McWhorter, Mayor – Commissioner, Seat 2

Re: Position Paper – Organizational Structure, Permanent Staffing & Roles, Path Forward

Greetings fellow Commissioners,

The purpose of this Position Paper is to fulfill the request made by Commissioner Hinshaw at our most recent Regular Meeting held on September 26, 2023 concerning: my view on the organizational structure of the Village; the roles and responsibilities of each member of Village staff; and actions we as Commission should consider taking at our upcoming Special Meeting.

Organizational Structure

Village Commission/Manager Relationship

The proper place to begin on any Village matter is the founding Charter and any Ordinances of Amendments pertaining to the issue at hand. Section 2 of the Village Charter states:

“The Board of Commissioners are authorized to provide by ordinance for a Manager of said Village and to provide the powers and duties of said Manager by ordinance and the Board of Commissioners may appoint a suitable person to fill the office of Manager. The Board of Commissioners is also authorized to provide for such other officers as in the opinion of the Board of Commissioners are proper for carrying out of its corporate powers.”

The Village was established in a manner in which the Manager serves at the pleasure of the Commission. Thus, the powers of the Manager are to be those powers given to him/her by the Commission. These powers were to be outlined later through Ordinance. I have sought out any such Ordinance to further detail the current roles and responsibilities of the Manager, but it appears this Ordinance was never crafted, or more likely the records of such have not been preserved over time.

In the absence of the referenced Ordinance(s), the next best historical precedent available to guide our decisions is custom. However, in this area there appears to be disagreement among those who have served on the Commission or staff. All previous Commissioners or staff I spoke with were consistent in their view that the Manager was not a “CEO” of the Village nor was it their understanding that other staff reported directly to the Manager. Our outgoing Manager does not share this view.

“Strong Mayor/Weak Mayor” Claim

I would like to discuss this issue as it has been used as justification for broad-based powers of the Manager. The line of reasoning is that the Manager is a “de facto” CEO of the Village with all staff reporting directly to him/her, and that this executive role is an automatic (or at the very least implied) result of our Village government having a “Weak Mayor” structure.

These two terms: Strong Mayor (also known as Mayor-Council form of government) and Weak Mayor (also known as Council-Manager form of government) most directly pertain to whether the Mayor has any special authority or powers above and beyond those of the other Commissioners. While it is true that our Mayor-Commissioner does not have extra authorities beyond that of any other Commissioner, that fact does not implicitly bestow upon the Manager a CEO role nor does it provide authority to hire/terminate employees, or have direct reports. Those powers can only be explicitly given to (or taken away from) the Manager by the Commission (as noted in Section 2 of our Charter and the follow-up Ordinance referenced).

"Strong mayor/weak mayor" in its purest form simply is a way to identify if the Mayor has special powers that other Commissioners may not. *Being a Council-Manager (Weak Mayor) form of government does NOT give any de facto power to the Manager.* In fact, it is common, especially in smaller municipalities, for the form of government to be a hybrid of both systems.

In the end, a government is an organization, and it is within the rights of each to decide exactly how it desires to operate from an organizational (chain of command) standpoint. *If it so chooses, the Commission is well within its rights to serve the executive role as a group in lieu of giving these executive powers to one individual member of staff.*

Need for Clarity

Given lack of written clarity, as well as the transition currently taking place, now is an opportune time for the Commission to provide clarity on this issue so future Commissioners and staff understand where their roles and responsibilities begin and end.

My Position on Roles and Responsibilities

Due to the manageable size of Village staff, as well as the pitfalls note below, I do *not* believe our Village is in need of a CEO-type manager. The Village is best served when those on the Commission, each with an equal voice, can directly engage with and watch over each staff member's actions.

Drawbacks of a "CEO – Manager" within our Village

There are three drawbacks to the "CEO – Manager" role as it would apply to our Village that forms the basis of my view.

First, our Village staff size could range from 1-3 individuals. Most true Commission-Manager municipalities are required to manage much larger teams, often in the hundreds or thousands of full-time employees. This would be beyond the abilities of a Commission to manage; thus the CEO-Manager is needed. A staff of 1-3 part-time employees certainly is not outside the ability of this Commission to effectively oversee.

Second, non-manager staff is tasked with overseeing the spending (much of which is done by our Manager on capital projects) of Village funds. Having the person tasked with deploying large amounts of

Village funds oversee the staff in charge of holding them accountable to prudent and lawful deployment of Village funds is a moral hazard. In fact, there are known instances in the past where this exact relationship has led to inappropriate spending unbeknownst to the Commission at large. *It is important that the person overseeing Village spending be accountable to no one but the Commission, so they can alert the Commission to any potential irregularities without fear of retribution by their superior.*

Third, given the rate of pay offered, our Manager will likely not possess the soft skills necessary to lead an organization nor oversee a multi-million dollar annual budget. The typical CEO-City Manager has risen through the ranks of government, likely holds post graduate degrees in public administration, has made city management their full-time career, and commands a six-figure salary. As such, these Manager are very concerned about not overstepping their bounds for fear of losing their job or worse, ending their career.

As we have witnessed, a Village Manager in Highland Park is not likely to have such concerns. They are likely to be a part-time employee earning below minimum wage who is often just the person willing to take on the work due desire to serve the Village in which they live. This dynamic could be disastrous to the finances and future of the Village if fallen into the hands of someone who either lacks the skills to be an effective CEO, has little respect for the boundaries of their position, and/or has little regard for even keeping the position or not. *I can think of few worse ideas than giving vast amounts of power and leeway to someone who, in the end, might have little concern for keeping their position.*

For the reasons stated above, I strongly believe it is in the best interests of the Village that each member of Village staff be independent of one another, and report directly to the Commission.

But How Would This Actually Work?

While it is one thing to speak in theory and best practices, the organizational structure proposed above would have its challenges. And I would like to now address how the Village could function effectively under this organizational structure.

The primary challenge would be for staff to feel they have direction when needed, especially as each settles into their new role. The solution would be simply for the Commission to meet more frequently. A more frequent meeting schedule would provide:

- Ample opportunity for Commission and staff to gather and discuss issues as they arise
- A more collaborative environment between Commission and staff
- Commissioners a forum to learn more about the business of the Village allowing them to develop in their roles

Additional meetings could take the form of more frequently occurring Regular Meetings, adding regularly-scheduled Work Session to our calendar, or both.

I believe the use of Work Sessions in particular is an item worth exploring as a Commission. Doing so would:

- Allow us to “work” on Village business more regularly,

- Give Commissioners time to process and ponder issues brought forth prior to Regular Meetings where action might be expected,
- Have regular, open , and more informal dialogue with staff, and
- Make Regular Meetings much shorter, more streamlined, adhering to their agenda.

Commissioner Involvement Outside Public Meetings

While the above would certainly have the intended positive effects noted, there most certainly could be a role for an individual Commissioner outside of these “in the sunshine” Meetings. For example, should there be any special projects or interests any one Commissioner would like to expend effort researching to bring to the Commission as a whole, that is certainly something that would be within the scope of their role.

In that instance, I would imagine the Commissioner communicating directly on that issue with staff to research and prepare for presentation to their fellow commissioners at the next Work Session/Regular Meeting.

Staff should understand that significant actions should not be taken at the direction of any one Commissioner. The purpose of direct dialogue between a Commissioner and staff in this instance would be to prepare findings to present to the Commission at large in a public setting.

Should issues of a more urgent nature arise, a Special Meeting should be scheduled by the Clerk as the earliest mutually agreeable date. First, making every effort to set a date/time where all Commissioners can be present, or at quorum at a minimum if full attendance is not possible.

Engaged vs Passive Commissioners

As you can see, this type of organizational structure, while not complicated (since this is a very “flat” structure), would require a makeup up of Commissioners that is, on balance, engaged.

An *engaged* Commissioner would describe one which possesses the time and capacity to be involved in the ongoings of the Village, is familiar with how the Village operates, and chooses to keep abreast of Village business.

A *passive* Commissioner would describe one which does not possess the time or capacity to be involved in the ongoings of the Village outside of official Meetings, is only vaguely familiar with how the Village operates, and generally performs the role of Commissioner with an eye towards minimizing the times requirement therein.

Having three *engaged* commissioners should always be ideal. This might not always occur depending on the makeup of the Commission, and the Village could still run well with two out of three Commissioners being engaged. However, having one engaged Commissioner and two passive Commissioners would create issues would make this organizational structure difficult due to quorum issues and potential overstepping of authority.

I am hopeful that, like being clear on the duties of each member of staff, being clear to each Commissioner or prospective candidate what the job entails, including it’s time requirements and

expectation of engagement, would encourage the right residents to step forward to serve. These clear expectations coupled with more frequent meeting of the Commission will also provide the opportunity for Commissioners who might otherwise be inclined to be more *passive* to rise to the challenge and become more *engaged* than they might otherwise.

Permanent Staffing and Roles

"One Clerk vs Two"

While I do stand by my view that having one full-time staff member handle both the bookkeeping and other general duties of the Clerk would be ideal, the Village does not currently have a candidate willing serve in this role on a full-time basis. And while I do view the manner in which the two "temporary clerks" were hired to be an overstep of authority and an abuse of Village Purchasing Policy, it does appear the two temporary staff members are well-equipped to handle their respective part-time positions. As such, I am in favor of making these two candidates permanent in their roles in the manner detailed below.

Village Clerk

Recommendation: I would like to ask my fellow Commissioners to consider a motion at our next Meeting to hire Lita O'Neil permanently for this position. Not only does she have previous experience in the role, but the work she has done as a temporary staff has been nothing short of extraordinary. I believe the Village would be lucky to have her as our Clerk.

Roles and Responsibilities: See Addendum A

Rate of Pay: \$1500/mo, salaried

Effective Date: November 1, 2023

Treasurer

Recommendation: I would like to ask my fellow Commissioners to consider a motion at our next Meeting to hire Mary Bradley permanently for this position. I reviewed her resume and checked references locally, and she seems to be a qualified bookkeeper. Additionally, we retain an outside firm to review our books monthly, as well as being audited annually by yet another firm, so there are several backstops in place.

Why Treasurer, and not "Clerk I?"

The Treasurer title more accurately reflects the duties of the position as described below and creates clarity where the Clerk role ends, and the Treasurer role begins. Also, the role of Treasurer is specifically listed as a named position in our Village Charter. Therefore, it seems the most appropriate term to use.

Roles and Responsibilities: See Addendum B

Rate of Pay: \$1500/mo, salaried

Effective Date: November 1, 2023

Village Manager

Presentation of Candidate: I would like to take this opportunity to present Ric Busbee as a candidate for the Manager position. I have spoken to Ric on multiple occasions, both before and after the "City Manager Candidates" email recently sent by our outgoing Manager, and he has confirmed to me his interest and availability to serve in this role.

Recommendation: I would like to ask my fellow Commissioners to consider a motion at our next Meeting to hire Ric Busbee permanently for this position. Ric certainly does not need me to tout his qualifications, but as a matter of record, I will do so. Ric is easily the most recognizable and reliable face within the Village. He knows where every water meter is located, how every pump works, the location of every shut off valve, who lives in every home, when they are home or away, how much water they typically use, their dog's name, etc. He is retired and spends more time riding and examining the Village grounds than any other resident or current staff member, by far. I doubt there is anything that happens within our borders that he is unaware of.

He is extremely detail oriented and has a high standard of how things should be done. He is never afraid of manual labor and has the skills necessary to personally handle most routine maintenance issues or minor upkeep that we encounter (versus subbing them out). He leaves no stone unturned and is the type of person who will go above and beyond his scope of duties if needed for the benefit of the Village.

We could not ask for a more appropriate candidate, and it is my hope there is unanimous agreement on him being the right person for this position.

Roles and Responsibilities: See Addendum C

Rate of Pay: \$1000/mo, salaried

Effective Date: November 1, 2023

Path Forward

Recommended Actions during October 25th Special Meeting

1. Discuss how the Commission can formalize the roles and responsibilities of each position (Clerk, Treasurer, and Manager). There are three options: (1) draft an Ordinance, (2) draft a Charter Amendment for ratification, or (3) take no action.

I would like to put forth accomplishing this task via Ordinance. Not only is it the path laid out in Section 2 of our Charter, but it will provide the clarity needed without the extra effort of Charter Amendment. An Amendment would require ratification by Village residents to take effect. If we had an upcoming election already in place, this would not be much of an issue. But since we do not, it would be quite cumbersome for our Clerk to accomplish this.

An Ordinance is also quite easy to repeal/replace. Future Commissions might appreciate this flexibility if the way in which we set up the organizational structure no longer serves the best interest of the Village due to growth or staff turnover.

Of note, I have discussed this issue (Ordinance vs Charter Amendment) with our Village Attorney and have been advised that the use of Ordinance is an acceptable path forward.

2. Direct the Village Attorney to draft said Ordinance for a reading and public comment at the next Regular Commission Meeting.
3. Discuss the candidates for Clerk, Treasurer, and Manager and make motions to formally hire each position effective the dates above.
4. Direct our Clerk to prepare Employment Agreements using the attached Addenda for reference and provide to either our Village Attorney or an employment attorney for review, and then to the candidates for execution. Clerk should also complete any other administrative tasks necessary to successfully onboard our new permanent staff (IRS I-9 forms, compile and retain complete employee files, set up email access, obtain dedicated cell phone/emergency line for Manager etc).
5. Direct our Clerk to reach out post meeting to find a mutually convenient date to schedule a Work Session between the Commission and staff sometime between November 6th and 14th, 2023.

I would like to thank you for taking the time to read and consider this Position Paper. It is an honor to serve alongside you both and there is no doubt we are currently doing some heavy lifting. Turnover is never easy in an organization, and I am relieved this matter is nearing its conclusion for us each individually and for the Village as a whole. The Village is in a strong position thanks to the efforts of those who came before us, and I believe the work we are doing now, while not always easy, will lead to an even brighter future for the residents which we serve.

Respectfully,

A handwritten signature in black ink, appearing to be 'W. Brandon McWhorter', with a long horizontal flourish extending to the right.

W. Brandon McWhorter

Mayor-Commissioner Seat 2

Addendum A

Job Title: Village Clerk

Location: Remote based, with weekly office hours (TBD) held at Village of Highland Park Clerk's Office

Term: Permanent position / Part Time

Salary/Rate: \$1,500/mo salaried

Requirements: Availability during regular business hours Monday-Friday via telephone, weekly in person availability at Clerk's office (schedule TBD), attend in person all Regular Meetings, Special Meetings, and Work Sessions

Responsibilities:

- Prepare bills for enterprise fund
- Receive water meter readings from Manager or their designated subcontractor
- Computes water usage and deliver water bills to residents (mail and electronic)
- Manages billing accounts for enterprise fund
- Customer service – via Clerk email address and office hours
- Assist Attorney in preparation and Ordinances Resolutions
- Make public notices as required
- Maintain Village website
- Oversee elections and election communications
- Attend all Commission meetings
- Prepare meeting agendas
- Prepare meeting minutes
- Ensure meetings are held according to rules or order
- Work alongside Treasurer in preparation of financials for annual audit
- Administer Oath of Office during Meetings as needed
- Records management including prompt filing of records in Clerk's office
- Oversee annual ethics training annually for all required individuals
- Compose quarterly Village newsletters (printed and electronic)
- Oversee government Reporting as required
- Research/apply for state/federal grants as needed
- Open mail for general fund
- Be a signatory for all Village operating accounts
- Maintain a friendly and responsive relationship with Village residents as questions or needs arise
- Other duties as assigned by the Commission

Addendum B

Job Title: Village Treasurer

Location: Remote

Term: Permanent position / Part Time

Salary/Rate: \$1,500/mo salaried

Requirements: Availability during regular business hours Monday-Friday via telephone, attend in person all Regular Meetings & Special Meetings

Responsibilities:

- Prepare Payroll
- Withhold and submit payroll tax deposits
- Oversee Florida Retirement System contributions
- Create purchase orders
- Prepare accounts payable checks to vendors
- Prepare and submit bank statements and financial statements to BTI for monthly reconciliation
- Manage day to day accounting for Village through Quickbooks
- Prepare annual budget
- Monitor spending by Village staff to ensure budget constraints are met
- Prepare financials and be point of contact for annual audit
- Attend in person all Regular and Special Meetings
- Maintain a friendly and responsive relationship with Village residents as questions or needs arise
- Other duties as assigned by the Commission

Addendum C

Job Title: Village Manager

Location: Remote

Term: Permanent position / Part Time

Salary/Rate: \$1,000/mo salaried

Requirements: Availability to complete regular rounds to inspect Village grounds. Availability via cell phone for emergencies, including after hours. General responsiveness via email to respond to fellow staff, Commissioners, and the public via email or Village Manager cell phone.

Responsibilities:

- Administer Village funds in accordance with budget for capital improvement and maintenance projects
- Solicit bids as required and oversee all contractor work associated with above
- Maintain and implement emergency response plans as needed
- Coordinate with local agencies and organizations during emergencies or disasters
- Maintain and beautify common grounds, right of ways, and recreation areas
- Complete minor maintenance as necessary on Village grounds
- Promptly respond to and address water utility emergencies as they arise, including after hours
- Assist in directing public to the appropriate utility/public service provider as needed
- Answer Village cell phone
- Be a signatory for all Village operating accounts
- Review and approve building permits in a timely manner
- Maintain a friendly and responsive relationship with Village residents as questions or needs arise
- Other duties as assigned by the Commission