




ORANGE COUNTY MAYOR

**TERESA JACOBS**

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January 6, 2017

TO: Board of County Commissioners

FROM: Mayor Teresa Jacobs 

SUBJECT: Managerial Appointments  
Consent Agenda – January 24, 2017

I am pleased to present the following three managerial appointments for confirmation. These individuals will be outstanding additions to our management staff and each brings unique skills and experiences to their new roles. Their appointments will be effective the first pay period after confirmation.

**Corrections Department**

*Mr. Louis A. Quinones Jr. for Deputy Chief of Corrections*

Mr. Quinones is a 29-year veteran in the field of Corrections. He started his career in 1987 as a Detention Deputy with the Broward County Sheriff's Office. He joined Orange County Corrections as a Correctional Officer in 1989 and was promoted to the ranks of Corporal, Sergeant and Lieutenant. In 2010, he joined Osceola County Corrections as a Captain of Security. Mr. Quinones returned to Orange County Corrections in 2011, subsequently retiring as a Captain in November 2013. After his retirement, he accepted a position with Bexar County Sheriff's Office – San Antonio, Texas, where he is serving as Deputy Chief-Assistant Jail Administrator. Mr. Quinones holds a bachelor of arts degree in Criminal Justice Administration from Columbia College and a master of science degree in Strategic Leadership from Mountain State University. He is a Certified Jail Manager with the American Jail Association, a Certified National Auditor with the American Correctional Association, a Certified Public Manager and a Certified Instructor with the Florida Department of Law Enforcement.

Mr. Quinones will be sharing the role of Deputy Chief of Corrections with the current incumbent Bryan Holt until his retirement in June 2017. This will provide a smooth transition of the operations of the jail without interruption.

Mr. Quinones will begin his new role as Deputy Chief of Corrections at an annual salary of \$128,564.80. His resume is attached for your review.

**Community, Environmental and Development Services (CEDS)**

*Mr. Scott Skraban for Manager, Fiscal and Operational Support*

In June 2016, Mr. Skraban was named as the Acting Manager of Fiscal & Operational Support. He has done an outstanding job supervising this Division. In addition to fiscal responsibilities, Mr. Skraban's Division is comprised of two work units with county-wide influence – Geographic Information System (GIS) and Development Services. The Division has 63 approved positions. Mr. Skraban has almost 18 years of public service with Orange County. Prior to assuming the acting manager role, Mr. Skraban held a number of progressively responsible positions within CEDS, including Development Services Administrator, Information Systems Administrator and Systems Analyst/GIS Supervisor. In his roles with CEDS, he has presented to the Board of County Commissioners on development activity and been instrumental in advancing the modernization of Orange County's permitting system. He also led the development of the county's mobile development activity application, OCFL Atlas. Mr. Skraban is a graduate of the University of Central Florida with bachelor's degrees in History and Political Science and a master's degree in Public Administration.

Mr. Skraban will begin his new role as Manager of Fiscal and Operational Support Division at an annual salary of \$106,600. His resume is attached for your reference.

**Wastewater Reclamation, Utilities**

*Mr. Michael J. Hudkins for Manager, Wastewater Reclamation*

Mr. Hudkins has served in the Utilities Department for 16 years. He began his career with Orange County as a Senior Engineer, transitioning to Chief Engineer and then to Assistant Manager, Utilities Engineering. Prior to joining Orange County, Mr. Hudkins was an Engineering Project Manager with Hartman & Associates, Orlando. He is a registered Professional Engineer in the state of Florida. In his current role, he is responsible for managing personnel and the Utilities capital improvements project team, which includes 70 staff members and direct supervision of five chief engineers.

His previous experience includes water, wastewater and reclaimed water hydraulic models; wastewater treatment plant upgrades and expansion; major water, reclaimed water and force main design; and coordinating Conserv II reclaimed water system activities. Mr. Hudkins is a graduate of Valparaiso University, Valparaiso, Indiana with a bachelor's degree in Civil Engineering.

Mr. Hudkins will be sharing the role of Utilities Water Reclamation Manager with the current incumbent Larry Tunnell until his retirement in April 2017. This will provide a smooth transition of numerous critical engineering and capital improvement projects.

Mr. Hudkins will begin his new role as Manager of Wastewater Reclamation Division at an annual salary of \$125,382. His resume is attached for your reference.

**ACTION REQUESTED: Confirmation of the following managerial appointments: Louis A. Quinones Jr. as Deputy Chief of Corrections; Scott Skraban as Manager, Fiscal & Operational Support, Community, Environmental and Development Services; and, Michael J. Hudkins as Manager, Water Reclamation, Utilities.**

C: Ajit Lalchandani, County Administrator  
Eric Gassman, Deputy County Administrator  
George Ralls, Deputy County Administrator  
Christopher Testerman, Assistant County Administrator  
Ray Hanson, Director, Utilities  
Cornita Riley, Chief of Corrections  
Jon Weiss, Director, Community, Environmental and Development Services Department  
J. Ricardo Daye, Director, Human Resources

# Louis A. Quinones Jr.

24345 Wilderness Oak #1401  
San Antonio, TX 78258

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## EXECUTIVE SUMMARY

**Knowledgeable Senior – level corrections manager with over 29-years' experience in strategically producing positive change. Possess high degree of integrity, contagious positive attitude and stellar work ethic. Highly motivated and passionate leader with a commitment to attain quality & performance excellence. Expertise in professional development of others to achieve optimal results. Proven innovative leadership style with strict attention to detail and well-developed interpersonal communication skills in order to effectively resolve problems.**

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## CORE COMPETENCIES

**Visionary  
Ethics and Values  
Self-Awareness  
Change Management/Leadership**

**Strategic Planning  
Developing Others  
Collaboration  
Commitment**

## PROFESSIONAL EXPERIENCE

**Bexar County Sheriff's Office – San Antonio, Texas  
1,800 Staff Members Jail Population 4,563 Inmates  
Deputy Chief – Assistant Jail Administrator**

**December 2013 – Present**

*Report directly to the Chief Jail Administrator. Provide leadership, direction, and overall management of the Adult Detention Center Annex, Standard Accreditation and Compliance Unit, Work Release Center, Global Positioning Program, Jail Programs - Re-entry services, and Jail Support Services. Oversight of vendor contracted food and commissary services.*

- Developed and implemented long term and short term goals and objectives, while operating within established budgetary parameters of \$61 million.
- Oversees the collection and maintenance of statistical data and evaluate the performance of inmate programming and re-entry services.
- Prepares and evaluates detention operations and procedures to achieve national accreditation, maintain compliance with Texas Commission on Jail Standards (TCJS) and Prison Rape Elimination Act (PREA).

**Orange County Corrections Department - Orlando, Florida  
1,800 Staff Members Jail Population 3,100 Inmates  
Correctional Captain**

**August 2012 – November 2013**

*Reported directly to the Major of Security Operations Division. Responsible for directing and supervising the six Security Operation Facilities, five of which are program driven and provide guidance and oversight for the Work Release Center, Booking Release Center, and Video Visitation.*

- Chaired the Inspection Team during quarterly audits in preparation for attaining ACA, FMJS, and FCAC reaccreditation.
- Assist with developing policies and procedures for the department.
- Represented management in Pre-Determination and Grievance Hearings in accordance with the Fraternal Order of Police (FOP) collective bargaining agreement.

**Barry University - Orlando, Florida**  
**Adjunct Professor**

**July 2012 – November 2013**

*Approved to instruct college level courses in the Administrative / Leadership Development discipline on line or classroom setting. The following are approved courses:*

Leadership Development  
Quality & Performance Excellence

Administrative Theory & Practice  
Negotiation: Theory and Practice

**Orange County Corrections Department - Orlando, Florida**  
**1,800 Staff Members, Jail Population 3,000 Inmates**  
**Squad Lieutenant**

**November 2011 - August 2012**

*Reported directly to the Captain of the Security Operations Division on all operational and security functions for the Main Facility, which houses 1,050 inmates of all custody levels. Provided leadership, guidance, and overall management of 90 certified and non-certified staff members.*

- Supervised preparation of required administrative records, reports, and participated in the development of the annual budget.
- Reviewed all reports ensuring accuracy, thoroughness, and that staff's actions were within divisional policies and procedures.
- Responsible for disciplinary actions on subordinate staff up to written reprimand and made recommendations to senior management for more severe measures.
- Planned, organized, and distributed work assignments in an efficient and effective manner.
- Investigates unusual conditions and events.

**Orange County Corrections Department - Orlando, Florida**   **February 2011 - November 2011**  
**Correctional Officer**

- Assisted Corporal in training newly hired and newly assigned staff to the Facility.
- Provided care, custody and control of incarcerated inmates.
- Maintained accurate count and accountability of all inmates assigned.

**Osceola County Corrections Department - Kissimmee, Florida**  
**400 Staff members, Jail population 1,050 inmates**  
**Captain of Security**

**April 2010 - September 2010**

*Reported directly to the Deputy Chief. Responsible for direct oversight of the Security Operations Division, which included all inmate housing units and the Community Work Release Center. Developed and Implemented the departments strategic plan in preparation of reaccreditation through the Florida Model Jail Standards Audit (FMJS) and the National Commission on Correctional Health Care Accreditation Audit (NCCHC)*

- Assisted in the planning, organization, and implementation of correctional goals and objectives.
- Monitored the enforcement of departmental rules, policies, regulations, and participated in the development of emergency responses.
- Implemented a policy and compliance review process for the department
- Developed and managed the division's budget to ensure all functions and programs under charge were performed within established budgetary parameters of \$26 million dollars
- Conducted Pre-Determination Hearings in accordance with Civil Service Regulations.

**Orange County Corrections Department - Orlando, Florida**  
**1,900 Staff Members, Jail population 4,800 inmates**  
**Watch Commander / Squad Lieutenant**

**June 2007 - April 2010**

*Reported directly to the Captain of the In-Custody Security Management Division on all operational and security functions pertaining to program driven Direct Supervision Facilities to include the Video Visitation Center. Provided leadership, guidance, and overall management of all daily functions.*

- Supervised preparation of required administrative records, reports, and participated in the development of the annual budget.
- Planned, organized, and distributed work assignments in an efficient and effective manner.
- Reviewed all reports ensuring accuracy, thoroughness, and that staff's actions were within divisional policies and procedures.

**Orange County Corrections Department - Orlando, Florida**  
**1,900 Staff Members, Jail Population 4,800**  
**Facility Sergeant**

**December 2000 – June 2007**

- Responded to critical incidents and take command of the situation until properly relieved by senior authority.
- Conducted facility inspections to ensure secure confinement of inmates.
- Disseminated information to staff during shift briefing utilizing sound communication skills.
- Recommended and scheduled training courses to improve development of staff.

**Orange County Corrections Department - Orlando, Florida**  
**1,900 Staff Members, Jail Population 4,800**  
**Area Corporal**

**May 1995 – December 2000**

- Monitored, supervised, and coached line staff to ensure compliance with Policy
- Responsible for ensuring adequate staff coverage and providing post assignments.
- Documented and submitted payroll
- Trained staff on emergency procedures and the use of emergency equipment.

**Orange County Corrections Department - Orlando, Florida**  
**1,900 Staff Members, Jail Population 4,800**  
**Correctional Officer**

**April 1989 – May 1995**

- Provided care, custody and control of incarcerated inmates.
- Conducted security and visual inspections of assigned housing units.
- Maintained accurate count and accountability of all inmates assigned.
- Interacted with inmates and utilized interpersonal communications skills to maintain order.

**Broward Sheriff's Office, Ft. Lauderdale, Florida**  
**2,000 Staff Members, Jail Population 5,000**  
**Detention Deputy**

**July 1987 – April 1989**

- Assigned as Officer In Charge (OIC) during the sergeants absence.
- Provided care, custody and control of incarcerated inmates.
- Conducted security and visual inspections of assigned housing units.
- Maintained accurate count and accountability of all inmates assigned.

## **EDUCATION**

**Mountain State University - Orlando, Florida**  
***Master of Science in Strategic Leadership***

**Columbia College - Orlando, Florida**  
***Bachelors of Arts Criminal Justice Administration***  
(Summa Cum Laude)

**Texas Commission on Law Enforcement - San Antonio, Texas**  
***Jailers License***

**Broward Community College - Davie, Florida**  
***CJSTC Corrections Academy***

## **CERTIFICATIONS**

Certified Jail Manager (CJM)  
Certified Corrections Manager (CCM)  
Certified Public Manager (CPM)  
Certified National Auditor (ACA)  
Certified Instructor with FDLE

## **SPECIALIZED TRAINING**

Jail Administration: Management & Operations (CMIT)  
Florida Institute Academy of Leadership (FDLE)  
High Impact Leadership  
Command Leadership Training  
Florida Jail Service Inspector (FMJS)  
Florida Accreditation Assessor (FCAC)  
Middle Management  
Conducting Security Audit Program (NIC)  
Florida General Instructor Techniques  
Line Supervision  
Field Training Officer (FTO)  
Crisis Intervention Team (CIT)  
Special Emergency Response Team (SERT)

## **Organizational Involvement**

Board of Directors – AJA  
Nat'l Organization of Hispanics in C.J. Awards Committee  
Training & Professional Development Committee - AJA  
Program Steering Committee - AJA  
Board of Directors YMCA Achievers Program  
OCCD Hispanic Heritage Committee Chairperson  
Teen Summit Co-Chair  
Nat'l Organization of Hispanics in C.J. Program Committee Co-Chair  
YMCA Adult Achiever

# Scott Skraban

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## Professional Summary

Public administrative professional with over 17 years' experience in local government leading multiple successful teams. Managed several \$1M+ projects leading to significant operational improvements. An MPA with strengths in urban planning & land development, Geographic Information Systems, program & project management, budgeting, information technology, records management and performance measurement. Consistently achieves the highest level of employee satisfaction.

## Experience

### **Orange County Board of County Commissioners** (February 1999 - Present)

#### **Acting Manager, Fiscal & Operational Support** – CEDS (June 2016 – Present)

- Responsible for the daily operations of the CEDS Fiscal & Operational Support Division consisting of 61 staff in 3 units (Fiscal Operations, County GIS and Development Services), including employee development, program management, strategic planning, customer service and inter-department coordination.
- Manage the CEDS Department budget in coordination with the Office of Management and Budget.
- Serves as the Concurrency Management Official charged with enforcing the County concurrency management ordinance.

#### **Development Services Administrator** - CEDS (October 2012 - Present)

- Responsible for the CEDS Development Services program consisting of 22 staff in 6 sections (Concurrency Management, Public Notification, Impact Fee Management, Public Records, Records Management and Information & Support), including employee development, project management, strategic planning, customer service, inter-department coordination, budgeting and special projects for management.
- Oversee Department reporting and record management activities, including performing business intelligence & trend analysis on development activity.
- Oversee CEDS Department public records activities for the 9 divisions.
- Managed the implementation of the OCFL Atlas application to enhance citizen engagement in land development.
- Oversee employee/customer feedback initiatives, including managing the CEDS Employee Surveys and Action Plans, conducting system feedback initiatives, hosting developer forums and deploying customer satisfaction surveys.

#### **Information Systems Administrator** – Growth Management/CEDS (October 2007 – Sept. 2012)

- Responsible for the Growth Management/CEDS Information Systems & Development Services programs consisting of 19-32 staff in 6 sections (Department GIS, Countywide GIS, Business Systems, Graphics, Concurrency Management and Information & Support), including employee development, project management, strategic planning, customer service, inter-department coordination, enterprise GIS development, and special projects for management.
- Oversee Department reporting and record management activities, including performing business intelligence & trend analysis on development activity.
- Developed the One-Stop permitting implementation plan.
- Developed system vision for ALADIN, including performing business process analysis on workflows for all major land development processes and administering the Land Development Management System (LDMS) project.
- Managed the Concurrency Management System (CMS) project, including CEL process and capacity banks.



# Scott Skraban

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- Modernized and improved the Information Technology procurement and implementation program leading to a high degree of satisfaction from business lines.
- Oversee employee/customer feedback initiatives, including managing the ePlause employee recognition project, managing the GM/CEDS Employee Surveys and Action Plans, conducting system feedback initiatives and deploying customer satisfaction surveys.
- Administer \$1.5-\$4.5 million in annual technology and unit budget.
- Perform as ESF-5 emergency operations Planning/Analysis Unit administrator.

## **Systems Analyst/GIS Supervisor – Growth Management (October 2005 – October 2007)**

- Responsible for supervising the Growth Management GIS program, which included project management, RFP development, business process analysis, land use analysis, geodatabase development/management, GIS training, GIS user technical support, inter-department coordination, emergency operations, enterprise GIS development and special projects.
- Managed Central Addressing System (CAS) project for Zoning Division.
- Managed the Central Spatial Data Repository (CSDR) project for enterprise GIS data.
- Managed the InfoMap Secure project for enterprise GIS.
- Conducted the Land Development Study to examine County development processes and produce an action plan to modernize development processes through use of technology.

## **Sr. Application Systems Analyst/GIS Supervisor – Growth Management (March 2005 – October 2005)**

- Responsible for establishing and supervising the Growth Management GIS program, which included geodatabase development/management, GIS training, Object Model Diagram (land use) development, base layer creation and implementation, GIS user technical support, inter-department coordination, emergency operations GIS unit administrator, enterprise GIS development.
- Managed the RFP for the \$1.2M CAS/CSDR project.

## **Application Systems Analyst – Public Works (April 2001 – February 2005)**

- Responsible for GIS staff supervision, ArcGIS application development, geodatabase development/management, GIS mapping and data formulation, software benchmark and evaluation, GIS training, Object Model Diagram (transportation) development, base layer creation and implementation, GPS based attribute collection, GUI customization, SQL Server database management, data scripting, EDM process and procedures, GIS user technical support, inter-department data coordination.
- Conducted special projects, including Comprehensive Planning mapping, traffic concurrency analysis, emergency management support, crash analysis, and Mobility 20/20.
- Developed and implemented the County roads base layer, including intersections, surface type and maintenance designation.
- Developed and coded the Flood Permit application.

## **Mapping and Graphics Technician – Public Works (July 2000 - April 2001)**

- Provided GIS mapping and data formulation, attribute mapping/editing, spatial analysis, application development, Public Works base layer development, dynamic segmentation, GUI customization.
- Assisted with the traffic sign field collection project.

## **Computer Cartographer III – Zoning (July 1999 - July 2000)**

- Provided GIS mapping and data formulation, graphic media preparation, data conversion and projection, spatial analysis, land use analysis, data organization and distribution, GIS training, GUI customization, data quality assessment, environmental analysis, attribute mapping/editing.

# Scott Skraban

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## **Planning and Development Assistant – Planning (February 1999 - July 1999)**

- Assisted planners in preparation of the Comprehensive Policy Plan, including information acquisition and preparation, assisted the public regarding zoning and planning issues, prepared GIS maps for documents and hearings/meetings, conducted public notification, and analyzed development trends.
- Co-managed the CPP 1999-1 cycle.

## **Education**

### **University of Central Florida (Orlando, FL)**

Bachelor of Arts - History, 1996

Bachelor of Arts - Political Science, 1998

Masters Certificate in Crime Analysis, 2002

Masters Certificate in Urban and Regional Planning, 2004

Masters in Public Administration, 2008

### **Additional Coursework:**

University of Florida, School of Architecture, 1991-1992

Florida State University, College of Business, 2008-2009

## **Specific Training**

- Visionary Series leadership 2014
- Essentials of Records and Information Management (RIM) Certificate (ARMA International)
- Leadership 2000 – Rollins College
- SHRM Essentials of Human Resource Management Certificate Program
- FEMA IS-1, IS-100, IS-200, IS-300, IS-400, IS-500, IS-600, IS-700, IS-800, IS-900
- Esri – Fundamentals of ArcGIS Desktop (95 hours)
- Esri – GIS Data Production & Editing (124 hours)
- Esri – GIS Analysis (107 hours)
- Esri – Geodatabase Management (96 hours)
- Lynda – professional development in communication, management & leadership (120 hours)

## **Activities/Awards/Committees**

- Certified Geographic Information Systems Professional (GISP)
- Pi Alpha Alpha - National Honors Society for Public Affairs & Administration
- Heart of Florida United Way – Leadership Level Contributor
- Orange County Public Records Requests Taskforce - 2013
- Orange County Web Redesign Committee – 2011
- Orange County Emergency Management - ESF-5 (Planning and Information)
- Orange County GIS Technical Committee
- Employee Choice Award – January 2007
- National Association of Counties (NaCO) Achievement Award 2007 – InfoMap Secure
- Certificate of Commendation – 2001 – Orange County Sheriff's Office
- Public Works Department Award - GIS Mapping 2001
- Sigma Phi Epsilon Alumni Board - Treasurer/Comptroller (July 1998 – July 2000)

**MICHAEL J. HUDKINS, P.E.**

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**E-mail: michael.hudkins@ocfl.net**

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**EDUCATION/PROFESSIONAL REGISTRATIONS**

**Bachelor of Science in Civil Engineering**

**Valparaiso University, Valparaiso, Indiana, 1992**

**Professional Engineer (PE) - No. 52671**

**State of Florida, 1998**

**Construction Documents Technologist (CDT)**

**Construction Specifications Institute, 1996**

**QUALIFICATIONS AND PROFICIENCIES:**

- **Multi-faceted technical and project management experience** - Over 20 years of environmental engineering experience including complete knowledge of project management, design, planning, permitting, and construction administration for water, wastewater, and reclaimed water treatment, pumping, transmission, and disposal projects
- **Supervisory experience** - Supervisory experience over project engineers, technicians, clerical staff, and interns including completion of the Orange County Utilities Department Supervisory Leadership Program and the Orange County Government Supervisory Development Program
- **Hydraulic systems expertise** - Hydraulic modeling experience in various hydraulic modeling software packages including InfoWater and WaterGEMS for both steady state in extended period simulation conditions
- **Team building/Leadership** - Ability to work well with a variety of personality types and function as a team
- **Customer service skills** - Consistently providing excellent customer service
- **Decision maker** - Self-sufficient problem solver not intimidated by responsibility making important decisions

**EXPERIENCE:**

**2000 - Present      Orange County Utilities Engineering      Orlando, Florida**

**Assistant Manager**

- **Major Responsibilities:** Managing all personnel and planning duties of the capital improvements project team within the Engineering Division of Orange County Utilities (70 personnel) including direct supervision of the 5 chief engineers over each section of the division as well as developing the division operation and maintenance budget and the capital improvements project budget
- **Key Achievements:**
  - Successfully hiring effective high level personnel in key positions within the division
  - Facilitating consensus meetings for customer information reports for upper level management within the department

**Chief Engineer**

- **Major Responsibilities:** Managing group maintaining water, wastewater, and reclaimed water hydraulic models, managing engineering team for wastewater treatment plant upgrades and expansions, managing design team for major water main, reclaimed water main, and force main design, and coordinating Conserv II reclaimed water system activities
- **Key Achievements:**
  - Managing team to develop and review master specifications
  - Working with the Environmental Protection Agency to release liens on Conserv II Property

**Senior Engineer**

- **Major Responsibilities:** Developing and maintaining water, wastewater, and reclaimed water hydraulic models, making recommendations for infrastructure improvements, coordinating with development projects, supervising staff, pump station hydraulic design, and supporting engineering and operation divisions
- **Key Achievements:**
  - Combining hydraulic models from separate service areas into a single model
  - Developing an extended-period simulation hydraulic water model
  - Locating closed valves in the water and wastewater systems resulting in improved system performance
  - Engineering innovative system enhancing projects such as the Conserv II Reclaimed Water Transmission Booster Station and Hidden Springs Water Storage and Repump Facility conversion to a booster pumping station project saving millions of dollars over alternative solutions

1992 - 2000

Hartman & Associates, Inc.

Orlando, Florida

***Project Manager***

- Major Responsibilities: Engineering analysis, staff supervision, and project management for water, wastewater, and reclaimed water projects including planning, designing, permitting, preparation of contract documents, and construction administration
- Key Achievements:
  - Preliminary engineering, permitting, design including construction drawing preparation and specification preparation, and construction administration for the Utilities Commission, City of New Smyrna Beach 6.0 MGD Advanced Wastewater Treatment Plant (WWTP)
  - Design, construction drawing and specification preparation, permitting, bidding services, and construction administration including shop drawing review for the City of Cape Canaveral 1.8 MGD Advanced WWTP
  - Project manager of the design, permitting, and construction administration of the City of Bartow Water Transmission System for the proposed City of Bartow 7.0 MGD Lime Softening Water Treatment Plant
  - Design/build construction of the Port of the Islands Lime Softening Water Treatment Plant
  - Construction drawing and specification preparation, permitting, and shop drawing review for the South Port WWTP Improvements for the City of Port St. Lucie
  - City of Haines City wastewater master planning

***References Available Upon Request***