

NATURAL RESOURCES MANAGEMENT OFFICE  
2725 Judge Fran Jamieson Way, Building A-219, Viera, FL 32940

**Save Our Indian River Lagoon Citizen Oversight Committee  
Volunteer Application**

**Due: October 1, 2016**

**Name:** Todd Swingle  
**Mailing Address:** 152 Saint Croix Ave  
**City:** Cocoa Beach **State:** FL  
**Zip Code:** 32931  
**Phone:** 321-626-3148 **Cell Phone:** 321-626-3148  
**Email:** todd@swinglefamily.com

**Basic Requirements and Duties of Oversight Committee Members**

Applicants must commit to serving the public interest by providing stewardship of Lagoon Trust Funds, especially in relation to restoring health to the Indian River Lagoon, and must demonstrate expertise and experience in one or more of the following fields: science, technology, economics/finance, real estate, education/outreach, tourism, or lagoon advocacy. Knowledge of the water quality issues and the major sources of pollution affecting the lagoon are highly desirable.

Members will oversee progress and make recommendations to the Brevard County Board of County Commissioners (BOCC) on spending an estimated \$303 million from sales tax revenue to **Reduce** pollution sources to the lagoon, **Remove** legacy pollution from the lagoon bottom, **Restore** natural systems within the lagoon, and **Respond** to new information by recommending annual amendments to the Save our Indian River Lagoon Project Plan (SOIRLPP). Duties will include participation in meetings to evaluate data to measure progress towards plan implementation and lagoon health, review technology and alternative project proposals for reducing pollutants and improving water quality, assess the cost-effectiveness of the projects, and recommend plan revisions accordingly. The Committee shall address questions, concerns, and ideas from the public to improve the SOIRLPP. Applicants must be willing to ensure that the SOIRLPP reflects the most effective, timely and responsible means to restore the Indian River Lagoon and that the Save Our Indian River Lagoon Trust Fund is managed in the best interest of the public.

Please complete the following questions and statements.

1. Do you reside in Brevard County? Yes  No  Number of years   2

2. Are you willing to serve on the Committee for a minimum of two (2) years and be available to attend multiple weekday meetings annually, as needed? Yes  No

3. Please check next to one or more of the following that best match(es) your expertise:

Science

Economics/Finance

Education/Outreach

Lagoon Advocacy

Technology

Real Estate

Tourism

**FOR THE QUESTIONS BELOW, RESPONSES MAY BE UP TO ½ PAGE EACH**

4. Please list one or more reasons why you are personally interested in applying to serve as a member of the Save Our Indian River Lagoon Oversight Committee.

*While I have only been a Brevard resident for two years, I am a Florida native who is committed to the long-term vitality of our region. Growing up on Lake Okeechobee, I have seen the challenges that our state faces in balancing resource protection with economic and development interests. I believe that the two interests can and must coexist, but the solutions are not simple, easy, or without controversy. My interest is simple – this is my home. I enjoy kayaking, fishing, and all things water and want my 14-year old son to have a future expectation of enjoying our environment and these same activities. As a home owner and tax payer, I also have a vested interest in seeing those preservation and restoration activities implemented in a fiscally responsible manner that promotes the overall economic vitality of the region. I hope that my experience will show that I can provide input to the Lagoon Plan that strikes the balance of these critical factors.*

5. Please provide a brief overview of your background and experience (education, professional experience, and community volunteer experience) as it relates to your understanding of the SOIRLPP and the restoration needs of the Indian River Lagoon.

*I believe that my education, professional and community experience are well suited to serving in this capacity. From an education perspective, I hold Bachelors and Masters Degrees in Environmental Engineering as well as a Masters in Business Administration. This educational background is well suited to working with the complex technical and financial aspects that are associated with a project of this magnitude. Currently, I serve as the Deputy Director for Utilities in Orange County Florida. In this role, I have direct annual responsibility for an operating budget of over \$100 million. Prior to Orange County, I served as the Director of Global Environmental Strategy for Cummins, a large global company operating in over 120 countries. In this role, I led Cummins development of global water sustainability programs and goals and served on the company's environmental sustainability leadership team. I also have previously served in a variety of water and environmental technical leadership roles including the SFWMD Water Resources Advisory Committee, the Florida Statewide Stormwater Rule Technical Advisory Committee, and a national role in developing guidance for Effective Utility*

*Management. As a volunteer, I have recently served on Cocoa Beach's Land Management Committee and also served in Columbus, IN on the city's recycling advisory committee. I believe that my education, professional, and community volunteer experiences provide a well rounded background that directly relates to the program work that will occur as part of the Save Our Lagoon Project.*

6. Please describe what character, judgment, analytical, communication, and group consensus building strengths you would contribute to the purposes and duties of Save Our Indian River Lagoon Oversight Committee?

*Having worked in a variety of public roles and in a global organization that relied on influencing employees across the globe and representing a diverse mix of backgrounds, interests and priorities, I have developed a strong capability to promote consensus based solutions. I find that several items are key to success in these environments – be transparent, listen, and seek wins for all parties. In complex projects such as this, ensuring that all groups are able to identify "wins" is critical to maintaining support and engagement for a successful project. I see my primary strength within a team as a facilitator. I desire to find a middle ground in solving problems and am able to draw from a history of service on various public advisory committees and large, diverse cross-functional teams as well as a diverse technical background to achieve this end point.*

7. Please describe the importance of committee members putting public interests first and avoiding real or perceived conflicts of interest in making recommendations for expenditure of the Save Our Indian River Lagoon Trust Funds.

*There is no substitute for trust. Honesty, integrity, and avoiding conflicts of interest are all paramount to achieving trust. And the old adage, perception is reality certainly applies here. Committee members must avoid both real and perceived conflicts of interest, be transparent about information that may be construed to be a conflict and diligently comply with all aspects of government in the Sunshine. Committee members are entrusted with making recommendations for public funds. Loss of trust can jeopardize the public support of any program of this nature.*

#### **Additional Requirements**

In addition to this application, a resume/CV and at least one letter of recommendation are required. The letter of recommendation can be a personal recommendation from a professional in the same field and/or an endorsement by a reputable nonprofit organization.

**Send your application, resume, and letter(s) of reference to:**

Marie Winkler, Administrative Assistant to the Director

[Marie.Winkler@brevardfl.gov](mailto:Marie.Winkler@brevardfl.gov)

**Phone: 321-633-2016, Fax: 321-633-2029**

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**SUMMARY**

A collaborative leader with a demonstrated record of success leading organizations, creating strategies, and developing customer-oriented solutions to complex environmental, infrastructure, and organizational challenges. More than twenty years of engineering, operations and management experience in local government, Fortune 200, and private consulting. Proven capabilities to blend innovation and practicality, delivering results to consistently exceed expectations. Direct responsibility / expertise in the following:

- *Financial Analysis, Budgeting, Rate Planning*
- *Strategic Planning*
- *Communications and Engagement*
- *Intergovernmental Partnerships*
- *Utility/Public Works Management*
- *Sustainability*

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**HIGHLIGHTED PUBLIC SERVICE ACHIEVEMENTS**

- Led 5-year capital program of over \$100 million, rejuvenating the City's core infrastructure.
  - ✓ Diverse project inventory covering water, wastewater, transportation, stormwater, and buildings.
  - ✓ Developed financing plans combining developer contributions, grants, rate revenue, impact fees, and low interest state revolving fund loans to economically deliver infrastructure programs.
  - ✓ New water plant recognized as *one of the top six civil engineering projects in the U.S.* - a 2008 American Society of Civil Engineers Outstanding Civil Engineering Achievement finalist.
  - ✓ Used varied contracting strategies such as Construction Manager at Risk to optimize value. Completed the Southside WWTP expansion *more than \$1 million under the Council authorized project budget.*
- Founding member of STOPR (now Central Florida Water Co-op) – an intergovernmental water supply partnership formed to collaboratively address Central Florida water supply challenges.
- Revitalized the City's water department, previously the poorest rated service in the City, *reducing complaint call rate by over 80%, and increasing satisfaction rates by nearly 70%.*
- Deployed innovative technology solutions to improve service and reduce cost; enabled existing staff to cover expanded operations for the City's new water plant, *avoiding an expected staff increase of over 30%.*
- Combined outsourcing with in-house performance to balance cost versus service level objectives.
- Implemented cross-training programs to improve employee career path options while reducing overtime costs.
- Led operations response and restoration efforts for three direct hurricane impacts in 2004.

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**EDUCATION, PROFESSIONAL CERTIFICATIONS, AND OTHER PERTINENT INFORMATION**

*M.B.A. (2011)* - University of Florida, Gainesville, FL

*B.S. (1992) / M.S. (1994) Environmental Engineering* - University of Central Florida, Orlando, FL  
Professional Engineer - Florida P.E. #52116 / Six-Sigma Certified Green Belt

**Summary of Pertinent Civic Involvement**

Cocoa Beach Land Management Committee  
Columbus Sunrise Rotary Club, Columbus Connected Community Partnership 6-Sigma Support  
Columbus Recycling Committee Chair and Solid Waste Citizens Advisory Committee Member

**Personal Information**

Married 17 Years (Ashley), Son (Tyler, Age 13), Labrador Retrievers (Ben, Phil)  
Co-Founder Carson Alan Swingle Memorial Endowed Nursing Scholarship at UCF  
Hobbies/Interests – College football, Boating/Kayaking, Golf

**Highlighted Professional Affiliations**

American Water Works Association (Utility Management Committee, Workforce Subcommittee), SFWMD Water Resources Advisory Commission (WRAC), Effective Utility Management Collaboration Advisory Committee, FDEP Statewide Stormwater Rule Advisory Committee

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## PROFESSIONAL EXPERIENCE

**Orange County Utilities – Orlando, FL****2015 to Present*****Deputy Director of Utilities***

Orange County Utilities (OCU) provides Water, Wastewater, Reclaimed Water and Solid Waste services to over 500,000 citizens of unincorporated Orange County. As Deputy Director, I am accountable for leading a staff of approximately 500 employees in operating over 20 water and wastewater facilities including infrastructure supporting over 600 square miles of service area. Annual operating budgets under my purview exceed \$100 Million.

- Led discharge reduction program development, successfully avoiding threatened EPA enforcement action.

**Cummins Inc. – Columbus, IN (Remote Work Location - Cocoa Beach, FL)****2011 to 2015*****Director of Environmental/Organizational Strategy; Manager - Corporate Environmental Management***

Cummins is a Fortune 200 manufacturing leader with sales of over \$19 billion, and a global footprint that includes more than 600 facilities and 45,000 employees in more than 120 countries. At Cummins, I led programs to optimize the organizational structure, communications, and work practices across environmental and sustainability programs.

- Redesigned the corporate environmental organization to improve customer service, enhance organizational capabilities, and improve resource utilization (*expanded services while reducing planned labor costs by 5%*).
- Spearheaded Cummins' global, risk-based, water management strategy recognized as an industry leader by investor driven sustainability organizations including the Dow Jones Sustainability Index and CDP.
- Created the company's first publicly communicated goal linking corporate responsibility actions with the company's environmental footprint – "*Achieve water neutrality at 15 sites in water scarce regions*".

**City of St. Cloud – St. Cloud, FL****2003 to 2011*****Public Services Administrator; Director – Environmental Utilities; City Engineer – Utilities***

The City of St. Cloud is a mid-sized, full service City in Central Florida serving a city population of 35,000 and a utility population of nearly 50,000. As Public Services Administrator and a core member of City Manager's leadership team, I led over 170 individuals representing a broad spectrum of specialized professional, trade, and administrative roles. Working with these individuals, I was accountable for performance of the following:

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| <ul style="list-style-type: none"> <li>• <i>Engineering and Development Review</i></li> <li>• <i>Capital Project Administration</i></li> <li>• <i>Customer Support</i></li> <li>• <i>Stormwater Utility</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>Public Works</i></li> <li>• <i>Parks, Grounds, and Tree Maintenance</i></li> <li>• <i>Water Wastewater and Solid Waste</i></li> <li>• <i>Vehicle Maintenance</i></li> </ul> |
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Partnered with the City Council, peer governments, regulators, development community, citizens, and employees to prioritize community needs and actions. Promoted a collaborative environment with a customer centric focus that strove to meet individual partner needs while retaining a priority on the City's collective objectives.

**Other Relevant Experience****1992 to 2003****GeoSyntec Consultants – Orlando, FL (1999 to 2003)***Senior Engineer/Orlando Design Group Manager, Project Engineer***Parsons Engineering Science, Inc. – Winter Park, FL (1992 to 1999)***Engineering Department Manager, Project Manager & Engineer, Associate Engineer & Technical Specialist*

In each of these full-service consulting firms, I led professional staff delivering engineering and environmental services to strategic Local Government, Federal Sector, and Fortune 500 clients. Pertinent projects include:

- Introduced innovative, technology-driven practices including 3-D design, GIS-based operations solutions.
  - Led PD&E program work for multiple large-scale FDOT projects (I-10/I-110, US17, US19, A1A)
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# Letter of Reference

**Todd Swingle**

152 St. Croix Ave  
Cocoa Beach, FL 32931

To Whom It May Concern:

This letter serves as a personal reference for Todd Swingle. He and I have been close friends and co-workers for the past 4 years. Todd and I worked closely together at Cummins Inc. and were members of the Columbus Sunrise Rotary Club.

I have always known Todd to be of good character and a person who values giving back to the community. At Cummins, we are given time to use our abilities to benefit organizations and projects in the community. Todd took advantage of this and used his engineering and Six Sigma skills on several projects. An example is an electronic waste recycling project that reduced waste generation in the community and provided a potential revenue stream for the community organization. Todd went beyond the expectations of Cummins for community involvement and led several projects in the local Rotary Club.

Todd is an excellent leader who can effectively bring his extensive knowledge to a team. His education and professional experience give him the tools necessary to drive results on a variety of projects. I have also witnessed his ability to bring disparate vocations on a volunteer team to come together, establish a vision and execute change.

I would whole-heartedly recommend Todd for your community team. Please feel free to contact me if you have any other questions.

Sincerely,


**Adam C. Tucker**


**Director – Environmental Policy & Strategic Planning**


**Cummins Inc.**

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Columbus, Indiana 47201

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