BOARD OF COMMISSIONERS SPECIAL MEETING
THURSDAY, JUNE 20, 2024 – 7:30 AM
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 the City Manager
Anderson, Charles.pdf
Brown, Taylor.pdf
Slaton, James.pdf
Yates, Thomas (Ted).pdf

CITY MANAGER FINALIST INTERVIEW SCHEDULE - ***Times subject to change.***

7:30 a.m. *City Commission & SGR Interview Preparation*

8:30 a.m. *Charles Anderson*

Break (Recess)

10:15 a.m. *James Slaton*

11:45 a.m. *Lunch Break (Recess)*

12:15 p.m. *Taylor Brown*

Break (Recess)

2:00 p.m. *Ted Yates*

Break (Recess)

3:30 p.m. *Special Meeting (Reconvene)*

Commission Deliberations of Final Candidates

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:	June 20, 2024
SUBMITTED BY:	Jessica Zamora, Human Resources
ITEM TYPE:	For Consideration and Discussion
AGENDA SECTION:	ITEMS OF BUSINESS
SUBJECT:	Selection of the City Manager
BACKGROUND:	This marks the fourth 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. Twelve semi-finalists were chosen on April 19, 2024, and proceeded to undergo a comprehensive background and screening process. Five finalists and one alternate were selected on May 15, 2024. Four candidates remain in the process. Each Commissioner will have one on one interviews on June 19, 2024, with each finalist. On June 20, 2024, the Commission will have a Special Meeting to conduct an interview with each finalist.
POLICY/PURPOSE:	Doug Thomas, Executive Vice President of Recruitment & Leadership Development at Strategic Government Resources (SGR), will join us on June 20, 2024, to facilitate interviews with each of the City Manager finalists so that the City Commission can make an informed decision of the City Manager.
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 remained active in the process. On May 15, 2024, 5 finalists and 1 alternate was chosen from the remaining 12 candidates.

At this meeting, the Commission will interview each of the 4 remaining candidates then come to a decision.

The four candidates are:

Charles "Chuck" Anderson
Taylor Brown
James Slaton
Thomas "Ted" Yates

FUNDING:

The position of City Manager had a total budgeted salary of approximately $170,000 for FY24, before benefits and taxes. The current estimate for FY25 is slightly higher due to salary adjustments assumed for the coming year but can still be adjusted. Assuming the Commission appoints a candidate at this meeting and can come to terms in a reasonable timeframe, the final compensation package can likely be included in the FY25 proposed budget.

MOTION:

I move to select [Candidate's Name] as the City Manager candidate and authorize the City Attorney to negotiate terms of employment on behalf of the city.

ATTACHMENTS:
Anderson, Charles.pdf
Brown, Taylor.pdf
Slaton, James.pdf
Yates, Thomas (Ted).pdf

CHARLES (CHUCK) ANDERSON

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

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

TAYLOR BROWN



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

JAMES SLATON



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 City Administration	Manage financial resources, allocate funds, and ensure sustainable urban development. 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.

JAMES A. SLATON, ICMA-CM
863-808-7496 ▪ JAMES.SLATON33@GMAIL.COM

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

THOMAS (TED) YATES

THOMAS T. YATES, MBA, J.D.

Phone: (330) 348-9371
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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.