BOARD OF COMMISSIONERS SPECIAL MEETING
WEDNESDAY, MAY 15, 2024 – 6:00 PM
CITY HALL CHAMBERS
10451 GULF BLVD
TREASURE ISLAND, FL 33706

MEETING NOTICE AND AGENDA

A. PLEDGE OF ALLEGIANCE

B. ROLL CALL

C. PUBLIC COMMENTS FOR NON-AGENDA ITEMS

D. ITEMS OF BUSINESS

D.1 Selection of City Manager Finalists

Anderson, Charles.pdf
Brake, Paul.pdf
Brown, Taylor.pdf
Comiskey, Patrick.pdf
Griffin, Kenneth.pdf
Hillard, Robert.pdf
Kelley, Brian.pdf
McNaul, Lawrence.pdf
Mihelich, Jeff.pdf
Moye, Scott.pdf
Slaton, James.pdf
Stone, Angela.pdf
Vargo, Cary.pdf
Yates, Thomas.pdf

E. ADJOURNMENT

For any person desiring to appeal any decision made by the board, agency, or commission with respect to any matter considered at such meeting or hearing, he or she will need a record of the proceedings, and that, for such purpose, he or she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based [F.S. 286.0105]. NOTE: Any transcript shall be requested and made by the individual requesting same at his or

her own expense. Therefore, a court reporter may be desired or required accordingly.

Any person with a disability who needs any accommodation in order to participate in this proceeding is entitled to assistance at no cost. Please contact the Office of the City Clerk in writing at 10451 Gulf Boulevard, Treasure Island, FL, 33706 or by phone at (727) 547-4575 at least two working days prior to the meeting to advise what assistance is needed.

AGENDA ITEM NO. D.1

Item Cover Page

BOARD OF COMMISSIONERS AGENDA ITEM REPORT

DATE:	May 15, 2024
SUBMITTED BY:	Jessica Zamora, Human Resources
ITEM TYPE:	For Consideration and Discussion
AGENDA SECTION:	ITEMS OF BUSINESS
SUBJECT:	Selection of City Manager Finalists
BACKGROUND:	This marks the third phase of the recruitment process. The search commenced on March 7, 2024, with interested individuals having until April 10, 2024, to submit their resumes and other relevant information to SGR for consideration. Semi-finalists were chosen on April 19, 2024, and proceeded to undergo a comprehensive background and screening process. The Commission will reconvene on May 15, 2024, to select the finalists
POLICY/PURPOSE:	Doug Thomas, Executive Vice President of Recruitment & Leadership Development at Strategic Government Resources (SGR), will join us on May 15, 2024, to present a comprehensive assessment of the semifinalists for the Commission to make an informed decision regarding the recruitment finalists for the City Manager role.
STRATEGIC PLAN RELEVANCE:	Administration Road Map; Goal 1: Develop, support, and retain a diverse workforce to serve the needs of the community; Objective 1: Encourage professional development and leadership opportunities to support a dynamic workforce.
ANALYSIS/DISCUSSION:	SGR began actively recruiting for a new City Manager on March 7. Out of the 14 semifinalists chosen on April 19, 12 remain active in the process. On this date, Doug Thomas will present a detailed background on each semifinalist for review and discussion by the Commission. At this meeting, the Commission will discuss the information provided on each candidate and select 3 - 5 finalists to proceed to the selection phase of the recruitment process. The resumes and cover letters of the semifinalists are attached to the agenda in alpha order.

FUNDING: .

MOTION: I move to approve the following candidates for further consideration to fill the vacant City Manager position.

ATTACHMENTS:
Anderson, Charles.pdf
Brake, Paul.pdf
Brown, Taylor.pdf
Comiskey, Patrick.pdf
Griffin, Kenneth.pdf
Hillard, Robert.pdf
Kelley, Brian.pdf
McNaul, Lawrence.pdf
Mihelich, Jeff.pdf
Moye, Scott.pdf
Slaton, James.pdf
Stone, Angela.pdf
Vargo, Cary.pdf
Yates, Thomas.pdf

CHARLES V. ANDERSON

(406) 836-1002 | cvanderson64@gmail.com | www.linkedin.com/in/charles-anderson-7a279228

Versatile leader, critical thinker, and strategist with proven record of business and financial acumen, human capital, and information technology experience. Change agent with collaborative skill set and decisive leadership style. Highly proficient in project, customer relationship, quality, data visualization and analysis, and process improvements.

PROFESSIONAL POSITIONS AND EXPERIENCE

Deputy City Manager, City of Great Falls, Montana 2017 – Present

Deputy Chief Executive Officer that assists in execution of all affairs of the City as required by law and other governing documents. Great Falls is a full-service community serving a population of 60,000 with 525 full-time equivalents (FTEs) across 17 departments, divisions and agencies. Prepares and fulfills annual $147M budget ($38M general fund); executes bonds, notes, and contracts as required

- Sagely executed City Manager duties numerous times; led staff meetings, work sessions, commission executive sessions, resolved HR/Legal/budget issues; teamed with Mayor to present at leadership forums
- Analyzed internal/external environments to prioritize and execute multi-department space analysis and relocation plan; secured buy-in, shifted resources and accelerated project delivery for 3-yr/$4M effort
- Guided city-wide effort to secure $10M Defense Community Infrastructure Grant to build $21M/45,000SF Aquatics/Recreation Center; involved in all project aspects, under budget, on target for June 24' opening
- Successfully negotiated/developed solutions for 30+ labor and franchise agreements, contracts and developer complaints valued at $28M; commission priorities and city's fiscal/cost objectives achieved
- Efficiently completed 4-month analysis and methodology to elevate City's IT division to a department, and collaborated with building/developer community and staff to craft "*roadmap to fix*" development review function; data driven reports outlined prioritized action steps, obstacles, costs, and completion timelines
- Answered community needs; created PIO role within Neighborhood Council function, hosted 1st ever City 101 Citizen Academy, establishing 311 community reporting, and awarded $3M in community ARPA grants
- Led or co-led recruitment, hiring, and integration of 11 Director and Police Chief and Fire Chief positions

Public Works Director, City of Steamboat Springs, Colorado 2012 – 2017

Senior executive leading city's largest department; 113 personnel operating and providing services for Transit, Engineering, Water, Wastewater, Streets, Fleet, Environmental and Airport divisions. Executed an annual $13M operations and personnel budget and $6M Capital Improvement Program

- Devised, proposed, and received approval to establish Community Development Engineering function; used Lean Six Sigma tools to streamline operations/develop efficiencies & received prioritized FTEs in 2017 budget
- Led team that formulated and project engineered an $11.4M downtown streetscape, utility, mobility and roadway overhaul. Proved concept and secured funding from governing body to execute 3-year endeavor
- Created P3 lease arrangement with Blue Sage Ventures Real Estate development for usage of a privately held parking area; alleviated massive lost parking spaces and increased city's core downtown parking 18%
- Over 2-years, crafted multi-option water lease strategy to fix wildland fire/drinking water redundancy issue; separately engaged Public Service Company & Colorado Parks and Wildlife; solution achieved
- Deftly handled and shaped core HR matters; Employee Assessment System, 2015 Compensation Analysis, Personnel Manual rewrite, Hostile Work Environment claims; issues resolved, personnel educated/held accountable, pay plan funded

Command Chief (Senior Director), Malmstrom Air Force Base, Montana 2011 – 2012

Executive advisor to the Commander (CEO) of the Department of Defense's (DOD) largest intercontinental ballistic missile base. Directed activities of 4,000 employees with an annual budget of $95M, controlling $6B in assets

- Hosted Russian Federation Nuclear Inspection Team; collaborated across government agencies to screen requests against security requirements and federal law/treaty language – treaty requirements satisfied
- Anchored multi-discipline team to Root Cause Analysis/8-Step Problem Solve financial system defect; reduced overdue vouchers to zero, saved $250K and 520 hours a year with new process
- Built logistics partnerships to complete 1,400 man-hour/$1.2M missile suspension system repair and replace program; deficit program brought back on track and completed 2-weeks early

Command Chief (Senior Director), Joint Base Langley-Eustis, Virginia 2009 – 2011

Executive advisor to the Commander (CEO) at 1 of only 13 joint bases within the DOD. Directed the activities of 4,200 employees with an annual budget of $274M controlling $12.6B at two geographically separate locations

- Spearheaded Joint Base activation; evaluated, and competed requirements, consolidated personnel & services, and overcame integration issues to meet 274 criterion; opened 3-months early saving $17M
- Shaped Air Force's fastest growing medical facility; oversaw $67M of construction projects, increased patient capacity 3K; presented/awarded out year (3-5 yr) budget increases -- services expanded 15%
- Forged plan with Hampton, VA Mayor and staff to host the 1st Senior Leader Forum; reviewed and identified complimenting strengths to influence IT governance, zoning, and first responder challenges

Other Military Experience

- Conducted FY10-15 force structure and future manpower validation; articulated at multiple forums and convinced DOD of needs; $4M budget approved, 40 positions transferred, surpassed original task by 10%
- Led 9-month/28 person effort to execute $2.8M Network Control Center renovation; finished 45 days early, saved $225K and garnered HQ Air Force Communications and Information Team Award
- Constructed IT blueprint and business case to win award of Global High Frequency Communications mission; fixed integration issues, secured 28 personnel and $4.5M to deliver Presidential C2 system
- Deployed and established largest middle eastern desert air base after the 9/11 terrorist attacks; led 157-person team to provide Gigabit Ethernet, Voice over IP, IPTV –- benchmarked by HQ Air Force

EDUCATION

- Master of Business Administration (MBA) - Executive, University of Mary
- Bachelors of Science, Resource Management, Troy University

CERTIFICATIONS, ASSOCIATIONS, AND INTERESTS

- Project Management Professional – Project Management Institute, May 2024
- Executive Board Member, Montana Defense Alliance
- Executive Board Member, Great Falls Chamber of Commerce Military Affairs Committee
- President, Great Open Spaces City Management Association (GOSCMA)
- International City/County Managers Association (ICMA)
- Montana League of Cities and Towns (MLCT)
- Lean and Six Sigma for Environmental Professionals, Sustainable Cities Network

Charles V. Anderson
2701 4th Ave N.
Great Falls, MT 59401
406-836-1002

April 8, 2024

Mayor J. Tyler Payne and City Commissioners
City of Treasure Island
10451 Gulf Blvd
Treasure Island, FL 33706

Dear Mayor Payne and Commission Members,

With the utmost enthusiasm, I would like to express my interest in the City Manager position for the City of Treasure Island. But first, congratulations on opening your new City Hall last week and completing your three year vision for this facility; the community and city staff will only benefit by this commitment. Your City Manager position is an incredible opportunity to work with and lead an organization that aligns decision making and city wide goals as outlined in your Strategic Plan 2020-2025. A city that has a quest for outstanding performance, high quality public services, and is guided by your bold actions is one I would be honored to lead. Humbly, I have multiple decades of highly successful military and local government experience that was built around missions, visions, and goals, and I believe my skills and experiences soundly align with your "ideal candidate" qualifications.

Throughout my careers, I have honed an innate ability to assess situations, introduce alternatives, and built clear consensus for solutions that achieve the desired goals. My personnel management skills are exceptional, having only been made sharper by years of experience, while my focus on continual professional development is a cornerstone of who I am. In fact, I am a persistent learner, and am sitting for my Project Management Professional certification in early May. My supervisors, peers, or subordinates often speak of my ability to build and motivate people and teams, allowing us to realize goals by pursuing high levels of performance and working collaboratively.

For the past seven years, I have been the Deputy City Manager in the City of Great Falls, Montana, a cultural, commercial and financial center community of 60,000. In this role, I have taken advantage of tremendous opportunities to refine my local government management skills and build winning relationships across a community that has a desire for additional public services, but is hindered by a restrictive tax base. This restriction often drove the need for strategic thinking and planning, multi-tasking of competing requirements, finding efficiencies, and leveraging a highly-engaged citizenry to achieve results. For example, our natatorium was closed after a catastrophic façade failure, and I was key to our city obtaining a $10M DoD grant that was matched by a $10M bond funded by our community toward a $22M Aquatics and Recreation Center. We are under budget and on schedule to open in June.

Prior to that, I was the Public Works Director in Steamboat Springs, Colorado, a ski resort community, nestled in the Rocky Mountains. While there, I successfully negotiated with and teamed with developers, local land owners, and staff to jumpstart an $11.4M redevelopment initiative on Yampa Street. This 3-year revitalization effort launched the transformation of this area into a new dining, entertainment, and strolling hub that has become the City's "go-to" destination.

Relationships are key to any manager's success, and my strategy for building a strong culture of trust is to treat a management team as my partner. I view my role as making sure they have the resources they need to make great things happen, and I am always happy to lend my time, whether just listening, brainstorming, or providing direction. Communication is also a key to a manager's success. I make myself available to elected officials, meeting them in the way that works best for them. I believe that being open, honest and accountable helps build trust with commissions, the community, as well as the management team.

Having previously lived in Okaloosa County while I was stationed at Hurlburt Field, I truly enjoyed living on Florida's Emerald Coast. After retiring from the Air Force, I have spent the last 12-years successfully navigating and leading local governments. I am very passionate about local government and the positive and productive impact a city can make on the individual lives of its residents. Thank you for your consideration of my application materials.

Sincerely,

Charles V. Anderson

March 20, 2024

Mr. Doug Thomas
Executive Vice President of
Recruitment & Leadership Development
Strategic Government Resources
P.O. Box 1642
Keller, TX 76244

Dear Mr. Thomas:

I am writing to you to express my interest as a qualified applicant for the position of City Manager for the City of Treasure Island, Florida. If the Mayor and City Commission are seeking a proven public sector leader with executive experience known for breakthrough results, please consider my enclosed resume.

I am a results-oriented manager with 30 years leadership experience in varying levels of local governments primarily in Michigan. In my most recent and previous positions, I have advanced municipal government services through innovative programs and grassroots collaborations in the community and surrounding areas. As my enclosed resume indicates, I possess skills in problem solving, financial acumen, and collaborative management. My track record demonstrates my visionary thinking, high energy, and ability to forge strong organizational relationships to accomplish important initiatives. Some of my accomplishments include:

- Oversight and management of the successful conclusion to the redevelopment and construction of city's existing facilities and site. This included the **replacement of the aging city hall and police facilities**, construction of a new city park and auto parking garage without a tax increase. The completed project has now created a vibrant city center significantly increasing the number of downtown visitors.
- Obtained funding through **voter approved ballot measures** for public safety, roads, parks, animal shelter and older adult services. This included renewal and new funding for programs and services.
- **Excellence in Economic Development Award** from the International Economic Development Council (IEDC) for regionalism and **Top Performing Community Awards** by the University of Michigan-Dearborn for entrepreneurship and economic growth.
- **Proven leadership in environmental initiatives,** such as regional solid waste planning, local brownfield redevelopment and deployment of sustainable green technology.
- Significant infrastructure projects are managed **on time and within budget**.

I am a well-balanced executive who succeeds by achieving results, while at the same time, building and maintaining positive relationships with everyone around me. Given the opportunity, I am confident in my ability to achieve similar financial and management results as the City Manager of the City of Treasure Island.

Thank you for your consideration and I look forward to hearing from you.

Sincerely,



Paul J. Brake, ICMA-CM, CEcD

Encl.

Paul J. Brake, ICMA-CM, CEcD

703 E. Bloomfield Avenue
Royal Oak, MI 48073
pauljbrake@gmail.com
Cell (517) 927-4029
http://www.linkedin.com/in/pauljbrake

SUMMARY:
Executive-level administrator with advanced degree and experience in leadership roles. Proven success in managing complex issues using tactful, patient and persuasive leadership and communication skills.

Highly experienced local government executive with the following traits:
› Action oriented
› Economic development focused
› Strategic planning/organizational development
› Fiscal stewardship
› Collaborative leadership
› Relationship building

PROFESSIONAL EXPERIENCE

City Manager
May 2020 to December 2023
City of Royal Oak, Michigan
Population 59,006

Lead as a chief executive officer of one of Michigan's premier downtown communities during a time of dynamic change while overcoming a global pandemic. Royal Oak is a city full of opportunity and excitement located in the Detroit Metro area of Southeast Michigan. "RO" offers all of the quality-of-life amenities one would expect from a big city while retaining the comforts of a small town. The City Manager appointed by the city commission is responsible for planning, coordinating, directing, and executing all of the city's operations according to law and policies. Responsible for appointing, supervising, and evaluating department heads who collectively managed 330 full-time employees, as well as 150+/- part-time employees through a total operating budget of approximately $220 million. Accomplishments:

- ✓ Oversaw the last phases of construction that resulted in the successful completion of a public-private partnership (P3) for a $100 million redevelopment program of the city's existing facilities and site. This included the replacement of aging city hall and police facilities, address parking needs and create a tax generating medical facility. The P3 has now created a vibrant City Center Complex and the new city park to benefit the community and entice visitors to downtown. Project was the recipient of the 2022 CREW Detroit Impact Award.
- ✓ Compiled and implemented a Responsible Contractor Ordinance. The policy is an effective method for awarding public contracts based on the best value that also provides additional information for policy makers about businesses when they are proposing to do work for the city.
- ✓ Collaborated with community leaders and environmentalists in completing and overseeing the city's Sustainability and Climate Action Plan (S-CAP). As a leader regionally and across Michigan, the plan is a guide and coordinated efforts in all aspects of city service delivery and investment to ensure the most sustainable, inclusive, climate-friendly options are implemented.
- ✓ Secured funding through a voter approved ballot initiative. This was part of a comprehensive package that included lowering certain tax rates and expired tax levies thus resulting in a small net increase as a new dedicated funding source. The new property tax collection includes funding for parks, animal shelter, and older adult services. This measure includes capital improvements for park facilities as well as matching funds for state and federal grants.

City Manager
February 2017 to May 2020
City of Morgantown, West Virginia
Population 30,547

Charged with forward-thinking leadership as the Chief Administrative Officer (CAO) for a council-manager form of government in a dynamic community, home to West Virginia University, with a daytime population of greater than 70,000 (in an area near Pittsburgh, Pennsylvania). Directly oversaw ten (10) department directors who managed a workforce of 275 +/- full-time employees, through an operating budget of $37 million. Responsible for carrying out policy enacted by city council, overseeing the administration of the city, and maintaining inter-governmental, as well as university relationships. Also, tasked with carrying out economic development opportunities through the expansion of the Morgantown Municipal Airport (MGW), as well as redevelopment of key properties in the downtown and waterfront districts. Accomplishments:

- ✓ Led a collaborative process to develop short and long-term objectives through a city council approved Strategic Plan. The final document includes recommended indicators and metrics to determine the successes and progress of the plan.
- ✓ Secured the largest private foundation grant in the city's history ($4.3 million) for the redevelopment of an existing riverfront park and amphitheater. The completed project includes large-scale improvements to a waterfront area. Project was the recipient of the 2020 ABC (Associated Builders and Contractors) Excellence in Construction Award.
- ✓ Obtained three (3) Federal Opportunity Zones designations, approved by the governor, that have resulted in attracting a $7 million mixed-use commercial real estate development and a $14 million renovation of a boutique hotel in downtown.
- ✓ Oversaw the successful acceptance, by the FAA, of all required reports documenting the justification to lengthen the existing airport runway to retain commercial aviation, expand corporate aviation capabilities for local business growth, and improve safety for fliers.

Director of State Operations – Michigan **SAFEbuilt, Inc.**
August 2015 to August 2016

Responsible for regional level delivery of community development solutions to 16 client communities throughout Michigan. Staff of 90+ and $7 million P&L. Served as primary strategist and coordinator of government relations activities in Michigan, serving as corporate liaison to state and local governments and government authorities. Also, managed the day-to-day operations of LSL Planning (a SAFEbuilt company), which provides comprehensive community planning, transportation planning and on-going municipal services to agencies across the country. Accomplishments:

- ✓ Effectively managed strategic legal response to a lawsuit as an interested party.
- ✓ Oversaw strategic implementation and processes to establish new rental housing inspection services in partnership with the City of Detroit.
- ✓ Directed an office relocation in Southeast Michigan reducing monthly rental cost by $100K over the period of the new seven-year lease.

City Manager **City of Grand Blanc, Michigan**
July 2011 to August 2015 **Population 8,276**

Chief Administrative Officer (CAO) for a council-manager form of government located in an urban/suburban area of Southeast Michigan (near Flint, Michigan). Oversaw a $9.5 million budget for 31 full-time and 10 part-time employees. To maximize effectiveness and efficiency, Grand Blanc contracts with vendors from both the private and public sector and those vendors who are responsible to the City Manager. The city is part of a larger community that shares municipal services serving 44,000 residents. Accomplishments:

- ✓ Recruited and negotiated two commercial building redevelopment projects resulting in over $4 million in property investments.
- ✓ Secured one of the top honors for regionalism and collaboration through the 2014 Excellence in Economic Development Award from the International Economic Development Council.
- ✓ Provided executive leadership for regional initiatives, such as the chair of the I-69 International Trade Corridor Next Michigan Development Corporation and as the chair of the Genesee County Solid Waste Planning Committee.
- ✓ Gained recognition for entrepreneurship and economic growth through the Top Performing Community Award by the University of Michigan-Dearborn eCities Program (2012 and 2016).
- ✓ Eliminated the pension liability of the employee retirement program and replaced it with a 401K type of retirement system for new employees, thus saving over $3.2 million.
- ✓ Managed over $3.7 million of infrastructure projects ensuring key deliverables were done on time and within budget.

Assistant Township Manager **Meridian Township, Michigan**
March 1998 to June 2011 **Population 39,668**

On the eastern border of East Lansing and Michigan State University, the community is near the Michigan State Capitol. As the township's second highest ranking official, directed administrative work related to a wide range of municipal management issues impacting a $35 million budget and 190 employees. Oversight of over $2.5 million budget and direct supervision of eight employees. Accomplishments:

- ✓ Directed entrepreneurship and economic growth efforts for the township, resulting in recognition as a 2010 top performing community by the University of Michigan-Dearborn eCities program.
- ✓ Envisioned and implemented downtown streetscape improvements, earning an environmental stewardship award for use of sustainable green technology.
- ✓ Collaborated with local business leaders and university administrators to implement a pilot program to stimulate and sustain entrepreneurial businesses in the community.

County Coordinator (Chief Administrative Officer) **Shiawassee County, Michigan**
May 1994 to March 1998 **Population 70,648**

A rural/suburban county located between Lansing and Flint, Michigan. Duties encompassed organizational and policy development for a $15 million budget and 200 employees. Accomplishments:

- ✓ Developed and initiated successful voter campaign strategies for two property tax proposals concerning general operating funds, a medical care facility, and a telephone surcharge proposal for 9-1-1 dispatch funding.
- ✓ Proposed and revamped a wage and classification system from 93 pay scales with twelve pay units to 14 pay scales in a single comprehensive system.

EDUCATION

Senior Executives in State and Local Government (2019)
John F. Kennedy School of Government, Harvard University, Cambridge, MA

Senior Executive Institute (2007)
Weldon Cooper Center for Public Service
University of Virginia, Charlottesville, VA

Master of Public Administration, Financial and Personnel Administration
Western Michigan University, Kalamazoo, MI

Bachelor of Science, Public Administration - emphasis in Labor Relations
Grand Valley State College, Allendale, MI.

BOARD MEMBERSHIPS AND COMMUNITY LEADERSHIP

Royal Oak Downtown Development Authority – Board of Directors (past member)
Runway Extension and Development (RED) – Chair, City of Morgantown (past member)
Monongalia County Development Authority – Committee member (past member)
Morgantown Area Partnership - Executive Committee and Board of Directors (past member)
Main Street Morgantown – Board Member (past member)

PROFESSIONAL CERTIFICATIONS AND AFFLIATIONS

International City/County Management Association - Credentialed Manager (ICMA-CM)
Certified Economic Developer (CEcD) – International Economic Development Council
International City/County Management Association
International Economic Development Council
Michigan Municipal Executives

PROFESSIONAL REFERENCES

Mike Moore,
Chief of Police, Royal Oak Police Department
(248) 246-3525

Anne McClorey McLaughlin,
Attorney; Rosati, Schultz, Joppich & Amtsbuechler
(248) 482-8770

David Gillam
Village Administrator, Village of Wolverine Lake
(Former City Attorney and Interim City Manager – Royal Oak)
(248) 624-1710

Emily Muzzarelli, PE
Assistant City Manager, City of Morgantown, West Virginia
(304) 284-7406

Bill Kawecki
City Councilor and former Mayor, City of Morgantown, West Virginia
(304) 692-3296

Taylor Troth Brown

513 N. ORANGE STREET
PERRY, FL 32347

April 5, 2024

Treasure Island City Commission
10451 Gulf Boulevard
Treasure Island, FL 33706

Honorable Mayor and City Commissioners,

I've spent the last two decades working diligently in government at the federal, state and local levels, as well as in the private sector. Since 1997 I've been primarily engaged in local government issues, with an emphasis on City Management, City Planning and Economic Development. My years of experience provide a proven track record with management, budgeting, planning, relationship building, and intergovernmental coordination. I'm honest and ethical and approach the responsibilities entrusted to me with great professionalism. I possess the ability to multi-task, with limited financial resources, and can do so independently without sacrificing quality or service.

My personal approach to management has always been to lead by example. I treat all personnel as professionals who are entitled to my respect. I expect them to also treat one another in the same respectful manner. Setting such a professional atmosphere generally ensures that interactions with citizens will also be respectful. I view myself as a leader, a teacher, a coach, a mentor, but not a "boss." Mature professional people do not need to be bossed around; they need to be guided, supported, encouraged, recognized and appreciated. I believe strong, effective managers encourage creativity and innovation. Employees are a treasure trove of talent and ideas and should be valued as such. I recognize that they have as much to teach me as I have to teach them. In my opinion, knowledge is at its best when it's shared freely through collaboration with others.

On a day to day basis, I would describe my management style as being an informal, hands-on, team-oriented coaching style with an emphasis on constant improvement through professional development, along with a policy for maintaining both an open-door and an open-mind.

When it comes to establishing effective working relations with others, the key word is RESPECT! You can differ on opinions and approaches, but there must always be respect for the person you're dealing with. I feel it's important to be honest in your opinions and not to patronize people. Better to be truthful and respectfully disagree then to send mixed signals. I always try to see issues from the perspective of others.

On a personal note, I'm a bookworm with an insatiable appetite for learning and reading anything related to cities. An eternal optimist, I am always on the hunt for better, more efficient approaches to any and all tasks at hand. I believe the past should be honored, but the future should be relished. Oh, and life is short, so make it fun!

I hope with this letter, I've provided you with a glimpse of my personal values and professional qualifications for you to consider me as a candidate for the position of City Manager.

Thank you for your thoughtful consideration.

Respectfully,

Taylor Brown

Taylor Troth Brown

513 N. Orange Street, Perry, FL 32347

Mobile: (850) 295-4052 Email: TaylorBrown@hotmail.com

SUMMARY

Over two decades of professional governmental experience at the federal, state, and local levels, with specialized training and expertise in the following fundamental managerial skill areas:

* Economic Development	* Financial Budgeting	* Urban Redevelopment
* Grant Writing & Administration	* Customer Service	* Strategic Planning
* Intergovernmental Relations	* Team Building	* Problem Solving
* Interpersonal Communication	* Negotiation	* Succession Planning

A visionary leader dedicated to continual improvement through collaboration and innovation, with a track record of outstanding fiscally-conservative financial management. Motivated by a genuine commitment to improving lives through public service; believes that a healthy community is one that strives to balance the competing needs of all its members, while simultaneously being a responsible steward of its divine natural environment.

RELEVANT LOCAL GOVERNMENT EXPERIENCE

Executive Director, Taylor County Development Authority, Perry, Florida 2023-2024

On August 30, 2023, at 7:45am, major Hurricane Idalia made landfall near Keaton Beach in Taylor County, Florida with maximum sustained winds of 125mph, devastating the entire County, including its county seat of Perry, before moving its way deeper into the surrounding counties of north Florida and south Georgia.

Three weeks later, on September 18, 2023, Taylor County's largest employer, Georgia Pacific announced that it was permanently closing its Foley Cellulose mill in Perry. This action would result in the loss of 525 direct jobs at the mill and approximately 1,500 additional related jobs locally. The Foley mill property represents 28% of Taylor County's entire property tax base.

The following morning, September 19, 2023, the Board of Directors of the Taylor County Development Authority (Economic Development Agency) held an emergency meeting during which I was asked to accept a new role as Executive Director of the Authority in order to help lead the community's initial response to these two devastating events. I agreed to serve in this capacity, at least in the short term, in order to help stabilize the community and the organization.

City Manager, City of Perry, Florida 2018-2023
Pop: 7,067 ***Consumer Base:*** 26,283+ ***Budget:*** $13M ***Employees:*** 85+ ***Size:*** 9.3 sq. miles

Well known as the Tree Capital of the South, Perry is located in Taylor County, within the Big Bend region of North Florida. Taylor County (pop 22,277) is characterized by having a large land mass, most of which is either wildlife preserves or forested, together with a long unspoiled natural coastline on the Gulf of Mexico. The City of Perry is the only incorporated municipality within Taylor County, and serves as the County's seat of government as well as the primary center for education, healthcare, transportation, commerce and industry.

Although located in a rural region, Perry is very much a manufacturing city. Anchored by Georgia Pacific's Cellulose plant, the City serves as a hub for the forestry industry and the manufacturing of its related products. SuperPufft Snacks USA, headquartered in Perry, produces snack foods for retailers and national brands and has in recent years grown to be a major employer in the area. Defense contracting, metal fabrication, asphalt production and boat building are also among the mix of manufacturers operating locally.

Duties and Responsibilities as City Manager:

- Chief Executive Officer of a municipal government with 85+ employees and a $13 million budget. Overall accountability for the following functional areas: Administration, Finance, Human Resources, Community Development, Police, Code Enforcement, Fire Rescue, and Public Works including: Water & Wastewater Utility, Storm Water, Natural Gas, Sanitation, Streets, Parks & Recreation, Community Center & Cemetery.
- Preparation and implementation of the annual operating and capital improvement budgets for the General Fund, Utilities Enterprise Funds, and Community Redevelopment Fund.
- Serve as Community Development Director, Zoning Administrator, Floodplain Manager, and Public Information Officer (PIO).

Significant Achievements:

- New development of a 344-unit apartment project. This is the largest housing development in Taylor County history and the first large-scale multi-family housing development built in over 30 years, aimed to solve an acute workforce housing shortage.
- Construction of a new state of the art $14M municipal wastewater treatment plant.
- Other new developments including two medical centers, two banks, several restaurants, a hotel, a veterinary clinic, an elementary school, a community college and an assisted living facility to name just a few.
- Regained membership in the Florida League of Cities, thus allowing the city to join the Florida Municipal Insurance Trust (FMIT), which immediately saved the city nearly $100,000 annually in insurance premiums.
- Partnered with the Florida Gas Utility to institute a natural gas industrial user agreement which added approximately $150,000 in new annual revenues for the next 30 years.
- Extended natural gas service lines to the Anderson Columbia asphalt plant, thereby adding a new large industrial customer and increasing gas utility revenues accordingly.
- Worked to support the start-up and extensive expansion of the Super-Pufft snack food factory, essentially doubling the manufacturing capacity of the plant, adding millions to the local property tax base and creating over 300 new jobs.
- Facilitated rezoning to allow the former Kmart building to be converted into an industrial warehouse and distribution center.
- Helped lead the community through the first world-wide pandemic in over a century.
- Re-development of severely dilapidated historical buildings on courthouse square.
- Developed a set of City Values to help guide local policy and decision making.
- Conducted a thorough review of existing ordinances, including updates, additions and purge of obsolete laws culminating in a total re-codification of the Code of Ordinances.

- Leased city-owned industrial property, generating $80,000 in value-added renovations to the existing industrial buildings on site, creating monthly rent revenues and preserving underlying site/property as a prime site for future industrial economic development.
- Purchased electronic mapping software and GPS equipment to build a database and related maps of all city infrastructure, especially related to utilities. This made it possible to inventory the infrastructure, understand where it is located, determine its current condition, predict its expected lifespan and calculate when it will need to be replaced and at what approximate cost. This database enables informed decision-making when planning how future capital expenditures should be made most efficiently.
- Planned and budgeted for the purchase of an Enterprise Resource Planning (ERP) system to replace the antiquated IT system and integrate various new software systems together.
- Instituted flexible work schedules for most staff member positions to increase efficiency, customer service levels, staff morale and retention.
- Overhauled approach to inmate labor, entered into new agreement with FDOC, allowing city staff members to be trained to supervise inmate work squads, saving city money. This change doubled the number of inmate squads, which has allowed for much better service for grounds maintenance at parks, cemetery and roadway right-of-ways.
- Developed a water facilities management/maintenance plan with Florida Rural Water.
- Implemented new garbage trucks able to be operated by a single worker instead of three.
- Established online bill payment option for city utility customers.
- Worked with FDOT for complete repaving of US Highways 19 & 98, including upgrades to the underground stormwater management system and replacement of all railroad tracks and crossings on the main rail line throughout the city.
- Several dilapidated structures demolished and sites cleaned, including multiple private residential houses, two gas stations and even some old city-owned structures.
- Six different brownfield sites identified, tested and remediated.

City Manager, City of Mary Esther, Florida **2016-2017**
Pop: 4,289 ***Consumer Base:*** 27,585+ ***Budget:*** $6M ***Employees:*** 45+ ***Size:*** 1.5 sq. miles

Historically a recreational waterfront community, Mary Esther is situated along the Gulf of Mexico Coastline in Okaloosa County (pop 201,170), within Northwest Florida's panhandle region and is in the Central Time Zone.

The City of Mary Esther plays host to Hurlburt Field, a military installation of the United States Air Force and home to Headquarters Air Force Special Operations Command (AFSOC), the 1st Special Operations Wing (1 SOW), the USAF Special Operations School (USAFSOS) and the Air Combat Command's (ACC) 505th Command and Control Wing. The installation is nearly 6,700 acres in size and employs 8,751 military personnel. Additionally, the base employs 1,813 civilian personnel, 3,472 private contractors, and houses 9,260 military family members. Together the total impact of the military installation's daily population is 23,296 and when added to the City's residential population, the resulting 27,585 people provides a healthy consumer base for Mary Esther's disproportionally large commercial district.

The City of Mary Esther is adjacent to the City of Fort Walton Beach and the two municipalities share many ties. Fort Walton Beach's Industrial Park is located along its border with Mary Esther, and the Santa Rosa Mall is located on the Mary Esther side of that same border, with both facilities serving the entire region.

Duties and Responsibilities as City Manager:

- Chief Executive Officer of a municipal government with 45+ employees and a $6 million budget. Overall accountability for the following functional areas: Administration, Finance, Human Resources, Information Technology, Planning & Zoning, Police, Code Enforcement, Fire Rescue, and Public Works including: Water & Wastewater Utility, Storm Water, Sanitation, Streets, Parks & Recreation, Landscaping & Cemetery.
- Preparation and implementation of the annual operating and capital improvement budgets for the General Fund and Utilities Enterprise Fund.
- Serve as Land Development Administrator, Zoning Administrator, and Floodplain Manager, and Public Information Officer (PIO).
- Intergovernmental relations with U.S. Air Force representatives and other governments.

Significant Achievements:

- Navigated the hiring and orderly transition of a new Finance Director to replace the Finance Director who presented me with their letter of resignation as I walked into City Hall on the morning of my first day as City Manager.
- Proposed and presented an Annual Budget that was balanced without the need to divert capital from the City's Reserve Fund. The City had previously been unsustainably balancing its budget by drawing down reserves for approximately eight preceding years.
- Initiated update to the Capital Improvement Plan, and its inclusion in the annual budgeting process, neither of which had been done in several years.
- Oversaw the construction and opening of a new Hampton Inn Hotel, which included 91 guest rooms, conference rooms and other amenities within a four-story building.
- Negotiated an economic development proposal to construct 228 luxury apartments as an in-fill redevelopment at the Santa Rosa Mall as a catalyst to other redevelopment within this large and economically distressed commercial area.
- Completed a long needed sewer line repair which required the directional boring underneath of US Highway 98, without disrupting the 46,000 vehicles passing daily.
- Renewed lease of land on Eglin Air Force Base for the disposal of waste water effluent.
- Implemented much-needed repairs and renovations to the City's Waste Water Treatment Plant that effectively doubled its treatment capacity.
- Investigated other long-standing operational issues at the City's wastewater treatment plant, developed a plan to solve several systemic problems and to return the plant to a fully functional and financially efficient operation for the first time in many years.
- Formed a Personnel Committee consisting of staff members from all City Departments to address a long overdue update to the Personnel Manual and compensation package.

- Created a Grants Committee of four existing staff members to collaborate in the identification and pursuit of grant funding opportunities for all departments.
- Wrote and received an $18,000 grant to update the Coastal Management Element of the Comprehensive Plan to comply with current State Law.

City Manager, City of Trenton, Florida **2010-2016**
Pop: 2,089 ***Consumer Base:*** 17,199 ***Budget:*** $2.5M ***Employees:*** 25+ ***Size:*** 2.6 sq. miles

Historically a turn of the century railroad city, Trenton is located in North Central Florida in Gilchrist County (pop 17,199). Trenton serves as the Gilchrist County seat of government, and is also a hub for education, healthcare, commerce and industry. The City is part of the Alachua/Gilchrist MSA, with many ties to the greater Gainesville community located 25 miles to the east of Trenton.

Duties and Responsibilities as City Manager:

- Chief Executive Officer of a municipal government with overall accountability for the following functional areas: Administration, Finance, Human Resources, Information Technology, Planning & Zoning, Community Redevelopment Agency (CRA), Police, Code Enforcement, Fire, Public Works including: Water & Wastewater, Storm Water, Sanitation, Streets, Parks & Recreation, Landscaping, Community Center & Cemetery.
- Preparation and implementation of the annual operating and capital improvement budgets for the General Fund, Utilities Enterprise Fund, and the CRA Fund.
- Serve as Executive Director of the Community Redevelopment Agency.
- Serve as Land Development Administrator, Zoning Administrator, Floodplain Manager, and Emergency Management Liaison.
- Serve as Public Information Officer, especially during times of emergency/crisis, including appearances on television and radio, interviews with print and digital media as well as preparation of press releases.

Significant Achievements:

- Built Reserve Fund from $5,000 to $1,300,000 (=7 months operating costs), during the Great Recession with a millage rate of 3.0, without any layoffs or reductions in services.
- Economic Development efforts produced job growth equivalent to over five percent of the City's population and saw the first new building built on Main Street in decades.
- Envisioned and implemented an aesthetic theme to the City. Developed Design Guide.
- Developed McDonald's/Family Dollar combination site, only second one in the USA.
- Developed Walmart Neighborhood Market, one of the first three to be built in Florida.
- Investigated long standing operational issues at the City's wastewater treatment plant, developed a plan to solve several systemic problems and return the plant to a fully functional and financially efficient operation for the first time in many years.
- Constructed a new Water Treatment Plant using CDBG grant funds.

- Received a "perfect" (No Findings) Audit Report for FY13. This had not been achieved previously by the City in any recent history. We repeated it again for FY14.
- Repaired strained relationship between the City and Gilchrist County, then renegotiated our inter-local agreements for Animal Control and Fire Service, both in the City's favor.
- Partnered with County Administration, Sheriff's Office, County Clerk of Court, and all County Constitutional Officers to develop a centralized Public Records Storage Facility.
- Condensed over 40 years of public records in accordance with Florida State standards.
- Renovated approximately 80% of all City-owned buildings.
- Made City's first purchase of brand new vehicles in over 2 decades and paid in cash.
- Completely revamped the Trenton Police Department.
    - Moved into a newly renovated building adjacent to City Hall.
    - Replaced the entire fleet of Police Cars.
    - Upgraded the Police report writing software and enabled the use of in-car laptops.
- Launched the City's Annual Quilt Festival into its own 501c3 organization, leading to Trenton becoming the home base for the Florida Quilt Trail and Quilt Museum.
- Settled outstanding FEMA grant financial issues remaining from the 2004/05 hurricanes.
- Completely overhauled Utilities Billing system, added ability to accept online payments.
- Reduced average age of City's computer terminals from 7 years to 1.5 years.
- Recommended the City withdraw from Nature Coast Regional Water Authority.
- Suspecting malfeasance, in mid-2012, I recommended the City withdraw from North Florida Broadband Authority. Less than two years later, the Authority was defunct.
- List of Grants received for the City of Trenton:
    - 2 FRDAP grants for parks & recreation enhancements.
    - SRWMD "River" Grant for wastewater lift station rehabilitation.
    - FDEP Brownfield clean-up grant for old Colt's Gas Station.
    - 2 Community Development Block Grants ($650,000 each)
    - 3 Edward Byrne Memorial Justice Assistance Grants.
    - 5 FDLE grants for purchases of police equipment.
    - Firehouse Subs Foundation grant for vehicle extrication equipment.
    - Workforce Training grant for professional development of all staff members.

Planning Director & Zoning Administrator, Gilchrist County, Florida 2007-2010
Pop: 17,199 ***Consumer Base:*** 17,199 ***Budget:*** $369K ***Employees:*** 5+ ***Size:*** 355 sq. miles

Gilchrist County is located in the heart of the Pure Water Wilderness of North Central Florida. With the historic Suwannee River forming its entire eastern boundary and the crystal-clear waters of the Santa Fe River forming its northern boundary, Gilchrist County's 355 square miles are nestled amongst the highest concentration of natural springs in the world. These pristine natural water resources make most of Gilchrist County an environmentally sensitive area and add an additional layer of complexity to land use policy and decision making.

Duties and Responsibilities as Planning Director & Zoning Administrator:

- Administration of Planning & Development Division; staff supervision.
- Serve as County Zoning Administrator & Floodplain Manager.
- Interpret and keep current the County Comprehensive Plan & Land Development Code.
- Oversight of Development Review Process, Current & Long Range Planning.

Significant Achievements:

- Conducted an extensive public process to update the Countywide Vision, including all municipalities, School Board, Chamber of Commerce, County Planning Commission, Agricultural Extension Office, Florida Dept. of Transportation, & the Forestry Industry.
- Streamlined the Development Review permitting process from 3 months to 3 weeks for the vast majority of development applications.
- Instituted a complete overhaul of the record keeping system to store all property records according to parcel identification number rather than by action type. This allowed all information pertaining to any given parcel to be easily retrieved in a single file folder showing all actions that had been taken in respect to the parcel over its entire history.
- Enhanced the use of information technology by requiring the digitization of all records including graphics, and implemented the use of online forms and permit applications.
- Personally oversaw the development review process of several large and very controversial and environmentally-sensitive development proposals including:
    - Oak Tree Landing Airport "Fly-In" Residential/Mixed-Use Community.
        - Required a Major Comprehensive Plan Amendment creating a new land use designation of "Rural Florida Destination Village."
        - The 816 acre development included an airport & paved runway, a village center consisting of 75,000 sq. ft. of commercial space along with 75,000 sq. ft. of lodging, a church, a theatre, a fine arts school, 650 residential units, an 18-hole golf course, driving range, clubhouse, fitness and tennis center, vineyard & winery, agricultural support buildings, equestrian center & stables, and pedestrian, equestrian and golf cart trail systems.
    - Blue Springs Natural Spring Water Bottling Facility.
    - 2 Industrial Forestry Products Mulching Mills.
    - Piedmont Farms Rotational Dairy.

Planner, Arlington County, Virginia **2001-2002**
Pop: 229,302 ***Consumer Base:*** 749,000 ***Budget:*** $212K ***Employees:*** 6+ ***Size:*** 26 sq. miles

Although technically a county, Arlington functions more as the second-largest principal city of the Washington, DC metropolitan area. If it were incorporated as a municipality, its population of 229,302 would make it the fourth-largest city in the Commonwealth of Virginia. Due to the County's location along the southern banks of the Potomac River and its close proximity to downtown Washington, D.C., Arlington is headquarters to many departments and agencies of the federal government of the United States, including the Department of Defense at the Pentagon, Drug Enforcement Administration, Transportation Security Administration, and Defense Advanced Research Projects Agency among others. It is also home to the Ronald Reagan

Washington National Airport. The many federal agencies, government contractors, and related service industries contribute to Arlington's stable economy. It is the highest-income county in the United States by median family income. Arlington is also the location of national memorials and museums, including Arlington National Cemetery and its Tomb of the Unknown Solider, the Pentagon Memorial, the Iwo Jima Marine Corps War Memorial, and the Air Force Memorial.

Duties and Responsibilities as Planner:

- Intergovernmental Coordination of Redevelopment Review Process.
- Negotiation of complex land use development agreements between developers and elected officials, and coordination with various governmental staff, Federal and State agencies, U.S. Military, railroad companies, Subway Transit Authority (WMATA), utility companies, Airport Authority, neighborhood associations, homeowner associations, and special interest groups.
- Advised Elected County Board on planning and zoning policy issues as needed.

Significant Achievements:

- Participated in the comprehensive planning of the Columbia Pike Initiative, a large-scale revitalization plan of a three-mile long corridor spanning the County.
- Arlington is a recognized leader in the practice of Transit-Oriented-Development (TOD). I worked on several TOD redevelopment projects along the Rosslyn-Ballston Metro rail corridor. During this time, Arlington was awarded the National Award for Smart Growth Achievement for "Overall Excellence in Smart Growth" by the U.S. Environmental Protection Agency (EPA). The Overall Excellence Award is the highest national honor bestowed by the EPA, and this was the first time it was ever awarded.
- Participated on staff level task force considering enhanced homeland security through planning in the aftermath of the terrorist attack on the Pentagon on September 11, 2001.

Community & Economic Development Planner, Town of Warrenton, VA 1999-2001
Pop: 9,907 ***Consumer Base:*** 67,207 ***Budget:*** $449K ***Employees:*** 5+ ***Size:*** 4.5 sq. miles

Dating from the 1700's, Warrenton is an historic gem of a town located in Virginia's Piedmont region. Already steeped in American and Virginian history, its geographic location in between the Civil War capital cities of Washington and Richmond forced it to play an important role during that period of conflict. The Town is proud of its history and has gone to great lengths to both preserve and leverage it. It's entire Historic District is listed on the National Register of Historic Places. For nearly a century, Warrenton has been home to the Virginia Gold Cup Steeplechasing Classic, a countryside horse race which now draws over 50,000 spectators annually. Warrenton serves as the county seat for Fauquier County (Pop. 67,207), as well as its educational, cultural and commercial center. In modern times, the town's geographic location has again proven to be militarily strategic. Nestled as it is in the foothills of the Blue Ridge Mountains, the area is exceptionally well suited to sending and receiving radio signals across vast distances. As such, in 1951, the U.S. government established the Warrenton Training Center, a classified Central Intelligence Agency (CIA) communications and signals intelligence facility and underground relocation bunker that serves U.S. continuity of government operations

purposes, used by various federal departments and agencies, including the CIA, National Security Agency (NSA), and the Departments of Defense and State.

Duties and Responsibilities as Community & Economic Development Planner:

- Development Review.
- Project management.
- Tourism marketing (Steeplechase Horse Racing, Civil War & Heritage tours, Vineyards/Wineries, mountain adventures, hot air ballooning, fall foliage.)
- Executed grant writing and administration.
- Promoted Municipally-owned Office/Industrial Park.
- Supervised zoning inspectors, administrative and technical staff.
- Provided staff support to the Planning Commission, Architectural Review Board (Historic District), and Board of Zoning Appeals, as well as to the Town Council, as needed.

Significant Achievements:

- Supervised replacement of all sidewalks along historic Main Street with brick pavers.
- Quadrupled the size of the Warrenton Farmer's Market, through branding, logo development and marketing plan.
- Assisted in the establishment of the Mosby Museum at the historic Brentmoor Estate and secured grant funding for its preliminary site design and development.
- Participated in the conceptualization, planning and site selection for the development of the Warrenton Aquatic Recreation Facility (WARF) and a new Warrenton Police Station.
- Spearheaded building recovery efforts after the region experienced a severe outbreak of tornados and the Town endured a major hailstorm that occurred on September 24, 2001.
- Established Historic Preservation Reference Library, open to the public at Town Hall.
- Coordinated participation in a regional information kiosk program with Fairfax County.
- Implemented ability to access and complete some permitting processes via the internet.
- Completely overhauled the Town's Website.

OTHER PROFESSIONAL EXPERIENCE

Real Estate Broker, Bosshardt Realty Services, Inc., Gainesville, FL 2005-2007
Real Estate Broker, Long & Foster Realtors®, Georgetown, Washington, DC 2003-2005
Assisted clients in the buying, marketing, selling, leasing, investing, exchange and development of property in the Washington, DC and Gainesville, FL metropolitan areas.

Graduate\Research Assistant, University of Maryland, College Park, MD 1999-2000
Administration of USAID grant for U.S./Russian Urban Planning Professorial Exchange. Coordinated efforts between the World Bank, the Woodrow Wilson Center, St. Petersburg (Russia) State University & the University of Maryland's School of Architecture, Planning & Preservation.

Legislative Assistant, Arizona Legislature, House of Representatives, Phoenix, AZ 1996-1997
Served as a legislative liaison between various State government officials, lobbyists, the media and the general public. Worked as dais staff on the House Floor during Legislative Sessions.

EDUCATION

University of Maryland, College Park, MD **Master of Community Planning Program**
Completed one year of a two-year Master's program in Community Planning.

Arizona State University, Tempe, AZ **Interdisciplinary Bachelor's Degree**
Urban Planning & Communication, Magna Cum Laude Overall GPA: 3.63 Major GPA: 4.0
Regents Leadership Scholar
Elected by a population of over 55,000 students to serve as one of 22 Student Government Senators.

PROFESSIONAL AFFILIATIONS

- International City/County Management Association (ICMA)
- Florida City/County Management Association (FCCMA)
    - Serve on FCCMA's Communications/Legislative Committee
- Florida League of Cities
- North Florida Economic Development Partnership
    - Graduate of the North Florida Economic Development Academy (EDA)
- American Planning Association, Florida Chapter

Patrick C. Comiskey

1501 Edgewater Avenue
Mount Dora, FL 32757

Cell: 443-477-0972
Email: pccomiskey@gmail.com

April 10, 2024

Mr. Doug Thomas, Executive V.P.
Strategic Government Resources
P.O. Box 1642
Keller, TX 76244 RE:

RE: City Manager Position Treasure Island

Dear Mr. Thomas:

I am excited to submit this letter of interest for the Treasure Island City Manager position.

Having spent 30 years building my knowledge of city government operations as a dedicated public servant, I feel my background encompasses the broad and diverse municipal experience making me the balanced manager for which you are looking. I have successfully managed in tourist and mill towns and in an array of city departments and projects throughout my career. I hold a solid record of positive, energetic leadership stressing quality customer service in diverse communities, support for the employees with whom I have worked, and productive partnerships with many intergovernmental and community agencies. I have also enjoyed good working relationships with elected officials under whom I've served. I strive to be an effective listener and value input from others and I have always had an open-door policy with council, staff, and community as I believe accessibility to be vitally important. I have always been very visible in my home community.

One of my strongest attributes is planning, particularly with infrastructure, and my project planning and oversight experience is substantial. I also enjoy finding solutions to budgeting challenges. I have successfully prepared and managed many general and enterprise fund budgets, have overseen millions in capital projects, and have acquired many grants. I also possess an in-depth understanding of, and experience with, an array of electric, maintenance, water, wastewater, marina, and storm water management issues. Additionally, I have extensive experience with successful beautification and park projects. Furthermore, I have undertaken measurable improvements to responsible service delivery through successful negotiations resulting in sensible agreements with county government and other area agencies.

Here in Mount Dora, I was brought in as a change agent and; unfortunately, a new mayor and the bureaucracy pushed back. As happy as I my wife and I have been here, it is time for me to move on to another opportunity. I have provided documentation demonstrating support from civic and business leaders in the community. I have also presented a list of many of the city's accomplishments during my tenure.

My wife, a Florida native, and myself, a graduate from the university in Gainesville, are looking to make a long-term commitment in a Florida community in which we can become actively involved and Treasure

Island is an appealing place to do so. We have lived and worked for cities in multiple parts of the country and have not had an issue in adapting to the unique communities where we lived. I look forward to discussing this position and special opportunity with you in more detail.

Thank you very much for your time and consideration.

Respectfully,

Patrick Comiskey

Patrick C. Comiskey

1501 Edgewater Avenue **Cell: 443-477-0972**
Mount Dora, FL 32757 **Email: pccomiskey@gmail.com**

Experience

City Manager, Mount Dora, FL 2021 - 2024
Population about 18,000; regular employees about 250, total approx. 325; annual budget about $130 million

- Oversee city operations
- Responsible for general, sewer, water, storm water, electric, sanitation, fire service, capital, CRA, and other funds
- Manage police, fire, public works, sanitation, sewer, water, electric, storm water, parks, recreation, economic development, planning, zoning, and large tourism operations
- Report to the mayor and six city council members

Opportunities: Reviewed plan to construct two new fire stations and a new public works complex proposed alternative plan that would save the construction of one building and utilize current structures and save $16 - $20 million; proposed and council accepted plan to eliminate the city police dispatch center in favor of the county 911 center saving over $400,000 annually; eliminated and consolidated positions resulting in a net loss of six positions for a savings of approximately $400,000; directed key staff to seek piggyback contracts or take informal proposals to avoid automatic use of CMAR resulting in savings of $330,000 on two different projects from what the CMAR proposed; worked with the city engineer and budget director to set aside over a quarter of a million dollars over two years to mill and pave the gateway street into town (project planned for fall of 2024); increased sewer fee to generate an excess of $1 million in annual revenue for planned ongoing effort to reline or replace aging sewer lines; worked with Rural Water to bring in consultants to assist the city in identifying an ongoing odor issue and implement action plan to combat it; convinced city council to upgrade sewer plant one in annual stages instead of borrowing $30 million to perform redesign of Sewer Plant 1 as proposed by consulting engineering firm; instructed key staff member to conduct a physical audit of the city's vehicle and equipment fleet and identified 13 vehicles on the city insurance list that the city no longer owned; worked with state house member to secure $707,671 in state allocations for city capital projects; worked with contacts in Tallahassee to secure $4 - $6 million in federal funds for constructing a community building (not yet awarded); worked with the Mount Dora Chamber of Commerce to increase welcome center hours of operation to include Saturdays, Sundays, and many holidays; set aside $2 million over two years to secure property for expanding parking in the downtown; worked with IT director to secure a parking solution for downtown spots with an application for use by citizens.

City Manager, City of Cambridge, MD 2018 - 2021

Population about 12,326; regular employees about 112; annual budget about $20 million

- Oversaw city operations
- Responsible for general, sewer, marina, and sanitation functions
- Prepare and responsible for city budgets
- City has an engineer, an architect, a planner, a contracted accounting firm, and an economic developer in addition to a police chief, fire chief and other department leadership positions
- Report to the mayor and five city commissioners
- Serve as supervisor of city elections

Opportunities: Everyday responsibilities involve working to meet the goals of a diverse council and needs of a very diverse community. Working with department heads and city staff, I have compiled a detailed line-item budget booklet of the city's operations and prepared budget reduction recommendations. In partnership with state representatives, FOP leaders, and firefighter leaders, we have proposed at the state house a police service fee in an effort to keep up with neighboring police salaries and benefits and a separate fire apparatus replacement fee to address the need to replace fire trucks (not just increasing property taxes). I worked with Oasis Marina management company establishing them in their first two years of managing the city's marina and worked with the company on restructuring their agreement in the face of COVID-19 revenue reductions. I am a city representative member of a new volunteer committee, Cambridge Waterfront Development, Inc., on a waterfront development effort involving the county and the state. I also am working with planning staff, county staff, Habitat for Humanity, and consultants on a neighborhood rehabilitation effort involving federal funds and have initiated state and federal grant applications for a neighborhood park. I collaborate with the Chamber of Commerce, Main Street, the county tourism office, and the county economic development office to promote the city and encourage various downtown revitalization projects. I have initiated a plan to apply for federal funds to eliminate environmental issues in the vacant, historic city hall and to hopefully add an elevator to the historic structure that will lead to the ultimate renovation and reuse of the two-story building with an iconic clocktower.

Educational Sabbatical 2016 – 2018

Continued my education by completing a Bachelor of Science Degree in Business (concentration in Accounting) to compliment my BA and MPA. Towards the end of the period, met with several cities to find a new employment opportunity.

City Manager**,** City of Thomaston, GA 2002 – 2016

Population about 9,500; commercial hub for several counties, regular employees about 80, originally about 135; annual budget about $25 million

- Oversaw all city operations
- Responsible for general, water, sewer, electric, and sanitation functions
- Prepared and responsible for all city budgets
- Performed all hiring and firing
- Coordinated most major purchases
- Collaborated with multiple engineering firms and multiple attorneys over the years

Opportunities: Under the leadership of the mayor and city council we had the opportunity to replace out more than $30 million of capital assets and infrastructure including the replacement of approximately one third of the city's estimated 79 miles of water lines, approximately 12% of the city's estimated 68 miles of sanitary sewer lines, approximately 37% of the city's estimated 57 miles of streets; and many miles of sidewalk replacement. The city also doubled the size of one of its reservoirs adding 1/4 billion gallons of water storage. The city developed a 40-acre passive park with walking trails, water features, picnic and playground areas. The city reacquired two parks from the county (through service delivery agreement) rebuilding playgrounds, basketball and tennis courts. The city developed Lake Thomaston, the city's 70-acre reservoir with its 1.6-mile lakeside trail, for use as a new city park to be opened in summer 2016. The city bid out and contracted construction in 2015 for new restroom/pavilion and boathouse/amphitheater facilities for Lake Thomaston to have been completed in 2016. I successfully managed budgets with no property tax increase for twelve straight years.

City Manager*,* City of Wellsburg, WV 1998 – 2002

Population about 3,300; regular employees about 35; annual budget about $2.4 million

- Served as chief administrator and chief financial officer
- Responsible for General, water, and sewer functions
- Reported to eight (8) member city council and mayor
- Reported to six (6) member and mayor water/sewer board
- Assisted all city boards and committees in bringing ideas to fruition

Opportunities: Under the leadership of the mayor and city council undertook factory tax audits (hired out of town CPA) and brought in $92,000 in back taxes, commercial garbage bill audits brought in $17,000 in additional annual revenue. Worked on resolving dilapidated housing issues, prepared ADA plan for city hall, managed storm water separation projects, and oversaw approximately $475,000 in capital improvement projects.

Director of Purchasing and Personnel**,** City of Clarksburg, WV 1993 – 1997
Director of Personnel 1997 – 1998
Population about 18,000; regular employees about 220; budget about $11 million

Purchasing**:** Organized, created, and reviewed contracts and agreements with vendors
Some Successes: Reduced a number of invoices through consolidated orders and payments; increased use of formal purchase orders; achieved expenditure savings (in excess of $50,000 in last fiscal year; created service contracts and implemented biding on several items where it had not been done previously; created a draft for a purchasing policies and procedures manual (not implemented).

Personnel**:** Created an employee handbook and many personnel forms and policies; designed employee appraisal forms and process; wrote numerous job descriptions; drafted organization

charts for all city departments; served as secretary to management team during union contract negotiations; established an employee newsletter; coordinated department safety committees; organized a wellness program.
Some Successes: Developed and implemented policies for reducing sick leave usage; policies helped reduce sick leave usage by more than 35%.

District Executive, Boy Scouts of Amer., Clarksburg/Parkersburg, WV 1989 – 1991

- Organized and guided the Boy Scout program in a four-county area of central West Virginia - Coordinated approximately 36 volunteers.

Education

Master's Degree in Public Administration**,** West Virginia University, Department of Public Administration, August 1993

- Graduate work performed for the Small Community Rural Wastewater Demonstration Project
- Employed as a part-time worker/intern for the City of Clarksburg
- Pi Alpha Alpha National Honor Society for MPA students

Bachelor of Arts in Sociology, University of Florida, College of Liberal Arts and Sciences, 1988

- Florida Blue Key: One of approximately 120 students tapped annually
- President Pro Tempore of the Student Senate: Elected by 80-member body

Bachelor of Science in Business (Accounting), Middle Georgia State, 2017

- President's List Scholar

Certified Purchasing Manager (C.P.M.) - Institute for Supply Management (ISM)

- Completed the requirements for the Certified Purchasing Manager Certificate
- Passed all four comprehensive examinations

Associations

- International City Managers Association (ICMA)
- Institute of Supply Management (ISM)
- Former Harrison County United Way Allocations Committee Chair
- Former Flint River Council Commissioner
- Former Pine Mountain District Membership Chair, and Finance Chair
- Former Wellsburg and Upson County Kiwanis
- Eagle Scout

Ken Griffin, ICMA-CM, FL PE
936 Hemingway Circle
Tampa, FL 33602
February 29, 2024

J. Tyler Payne, Esq., Mayor and Commissioners
City of Treasure Island
120 108th Ave.
Treasure Island, FL 33706

Subject: Application for City Manager

Dear Mayor Payne and City Commissioners:

I enthusiastically apply to serve you, the Mayor and City Commissioners and the citizens and employees of Treasure Island as your City Manager. I have highly successful experience and education in each of Treasure Island's priority areas, including: Terrain Modification (Elevate TI), major Public Works and Public Utilities capital projects and their funding, Police & Fire Station planning, funding, design and construction; multiple living shoreline and walking trail projects and their funding; commercial redevelopment and beach renourishment.

I am an energetic, experienced and visionary County Manager, Assistant County Administrator, Executive Director and Department Head, including serving as Assistant County Administrator for Infrastructure & Development Services for adjacent Hillsborough County, FL (Tampa), where I led: residential, commercial and community planning, development and permitting; public works, transportation, public utilities, stormwater and utility engineering, construction management, solid waste and resource recovery management and community code enforcement. I have secured more than $600M in state and federal grants, appropriations and programatic funding that has resulted in more than $8B in economic development for my communities.

I am an ICMA (International City/County Management Association) Credentialed Manager, a Registered Professional Engineer in Florida, a Fellow with the International Institute of Transportation Engineers, an American Public Power Association Certified Public Power Manager and a graduate of the JFK School of Government at Harvard University's Program in Strategic Public Sector Negotiations. I'm a graduate of Cornell University (MS, Oceanography), the University of Southern California (MS, Environmental Engineering), the University of Mississippi (PhD, Leadership and Management) and the University of California (BS, Biology, Chemistry and Air Quality).

Please feel free to contact me at (919) 412-3332. Thank you,

Ken Griffin, ICMA-CM, FL PE

Ken Griffin, ICMA-CM, FL PE
936 Hemingway Circle
Tampa, FL 33602
Phone: (919) 412-3332
kenc.griffin@gmail.com

Summary of Qualifications

County Administrator, Assistant County Administrator and Department Head leadership experience, including: strategic planning and forecasting, budget development and execution, external funding procurement, rate and policy making, negotiating, capital program management, infrastructure maintenance management and operations. Excellent interpersonal skills, problem solving and decision-making abilities. Excel in administration of complex agencies and implementation of new initiatives. Strong record of positive relationships with unionized and non-unionized work forces. **ICMA Credentialed Manager (International City/County Management Association). National Incident Management System Certified. Licensed Professional Engineer in Florida and Fellow, International Institute of Transportation Engineers.** Professional accomplishments include more than two dozen publications, service on multiple community, government and university Boards and Committees including serving as President or Chair on many, more than fifty speeches and conference presentations, numerous state legislative and federal congressional presentations and press and television interviews. Professional awards include: Public Power Association Awards for: Financial Stability, Service Excellence and Energy Efficiency; APPA RP3 and DEED Certifications; EPA Safe Drinking Water Director's Award; AMWA Platinum Award for Utility Excellence; Government Finance Officers Association Certificate for Achievement of Excellence in Financial Reporting for Annual Report; S&P AAA Bond Rating; **NACO Recognition for Outstanding Customer Service, First Place, Tampa Bay Regional Planning Council Future of the Region Award for Excellence in Community Planning; Most Innovative Program Award from the Florida Aging Services Providers; AIA/NACO Local Leaders in Sustainability Green County Award;** first county in the nation to be accredited by the American Public Works Association (Hillsborough); ITE Australia Presentation; National Waterways Conference Award; AWWA Gold Medal and California/Nevada AWWA Man of the Year Award. **Graduate of the John F. Kennedy School of Government Executive Program in Strategic Public Sector Negotiation at Harvard University and a graduate of the Cornell New Executive Program.** American Public Power Association Certified Power Manager (CPM).

Education

MS	**Cornell University** – Limnology, Oceanography, Transportation Engineering	NSF Graduate Award, Graduate Fellowships
MS	**University of Southern California** – Environmental Engineering	EIT, PE License; 3.8/4.0 GPA
PhD	**University of Mississippi** – Leadership, Management Facility Planning, Human Resources Development	4.0/4.0 GPA
BS	**University of California, Irvine** – Biological Sciences with extensive course work in Chemistry and Air Quality	Presidential Scholarships-Dartmouth College and Indiana University), Lions Club Scholarship, Top 1% and 1st Dean's List of School and each subsequent quarter (3.8/4.0 major)

Professional Experience and Accomplishments

Director of Public Works and Utilities, City of Roxboro, NC, 2023 - Present, Director of Public Works (Streets, Bridges and Stormwater), Public Utilities (Water and Wastewater), Engineering, Capital Projects, Building Facilities and Landscaping, Fleet Management and Cemeteries (4) for rapidly growing suburban city in the greater Research Triangle area. Leading the successful funding procurement, design and construction of a $25M Wastewater Treatment Plant up-

grade, a $26 M gravity and force main sewer extensions, a $25M Stormwater Management Project, a $5 M gravity sewer I/I correction program, a $100M water districution and ww collection replacement program; and a $5 M water supply reservoir dam improvement project.

Director of Engineering, Facilities, Capital Projects, Public Works and Stormwater Utilities, City of Sebastian, FL 2019 – 2021: Director of Engineering, Capital Projects, Public Works and Stormwater Utilities for largest city (27,000) in Indian River County. Developed an integrated management program for entire City stormwater utility and secured grant dollars for its implementation. Developed sewering plan for all City Airport businesses and commercial parcels and secured grant funding for its implementation.

Principal Manager/Engineer, Reynolds Engineering, 2016 - 2023, Principal Manager and Engineer for engineering projects in the SE US for a highly competitive private sector, multi-disciplinary engineering and management firm. Directed more than $1B in capital projects from project development, fund procurement and partnership agreements through design and implementation, including: the five-county $900 Mississippi Gulf Coast Regional Water and Wastewater Gulf Coast Regional Water and Wastewater Recovery Plan. Expertise and significant success in securing state and federal grant and programmatic funding and development of regional partnerships; as well as employee and leadership development.

County Administrator and Utilities Director, King William County, Virginia, 2015 – 2016, County Administrator of a full-service county in Richmond MSA, including: Administration, Revenue, Finance & Budget, Treasurer, Utilities, Public Works, Public Health, Community Development, Parks & Recreation, Emergency Services and twelve other departments. Developed and presented a County Budget that reduced the County General Fund Tax Rate by 8.5% and 2.2% in successive years. Initiated development and implementation of a new countywide, county-owned broadband utility. Developed and implemented a plan that significantly improved Emergency Medical Transport Response rates and times. Developed and implemented a comprehensive update of County policies for: Procurement, Land Use and Personnel Property Tax exemptions, Personnel and Compensation. Significantly improved the maintenance of County buildings and improved energy efficiency. Recruited new and expanded business to the County, including second largest solar farm in the state.

Director of Public Utilities, Smithfield Public Utilities, North Carolina, 2014 – 2015, Director of a municipal electric, water and wastewater utility serving Smithfield and portions of Johnson County (Greater Raleigh Metro Area). Conducted a state-of-the-art Electric Utility Cost of Service Study and proposed a modern rate structure that incorporated continuing residential usage reductions and reduced rates by 21% that was unanimously adopted by the Board. Initiated and implemented a comprehensive AMI/Smart Grid/SCADA for utility's wastewater collection system, electric distribution system, regional water plant and water distribution system, water infrastructure. Initiated and developed an innovative Economic Development Rate linked to coincident peak load shedding and successfully recruited businesses to relocate to Smithfield. Implemented three new solar energy farms. Secured more favorable bond financing for major substation project. Secured grant funding for an electric vehicle and vehicle charging station program. Re-engineered a residential energy efficiency initiative that provided significant savings to both the utility and our customers. Received Public Power Association Awards for: Financial Stability, Service Excellence and Energy Efficiency and APPA RP3 and DEED Certification. Became an American Public Power Association Certified Power Manager (CPM). Initiated and completed rehabilitation of an aging regional water treatment plant; Initiated and implemented a comprehensive I/I Program for an aging wastewater collection system; *Boards/Committees:* Board Member and Rate Committee Member, North Carolina Eastern Municipal Power Agency (NCEMPA), which successfully negotiated a new Purchase Power Agreement (PPA) with Duke Energy Progress (DEP). This successful negotiation significantly lowered Smithfield's costs and improved the value of our local brand.

General Manager, BJWSA, 2011 – 2013, CEO & General Manager of a regional water, wastewater and reclaimed water authority in SE South Carolina, serving a population of 172,000 including: **t**he US Marine Corps Recruit Depot on Parris Island, the US Marine Corps Air Station, the US Naval Hospital at Beaufort, Hilton Head Island, Beaufort, Bluffton, Port Royal, Hardeeville and the Sea Islands of South Carolina. *Results:* EPA Safe Drinking Water Director's Award; AMWA Platinum Award for Utility Excellence (Efficient Utility Management); Government Finance Officers Association Certificate for Achievement of Excellence in Financial Reporting. Initiated and implemented a comprehensive Management

Dashboard with Key Performance Indicators (KPI). In a very challenging revenue environment of a dispersed customer base and reduced consumption, significantly reduced expenses and increased revenues. Significantly improved worker safety and achieved Zero OSHA Lost Workdays. Led AMWA's Legislative Committee and served on AMWA's Regulatory Committee. Lead utility of five sponsoring utilities along with Clemson, Yale and Arizona State of an AWWA WRF funded study of on the occurrence, formation and control of NDMA and nitrosamines, which the USEPA is expected to announce its intent to regulate.

Assistant County Administrator for Infrastructure & Development Services/Director of Operations & Management, 2006 – 2011, Hillsborough County (Tampa), Florida, As Assistant County Administrator for Utilities & Infrastructure, **led 2,100 plus employees in: Public Works, Public Utilities, Planning & Growth Management, Solid Waste Management and Community Code Enforcement for a rapidly growing urban county of 1.3 M. Administered an annual operating budget of over $400 M and a Capital Budget of over $3 B. Secured more than $500 M in new grant funding**. Implemented a customer satisfaction survey tool and significantly improved a customer satisfaction. Implemented a Workforce Development, Diversity and Succession Planning initiative for all Utility and Infrastructure departments. Initiated the planning for and secured Federal funding for a water taxi service linking both sides of Tampa Bay with MacDill Air Force Base (CENTCOM and SOCOM). As Director of O&M led O&M for a $330 M Enterprise with a service a population of 600,000 -900,000 and 750 employees) in: Wastewater, Reclaimed Water, Water, Solid Waste and Electric generation and sales. Managed all natural gas purchases. **Personally initiated, developed and completed utilities' first Comprehensive Strategic Plan. Completed a utilities comprehensive vulnerability assessment and infrastructure security enhancement program. Led County Utilities Division in Energy Efficiency Initiative and secured $11 M in Federal funding for capital energy efficiency projects.** Led County Utility Division in developing and implementing a Comprehensive Asset Management System for all water, wastewater, reclaimed water, solid waste and electric generation assets ($1.8 B) and integrated this Asset Management System: with CIS (customer accounting, billing and work orders), GIS, Warehouse & Inventory and Workforce Mobility. Initiated and implemented a robust student internship program with the University of South Florida to collect all data needed for our 300,000 utility assets**. Led County Utilities in developing and implementing Continuity of Operation Plan.** Operated and maintained over two hundred buildings totaling over 2 M square feet. ***Results:*** Hillsborough Public Utilities secured a Municipal Bond rating of Aa2 (Moody's)/AA (S&P and Fitch). **Hillsborough County's Public Works Department became the first county in the nation to be certified by APWA. First Place, Tampa Bay Regional Planning Council Future of the Region Award for Excellence in Community Planning**. **Developed and implemented a comprehensive plan to reengineer and reorganize the County's building services division and in doing so, dramatically improved response times and increased customer satisfaction. AIA/NACO Local Leaders in Sustainability Green County Award. Most Innovative Program Award from the Florida Aging Services Providers.**

General Manager, Pearl River Valley Water Supply District (Jackson, MS), 1993 - 2006**:** The Pearl River Valley Water Supply District is the largest water agency and the largest planned development in the State, consisting of fifty neighborhoods, fifty recreational facilities and supporting businesses and infrastructure. The GM serves as the city manager for this large, planned development. *Results:* Successfully negotiated with the Mississippi Development Authority and Nissan North America, Inc. to provide long-term, high-quality process water needed for their new $6 B manufacturing facility and their Tier I – IV Suppliers. Developed and implemented creative partnerships with state universities, area governments, and non-profit organizations to provide facilities and services meeting the public need, including numerous infrastructure projects, the *Bob Anthony Parkway*, the *Pearl River Environmental Education Center*, the *Lakeshore Recreation Complex*, and the *Reservoir Youth Soccer Complex*. Increased annual revenues by 100% and secured over $50 M in new external funding. Led agency to receive first ever State Department of Health perfect scores on annual inspections of District's four water systems. Initiated and implemented a comprehensive SCADA for all key District facilities. *Boards/ Committees:* Rotary Club of Jackson College Scholarship Committee; Rankin County Wastewater Authority, President; Madison County Wastewater Authority; NASA's Mississippi Space Commerce Initiative Board; Metropolitan Planning Organization (MPO) Transportation Committee; Mississippi Upper Pearl River Watershed Advisory Committee founding President; Mississippi Water Resources Association, Executive Committee and Chairman of Public Relations Committee. Director of the Cornell Alumni Admissions Ambassador Network for Mississippi; Mississippi State University External Research Committee; University of Mississippi's Graduate Emphasis in Engineering Management Committee; Notable Results: As Chairman of the Public Relations Committee of the Mississippi Water Resources Association, I initiated and implemented a statewide watershed awareness signage program.

April 9, 2024

Mr. Doug Thomas
Executive Vice President of Recruitment and Leadership Development

DouglasThomas@GovernmentResource.com

Dear Mr. Thomas,

Please consider this an application for the position of City Manager for the City of Treasure Island, Florida.

I have over 35 years of experience as a municipal manager in full-service cities and complex environments. I have managed full service cities, primarily involving police, fire, building and zoning, streets, and utilities. This includes administrative support services including budgeting, financial compliance, human resource policy manual development, union contract negotiations, and communication. I have managed communities with mixed use residential, major manufacturing facilities, county facilities, hospitals, colleges, commercial districts, and industrial parks.

I have collaborated with many boards and commissions in order to develop a vision for communities, developed strategic plans to create a detailed approach, and assured implementation for success through follow-up and evaluation. I develop strategies that reflect community values. This involved detailed knowledge of subjects, an understanding of how to facilitate groups, a skill set that engages individuals who otherwise do not participate in the community, and the confidence, enthusiasm, and energy to lead people to become part of a team that makes a positive difference for the community.

I believe I can significantly assist the City of Treasure Island, Florida, for the following reasons:

Finance and Human Resource Expertise: I have managed annual budgets up to $40 Million, which included general, special revenue, and enterprise funds. Also, I managed up to 170 employees, with diverse backgrounds, experiences, and skills. Many of these employees were in collective bargaining units which required a deep knowledge of negotiations and relationship building.

Facilitator of Strategic Plans: I have deep knowledge of understanding boards and commissions, which has allowed me to develop many strategic plans that matched community values.These plans involved conducting many community listening sessions, working with many non-profit organizations, and soliciting information through surveys, workshops, and individual conversations.

Implementation Skills: I have developed systems that track and hold the organization to established goals and objections. I am focused and intentional about my approach, compassionate yet firm about the mission, and believe we are all in it together. I have deep respect for public sector professionals, and elected officials that understand the value of local government.

Thank you for your consideration of this application. I know I can assist the City of Treasure Island, in these and many other ways. I hope we have a chance to discuss this opportunity further. I can be reached at (440) 420-1168 if you desire further information.

Sincerely,

Robert Hillard

Robert Charles Hillard
205 Morgan Street
Oberlin, OH 44074
(440) 420-1168

Education:

Master of Public Administration	Western Michigan University Kalamazoo, Michigan - December 1996
Bachelor of Science	Western Michigan University Kalamazoo, Michigan – April 1988 Major: Public Administration Minor: Communication

Professional Experience:

City of Oberlin - Oberlin, Ohio - City Manager/Treasurer - December 2016 to Present

The City of Oberlin, Ohio is a city that provides services in the areas of fire, police, dispatch, emergency preparedness, planning and development, code administration, economic development, electric distribution and generation, water treatment and distribution, wastewater treatment and collection, street maintenance, storm sewer management, engineering, refuse collection and recycling services, facility management, parks and recreation, as well as administrative services. The City Manager is responsible for the implementation of ordinance and policy directives of a seven-member City Council, as well as the development and implementation of capital plans and fiscal budgets. The City Manager is responsible for personnel management of department directors and support staff. This effort includes staff collaboration in the development of employee policies and negotiations with five labor unions. The City Manager supports the implementation of contract services including building inspection, information technology, public transportation, downtown outreach, and energy services. The City Manager assists departments and staff in supporting many boards and commissions, including the Planning Commission, Zoning Board of Appeals, Fire Board of Appeals, Open Space Commission, Recreation Commission, Community Improvement Corporation, Historic Preservation Commission, Housing Renewal Commission, Public Utilities Commission, Civil Service Commission, Records Retention Commission, Resource Conservation and Recovery Commission, and Human Relations Commission. The City Manager initiates reviews and implements strategies in the areas of City-owned property development, active transportation, comprehensive planning, and communication strategies. The City Manager provides positive relationships with many governmental entities including federal, state, county, townships, and cities. The City Manager provides collaborative relationships with many other organizations throughout the City including a private college, medical facilities, senior housing, a federal air traffic control center, industrial, downtown businesses, and retail establishments.

City of Allegan - Allegan, Michigan - City Manager/Clerk - September 2005 to July 2016

The City of Allegan, Michigan is a city that provides services in the areas of community development, police, water treatment and distribution, sanitary sewer treatment and collection, utility billing services, street maintenance, parks and recreation, two historical theaters, riverfront amphitheaters, and many other amenities, downtown development and marketing, extensive economic development services, airport facilities, election and voter registration, housing and code enforcement, as well as a fire district, and ambulance services through contracts with multiple jurisdictions. The City Manager worked closely with a seven-member City Council on the development of goals and policies, oversight of department directors and support staff, negotiation of three labor union contracts, the preparation and presentation of capital and other fiscal budgets, and the development and implementation of a variety of economic development programs. The City Manager supported department directors in the support of many boards and commissions, including the Planning Commission, Historic District Commission, Development Committee, Finance Committee, Public Works Committee, Public Safety Committee, Downtown Development Authority, Economic Development Corporation, Downtown Economic Restructuring Committee, Downtown Design Committee, Business Park Association, Airport Advisory Board, Parks Board, and Brownfield Redevelopment Authority. The City Manager was responsible for the financial management, grant development, and implementation for the organization. Included in this responsibility was maintaining positive relationships with other government units including federal, state, county, townships, and cities. The City Manager was responsible for contract services including building inspection, economic development, and other services. The City Manager provided collaborative relationships with many other organizations to create opportunities for partnerships. The City Manager trained department supervisors to locate grants and financial opportunities to enhance facilities and programs. The City Manager assisted citizens in navigating policy and services, including neighborhood and business support. The City Manager developed and implemented neighbor outreach programs. The City Manager established the Redevelopment Ready Community program in the City which involved system reorganization and State compliance. The City Manager coordinated the Riverfront Outreach project which involved many community listening sessions, grant research and implementation, and project development. The City Manager reorganized the operations of the airport, which included in-house support from the Public Works Department. The City Manager maintained proactive relationships with many institutions including a major pharmaceutical manufacturing facility, medical facilities, county facilities, many industrial, downtown, and retail establishments.

Village of Yellow Springs - Yellow Springs, Ohio - Village Manager - November 2000 to September 2005

The Village of Yellow Springs, Ohio is a village that provides services in the areas of police, planning, code administration, economic development, electric distribution, water treatment and distribution, sanitary sewer treatment and collection, street maintenance, mediation services, natural gas purchasing, refuse collection and recycling services, facility management, as well as parks and recreation which included a community center and pool. The Village Manager was responsible for the implementation of ordinances and policy directives of a five-member Village Council, as well as the development of capital and multi-year fiscal budgets. Also, the Village Manager was responsible for personnel management of department supervisors and support staff. The Village Manager supported many boards and commissions, including the Planning Commission, Zoning Board of Appeals, Community Improvement Corporation, Revolving Loan Fund Committee, Design Advisory Board, Environmental Commission, Airport Advisory Board, and Human Relations Commission. The Village Manager represented the Village on the Springfield Airport Advisory Board, which involved participation with the Air National Guard. The Village Manager was assigned special projects and reports on subjects including Wellhead Protection, Blue Ribbon Finance, Police Chief Search, Downtown Parking Development, Solid Waste Bid, and Employee Manual Updates. The Village Manager was responsible for maintaining positive relationships with other government units including federal, state, county, townships, and other cities. The Village Manager maintained proactive relationships with many institutions including a private college, and many industrial, downtown, and retail establishments.

City of Allegan - Allegan, Michigan - City Manager/Clerk - October 1995 to November 2000

The City of Allegan, Michigan is a city that provides services in the areas of community development, fire, police, water treatment and distribution, sanitary sewer treatment and collection, utility billing services, street maintenance, parks and recreation which included a sports complex, many parks, two historical theaters, riverfront amphitheaters, and many other amenities, downtown development and marketing, promotions, extensive economic development services, airport facilities, election and voter registration, housing and code enforcement, as well as ambulance services through contracts with multiple jurisdictions. The City Manager worked closely with a seven-member City Council on the development of goals and policies, oversight of department supervisors and negotiation of union contracts with three labor unions, the preparation and presentation of annual, multiple years, and capital budgets, and the development and implementation of a variety of economic development programs. The City Manager worked with department directors on providing support for many boards and commissions, including the City Council, Planning Commission, Development Committee, Finance Committee, Public Works Committee, Public Safety Committee, Historic District Commission, Downtown Development Authority, Economic Development Corporation, Economic Restructuring Committee, Design Committee, Tree Commission, Business Park Association, Tax Incremental Finance Authority, Economic, Development Corporation, Brownfield Redevelopment Authority, Airport Advisory Board, and Wellness Committee. Further, the City Manager was responsible for the financial

management, and grant development and implementation for the organization. The City Manager maintained positive relationships with other government units including federal, state, county, townships, and cities.

Western Michigan University - Kalamazoo, Michigan - Part-Time Instructor - September 1998 to November 2000

Prepared and lectured students in national, state, and local government, as well as governmental budgeting and finance.

City of Allegan - Allegan, Michigan - Assistant City Manager - August 1993 to September 1995

Assisted the City Manager in completing various operations including budget, personnel, and festival management. Provided staff support to the Planning Commission, Historic District Commission, and Parks Commission. Administered and coordinated grants for infrastructure including water, sanitary, stormwater, and streets. Provided direct oversight of airport management, which involved securing funding for many projects, including an airport master plan and taxiway expansions.

Village of Mattawan - Mattawan, Michigan - Village Manager/Clerk - May 1990 to August 1993

Organized construction of a new Village office building. Provided administrative support to the Village Council, Planning Commission, and Zoning Board of Appeals, as well as other Council committees. During this period, a Charter Review Committee was successful in adopting a revised Charter for the Village. Reviewed site plans as Zoning Administrator and worked closely with building inspectors to ensure proper communication. Prepared goal and accomplishment-oriented budgeting, and invested funds to maximize revenue. Managed personnel and coordinated land use, emergency preparedness, and water distribution plans for the community.

West Shoreline Regional Planning Commission - Muskegon, Michigan - Transportation Coordinator - April 1990

Researched corrections alternatives for County Prosecutor, as well as the Muskegon County Law Enforcement Community. Further coordinated the carpool database for the region.

City of Allegan - Allegan, Michigan - Building Official - April 1988 to April 1990

Provided Zoning, Code Enforcement, and processed Historic District applications. The position was responsible for the administration of the Planning Commission, Zoning Board of Appeals, and the Historic District Commission. Revamped rental licensing program to assure consistent neighborhood property inspections. Provided inspection services for soil and sedimentation control permits.

Membership, Certifications, and Board Positions (Past and Present)

International City Managers Association (1990 to Present)
International City Managers Association - Credentialed Manager (2008-2013)
Michigan State University - Business Solutions Professional - Certificate (Summer 2009)
Michigan Local Government Managers Association (2006-2014)
Southwest Michigan City/County Managers Association (2006-2016)
Ohio City Managers Association (2017 to Present)
Lorain County Mayors and Managers Association (2016 to Present)
Oberlin Community Improvement Corporation (2016 - 2021)
Allegan Rotary - Red Rose Award (2014)
Allegan County College Network (2012-2014)
Allegan Area Chamber of Commerce Board Member (2008-2010)
Allegan City Planning Commission (1995-2000, 2006-2015)
Allegan City Personnel/Finance Committee (2006-2016)
Allegan City Election Committee (2006-2016)
FEMA Emergency Management Institute - ICS 300 and 800 Trainings (2019)
FEMA Emergency Management Institute - ICS 100, 200, and 700 Trainings (2006)

April 2, 2024

Subject: Application for City Manager, Treasure Island, FL

Dear Mr. Doug Thomas, Executive Vice President:

This is an extremely exciting opportunity to work for Treasure Island as City Manager. I am seeking to broaden my leadership experience with new challenges beyond my current path in municipal government. I am passionate about strategic thinking, business operations, and local government service. This role provides me the opportunity to apply these abilities in a new and larger scope for the benefit of the public.

My track record distinguishes me as a collaborative, progressive, and team-building leader successful in working across branches of government, developing professional staff, and directing best-of-class local government services. I have proven myself as a trustworthy leader and advisor with the turnover of several different mayors and many different council members. My demonstrated ability to be transparent, speak the truth in a tactful and professional manner, and be supportive and loyal to elected leaders to execute their decisions is well known and valued among those elected leaders and other colleagues with whom I've served.

I will complement the existing leadership team in helping to shape strategy and providing top-level experiences for the community. You will find me tremendously valuable for this position as the following points more specifically demonstrate my ability to lead and build a positive culture:

1. Twenty-four years of extensive experience working in executive government roles - including over 22 years with Sandy City leading operational teams
2. MBA degree, along with executive level experience

More specifically, I've gained broad executive experience leading and collaborating on successful initiatives while serving in a variety of roles such as city manager and administrative services director (CFO, COO, CIO and HR Executive). A few of my core competencies include the following:

- **Decision Making** – Established Business Intelligence and Data Analytics Services. Directed the implementation of new enterprise resource planning (ERP) software and I serve on the company's Executive Steering Committee. I am also helping lead the company forward by advancing innovation and beta testing new modules and enhancements.
- **Results Driven Leadership** – Managed the financing of an $85M theater with public-private partnerships. Led our city by implementing a new security operations center (SOC) and vulnerability assessment tools. Directed the establishment of a DevOps environment for improvement collaboration and development of api's.
- **Quantitative Analysis** – Direct the finances for Sandy City, including numerous bond issues and achieving AAA bond rating status.
- **Innovation** – Chair of the City's Innovation and Technology Committee – overseeing the strategic smart city initiatives
- **Relationships & Communication** – Negotiated with police and fire union representatives to affect competitive changes to employee compensation and classification conditions. Continuously collaborating with the City Council and Redevelopment Board of Directors

It would be a privilege to work for Treasure Island in this role. I would absolutely love the opportunity to contribute to their team. Please contact me at your earliest convenience and thank you for your consideration.

Sincerely,

Briian Kelley
https://www.linkedin.com/in/brian-kelley-executive-leader/

Brian Kelley

brianp925@gmail.com • 801.898.4692 • https://www.linkedin.com/in/brian-kelley-executive-leader/

PROFESSIONAL SUMMARY

Leading and driving positive improvements, growth, and efficiency at all levels of the organization, directing complex change management, finances, innovation and technology, human resources, and general operations, shaping policy, leading and collaborating groups of all sizes and levels, and building cohesive work teams. Record of reversing negative trends, implementing innovative and effective programs, private-public partnerships, improving efficiencies and revenue growth through process redesign and performance enhancement.

HIGHLIGHTS

- Local Government Leadership
- Executive & Gov. Board Relations
- Strategic Change Management
- Financial Planning and Budgeting
- Information Technology
- Business Intelligence
- Data Analysis & Presentation
- Contract Negotiation
- Policy Creation
- Governmental Relations
- Risk Management
- Human Resources
- Regulatory Compliance
- Health Care Administration
- Economic Development
- Bond Issuance & Refinancing

➢ MBA, UTAH STATE UNIVERSITY
➢ BS, HEALTH SERVICES ADMINISTRATION | MINOR: SPANISH, WEBER STATE UNIVERSITY
➢ SPHR, IMCA MEMBER, GFOA MEMBER, CIA TRAINING

EXPERIENCE

Director of Administrative Services (CFO,CIO,HR VP), Sandy City **June 2013 – present**

CFO, CIO, and VP of HR leader for a $225M and 1000-employee organization. Member of the executive team and participates regularly in City Council and Redevelopment Board meetings, recommending policy, financial planning and operations strategy

- Managed the financing for the construction of the new Hale Centre Theatre, a 130,000 sq./ft. performing art center housing two theaters with seating capacity of 1,300 and an $85M construction budget
- Successfully managed $225M complex finances, including fund accounting, through COVID-19 crisis
- Strategically led multiple public-private financial deals for economic development and redevelopment efforts
- Directed issuance of many bonds, including new money and refundings, and led Sandy City to a AAA bond rating
- Directed implementation of innovative technologies – ERP software, Office 365, Windows 10, LinkedIn Learning, Asset Management and Plans Permitting & Licensing (City Works), Electronic

Content Management, Payment Solution Software, Content Services Platform / Enterprise Content Management software, Learning Management Software, IT Security Software, employee engagement survey using Qualtrics software, API's, various web services, online procurement platform, Utility Billing software, Drone programs, A/V upgrades, among others – including cybersecurity improvements

- Provided City Council and executive team a long-term financial perspective to budget decisions by developing a 10-year financial plan
- Started a new Business Intelligence / Decision Support division utilizing data analytics and visualization
- Fiduciary over $70M in retirement plan assets, and $10M of annual insurance claims
- Oversee billing and collections of more than $100M annually
- Created an investment policy and debt management policy
- Led Payment Card Industry (PCI) security compliance initiative
- Received national budget and annual financial report awards

HR & Management services Director, Sandy City **May 2003 – June 2013**

Directed all HR activities including compensation, benefits, professional development, recruitment, complaint resolution, and legal compliance. Presented information and proposals to employees, executive team, board of directors and other stakeholders.

- Implemented an on-site medical clinic for employees and families
- Formed leadership development training and succession planning
- Helped to steadily drop employee turnover rate from 12.3% to 6.3%
- Forecasted and developed annual compensation plans, including multiple innovative designs that saved millions of dollars while maintaining competitive compensation and reducing turnover
- Restructured pay-for-performance and performance management plans to achieve better employee productivity and outcomes
- Developed and implemented health reimbursement arrangements (HRA's) and health savings accounts (HSA's) in conjunction with high deductible health plans
- Designed and implemented a fiscally prudent retirement medical plan in conjunction with a defined contribution health savings plan to achieve strategic objectives such as talent management, succession planning, and productivity standards
- Revised the employee appeals process and restructured the classification system
- Reduced personnel liability claims and employee grievance hearings to one in a seven-year period
- Redesigned and implemented an award-winning wellness program with accountability features to improve health and lower costs
- Plan Administrator over $70M in deferred retirement contribution assets and $14M insurance benefits

City Manager **February 2002 to May 2003**

City of Washington Terrace

CFO, Economic Development Director, HR Director, Internal Auditor, Risk Manager and Public Information Officer. Advised the Mayor and City Council about operational performance, development and administration of policies, procedures, and best practices relating to overall operations. Formulated operating and capital improvement budgets. Directed the overall day-to-day operations and activities of all departments in the delivery of municipal services. Member of the board of directors for the Weber Area Consolidated Dispatch Center.

- Transitioned the city from an in-house police department to a contract service arrangement with Weber County Sheriff's Office that resulted in better public safety at a lower cost (about 10% of the city's total operating budget)
- Created an economic development plan in association with a land developer that resulted in new office and retail space and the construction of a new city hall building
- Oversaw the implementation of general obligation bond for road and utility improvements
- Administered a special improvement district consisting of businesses and land owners
- Created an economic development campaign to attract businesses to the city

Additional Experience

- Assistant to the City Manager | Sandy City | June 1999 to February 2002
- Materials Supervisor, Buyer, Administration Intern | Columbia HCA Hospital (MountainStar Medical) 1995 to 1999

Lawrence W. McNaul

2920 Fairway Lane Bowling Green, Florida 33934

lwmcnaul@gmail.com • 641-990-4785 • linkedin.com/in/lawrence-mcnaul-958734126/

City of Treasure Island and Strategic Government Resources,

It is with great enthusiasm that I am submitting my resume for the City Manager position. Given my extensive background in governance, executive leadership, and city/county government management, I am confident that my skill set, and background align perfectly with your search.

Leveraging my education, and hands-on experience of military intelligence, regulatory, organizational, and government management practices, I can contribute efficient, accurate, and productive project results. I can also provide you with relief knowing your organization will operate efficiently under my leadership as I am passionate about blending frontline operations with backend strategic planning to prompt overall success.

Additionally, my unparalleled ability to establish and maintain cross-collaborative cultures among executive organizations and stakeholders has transformed me into a proactive change agent and mentor. I excel in demanding, highly visible environments and these qualities attract me to your community. My executive and military experiences bring calm, collect and educated decision making to the table and deliver problem solving strategies where everyone will benefit.

A snapshot of my career-wide successes thus far would highlight:

- Proven track record of leadership, in managing utilities, directorates, operations, and organizations driving progress towards organizational objectives.
- Expertise in government financial management and in securing funding.
- Highly effective in developing strategies for change management, improving departments, operations, and communities.

While I'm retired through the military and Iowa municipal government, you will find I'm not tired, still dedicated, motivated, and have ability to mobilize as opportunities evolve. I'm at a personal and professional point where I'm ready to find new challenges and continue my successes. I look forward to the opportunity to discuss with you how my background and personality would make me an asset to the City. Thank you for your consideration and for reviewing the attached documents.

Sincerely,

Lawrence W McNaul

Lawrence W. McNaul

Attachment: Resume

Lawrence W. McNaul

2920 Fairway Lane Bowling Green, FL 33834
(641) 990-4785, e-mail address: lwmcnaul@gmail.com

Executive Leadership

Seasoned Certified Public Manager, with a Master's in Public Administration, goal-focused professional with demonstrated track record of government relations, securing funding, providing superior financial management, overseeing government and large-scale operations, hosting hospitality events and developing organizations. Strong leader with success in directing teams, overseeing multiple projects, developing innovative strategies, and accomplishing objectives.

- Strategic Planning and Implementation
- Cost Analysis and Reduction
- Financial / Budget Management
- Government Leadership
- Relationship Management
- Law Enforcement Expertise
- Regulatory Compliance
- Turnaround / Change Management

Education and Credentials

Master of Public Administration
Drake University – Des Moines, IA

Bachelor of Science, Public Administration & Management
Excelsior College – Albany, NY

National Certified Public Manager
Drake University – Des Moines, IA

Law Enforcement Executive
Northwestern University, School of Police Staff and Command - Evanston, IL

Career Experience

Director of Mission Capability | KBR, Inc. | Houston Texas – assigned Djibouti, Africa
March 2023 – Present, fluctuating population 7000 to 14,000 at peak
Direct daily operations to 6 directorate reports and 350 employees to include foreign and local national labor often fulfilling support roles to business support units. Areas of responsibility included Airfield Operations, Force Protection/Security, Fire/Emergency Services, Emergency Management, Ordnance, Billeting and the Operational Control Center (OCC) the central hub for service calls supporting camp residents and Base Operating Support Services (BOSS). Through cross-functional program level leadership provide uninterrupted sustainable services to, Military, Department of State, Other Government Agencies, and the host nation government operating to support strategic multinational government operations.

County Manager | Hardee Board of County Commissioners | Wauchula, Florida
2019 – 2023, population 27,000
Chief Executive Officer oversite of daily operations and general accounting of county government with a $68M operation budget. Directing the operations of 6 Directorates managing 12 Department Heads and 230 full-time employees. Providing operational leadership to streamline Directorate and Department Head relations and functionality of internal processes to include reorganization. Served as the Executive Director of a special district comprised as an Economic Development Authority and overseeing the dissemination of $9M in Education, Recreation and Economic grants for local projects from special revenues created by phosphate mining.

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Key Contributions

- Assumed project management, modernized, and restructured $3M road & bridge project which had become a political shortfall, behind on funding and scheduling.
- Implemented marketing components to Human Resources mission and spearheaded bottom-up retention programs through implementing succession planning.
- Implemented a marketing campaign during the CVD-19 Pandemic for Emergency Management and coordinated public vaccination sites for regional distribution.
- Conceptualized and brought change management to an old and faltering system.
- Restored significant relations with community groups, municipalities, key businesses, community stakeholders and employees with a positive and confident spirit.
- Spearheaded strategic mining negotiations for land reclamation violations to prevent negative impacts and maintain executive relations through Government to Business Commerce.

City Manager | City of West Liberty | West Liberty Iowa

2013 – 2019, population 4000

Chief Executive Officer directing management and general accounting of the municipality with a $15M operation budget. Managed the routine operations of 9 department heads, 45 full-time, and 35 seasonal employees. Provide transformational leadership to correct and improve systems and processes, including financial errors and reorganization of the city structure. Collaborate with developers, economic development professionals, and maintain partnerships with both public and private parties. Ensure quality and control in all departments including Financial Administration, Electric, Solid Waste, Water & Sewer Enterprise Utilities, Planning and Zoning, Police, Public Works, Parks and Recreation Departments.

Key Contributions:

- Directed and organized the successful transition of a multi-million dollar private to public Wastewater Treatment Facility Operations and Management (2019).
- Conceptualized and secured a housing development with a private investors group and developed an expansion to meet housing needs (2019).
- Multi-year planning and implementation of curbside recycling and Material Facility effectively reducing landfill fees and utilizing labor more efficiently (2018).
- Reversed Solid Waste deficit (-$750k) to a positive balance of $400k in 2 years (2014).
- Ensured $4.1M in funding and spearheaded the upgrade for aged electrical transformer and switch gear through increased cash balances for the Electric Utility by 200% (2016).
- Spearheaded financing of a Reverse Osmosis Water plant utilizing SRF Loans effectively saving more than $600k in annual Operations and Maintenance (2014).
- Secured FEMA stormwater mitigation grant to enhance runoff (2014).

United States Military, Navy and Army NG, Military Intelligence Officer, 1989- Retired July 2015
Top Secret/SCI Security Clearance 13 Years Enlisted 10 Years Officer

Commander Headquarters Detachment, 734th Regional Support Command

Provided leadership to the daily operations and administration of the unit maintaining readiness responding to state and federal emergency missions. Appointed OIC of deploying units in providing operational support natural disasters, providing logistic, aid station, ROWPU production and distribution.

HHD Commander 1034 Combat Sustainment Support Battalion (CSSB)

Deployed to LSA Anaconda Balad, Iraq with 100 Soldiers providing command and control structure for assigned elements with over 1200 battalion strength Soldiers conducting over 250 Combat patrols,

Lawrence W. McNaul

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(641) 990-4785, e-mail address: lwmcnaul@gmail.com

Intelligence, Asset Recovery, Security Operations, ROWPU production, and logistical supply support for over 25,000 Soldiers, Contractors, and Other Government Agencies.

Military Intelligence Tactical Intelligence Officer, Battalion S2 and Special Unit Officer
Multiple deployments to both Combat and Non-Combat missions to Europe, Asia, Iraq and Afghanistan as both a Battalion Intelligence Officer and Staff Officer special assignment, responsible for providing sustainable legal large-scale government projects, providing governance, intelligence operations, collection, leading key leadership engagements and working directly with Other Government Agencies providing information on government and non-government operations.

Awards; 2 Bronze Stars, Combat Action, GAFB
Full Military Resume/History available upon request

Chief Deputy | Poweshiek County Sheriff's Office | Montezuma, IA
2001 – 2013 Population 20,000
Directed Sheriff's Office daily operations managing 45 employees and a $3M budget. Ensured regulatory compliance and safe practices in all operations including Patrol, Investigations, E-911 Communications, Jail Division, Human Resources, and Civil Departments. Facilitated internal and external strategic planning to coincide with county and state visioning for law enforcement agencies.

Key Contributions:

- Oversaw project, design development and funding of a County Public Safety Center through securing a Local Option Sales Tax and bonding for the $11M project (2008).
- Project Manager overseeing design build and merging of two E-911 Communication Centers, developed staffing and training for the successful completion.

Humanitarian Response Volunteer
International Emergency Operation Response and Damage Assessment & Team Leader 2013 – Present.
Deputy Field Operations Manager Region VII 2017-2019

Voluntary role as the Regional Field Operations manager for two years responding to international events ranging from refugee crisis, humanitarian aid, and natural disasters. As a fully disaster response certified manger, responsible for maximizing TR's ability to reduce loss of life and alleviate human suffering in the wake of international disasters. Leading deploying teams on pre and post disaster operation, conducting mission planning and execution. Deploying to numerous natural disasters leading teams to develop the situation on the ground and provide critical response services. Due to professional commitments I had to minimize my volunteer activity, however my credentials remain active until I can rededicate myself.

Most notable response was Operation Hermes where individual responders received a citation from the President of the United States for deployment to provide aid and develop sustainable medical services during the Refugee Crisis in Thessaloniki Greece in 2016.

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Professional Training

Project Management Key Concepts
Business Conduct Ethics
Government Export Compliance
Customs & Border Clearance Agent
Government Contracting
Florida City and County Managers Business Conference
American Rescue Plan Utilization
Mental Health in the Workplace
League of Cities Business Conference
Iowa State University Planning and Zoning

Memberships

Military Officers Association of America
Team Rubicon USA & International Disaster Response
Florida County Managers Association, Board of Directors (past)
International City and County Managers Association
Lions International
Iowa State Sheriff's and Deputies Association Legislative Committee (past)

Jeff Mihelich, ICMA-CM
140 Village Crossing 4A
Bozeman, Montana 59715
jmihelich9498@gmail.com, 623-606-2263 (m)

April 9, 2024

Doug Thomas, Executive Vice President
Strategic Government Resources
Post Office Box 1642
Keller, Texas 76244

Re: Treasure Island, Florida – City Manager Opportunity

Dear Mr. Thomas:

It is with great enthusiasm that I submit this cover letter and the attached resume as my formal application for the City Manager position in Treasure Island. My 30+ years of experience working in full-service counties, large cities, and small towns, demonstrates my deep commitment to public service. My leadership style is both collaborative and adaptive. Throughout my career, I've worked collaboratively with elected officials to help shape the future of the residents we serve.

I carefully reviewed the job announcement along with the priorities of the Treasure Island city commission. Those priorities align particularly well with my career experiences and passions which include:

- Unified Development Code update in multiple cities.
- Significant large-scale capital improvement project planning and implementation including new public safety centers, water and wastewater facility expansions.
- Downtown revitalization and economic development.
- Experience working in a coastal community and leading shoreline improvements and marina redevelopment.

Upon review of my resume, you will see that I have significant experience leading in these areas with specific and measurable results. I have a demonstrated ability to lead communities in times of change, with empathy and compassion. My leadership approach would be to deeply embrace community engagement and co-creation at an organizational and regional level, leading by example and affecting positive change in Treasure Island.

I am keenly interested in Treasure Island position because of the significant breadth of the community's future vision. The opportunity to influence a city with so many diverse needs is intriguing. I just completed my tenure as the City Manager of Bozeman, Montana. Bozeman is a complex, high performing, full-service municipality that has nuanced community challenges and opportunities. I've worked on a daily basis with elected officials with significantly varied interests and constituencies. Throughout my career, I've managed innovative and award-winning organizations that emphasize excellent customer service, community engagement, partnership development, transparency, and bottom-line results.

I'd welcome the opportunity to discuss my experiences and readiness for the city manager role. I'm excited about the potential to lead the staff team in Treasure Island and I'm eager to be a part of work that makes a real difference.

Thank you in advance for your review and consideration of my resume. If you need additional information, please do not hesitate to contact me at (623) 606-2263 (cell) or via e-mail at jmihelich9498@gmail.com.

Sincerely,
Jeff Mihelich

JEFF MIHELICH, ICMA-CM
140 Village Crossing 4A
Bozeman, Montana 59715
jmihelich9498@gmail.com
(623) 606-2263

CAREER SUMMARY

Over 30 years of experience in all areas of city management including 16 years of executive level management experience working directly with elected officials. Career focus areas include innovative budgeting, grants, code updates, sustainability initiatives, economic development, capital improvements planning, municipal facility planning and construction management, climate action planning and implementation, equity and inclusion, growth management, affordable housing, historic preservation, land use, parks and natural areas, solid waste and recycling, transportation, mobility, transit, parking service, arts and culture, performance management, private-public-partnerships, strategic planning, finance, neighborhood revitalization, recreation services, sports events and tourism.

PROFESSIONAL EXPERIENCE

City of Bozeman, Montana **May 2020 to March 2024**

City Manager

The City of Bozeman is the fourth largest city in Montana with a population of 53,000 residents. Bozeman is a progressive, complex, high-performing, full-service municipality with 537 employees and a $500 million dollar bi-annual budget. Home to Montana State University and several headquarter/regional offices including Simms, Oracle, First Lite, and Bozeman Health. The City is routinely noted as one of the best places to live in the United States and received Time Magazine's designation as one of the "World's Greatest Places" for 2023.

Specific relevant accomplishments in Bozeman:

- **Capital Project Planning and Implementation** – Led the planning and implementation of several large-scale capital projects including new public safety center, library expansion, community center, transportation corridor, parking structures, and water reclamation facility expansion.
- **Budget Development** – Worked collaboratively with City Commission to develop balanced budgets while facing a tax structure that does not include a sales tax. City Manager budget recommendations for 2024 included a **reduction** of city property taxes by over 4%, while simultaneously funding needed capital projects, funding commission priorities and added needed staff. Budget was adopted unanimously by City Council.
- **Economic Development/Job Creation** – Facilitated update of city's economic development strategy which focuses on supporting quantum computing, climate technology, and small business development. Implementation of the plan has led to the development of high tech, photonics, outdoor equipment and apparel, and university related research facilities. Forty percent of all job growth in the State of Montana has occurred in and around Bozeman.
- **UDC Update/Comprehensive Plan Implementation** – Worked collaboratively with city commission, staff and community stakeholders to successfully adopt the City of Bozeman comprehensive land use plan utilizing innovative citizen engagement techniques. Began implementation immediately thereafter including updating the city's unified development code, parks and recreation plan, landscape code and water conservation policy.
- **Sustainability/Climate Action** – Implemented multiple specific strategies within the Bozeman Climate Action Plan leading to a significant reduction in community greenhouse gas emissions. Focus areas include greenspaces & natural systems, community development, buildings, energy & utilities, city assets, consumption & waste, and transportation. Specific initiatives during tenure include renewable energy program, expanding composting, waste transfer station, energy audit, local foods program, expanded solar on city owned properties, water conservation and expanding multimodal transportation alternatives.

City of Bozeman (continued)

- **Grants –** Secured multiple local, state and federal grants culminating with the City of Bozeman securing $28 million dollars in grant funding in 2023 for complete street planning and construction, composting program enhancements, adult drug court, multi-modal transportation planning, and safe streets for all program.
- **Social Services Funding** – Worked with City Commission to develop a new $2.5 million dollar annual grant program to support local social service providers. Initiatives funded through this grant program include – Spanish language translation services, family emergency shelters, mobile mental health crisis response, development disabilities support, and domestic abuse support.
- **County Relations** – Developed multiple successful partnerships with Gallatin County including mobile crisis response, affordable housing, waste transfer station, sensitive lands protection plan, and downtown parking.
- **Sensitive Lands Protection Plan –** Spearheaded the creation of the Gallatin Valley Sensitive Lands Protection Plan. The plan was developed to protect sensitive lands and provide adequate wildlife habitat as the region continues to grow. This was a collaborative effort between rural and urban residents and a working group of partners, including Gallatin County, other governing bodies, non- profits, and additional partners. The plan highlights sensitive lands identified through a robust GIS model and provides a menu of recommendations that can be used by agencies, non-profits, and landowners to protect the most sensitive resources.
- **Affordable Housing** – Developed strategies and incentives that led to the approval and development of over 1,500 affordable housing units in Bozeman in less than 3 years. In 2020, the Montana State Legislature banned the use of inclusionary zoning by Montana cities. This forced us to pivot and develop a suite of new strategies to incentivize affordable housing. These measures included updating our Community Housing Plan, developing density bonuses, initiating a community housing fund, relaxing development standards, creating a flexible planned development zone, utilizing Low Income Housing Tax Credits (LIHTC), investing AARPA funds, supporting urban renewal districts, repurposing city owned properties for affordable housing, developing a revolving loan program, utilizing tax increment financing and creating tailored development agreements.
- **Inclusive City Initiative –** Created the Inclusive City Initiative within two months after being hired by city. The initiative included a review of the city's policies, training and frameworks in the specific areas of treatment of minority populations, de-escalation policies, use of force, and the citizen appeal process, comparing them to national best practices. The report provided 26 specific action items that furthered the city's efforts to be a city of best practices that is both welcoming and respects and embraces diversity. All action items within the report were fully implemented and/or operationalized within 2 years of its adoption. Became the first city in Montana to be a member of the Government Alliance On Race and Equity (GARE).
- **Diversity, Equity and Inclusion –** Led the development of the city's first ever diversity, equity and inclusion plan – "Belonging In Bozeman" which was unanimously adopted by the City Commission with broad community support. The plan will guide policy, programs, and partnerships to create a Bozeman where everyone belongs. The goal of the plan is to ensure that all residents, visitors, and City of Bozeman employees can thrive regardless of their race, identity, or life circumstance. The plan was guided by the City's Equity Indicators Project that identified gaps in our community related to basic needs like housing, healthcare, economic security, and education. In order to address those gaps, we coordinated data collection, co-created a shared vision and desired outcomes, and developed actions and strategies to achieve those outcomes.
- **Homelessness** – Partnered with local and regional partners and social service providers to provide facilities and services to those experiencing homelessness. Efforts include funding overnight shelter services, expanding city infrastructure to support development of a new 24/7/365 shelter with wraparound services, and creation of a urban camping ordinance that allows everyone to use city rights-of-way in a safe manner.
- **Legislation/Lobbying** – Created Bozeman's legislative priority setting process and lobbying efforts which led to the successful passage of bills during the state legislative session. Personally testified before legislature regarding bills related to affordable housing, land use and taxation. Supervised lobbyists representing city.

City of Bozeman (continued)

- **Engage Bozeman** – Created this community engagement guiding framework for how city staff, leadership and the community can contribute to decision making processes. The framework outlined guiding principles of equity & inclusion, trust & transparency, and innovation & adaptation, established goals and metrics, and a common definition, process, and tools for community engagement. The initiative relies on an inclusive and ongoing process that creates a two-way exchange of information, ideas, and expertise between the public and the city to solve problems and make sustainable decisions.

City Of Fort Collins, Colorado **April 2014 to May 2020**

Deputy City Manager/Chief Operating Officer

The City of Fort Collins is located one hour north of Denver and is the fourth largest city in Colorado with a population of 170,000 residents. Fort Collins is a complex, high performing, full-service municipality with 2,400 employees and a $1 billion bi-annual budget. Home to Colorado State University and several headquarter/regional offices including Hewlett Packard, Intel, Woodward and New Belgium. The city is routinely noted as one of the best places to live in the United States and received *Time Magazine's* designation as the nation's most satisfied City in America. Malcolm Baldridge National Quality Award recipient. AAA Bond Rating.

- Led more than half of the enterprise as deputy city manager and chief operating officer within a unique corporate organizational structure. Managed internal and external city operations. Facilitated interdepartmental coordination across all departments. Routinely acted as City Manager in their absence.
- Direct line authority and supervision of over 1,400 employees, 3 Service Areas, 14 departments including – community development, economic development, sustainability, transportation, transit, parking services, arts and culture, utilities, parks and recreation, historic preservation, and social services.
- Provided final review and staff recommendations related to City Council policy items in order to ensure alignment with strategic plan, fiscal responsibility, quality control, equity and inclusion.

Specific relevant accomplishments in Fort Collins:

- **Infrastructure** – Worked with multiple stakeholders, both internal and external, including federal, state and county agencies regarding significant, large scale infrastructure projects including interstate highway widening and interchange reconfiguration, bridge replacement, pedestrian underpasses, electric utility system upgrades and asset management, storm water management, sanitary sewer and water facility replacement, raw water and drought storage reservoirs, broadband, railroads, and airport operations.
- **UDC Update/Growth Management** –Oversaw multiple complex land use matters including controversial municipal code updates, high density transit-oriented development, large-scale mixed-use development (700+ acres), corporate headquarters/campus development, mall redevelopment, and Comprehensive Land Use Plan. National speaker regarding the implementation of successful economic health strategies to effectively manage growth.
- **Innovation** – Executive lead for city's Innovation Team. Developed multiple innovation fund programs that provide opportunities for both internal and external funding of intelligent risk opportunities. Current programs provide significant capital resources to create Climate Economy enterprise initiatives. City of Fort Collins is prominently featured at the Smithsonian Institute as a place of invention and innovation. National conference speaker regarding introducing and sustaining innovation within organizations.
- **Nature In The City –** Developed a connected open space network accessible to the entire community that provides a variety of experiences and functional habitat for people, plants, and wildlife. Provides easy access to nature and ensures every resident is within a ten-minute walk to nature from their home or workplace.

City of Fort Collins (continued)

- **Climate Action** – Executive lead responsible for implementing citywide climate action plan. Developed multiple interagency platforms related to energy efficiency, land use, transportation, renewable energy and climate economy initiatives that will lead to citywide carbon neutrality. Oversaw the construction of multiple LEED certified city projects. Metrics on target include reducing the citywide carbon footprint by over 20% since 2005. International and national speaker regarding climate action planning and implementation.
- **Performance Excellence** – Managed all city operations utilizing a performance excellence model which integrates strategic planning, budget development, annual work plans, performance metrics and employee performance reviews into one platform that results in coordinated, data-driven decisions. Extensive use of performance metrics with easy to understand outward facing dashboards that show progress and results. Malcolm Baldridge Performance Excellent Award recipient which is the nation's highest presidential honor for performance excellence through innovation, improvement, and visionary leadership. International and national conference speaker regarding performance excellence.
- **Engagement** – Led organization with a policy development approach that utilizes an innovative "Co- Creation" model where we partner with citizens, business owners and university teams to collaboratively address community challenges. We use state of the art citizen outreach methods including social media, telephone town halls, multi-platform surveys, trained facilitators, bilingual interpretation, hard to reach population specialists and tailored face-to-face meetings that provide citizen engagement in a broad spectrum. Created Connected Communities program that fosters neighborhood engagement on a continual basis. National conference speaker and author regarding innovative engagement strategies. Kettering Foundation fellow.
- **Equity and Inclusion** –Developed Fort Collins Social Sustainability Strategic Plan which focuses on ensuring equity and inclusion for all Fort Collins residents. Goals included sustaining an environment where residents and visitors feel welcomed, safe and valued in the community. Facilitated a stakeholder group of community leaders, activists and business owners who developed strategies to ensure that Fort Collins is a welcoming community for everyone regardless of race, ethnicity, age, gender, sexual orientation or socio-economic status. Elevated the city's Municipal Equality Index score from 60/100 to 83/100. Developed transportation equity metrics for the Transportation Master Plan update. Developed and implemented an internal respect campaign to facilitate work group dialogues about ways in which the city can maintain an inclusive, respectful culture. Surveyed city boards and commissions to determine barriers to access and opportunities to diversify representation. Updated the city's purchasing policies to expand anti-discrimination language. Ensured the Bike Share program includes access for low-income users. Facilitated the city's historic first Pride and Transgender Day of Awareness proclamations. Grants received to hire equity fellow and integrate equity into resiliency and mitigation updates to Climate Action Plan. National conference speaker regarding effective social equity strategies.
- **Solid Waste and Recycling –** Developed Fort Collins "Road To Zero Waste" program. By investing in three key facilities to support Zero Waste, adopting new policies and implementing innovative, culture changing programs, the community is dramatically decreasing the need for a new landfill, shifting from focusing on waste management to a system that optimizes the use of discarded materials as resources to help the local economy.
- **Transportation Master Planning –** Provided executive leadership for the development of the city's Transportation Master Plan that was unanimously adopted by City Council. Created innovative framework to enhance mobility for all Fort Collins residents emphasizing modal choice flexibility and congestion management.
- **Private-Public-Partnerships** – Developed numerous private public partnerships related to innovative land use developments, museum and science center, experimental energy center with Colorado State University, Poudre River White Water Park, recreation/innovation center and horticultural center.

City of Fort Collins (continued)

- **Affordable Housing –**Developed affordable housing strategic plan. Partnered with private and public entities to develop and implement affordable housing solutions including landlord rental programs, permanent supportive housing, shared housing, cluster developments, accessory dwellings, and mixed-use developments. Partners included Habitat For Humanity, Housing Catalyst (Fort Collins Housing Authority), Colorado State University and several private developers and builders. Innovative affordable housing solutions include healthy homes program, impact fee reductions, utility fee rebates and rate reductions, land banking and incentive zoning. Results included the creation of hundreds of affordable living units over the past five years, which is the most affordable unit creation in the history of Fort Collins.
- **Transit Operations Planning -** Provided executive leadership for the development of the city's Transportation Master Plan that was unanimously adopted by City Council. Plan provides opportunities for expanded bus rapid transit, flexible routes and transit coverage particularly in underserved areas of the city.
- **Voter Approved Investment Measures –** Partnered with internal and external stakeholder on multiple voter approved investment measures including "Keep Fort Collins Great" and "Building on Basics" which are dedicated sales tax initiatives passed by voters to fund critical services and programs for road improvements, bicycle trails, parks and recreation facilities, museum, performing arts and emergency responders.
- **Homelessness** – Significant collaboration with community partners to make homelessness in Fort Collins rare, short lived and nonrecurring. Used a "Compassion With Consequences" approach to homelessness and transients that include programs to help those in need while simultaneously creating initiatives that mitigated disruptive and unwanted behaviors. Programs include emergency weather shelter, day shelter, mental health and substance abuse, nutrition and hygiene, job training, clothing banks, alternatives to panhandling initiatives, obstruction ordinance, dedicated jail space and alternative sentencing.
- **University Relations** – Collaborated with Colorado State University, the largest university in Colorado, on a routine basis on several matters including new stadium construction, infrastructure development, transit, policing, community engagement, facility sharing, internships, fundraising, student relations, behaviors and housing, and intergovernmental agreement development and implementation.

City Of Surprise, Arizona **July 2008 - March 2014**

Assistant City Manager

(Promoted from Community and Economic Development Director in 2011)

(Promoted from Community Development Director in 2009)

The City of Surprise is racial diverse community located 20 miles northwest of Phoenix and includes 120,000 residents. The city is a full-service, diverse community with 736 FTEs and a $170 million-dollar annual budget. Economic development, capital improvements planning, growth management, and maintaining quality services as revenues decrease were the primary issues facing the city.

- Managed and directed all external city operations.
- Facilitate interdepartmental coordination across all departments for significant initiatives such as budget preparation and strategic planning.
- Line authority and supervision over the following departments:

  Community and Economic Development – included the Economic Development, Neighborhood Services, Land Use Planning and Zoning, Development Services, Code Enforcement, Building Safety and Transportation Planning Divisions.

  Public Works – included the Utilities, Engineering, Development Review, Streets, Solid Waste, Storm Water and Environmental Services Divisions.

  Community and Recreation Services – included the Sports Tourism and Events, Aquatics, Campus and Park Maintenance, Recreation Center, Library and Recreation Programming Divisions.

City of Surprise (continued)

- Provided final review and approval of each City Council agenda item and staff report to ensure alignment with strategic plan, availability of funds, consistency with city policy and quality control.
- Acted as City Manager in their absence.

Specific accomplishments in Surprise:

- **Job Creation –** Created over 2,000 new living wage jobs between 2010 and 2013. Successfully managed economic development initiatives that led to the relocation of five new U.S headquarters to Surprise. These companies include renewable energy, aerospace, medical supply and engine manufacturing enterprises.
- **City Wide Strategic Plan –** Managed the development of the city's first ever strategic plan. Strategy components include economic development, quality of life, higher education, transportation and tourism. Plan development included significant public outreach initiatives. Plan adopted unanimously by City Council.
- **Performance Management –** Developed detailed and comprehensive workload indicators for all departments. Indicators provided data needed for managing staff assignments, cross-training, staffing levels, budgeting and resource allocation. Developed performance management plans that align the city's value and mission statement, strategic plan, department goals and individual employee goals used for performance evaluations.
- **Budget Efficiencies/Department Reorganizations –** Led the successful re-organization of three city departments – community and economic development, public works and community and recreation services. Significantly right-sized staffing levels while simultaneously maintaining and enhancing customer service. Reduced redundancy and middle management in all three departments successfully "flattening" the organizational structure. Reorganization activities created over $2.5 million dollars of annual operating savings.
- **General Plan Development And Adoption –** Led the successful adoption of the City of Surprise General Plan (Comprehensive Land Use Plan). Facilitated efforts of citizen driven General Plan Advisory Committee utilizing innovative citizen engagement techniques. Plan adopted unanimously by Planning and Zoning Commission and City Council. Ratified by Surprise residents with a 72% vote in November 2013 referendum.
- **Capital Improvement Planning** – Coordinated development of 5-year and 20-year capital improvements plan. Plan included transportation, water and wastewater treatment, and recreational services capital projects.
- **Succession Planning and Implementation** – Developed succession plans for three departments. Realigned key management positions to enhance leadership development opportunities. Provided opportunities for cross- training, internship, and job shadowing in order to facilitate future positive succession.
- **Budget Development** – Worked with city manager and chief Financial Officer to develop a balanced budget while facing significant revenue shortfalls in 2012. Final budget included $3 million dollars in personnel reductions, $1.3 million dollars of line item reductions, while simultaneously creating a $1 million dollar economic development incentive fund and a $6 million-dollar reserve fund. Budget was adopted unanimously by City Council.
- **Affordable Housing/Neighborhood Stabilization –** Applied for and received $2.1 million-dollar federal Neighborhood Stabilization Program grant. Administered grant and spent $1.8 million dollars in property acquisition, housing rehabilitation and recipient qualification and counseling. Partnered with Habitat For Humanity to construct 3 affordable homes that were also LEED certified. Provided over 40 homes for income qualified families via this program.
- **Abandoned Foreclosed Properties Action Plan -** Developed comprehensive strategy to effectively deal with negative impacts of foreclosed and abandoned properties. Program components included counseling, property identification and mapping, community outreach, proactive patrols and inspections, and civil and criminal penalties.

City of Surprise (continued)

- **Parks and Trails Master Plan** - Created first City of Surprise parks and trails master plan. Coordinated plan development with public works and community recreation services departments. Extensive plan, with significant community outreach that extends parks, trails and open spaces over a 300 hundred square mile planning area.
- **Village Planning** – As part of the Surprise 2030 General Plan, created innovative village plan concept. The Surprise planning area has been divided into 7 distinct neighborhood districts or villages. Worked closely with residents, business and property owners and other stakeholders to create long-range development patterns that create villages with unique character and development patterns. Provided business owners and residents with various housing, commercial, transportation and open space options for the future.

Village Of Algonquin, Illinois **May 1996 – July 2008**

Assistant Village Manager

(Promoted from Community Development Director in 2002)

The Village of Algonquin is a rapidly developing community located 40 miles northwest of Chicago. Algonquin is a home-rule community with over 30,000 residents. The Village is a full-service, quality oriented suburban community with 222 employees and a $39 million-dollar annual budget. Economic development, downtown revitalization, capital improvements planning, growth management, open space acquisition and park development were the primary issues facing the Village.

- Acted as Village Manager during their absence and managed all Village development matters involving economic development, downtown revitalization, land use planning, open space and environmental protection.
- Reviewed and coordinated these functions with other departments and with other municipal services. Acted as the principal staff liaison to the Planning and Zoning Commission, Economic Development Commission, Historic Commission, Public Arts Commission and Village Board regarding development matters.
- Headed up award-winning Community Development Department which included 13 staff members with 5 core functions including Planning, Zoning, Economic Development, Code Enforcement, and Building Services.
- Created Village's first ever Economic Development Program, including:

- **Retail Marketing and Development Strategy** – Prior to the development of this program, the Village's annual sales tax revenue was less than $400,000. After the successful development of this award-winning program, the Village recruited, planned and developed over 4 million square feet of retail space, including Algonquin Commons – Illinois' largest lifestyle center. Generated annual sales tax revenues in excess of $6 million dollars. This program made Algonquin a regional shopping destination.
- **Downtown Revitalization** – Developed and implemented Algonquin's award-winning Downtown Revitalization Plan. Prior to the development of this program, the Village's downtown was in significant decline. Algonquin's Old Town District is now vibrant with dozens of new business startups, several new upscale residential developments, beautiful river walk, inviting public spaces, façade restorations and community events. This effort was accomplished through careful land use planning, public involvement, the development of a preservation code, the establishment of a façade rehabilitation loan program, land acquisition, sign control, entry corridor enhancements, the creation of a business improvement district, the organization of a Merchant's Association, and significant public and private investment.
- **Capital Improvement Planning** – Coordinated development of capital improvements plan including transportation, water and wastewater treatment, and recreational services. Coordinated citizen outreach, master planning, land acquisition, facility design and financing for multiple capital projects including riverfront development, neighborhood and regional parks, trails, bike paths, water and wastewater facilities.

Village of Algonquin (continued)

- **Algonquin Corporate Campus** – Developed and implemented a strategic plan that led to the development of the Algonquin Corporate Campus – a 1,000 acre planned mixed-use development that includes corporate headquarters. The Business Park Strategic Development Plan was created to foster the creation of living wage careers for residents. The strategy involved a market assessment, master plan, capital improvements plan, design and development standards and an aggressive, multi-year marketing campaign. The Campus now includes three development phases and a great mix of retail, residential, corporate office and light industrial tenants.
- **Public Art** - Created and managed the Village's Public Arts Program. This award-winning program involved the temporary loan of artworks for public display throughout the community. Program development included the creation of a Public Art Code, Public Arts Commission, and art impact fee.
- **Conservation Community Program** - Created the Village's Conservation Community Program. This award-winning program was a compilation of all the Village's environmental initiatives including the Woods Creek Watershed Protection Plan, Water Conservation Plan, "Get With The Green" Village Operations Program, village wetland bank and conservation design planning.

City Of Poquoson, Virginia **June 1994 – May 1996**

Director of Planning and Community Development

The City of Poquoson is one of the fastest growing cities in the Commonwealth. Located on the eastern seaboard in the middle of the 1.4 million Hampton Roads region which includes Norfolk, Virginia Beach and Newport News, Poquoson is an independent, full-service city. Economic development, capital improvements planning, growth management, and budget constraints were the primary issues facing the city.

- Head of department of planning and community development which included the planning division and inspections division. Supervised a staff responsible for all aspects of economic development, land use planning, building inspections, capital improvements planning, transportation planning, budget preparation, grants writing, zoning administration, citizen communication and outreach efforts, media relations, coordinating work performed by consultants, land use negotiations and project management. Regularly coordinated projects with the departments of public works, engineering, parks and recreation, finance and administration. Represented city on a number of regional management and planning committees regarding juvenile detention, job creation, transportation, land use planning and the environment. Regularly presented material to the city council, planning commission and citizen groups.
- Led multiple coastal/shoreline improvements including marina re-development and shoreline stabilization
- Developed a $20 million-dollar Capital Improvements Program.
- Created a 200+ acre master plan for the development of a new Town Center. Project included rezoning, infrastructure extension and construction of a new city hall/library complex. Master plan opened-up over 100 acres of landlocked parcels for economic development opportunities.
- Secured over $1.6 million dollars of competitive national highway funds for the construction of city roadways.
- Updated city's comprehensive plan including implementation of aggressive citizen outreach effort with numerous public input sessions, video productions, surveys, and active citizen involvement.

James City County (Williamsburg), Virginia **March 1991 – June 1994 Senior Planner/Planner**

One of two professional planners serving under the general direction of the principal planner. responsible for all aspects of transportation related projects, comprehensive plan development, implementation and review, growth management strategy development, public facility planning, grants writing, recreation related planning projects and supervision of adjunct staff members. Assisted with handling development review cases, budget development and monitoring, and citizen outreach efforts.

City Of Portland, Oregon Bureau of Planning **September 1989 – March 1991**

Planning Assistant

Assisted long range planning staff with a variety of projects including light rail corridor planning and development, capital improvements plan update, environmental protection plans, neighborhood planning, census local review, comprehensive plan monitoring, and other projects requiring technical review, planning research, graphics, and report writing.

ACADEMIC RECORD/CERTIFICATIONS

PORTLAND STATE UNIVERSITY, Portland, Oregon	Masters of Urban and Regional Planning
UNIVERSITY OF WISCONSIN, Oshkosh, Wisconsin	Bachelor of Science

ICMA Credentialed Manager

RELEVANT HONORS/AWARDS

Awards Received by Jurisdictions During My Tenure:

Fort Collins:

- Malcom Baldridge Performance Excellence Award For Performance Excellence
- Bloomberg Mayor's Challenge, $1 Million Dollar Award, for our innovative approach to providing health and equity benefits for low and moderate income renters by improving the energy efficiency of rental homes.
- America's Most Satisfied City, *Time Magazine*
- Number One City in America for Cycling, People For Bikes

Algonquin:

- DePaul University, Chaddick Institute For Metropolitan Development, Development Award, Village of Algonquin, Downtown Revitalization Plan and Implementation.
- Urban Land Institute, Village of Algonquin Public Art Program.
- American Planning Association, Illinois Chapter, Village of Algonquin Public Art Program.
- Illinois Tomorrow Award, Natural Resource Protection, Village of Algonquin Woods Creek Watershed Protection Program.

James City County:

- Lower Association, Friends of the River Award, for Commitment to Resource Protection and Innovative Lane Use through Comprehensive Planning, 1992.
- National Association of Counties, Achievement Award for Distinguished and Continuing Contributions to the Cause of Strong and Efficient County Government, Comprehensive Plan Update Process, 1992.
- Virginia Chapter of the American Planning Association, High Level of Excellence in a Professional Planning Project, Comprehensive Plan Update Process, 1992.

Individual Honors:

- Kettering Foundation, Richard S. Childs Fellowship, Citizen Engagement.
- ICMA, Excellence in Leadership Award (Assistant City Manager of the Year) Finalist.
- James City County, Commendation for Exceptional Performance, Zoning Ordinance Update Process.
- James City County, Award of Excellence in Recognition of Outstanding Service, Comprehensive Plan Update Process.

COMMUNITY SERVICE

- Board of Directors, Fort Collins Musician's Association
- Board of Directors, Fort Collins Innosphere (Business Incubator)
- Board of Directors, Fort Collins Museum of Discovery
- Board of Directors, Algonquin Chamber of Commerce
- Board of Directors, Toano Trace Affordable Housing Subdivision

RELEVANT PUBLIC SPEAKING/TRAINING

- European Union, Invited Guest Speaker to Belgium, Netherlands and Norway regarding Climate Action Plan Implementation.
- ICMA, National Conference Speaker, How To Celebrate Community Culture With Capital Projects
- ICMA, National Conference Speaker, How To Create A Municipal Broadband Utility.
- ICMA National Conference Speaker, Strategies To Deal Effectively With Homelessness.
- ICMA National Conference Speaker, Incorporating DEI In Public Safety.
- ICMA National Conference Speaker, Creating a Culture of Community Service.
- ICMA National Conference Speaker, Successful Community Engagement Strategies.
- Government Finance Officers Association, National Conference Speaker, Effective Citizen Engagement Strategies For Budget Development and Capital Projects.
- Malcom Baldridge Performance Excellence, Upper Midwest Regional Conference Speaker, Creating A Culture of Performance Excellence That Leads To Results.
- Florida Association of Information Technology Professionals, State Conference Speaker, How To Use Technology To Implement Your Climate Action Plan.
- Federal Departments of Environmental Protection Agency, Health and Human Services, and Housing and Urban Development, Guest Lecturer, Successful Economic Health Measures Related To Growth Management.
- ICMA, National Conference Speaker, Creating A Sustainable and Climate Resilient Community.
- ICMA, National Conference Speaker, Introducing Innovation To The Organization.
- ICMA, National Conference Speaker, Demystifying Social Equity.
- ADKAR, A Model For Change In Business, Government and Our Community, Change Management Training.
- Government Alliance on Race and Equity (GARE), Leading With Race, Training.
- National League of Cities, Race Equity and Leadership 101 (REAL), Training.
- Let's Talk Race, White Fragility, Training.

Scott M. Moye
2002 Hilliard Avenue
Waycross, Georgia 31503
912.288.3066
Moyescott3@gmail.com

April 8, 2024

Honorable Mayor J. Tyler Payne & City Commission
City of Treasure Island, Florida
c/o Doug Thomas, Executive Vice President
10451 Gulf Blvd
Treasure Island, FL 33706

[Transmitted via email]

RE: City of Treasure Island City Manager

Dear Mr. Thomas:

It is with great enthusiasm that I send this letter formally expressing my interest in being the City Manager of the City of Treasure Island Florida. I have also included my resume as required. After reviewing the information contained in the Challenges and Opportunities section and the Ideal Candidate of the recruitment brochure, I truly believe my experience and skills set will prove to be an asset to Treasure Island Florida. Given my extensive background in governance, executive leadership, city and county management, I am confident my skill sets align perfectly with your search.

Leveraging my education, and hands-on experience of regulatory, organizational and government management practices, I can contribute efficient, accurate and productive project results.

Additionally, my unparalleled ability to establish and maintain cross-collaborative cultures among executive organizations and stakeholders has transformed me into a proactive change agent and mentor. My executive experiences bring calm, collected and educated decision making to the table and deliver problem solving strategies where everyone will benefit.

I am now at a personal and professional point where I am ready to find new challenges, relocate, and continue my success. I look forward to the opportunity to discuss with you in person how my background and personality would make me an asset to the City of Treasure Island.

I greatly appreciate your consideration of my candidacy and look forward to your reply. If you have any questions or I can be of any service, please do not hesitate to call.

Sincerely,

Scott M. Moye

Attachment: Resume

2002 Hilliard Avenue
Waycross, Georgia 31503
(912) 288-3066
email: moyescott3@gmail.com

Scott Morris Moye

SUMMARY QUALIFICATIONS

General Management: Twenty-four (34) years of diversified analytical and comprehensive managerial skills in both the public and private sectors. Managed multi-million dollar projects with a pre-allocated annual budgets of various sizes ($1.2M - $76M), and achieved directed and personal goals. Innovative, results-oriented leader in coordination of organizational efforts, including: goal setting, budgeting, employee motivation, labor relations, and human resources administration. Strong interpersonal relations skills and customer service ethic.

Finance: Proficient in the preparation and administration of organizational budgets and grants.

Communications: Outstanding interpersonal skills. Very strong oral and written communication skills. Effective in fostering cooperative relationships with citizens, staff, elected officials, and the media.

Planning: Comprehensive understanding of land use and community development issues, including building/zoning code enforcement.

Human Resources: Experience in recruiting, hiring, training and motivating staff.

EDUCATION

Georgia Southern University	Master of Public Administration	Statesboro, Georgia
Georgia College	Bachelor of Business Administration	Milledgeville, Georgia
University of Oklahoma	Economic Development Institute	Norman, Oklahoma
Georgia State University	Certified Public Finance Manager (July 2022)	Atlanta, Georgia

PROFESSIONAL EXPERIENCE

County Manager *August 2016* to Present Ware County Board of Commissioners

Serve as the chief administrative officer for Ware County and see that the ordinances, resolutions, and regulations of the Board of Commissioners and the laws of the State of Georgia are faithfully executed and enforced; exercise managerial authority and supervision over the County Manager's staff and 15 all department heads with 348 employees under the jurisdiction of the Board of Commissioners, including delegation of duties to subordinates without relieving burden of responsibility from the County Manager. Supervise the preparation, certification,and maintenance of county records such as: minutes of commission meetings; ordinances; agreements; personnel files; general correspondence; resolutions; contracts; and licenses.

Arrange appointments and screen calls for county commissioners. Provide background information, financial status updates, and policy recommendations to the Board of Commissioners to aid in making decisions.
Monitor financial status of county, include preparing preliminary budget and compiling information from department heads relative tobudgetrequests. Oversee general maintenance of county buildings and assure proper insurance coverage on building and vehicles. Correspond with the general public on requests for information and complaints
Serves as liaison for county commissioners and other departments

Procure-to-Pay (P2P) Operations Coordinator May 2013 to August 2016 MCHS in Waycross

Manage all departmental facets of the P2P Supply Chain division of the Mayo Clinic Health System in Waycross, Georgia. Responsible for local contract administration for identified commodities and projects. Formulate analytical

reports and Suply Expense updates to department and institutional leaders, customers and colleagues. Participate in selecting suppliers and continuing business relationships on the basis of the value analysis principal. Provide customer service related functions to all MCHS departments and customers. Collaborate with Sourcing and Contracting and committees to identify supply expense reduction opportunities.

Achievements: Implemented the first P2P division for MCHS Waycross. Developed and implemented the Travel/P-card system for MCHS Waycross. Assisted Mayo Clinic Florida staff with recognizing and implementing a $2.5M annual expense savings for MCHS Waycross.

City Administrator April 2004 to May 2013 City of Blackshear, Georgia

Managed municipal government with a staff of 42 FTE's in a full-service southern Georgia community. Reported to a seven-member board elected by districts with mayor elected at-large from a community of 3,483 full-time residents. Managed the following departments: Public Works-Streets, Sanitation, Water/Sewer & Fleet Maintenance, Finance, Human Resources, Police, Fire, City Clerk, Information Technology, and Economic Development. Provided guidance and oversight with City's grant administration for community and economic development projects. Prepared and presented the annual City Budget and the Capital Improvement Plan totaling $4.8 million. Served as the City Clerk and Treasurer.

Achievements: Served as the first city administrator for Blackshear. Spearheaded many administrative improvement projects such as city property tax collection agreement with Pierce County, industrial park infrastructure improvement project (water tower/water & sewer installation), information technology conversion for document imaging, council agenda packet structure,

Adjunct Instructor September 2005 to Present Coastal Pines Technical College, Waycross GA

Provide instruction for Interpersonal Relations (Personal and Professional Development - EMPL 1000) in traditional classroom setting and online setting (BlackBoard). Provide advisement to students on human relations, employability, job search, and job advancement. Prepare and submit administrative documentation on students via Banner Web. Responsible for overall classroom instruction including: preparing lesson plans, maintaining department guidelines and standards, evaluating students by assigning grades and work ethic appraisals, and interacting with other faculty.

Deputy City Manager July 2000 to February 2004 City of Fernandina Beach, Florida
Interim City Manager October 2001 to March 2002

Assisted with managing full-service municipal government with a staff of 204 full-time employees in a Florida coastal resort community with a rich, historic heritage. Responsible for development and administration of a $19.5 million operating budget and a $76 million total budget, which included a $25million capital budget and three enterprise funds. City operations include a municipal airport, an 18-hole golf course, and a marina. Reported to a 5-member City Commission, elected at-large from a community population of 11,500 (20,000+ during the tourist season). Managed the following City Departments: Human Resources/Information Technology, Finance, Parks and Recreation, Public Works, Marina, Golf, Airport, Fire, and Police. Oversaw operations in various City facilities which included: three recreation centers, two municipal pools, two fire stations, a police station, a wastewater facility, and a vehicle maintenance garage. City Manager office was responsible for management/maintenance of 8-miles of Atlantic Ocean beachfront.

Achievements: Completed addition to City Marina. Oversaw site-selection/development and financing of a state-of-the art City Police Station. Opened first phase of the City's 225-acre Greenway. Assisted with developing City newsletter to improve communications with City residents. Initiated facility beautification program. Developed City Mission and Core Values Statement. Initiated: City Wellness Program and City Employee Orientation Program. Initiated development of two waterfront parks, and the rehabilitation of another. Assisted CM developing weekly project-tracking and current events reports to keep the City Commission better apprised of important community happenings-continued as Interim. Initiated developer workshops to better explain land-use regulations to prospective land developers. Implemented an organization-wide information technology program (voice mail, computer network, Internet presence), which modernized organizational communications and provided better, more timely customer service. To improve service and streamline operations, conducted performance audits of City departments, and restructured departments based on audit findings. Served on committee to negotiated two successful employee bargaining unit contracts for Police and Fire Departments. Worked closely with community groups (downtown merchants, service clubs, etc.) on various civic projects. Initiated anti-crime coalition task force (composed of City Public Safety staff and city residents) to reduce crime and drug trafficking in the community. Served as interim city manager to transition to new city manager during a tumultuous period.

Assistant to County Manager August 1993 to July 1998 Ware County BOC, Waycross, Georgia

Provided assistance in county daily administration, financial forecasting/budgeting, local strategic planning, economic and community development, and project/grants management. Directed to manage daily activities and financial management for various County operations. Provided technical assistance to standing and formed committees of County/City, Chamber of Commerce, Waycross-Ware County Development Authority, and Okefenokee Area Development Authority with project management activities -- coordination, budgeting, administration, and consultation. Assisted Public Works Department with project concepts, designs, budgeting, facility development, and implementation in the areas of street and road improvements and paving, bridge replacement, and landfill operations.

Achievements: Coordinated and organized projects such as the Iron Bridge Road Landfill closure after 38 years. Successfully managed the capital project development and construction of the Tri-County Regional Landfill and Intermodal Surface Transportation Enhancement Act (ISTEA) projects which included concepts and design, funding applications, and administration to Federal and State agencies.

Administrative and Financial Director August 1988 - August 1993 Southeast Georgia Reg. Dev. Center

Maintained sound administrative and financial policies and procedures in coordination with the Board of Directors of the Southeast Georgia Regional Development Center and Certified Development Corporation. Managed a regional commission staff of 45 FTE's in southeast Georgia to serve eight (8) counties and twenty-seven (27) cities. Provided technical assistance to local governments in all areas of general administration, financial management, economic development, and grant administration. Managed the Financial Management System of the SEGaRDC with a $2.8M budget. Provided consultation to local governments in areas of data automation and processing, reviewed and recommended computer hardware and software proposals for various local government operations. Served as the administrator of the SEGaRDC Retirement Plan; maintain retirement system records; and serve as a member on the Trustee Committee. Ensured SEGaRDC complied with all federal, state, and local contracts.

References

Additional information furnished upon request.

JAMES A. SLATON, ICMA-CM

Lake Wales, FL 33898 ▪ 863-808-7496 ▪ james.slaton33@gmail.com

April 3, 2024

Doug Thomas, Executive Vice President
Strategic Government Resources

RE: Position of City Manager, City of Treasure Island, Florida

Dear Mr. Thomas:

As a Chief Administrative Officer for a municipal government, I help city councils shape the future so that every citizen prospers, and each community realizes its potential.

I offer 19 years of municipal government experience working for the City of Lake Wales, where I collaborate with elected officials, residents, business owners, and strategic partners and lead urban design and large-scale capital improvement projects. As a longtime Florida resident, I enjoy Treasure Island's beaches, community assets, and active lifestyle.

The opportunity with Treasure Island interests me because of your coastal location, public amenities, and signature events. My experience collaborating with architects and civil engineers and managing capital projects enable me to advance Treasure Island's Terrain Modification Program (Elevate Treasure Island), provide solutions to mitigate street flooding, and oversee the upcoming construction of new public facilities. The chart below is a comparison of your requirements and my qualifications.

YOUR REQUIREMENTS	MY QUALIFICATIONS
Bachelor's Degree	MS, Management and Leadership BAS, Public Administration, Supervision and Management AS in Computer Network Engineering
ICMA-CM Credentials	International City/County Management Association Credentialed Manager (ICMA-CM).
City Planning	Provide long-term vision and goals for the City's growth and improvement. Lead large-scale community development/redevelopment initiatives.
Financial Leadership	Manage financial resources, allocate funds, and ensure sustainable urban development.
City Administration	Guide the City's administrative operations, policies, and services from strategic planning, securing funding, and managing capital projects.
Coalition-Building Consensus-Building & Goal Achievement	Negotiate agreements, resolve conflicts, and collaborate with internal/external stakeholders. ▪ Award-winning Lake Wales Connected Revitalization Plan. ▪ Lake Wales Envisioned Long-Range Planning in Polk County, the fastest growing county in the U.S. with 30,000 new residents moving to the county in 2023. ▪ Both initiatives heavily focused on citizen involvement and consensus-building.
Project Management	Direct a variety of projects from infrastructure development to community initiatives.
Data Analysis	Share data-driven insights to inform decision-making, track progress of programs/projects, and optimize City Services.
Emergency Response	Coordinate disaster preparedness, response, and recovery efforts.
Public Speaking	Communicate with residents, public officials, and the media.

I am confident that my strengths in city administration and communications as well as my ability to build community engagement would enable me to contribute to Treasure Island's city governance and community well-being.

May I have an appointment for an interview to discuss the possibilities?

Thank you,

James A. Slaton
Enclosure (3 pages)

JAMES A. SLATON, ICMA-CM

Lake Wales, FL 33898 ▪ 863-808-7496 ▪ james.slaton33@gmail.com

CITY MANAGER & EXECUTIVE DIRECTOR COMMUNITY REDEVELOPMENT AGENCY

City Manager and Executive Director with 19 years of experience in public administration, managing municipal operations, capital assets, and financial resources. Demonstrated success developing long-range plans and goals for the community and aligning municipal growth objectives with community values. Strong financial acumen with ability to balance budgets and maintain fiscal stability. Skilled in staff training and development with record of high employee satisfaction/retention.

Public Administration	Municipal Operations & Financial Management	Community Engagement
Vision, Strategy & Leadership	Budgets, Forecasts, Financial Reporting	Data-Driven Decision-Making
Urban Design & Capital Projects	Affordable Housing Construction Programs	Strategic Partnerships
Infrastructure Upgrades	Community Redevelopment Projects	Economic Development
City Services Continuity	Emergency Preparedness & Rapid Response	Crisis Management

PROFESSIONAL EXPERIENCE

City Manager / Executive Director — City of Lake Wales, Florida — 2020 – Present

SCOPE: Serve as Chief Administrative Officer for City with 17,000+ Population, ~237 FTEs, and ~$98 million budget and as Executive Director for Lake Wales Community Redevelopment Agency (CRA) with oversight and accountability for all operations, capital assets, and financial resources. Collaborate with elected officials, citizens, and government agencies.

- **City Planning:** Lead the Lake Wales Envisioned long-range planning and future land use effort (lakewalesfl.gov/1013/Lake-Wales-Envisioned).
  - Created City's first Mobility Plan and associated new Multi-Modal Transportation Impact Fee.
  - Updated the Airport Master Plan and completed various airfield capital projects.
  - Established Chapter 180 Utility Service Area boundary, comprising nearly 55,000 acres.
  - Created the City's first Stormwater Master Plan to mitigate issues related to stormwater runoff.
- **Funding:** Extended CRA term and closed on $18.5 million bond to fund redevelopment projects. Increased CRA tax increment revenue nearly 100% from $2.1 million to $4 million annual recurring revenue for past 3 years.
- **Urban Design & Redevelopment:** Created implementation plan and initiated more than 50 Lake Wales Connected urban design plan projects in the CRA (lakewalesfl.gov/919/Lake-Wales-Connected-Plan), including streetscape design and construction.
  - $13 million streetscape redevelopment project on Park Avenue and Market Square in downtown Lake Wales.
  - $1.5 million multi-use trail and streetscape on East Park Avenue.
- **Housing Redevelopment:** Created housing rehabilitation, down payment assistance, and affordable housing construction programs in the CRA.
- **Parks & Recreation:** Transitioned the former YMCA facility to a municipal recreation center and completed the Parks and Recreation Master Plan.
- **Public Safety:** Implemented Body-Worn Camera Project for Police Department. Contracted the Institute for Public Safety Management to perform a comprehensive analysis of Police Department operations. Achieved police accreditation through the Commission for Florida Law Enforcement (CFA).
- **Economic Development:** Created Economic Development Incentive Programs and retained national firm for retail recruitment, resulting in 12 new restaurants and 1 manufacturing company in various stages of development. Initiated Economic Development Strategic Plan.
- **Redevelopment Incentives:** Created facade improvement program, restaurant incentive program, tax increment rebate program, and small business loan program. Developed a business incubator which created over 50 news jobs over the past 2 years.
- **Organizational Development**: Established 2 new departments: Horticulture and Marketing/Community Engagement.

Deputy / Assistant City Manager | City of Lake Wales, Florida | 2017 – 2020

SCOPE: Directed the day-to-day operations, budgets, and capital-improvement programs for the Departments of Public Services and Support Services. Performed the duties of City Manager in the CM's absence or at CM's request. Managed the City's non-utility capital projects and directed all post-disaster recovery operations.

- **Infrastructure Maintenance:** Implemented the City's first Facility Maintenance Management and Capital Forecasting Program, resulting in 30-Year Master Plan. Created the City's first Stormwater Utility Program and initiated associated maintenance programs. Managed repairs to public facilities in response to Hurricane Irma and coordinated with FEMA.
- **Street Paving Initiative:** Created the City's first funded long-term Pavement Management Program.
- **Parks & Recreation:** Initiated and coordinated the City's first Parks Master Plan activities. Negotiated facility acquisition and public/private partnership with the Lake Wales Family YMCA.
- **Employee Engagement & Performance:** Improved staff morale and productivity through open-door management style, team building, and employee development. Emphasized the use of technology to better serve customers and improve employee performance. Led the creation and establishment of the Core Values and Employee Recognition Program.
- **Leadership Development:** Facilitated recurring meetings between all middle managers from across the organization. Held workshops on organizational health for current and future leaders within the organization.
- **Community Engagement:** Implemented City newsletter and coordinated citywide customer satisfaction surveys. Created special events such as festivals, concerts, and various community events.
- **Continuous Improvement:** Created a process-improvement framework to reduce waste and increase efficiency within business processes citywide.

Public & Support Services Director | City of Lake Wales, Florida | 2013 – 2017

SCOPE: Managed operations, budgets, and capital improvement programs for the Departments of Public Services and Support Services, including Parks and Recreation, Street Maintenance, Airport Operations, Cemetery Operations, Information Technology, Fleet Maintenance, Facilities Maintenance, and Office of Procurement. Provided oversight of City's non-utility capital projects. Managed post-hurricane recovery operations.

- Organized thousands of hours of volunteer service for public beautification projects.
- Revitalized City parks and replaced playground equipment.
- Negotiated public access to the Lake Wales YMCA swimming pool. Partnered with Lake Wales YMCA to provide recreation services to City residents.
- Solicited contracts to enhance and streamline City service delivery such as continuing agreements for architectural, engineering, construction management, and street sweeping services.
- Transitioned Lake Wales Municipal Airport from a private FBO to a City operation, resulting in improved customer service and safety as well as increased aviation activity and higher revenue through additional tenants, initiation of user fees, and increased fuel sales.
- Managed significant capital projects at airport, including a runway extension and construction of new taxiways.

Support Services Director | City of Lake Wales, Florida | 2012 – 2013

SCOPE: Directed operations, budgets, and capital improvement programs for the Departments of Support Services, including Information Technology, Fleet Maintenance, and Purchasing.

- Managed implementation of an updated procurement code, including Purchasing Card Program.
- Created the City's first capital replacement program for the City's fleet of vehicles and equipment.
- Initiated a NIMS certification process for current and new employees.

IT Director / Network Administrator	City of Lake Wales, Florida	2005 – 2012

SCOPE: Directed operations of Information Technology Department and served as City's Computer Network Administrator. Managed all maintenance, configuration, and continuity of LAN/WAN systems, information security, and communications servers.

- Initiated the virtualization of City servers and created redundant data centers.
- Redesigned City's website and implemented video streaming of public meetings online.
- Partnered with National ISP to expand broadband infrastructure to underserved areas of the community.
- Assisted in the implementation of Senus Flexnet wireless water meter system.

EDUCATION & CERTIFICATION

Master of Science, Management and Leadership
Western Governor's University

Bachelor of Applied Science, Supervision and Management: Public Administration
Polk State College

Associate of Science, Computer Network Engineering Technology
Polk State College

ICMA Credentialed Manager
International City/County Management Association

Leadership ICMA Class of 2019
International City/County Management Association

Senior Executive Institute
Weldon Cooper Canter for Public Service, University of Virginia

PROFESSIONAL ASSOCIATIONS

Florida City/County Management Association
International City/County Management Association
American Public Works Association

COMMUNITY LEADERSHIP

Polk Vision
Leadership Polk Class XI
Leadership Lake Wales Class XIX

AWARDS

Lake Wales Chamber of Commerce and EDC – Public Servant of the Year 2015
City of Lake Wales – Employee of the Year 2014
GFOA Budget Award FY 2020 – 2024
GFOA Audit Award FY 2020 – 2023
ICMA Performance Management Award 2023
American Planning Association Award for Mobility Plan
Florida Redevelopment Association Award for Lake Wales Connected Plan

ANGELA N. STONE

33 Victoria Square Drive
Hilton Head Island, SC 29926
(843) 422-4606
angiestone67@gmail.com

March 9, 2024

Dear Mayor Payne,

I am writing to express my earnest interest in the City Manager position for the City of Treasure Island. With a deep-rooted passion for public administration and a proven track record of effective leadership in coastal community management, I am excited about the opportunity to contribute to Treasure Island's next chapter. As the current Assistant Town Manager of the Town of Hilton Head Island, South Carolina, I have honed a skill set that is uniquely tailored to the multifaceted challenges and opportunities presented by coastal governance.

Having researched Treasure Island, I am drawn to its unique character and potential. The issues that you face, from responsible development along your beautiful beaches to maintaining a thriving economy that serves both residents and visitors, are similar to those I have navigated here in Hilton Head Island. I am prepared to bring my expertise in strategic planning, intergovernmental relations, and stakeholder engagement to your city and am eager to face any challenges head-on.

Please find attached my resume, which provides additional details regarding my qualifications. I look forward to the possibility of discussing how my background, skills, and talents align with the goals of the City of Treasure Island. Thank you for considering my application for the City Manager position. I am available at your convenience for an interview and can be reached at 843-422-4606 or via email at angiestone67@gmail.com.

Warm regards,

Angie Stone

Enclosure: Resume

33 Victoria Square Drive
Hilton Head Island, SC 29926
Phone: 843-422-4606
Email: angiestone67@gmail.com

Angela N. Stone

Dynamic and visionary Assistant Town Manager with a proven track record in enhancing service levels, promoting inclusive access to services, and strengthening relationships through strategic collaboration with employees, community stakeholders, and leaders.

Professional Experience

Town of Hilton Head Island, HHI, SC

Assistant Town Manager - Community Engagement

- Spearhead the Marketing & Communications, Cultural Affairs, and Technology & Innovation departments, ensuring alignment with strategic goals.
- Champion extensive community outreach initiatives, fostering strong relationships and enhancing public engagement.
- Implement robust special event permitting processes, improving community events' coordination and execution.
- Direct the Destination Marketing Organization contract oversight, enriching performance evaluation, and optimizing reporting mechanisms.
- Implementation and monitoring of the Town's interpretation and translation services, supporting an inclusive and accessible community environment.
- Actively participating and contributing as an Executive Leadership Team Member.

Human Resources Director

- Designed and implemented comprehensive HR strategies, elevating organizational capabilities and employee satisfaction.
- Managed the development and execution of HR programs, championing best practices in employee relations and policy formulation.
- Pioneered workforce planning models, refining talent acquisition and retention schemes.
- Operated as a Senior Staff Member, providing guidance and leadership across organizational tiers.

Senior Human Resources Administrator

- Devised and executed HR initiatives aligned with organizational objectives, fostering a competitive and supportive workplace.
- Oversaw talent management, including recruitment, retention, performance management, and employee training and development.

- Ensured robust policy development and legal compliance, while managing internal investigations with discretion.
- Led total rewards management, enhancing compensation structures, job design, and health and welfare plans.
- Managed HR Information Systems, advocating for technological advancements in HR operations.

Westinghouse – CNFD, Columbia, SC

Human Resources Representative (Generalist Role)

- Facilitated professional and technical recruiting, enhancing organizational talent pools.
- Served as a key liaison for employee relations, mediating and fostering a professional work environment.
- Safeguarded legal compliance and participated actively in policy creation and interpretation.
- Conducted comprehensive wage and benefits surveys, providing key market insights.
- Administered health and welfare benefits plans with a focus on employee well-being and cost-effectiveness.
- Maintained meticulous employee records, ensuring data integrity and privacy.
- Managed benefits and compensation programs, ensuring competitive offerings.
- Conducted job analysis and design, optimizing role clarity and organizational efficiency.
- Administered leave policies, supporting employee work-life balance.

Education

Master of Personnel and Employee Relations (MPER) - University of South Carolina, Columbia, SC
Bachelor of Arts in Psychology - University of South Carolina, Columbia, SC

Professional/Civic Memberships

- Board Member, The Deep Well Project
- International City/County Management Association (ICMA)
- South Carolina City and County Management Association (SCCCMA)
- Municipal Association of South Carolina

Cary B. Vargo, MBA, MPA
Downingtown, PA 19335
267-718-0305
cbv4@icloud.com

April 9, 2024

Mr. J. Tyler Payne, Mayor
Treasure Island City Commissioners
City of Treasure Island
10451 Gulf Boulevard
Treasure Island, FL 33706

Dear Mayor Payne, Honorable Commissioners:

Please accept this cover letter and attached resume in application for the advertised City Manager position. With decades of public sector service, I am eager to contribute my skills and experience helping lead a team dedicated to the vision, values, and strategic goals established by the organization.

Over the course of my career, I have demonstrated a strong commitment to public service, contributing to the efficient and effective operation of municipal government. My decades of experience in local government, including more than fifteen years in executive roles, have equipped me with an understanding of the complexities and responsibilities inherent in such a position.

I have successfully led financial and budget management processes, directed strategic planning initiatives, provided key insights for public policy development, and prepared for and managed through multiple crises. I have extensive experience in managing areas such as wastewater, stormwater, solid waste and recycling, fire, EMS, law enforcement, emergency management, grant acquisition, grant management, and capital project management. My ability to build authentic relationships with internal and external stakeholders closely aligns with the collaborative and customer-focused approach valued by the City of Treasure Island.

What sets me apart as a candidate is my unwavering commitment to diversity, equity, and inclusion. I believe in fostering an organizational culture that embraces responsiveness, integrity, respect, collaboration, stewardship, and initiative.

I bring to the table strengths that include understanding the importance of building broad community networks, a commitment to bringing innovative ideas to life, and a proven track record of resilience in the face of unexpected challenges. My leadership style centers on a commitment to excellence, with a focus on recognizing and leveraging the strengths and talents of others.

I hold master's degrees in both Public Administration and Business, providing me with a solid foundation in public administration, government operations, and business

management. I am well-versed in the Council-Manager form of government and have consistently demonstrated fiscal stewardship, innovation, and relationship-building throughout my career.

Thank you in advance for your time and consideration. I look forward to discussing how my skills and experiences align with the goals and vision of the City of Treasure Island. I am excited about the opportunity to contribute to the continued success of the organization and the various constituencies served.

Sincerely,

Cary B. Vargo

Cary B. Vargo

Cary B. Vargo, MBA, MPA
Downingtown PA, 19335
267-718-0305
cbv4@icloud.com

Summary

Dedicated public sector servant leader with demonstrated experience and success in the administration of local government in growing, diverse communities. Skilled in government administration, strategic planning, council facilitation, budgeting and finance, capital project management, crisis management, law enforcement, emergency management, fire, and EMS

Education

West Chester University — West Chester, PA
Master of Business Administration — 2020-2022

Villanova University — Villanova, PA
M.A. Public Administration — 2007-2010
Certificate in City Management

Kutztown University of Pennsylvania — Kutztown, PA
B.S. Public Administration — 2005-2007
Minor Speech Communications-Public Relations

Reading Area Community College — Reading, PA
A.A.S. Criminal Justice and Law Enforcement Administration — 2003-2005
Cum Laude

Employment

ARRO Consulting, Inc. — Lititz, PA
Chief Executive Officer — November, 2019 to April, 2023

- Managed a mid-market engineering, environmental, and management consulting firm serving hundreds of public sector clients, employing approximately 215 employees, with a budget of approximately $22 million
- Served as the company's representative to the board of directors, shareholders, employees, customers, governmental agencies, and the public
- Worked with the board of directors and the leadership team to establish both short-term and long-term goals and objectives and associated plans and policies
- Directed employment decisions at the executive level of the company; key hires in strategic positions
- Transformed company culture through diversification, recruitment and retention, training, internship's, and an emphasis on the employee - created the Department of People & Culture
- Directed risk management activities to ensure the minimization of risk through appropriate QA/QC processes
- Reviewed weekly, monthly, and annual financial results of all company operations, comparing them with the company's objectives and taking appropriate measures to correct

unsatisfactory performance and results
- Grew revenue by 83% through both acquisitions and organic growth
- Negotiated with other companies regarding mergers, acquisitions, or joint ventures
- Prioritized crisis communications to both internal and external stakeholders throughout the pandemic
- Worked with communications personnel to revise departmental strategies and goals to better align with the organization's updated strategic plan
- Increased use of marketing and communications strategies to communicate with both internal and external stakeholders, driving revenue and recruiting and retaining employees
- Conducted operational assessments of municipal organizations as part of the Commonwealth of Pennsylvania Department of Community and Economic Development (DCED) Strategic Management Planning Program (SMPP), assisting organizations in establishing multi-year financial and operational plans
- Served as interim municipal manager for clients with executives in transition
- Conducted executive recruitments for clients with executives in transition

Upper Uwchlan Township Chester Springs, PA
Township Manager October, 2009 to November, 2019
- Directed administration of Township government in accordance with policies determined by the Board
- Implemented a five-year budgetary planning process for all funds
- Transitioned the Township to detailed, GFOA award winning comprehensive annual financial reports
- Planned, revised, and implemented policies relating to all phases of personnel activity
- Managed the Township's health & welfare benefits program ensuring a continued competitive package while realizing a significant and sustainable cost savings - four years with no per employee premium increases
- Initiated a three-phase planning process for a Water Resource Protection Program (stormwater)
- Implemented new software serving the Finance, Building, Sewer, and Public Works Departments
- Implemented a cloud based IT environment
- Drafted a Public Works policies and procedures manual in furtherance of the APWA accreditation process
- Implemented PowerDMS as a means to disseminate policies, procedures, training modules, etc.
- Implemented a Township wide risk management program to include facilities management and a robust employee training program
- Implemented an Adaptive Traffic Control Signal System to include: grant funding, research of various systems, bid process, construction, operation and maintenance
- Implemented a Toter based solid waste and recycling automatic collection system which decreased material in the solid waste stream by 30%
- Transitioned sewer and trash billing from contracted personnel to in house personnel in order to improve customer service to the end user/resident

- Managed the planning and construction phases of several federally funded pedestrian bridge, trail, and roadway construction projects
- Updated or developed a number of planning documents to include the: Comprehensive Plan, Village Transportation Plan, Upland Farms Adaptive Re-Use Plan
- Increased use of both print and electronic media to communicate with quickly growing residential population, business, and non-profits
- Formalized communications policies and procedures in all departments - assisted in identifying key stakeholders and associated communications plans
- Coordinated crisis communications with applicable department heads, emergency manager, county personnel, state and local elected officials, and government affairs (utility) representatives
- Actively participated in the development, revision, and training on the Emergency Management Plan

Thornbury Township- Chester County, PA Cheyney, PA
Township Manager September, 2007 to October, 2009

- Directed administration of Township government in accordance with policies determined by the Board
- Initiated a Township strategic planning process based on existing comprehensive plan
- Conferred with consultants responsible for roadways, planning and zoning, building inspection, maintenance, and sanitation to coordinate use of available resources
- Planned, revised, and implemented policies relating to all phases of personnel activity
- Increased Township's use of technology in order to improve communication with all stakeholders
- Grant writing - private sector, county, state, and federal applications completed

Coatesville City Police Department Coatesville, PA
Police Officer-Corporal June, 1999 to September, 2007

- Wrote, designed and produced department field training program for new police officers
- Department liaison with the community youth aid panel; alternative to arrest for first time juvenile offenders
- Supervised and coordinated the activities of patrol personnel in designated areas of the municipality
- Researched and recommended changes in departmental court attendance policies and procedures in an effort to increase officer productivity and reduce overtime utilization
- Executed daily operations of traffic safety unit / Federally certified motor carrier safety inspector
- Certified expert in the field of narcotics
- Effective written communicator, extensive experience with testimony, persuasive speaking and presentational skills

Additional Training

General Management-Continuing Education

The Effective Local Government Manager, Managing Local Government Services, Management Policies in Local Government Finance, PSAT's Local Government Officials Training, Developing and Managing Your Municipal Budget, Bookkeeping and Accounting Basics, Managing the Non-Civil Service Police Department, Police Liability Issues, Lessons in Police Leadership, Penn State Police Supervisor In Service Training, Penn State Police Executive Development Program, ICMA's Local Government Police Management, Diversity in the Work Place, Preventing Gangs in Our Communities, Hiring Top Cops: Strategies for Success, What You Need to Know About GIS and Geospatial Technology, The Manager's Role in Containing the Rising Costs of Health-Care, Effective Communication With Your Elected Officials, Certified Labor Relations Professional- Academies I, II, and III

Emergency Management-Continuing Education

Federal and state emergency management training to include the following: Hazardous Materials Awareness/Operations, Domestic Terrorism, Emergency Program Manager, Radiological Emergency Management, Introduction to the Incident Command System, Incident Command System-Basic, Principles of Emergency Management, Emergency Planning, Decision Making and Problem Solving, Effective Communication, Role of the Emergency Operations Center in Community Preparedness, Response and Recovery, Multi Hazard Emergency Planning for Schools, Continuity of Operations, National Incident Management System, Developing and Managing Volunteers, Special Events Contingency Planning for Public Safety Agencies, National Infrastructure Protection Plan, Critical Infrastructure Security: Theft and Diversion - What You Can Do, Protecting Critical Infrastructure Against Insider Threats

Affiliations

International City/County Management Association (ICMA)
Association for Pennsylvania Municipal Management (APMM)
National Public Employers Labor Relations Association (NPELRA)
Past President/Member - Chester County Manager's Consortium
Former Member - Chester County Tax Collection Committee
Former Member - Delaware Valley Health Trust Executive Committee

THOMAS T. YATES, MBA, J.D.

Phone: (330) 348-9371
tyates13@outlook.com

154 Coconut Row
Tavernier, Florida 33070

City of Treasure Island
120 108th Ave
Treasure Island, FL 33706

March 29, 2024

Dear Mayor and City Commissioners,

There is likely a feeling of uncertainty as the administration navigates through a nationwide search for a new City Manager. But change is always the foundation for growth. As a city leader I have lost vital members of my management team and, at the moment, there is always apprehension in seeking their replacement. Your next City Manager will be the critical link connecting you as elected officials to your city employees, residents, and community stakeholders. It is vital for you to select not only a highly qualified individual, but also one that is the right fit for your administrative team and community. I am confident that I have the professional experience to perform the role of your next City Manager. My hope is that I get the opportunity to interview so you can determine if I am a right fit for the organization.

My wife, Sharon, and I have had long discussions about pursuing this opportunity. Her blessing is important because she understands the "all-in" approach I would take in accepting this role. Sharon has witnessed the long days, weekends, endless events, political stress, and other demands that go along with being a city leader. But despite the challenges, she knows that neither of us could imagine me working in any other job. I love the challenges and the relentless pursuit of bettering the quality of life for my residents! If I get a chance to become Treasure Island's next City Manager, I promise to bring that same enthusiasm to your administration and the community.

My resume provides detailed information on my professional experience. The rest of this letter will focus on my management style and philosophy. My experience has led me to conclude that a successful manager is based on both the intangible characteristics of an individual in addition to his or her technical capabilities. Below are the principles that I value as a leader:

- **Lead by example**. I have learned that my work ethic and commitment toward the City's goals will set the standard for all its employees. I can be the most experienced manager in the world, but if I fail to put my words into action then I lose all credibility with the administration and the city's staff. It is critical that I am willing to put the time and effort into accomplishing even the simplest of the organization's goals. My staff needs to see me as a manager who is engaged and part of their team, rather than as a person who only gives instructions.

- **Utilize your team members**. I am constantly learning. I can never let myself get too busy giving directives, that I forget to listen to my department heads and other city employees. We are a team, and the collective experience of the City's employees will always be stronger than that of a single manager. It is critical that every city employee has a voice and is made to feel as though he/she is an integral part of the organization. I work hard to instill and nurture the team approach to public service. Some of our best suggestions have been brought by our newest and youngest employees.

- **Get your hands dirty**. As a leader, you gain the respect of your employees by spending a day in their shoes. During my time as Mayor, I plan days to work or train with my various departments. On several occasions, I have worked picking up leaves, training with our police department, and joined my firefighters in full turnout gear to experience a live-burn exercise. It may only be a few hours or part of a day, but it means the world to those grinding it out every day for our residents. "Getting my hands dirty" shows my employees that I understand and care about the difficult services they perform for the community.

- **Show compassion for others**. An effective leader must put his ego aside and show compassion to his employees. No matter how stressful the situation, I try to meet my staff where they are, and position myself as a resource. Over the course of my years as Mayor, there have been times that a co-worker walks into my office carrying anxiety and distress. It doesn't matter if their grief stems from a work-related situation or a personal one. By showing my employees compassion and empathy I can calm the waters before giving direction on how to move forward.

- **Create a positive organizational culture**. Most of us spend more time at work than we do with our families. In my current role, I work hard to create a culture where my employees feel valued. I recognize my employees for their hard work and gracefully have discussions with them when things go wrong. If your employees enjoy coming to work, they will take pride in their job performance. Recognizing the need for a healthy work-life balance is critical in creating a positive organizational culture.

I have spent a great deal of time researching the City of Treasure Island and the more I learn about the community the more excited I get about this possible opportunity. I am confident that I have the professional experience to take on the role of your City Manager and I would love the chance to further discuss the position and what skills I'd bring to the job.

Thank you for considering my application.

Yours truly,

Thomas T. Yates

THOMAS T. YATES, MBA, J.D.

Phone: (330) 348-9371
tyates13@outlook.com

154 Coconut Row
Tavernier, Fl 33070

Highly motivated Municipal Government Executive with proven leadership skills seeking a City management position that will challenge and continue to develop my public service career. Bringing exceptional interpersonal skills to inspire, and a fiscally responsible track record. Desiring to live and work as a leader in a community where the administration, in direct response to the goals and objectives of the City Commission and needs of its citizens, work together to preserve an unparalleled quality of life while valuing communication and collaboration between all local stakeholders including leadership, professional staff, residents, businesses and other governmental organizations.

PROFESSIONAL EXPERIENCE

Village of Islamorada, Florida August 2022 to August 2023
Village Manager

Village Overview www.islamorada.fl.us
The Village of Islamorada was incorporated in 1997 and operates under the council-manager form of municipal government. The Village is comprised of four islands that are part of the larger geographical area known as the "Florida Keys." Islamorada has approximately 7,000 residents, of which only forty percent live in the Village full time. The annual budget is approximately $30 million with a General Fund Budget of $20 million. There are twelve (12) Department Heads that directly report. The Village staff includes 105 full-time employees and approximately 100 part-time/seasonal employees. In addition to our core services, Islamorada offers exceptional amenities at Founder's Park with a marina, amphitheater, and water park. The economy is driven by the sportfishing industry and tourism. The Village government consists of five councilmembers where one is appointed to serve as Mayor each year. All council members are on the same election cycle for two-year terms. This short, unstaggered system has led to instability in the governance of the Village and the frequent turnover of the Village Manager position (12 managers in 25 years).

City of Twinsburg, Ohio 2015 to 2022
Mayor, Public Safety Director

City Overview www.mytwinsburg.com
The City of Twinsburg is a strong Mayor form of government with 19,000+ residents. I acted as the Chief Executive Officer managing all City operations. Our annual budget was approximately $45 million with a General Fund Budget of $29 million. There are thirteen (13) Department Heads that directly report. The City staff includes 180 full-time employees and approximately 250 part-time/seasonal employees. In addition to our core services, Twinsburg offers exceptional amenities such as a Fitness/Aquatic Center, an outdoor Waterpark, a Championship Golf Course with a restaurant/banquet center, an outdoor Amphitheater, tournament level youth baseball and soccer fields, and 2,000 acres of dedicated park land with miles of nature trails.

Below are the responsibilities and experience related to my time in Twinsburg and Islamorada.

General Responsibilities

- Prepare and present annual operating and capital budget to Council.
- Attend and report at regularly scheduled and special call Council meetings.
- Organize and lead department head meetings to facilitate overall collaboration city-wide.
- Ongoing communication with Council members regarding City operations to guarantee all members are informed and able to have accurate and consistent discussions with residents.
- FEMA trained in Emergency Operations, coordinate response efforts with Police, Fire and PIO Officers during storm events and other city-wide emergencies.
- Legislative liaison with lobbyists, county/state representatives, and Florida state agencies (FDEO, FDEP, FDEM).
- Attend board and commission meetings, along with community organization meetings, as needed, to offer guidance on initiatives, solve problems, respond to resident inquiries and to communicate city-wide goals.
- Maintain communication with Chamber of Commerce, local Homeowners Associations, and other community-based organizations.
- Review and approve all departmental requested legislation to assure proper alignment with budgetary limitations and to ensure it is consistent with the goals and policies of the administration.
- In collaboration with City Law Director and Public Information Officer, draft and carry out press releases and conduct press conferences.
- Oversee and manage the City's large-scale projects from bid preparation and award to ongoing oversight during project lifespan.
- In Twinsburg and Islamorada, prepare and present an annual "State of the City" to residents and the local business community. *2020 State of the City* https://www.youtube.com/watch?v=ktn7nKMkb0s
- In Twinsburg, prepare and produce a monthly "Mayor's Report" in conjunction with the local community cable network.
- Attend and publicly speak at city-wide events throughout the year for City sponsored programming and community-based organizations.

Finance Department

- Plan and participate in departmental budget hearings in preparation for drafting temporary and permanent operating/capital budgets.
- Daily, consult and collaborate with the Finance Director regarding management of city-wide and departmental budgets.
- Develop and modify 1/5/10 year capital forecasts.
- Review and approve all purchase orders and requested budget adjustments.
- Oversee City and Village's reserve funds. Secured municipal investment firm to participate in short-term investments that provide maximum safety and liquidity while optimizing yields. (Year-to-date interest returns are approximately $300,000).

Human Resources

- In Twinsburg, collaboration with Law Director and Human Resource Director, actively negotiate and draft proposed changes and final collective bargaining agreements with the City's eight bargaining units.
- Participate in all employee grievance procedures and hearings.
- Provide final approval regarding employee benefits, hiring, retention and discipline.
- Annually review and negotiate with health insurance provider for employee benefit plan.
- Provide guidance to Human Resource Director regarding City Employee Handbook, Policies and Salary Ordinance.
- Provide final decision on all workers' compensation matters in collaboration with Human Resource Director and outside counsel.
- Created and actively participates in City's Wellness Plan.

Planning/Zoning/Water Quality

- In-depth knowledge of planning and zoning laws and regulations, engaged in all development projects.
- Monroe County, highly involved in ROGO, BPAS allocation regulations and awards under the area of critical state concern.
- Works closely with Environmental Resource Manager and Senior Environmental Planner in evaluating habitat, protected hammock, and shoreline setbacks related to residential and commercial development applications.
- Assist in planning and grant funding for water quality projects throughout Village's residential canal system.
- Collaborate with City Planner to review proposed development plans to determine impact to surrounding properties, compliance with local zoning codes, environmental disturbance and overall consistency with the City's comprehensive plan.
- Work with Planning Director to update land development regulations and Comprehensive Plan.

Economic Development/Building Department/Engineering Department

- Work in concert with Economic Development Director to address needs of largest corporate employers (FedEx/Amazon/Pepsi/General Electric/Rockwell Automation) along with state and national governmental employers (Army National Guard/EPA) regarding current operations, staffing issues and future expansion of facilities.
- Actively pursue growth in the City's industrial tax base by working with county partners and commercial brokers to attract new businesses.
- Organize meetings with corporate representatives and local business owners to discuss future needs and current business climate to maximize retention and occupancy.
- In cooperation with Economic Development Director, negotiate and execute CRA and income tax incentive agreements with prospective and existing corporate interests.
- Provide guidance and final course of action to the Building Department on property code maintenance and enforcement matters.
- Meet with City Engineer to plan infrastructure projects related to annual residential street program, sanitary and storm sewer replacement, large state roadway reconstruction, and waterline replacement.
- Oversee applications for local, state and federal grant funding for all infrastructure projects.

Police Department / Fire Department / Communications

- Designated Safety Director for the City.
- Collaborate with Police and Fire Chief to implement policy specific to their department, enact changes as warranted.
- Consult with the Police and Fire Chief regarding community engagement, discipline, hiring and promotion.
- Provide direction for responding to citizen complaints.
- Have participated in training exercises with patrol.
- Assist K9 handler with arrest simulations during department organized community events and open houses.
- Have participated in fire training exercises both simulated and live burn.

Public Works / Service Department / Wastewater Treatment Plant

- Collaborate with Public Works Director to determine policy and work schedules (shifts) specific to the service and wastewater departments.
- Direct the Public Works Director as it relates to discipline, hiring and promotion.
- Provide guidance for responding to citizen complaints.
- Meet with Public Works Director to plan annual leaf removal, branch chipping, and sidewalk leveling programs.
- Negotiate and/or bid multi-year trash removal contract.
- Assisting in planning winter operations of snow removal, salt contracts and interior building maintenance projects.
- Coordinate and plan with Public Works Director all facility maintenance projects, including engineer contracts/estimates, bidding and contractor selection.

Parks and Recreation Department / Gleneagles Golf Course

- Collaborate with Parks and Recreation Director to plan approximately 100 city-wide events and programing for adults, families and seniors.
- Collaborate with Senior Center Director for budgeting programming for the center's 500 members.
- In conjunction with Parks and Recreation Director, act as liaison for all youth sports organizations related to City field usage and coordination of use of indoor facilities.
- Fitness Center https://twinsburgfitness.com/
  - 92,000 sq. ft. Facility, general fitness, indoor track, multipurpose courts and aquatic center with 6,500 members.
  - Collaborate with Parks and Recreation Director to implement policy, staffing needs and pricing structure specific to Fitness Center membership and programming.
  - Assist in establishing monthly programming based on facility usage and individual class participation.
- Waterpark https://www.mytwinsburg.com/165/Water-Park
  - In collaboration with Aquatics Director plan seasonal waterpark operations, rates, staffing and policies.
- Beats on the Bay and Rock the Park Concert Series https://rocktheparkconcert.com/
  - Assist Parks and Recreation Director in planning and staffing concert series that ran from June to September in Twinsburg and November through March in Islamorada.
  - Review and approve all private sponsorship agreements and artist's agreements for concert series.

- Gleneagles Golf Club https://gleneaglesgc.com/
  - 18-hole Championship golf course is recognized as one of the best public courses in Ohio hosting approximately 37,000 rounds per year. New 19,000 sq. ft. clubhouse is home to Aaron & Moses restaurant and a 225-person banquet facility.
  - Work with Golf Professional and Course Superintendent to plan course operations, properly staff on and off course positions and coordinate/attend meetings with F&B operators.

City-Wide Accomplishments

- *Health Insurance, Twinsburg*: Budget $2.8 million. Upon taking office, sought out strategic health insurance brokerage representative. Instituted a granular approach to claim monitoring using structured data analytics to reduce claims loss ratio ("CLR"). In 2015, the City's CLR was 126%. Through engagement with employees, plan design and instituting a Wellness Program, the City progressively lowered its CLR to 55-60%. This consistent and stable reduction in the City's CLR translated into controllable renewal negotiations and a move from fully insured to self-insured, saving the City approximately $900,000 in its first full year of implementation.

- *Health Insurance, Islamorada*: Restructured health benefits and negotiated hybrid plan to reduce premiums. The Village's previous plan paid for employees, but not their families. Many Village employees were forced to pay $1,800 per month to cover eligible family members. Redefined contribution limits to $250 per month for family plans. This change had a dramatic impact on recruitment, retention and overall staff morale with minimal impact on the Village's budget.

- *Energy Conservation*: Committed to energy conservation efforts and projects. Through annual grants have instituted numerous lighting and other various green projects. Installed electric car charging stations throughout the City. As a result of Twinsburg's efforts to promote energy efficiency the City has been chosen as winner of The Northeast Ohio Public Energy Council's (NOPEC), 2021 Green Ribbon Award.

- *Kent State University Friend of Campus Award*: In recognition of the City of Twinsburg's exemplary service and support to the university's mission, its faculty, students, prospective students, and programs, a Friend of the Campus Award was presented to "Mayor Yates" as part of Spring 2019 commencement ceremonies. The highest honor presented annually to non-students, the award recognizes those who work to improve the community and who support the university's mission to provide quality education to the region.

- *Gleneagles Clubhouse Construction Project*: City owned golf course that averages 37,000 rounds per year was in desperate need of a new clubhouse. Assisted in design and overall layout of $6.2 million facility. Worked with Council to finalize budget and overall approval of the project. Financed using short-term BANs and converted short-term debt to long-term general obligation bonds in 2021. Served as primary contact for the City in terms of change orders and daily construction progress. The finished 19,000 sq, ft building is home to a new Pro Shop, restaurant, banquet facility (225 guests) and

underground storage for 80 new electric carts. Negotiated food and beverage contract with CAP Restaurant Group (Burntwood operators) to manage all F&B at the course.

- *Redevelopment of Central Area*: As a Councilman, was instrumental in establishing the Twinsburg Community Improvement Corporation and have served as a Board Trustee since its incorporation. The TCIC has actively pursued redevelopment of Twinsburg's central area comprising of a mixed-use district extending over 16 acres. During my tenure as Mayor, I have consistently engaged local and regional developers seeking partnership with the City and TCIC to invest and secure a development agreement for the project. During the past five years the TCIC has assembled approximately 85% of the property necessary to move the project forward. I worked at creating a TIF District to fund public infrastructure and provide incentives to the developer to keep the project progressing toward groundbreaking.

- *Safety Force Millage Campaign*: The City of Twinsburg is heavily dependent on income tax revenue. Approximately 85% of our General Fund revenue comes from local income tax. Until last year, the City supported all its General Fund operations without any financial support from a resident's ad valorem property tax. The City collected .6 of 1 mill to partially fund our Police and Fire Pension obligation. No other property tax was paid by a resident to fund any of the City's core services. In 2009, the residents voted to increase the local income tax by a .25% to 2.25%. The legislation had a sunset provision of four years and in 2013 that .25% tax increase was repealed. The result was a reduction to the City's income tax revenue by approximately $3 million. I took office in 2015 and immediately began to seek ways to reduce the City's operating expenses. We stabilized our General Fund budget while maintaining our core services, continuing the high quality of life experienced by our residents, and preserving the necessary capital funds for large, committed projects. A portion of the City's reserves were used during 2016, 2017 and 2018 fiscal years. In 2019, I stabilized the balance in the General Fund and began adding back reserves in 2020 and 2021. In addition, the City ran a successful Safety Force Millage Campaign that concluded with the residents voting to approve a 2.4 mill property tax levy. The voted millage provides $1.7 million to properly fund our Police and Fire Pensions and set aside capital funds for the departments.

OTHER RELEVANT PROFESSIONAL EXPERIENCE

SD Marine, General Manager **2023 to Present**

- Part of administrative team overseeing daily operations of boat dealership, marina, parts store, service department.
- Provide support for large scale marina development project set to break ground 2nd quarter 2024.

Member of Twinsburg City Council **2009 to 2015**

- Served as President of Council and Vice President of Council during term.
- During term, served as Council Representative for Finance Committee, Capital Improvements Board, Tax Incentive Review Board, Community Relations, Charter

Review Commission, Public Safety Committee, Planning Commission, Board of Zoning Appeals, and Parks and Recreation Commission.

Reitz, Paul & Shorr, Aurora Ohio 2010 to 2019
Partner (2013 to 2015), Of Counsel (2015 to 2019)

- Boutique law firm with a history of municipal and school board representation.
- Assisted in representing several small municipalities.
- Represented several school districts in contract review, employee discipline, public-private partnership negotiations, and collective bargaining.
- Continued real estate and estate planning practice described below.

Mansour Gavin, Cleveland Ohio 2005 to 2010
Associate Attorney, Real Estate and Estate Planning/Administration Groups

- Practice focused on land use litigation representing municipalities or developers in a variety of zoning, eminent domain and/or building code enforcement cases.
- Involved in real estate transactional work drafting commercial leases and other agreements associated with the ownership and sale of commercial properties.
- Drafted estate documents for asset protection and management of funds for minors.
- Administrated estates and prepared estate tax and gift tax returns for high-net-worth clients.

EDUCATION

J.D. Cleveland Marshall College of Law
Cleveland, Ohio
Juris Doctorate

MBA Cleveland State University
Cleveland, Ohio
Master of Business Administration

BBA Kent State University
Kent, Ohio
Bachelor of Business Administration, Major – Accounting

BOARDS APPOINTMENTS AND COMMISSIONS

Islamorada Chamber of Commerce 2022 to Present

FCCMA and ICMA, member 2022 to Present

Twinsburg Community Improvement Corporation 2012 to 2022
Board Trustee

Kent State University 2019 to 2022
Advisory Board Member

PERSONAL INFORMATION AND VOLUNTEER WORK

- Married to Sharon for 28 years, children – Emily (27), Andrew (24), Brad (23)
- Committed to physical fitness. Enjoy running, weightlifting, cycling and have become an avid pickleball player.
- Years of volunteer work for Center of Hope organizing volunteers to prepare meals for low-income residents of Portage County (2010 to 2017).
- Member of Rotary Club International, (2017 to Present).

References Upon Request.