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INTERIM CITY MANAGER
FINANCE DIRECTOR

JANE WEST, ESQ.
CITY ATTORNEY

KAREN HAYES, MMC
CITY CLERK

JASON L. SHAW, SR
CHIEF, POLICE DEPT.

CHRIS TAYLOR
CHIEF, FIRE DEPT

AGENDA
CITY COMMISSION MEETING
February 12, 2025 at 1:00 PM

1. CALL TO ORDER

- a. Invocation
- b. Pledge of Allegiance
- c. Roll Call

2. REGULAR BUSINESS

- a. City Manager Interviews

3. COMMISSIONER COMMENTS

4. ADJOURN

Thomas Thomas

1352 West Foster Ave., Apt. 2E
Chicago, IL 60640
(773) 354-2516
thomasedwinthomas@yahoo.com

November 20, 2024

Dear City Commission,

Enclosed is my resume for the City Manager of Palatka. I have spent 25+ years in public services leadership where I have been involved in nearly every aspect of the industry. My long-term experience in public management and my advanced educational experiences prepare me for this career opportunity.

I have a proven track record of operating in an independent and self-reliant manner. I can be relied upon to develop and implement effective programs and courses of action once a general direction of policy has been established. I believe in management by fact and am passionate in my pursuit of continual improvement and customer satisfaction. If you are seeking a creative, experienced, energetic, and committed individual to join your leadership team, I am the candidate who meets your specifications. I am actively pursuing a position with an organization based on common values, shared trust, and commitment to an organizational vision, and I believe this City Manager position will provide this career opportunity.

I welcome the opportunity to further discuss my qualifications and look forward to hearing from you.

Sincerely,

A handwritten signature in black ink, appearing to read "Thomas Thomas", with a stylized flourish at the end.

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CAREER SUMMARY

Twenty-Five (25) years city/county management experience including responsibilities in all phases of government operation and services. Extensive experience in budget development, financial management and controls, community and economic development, land use and development services and organizational development. Demonstrated excellence in consensus building; team-building; and public relations. Excellent presentation skills; 1,000+ presentations to governing boards, civic associations and developers.

DIRECTLY RELEVANT PROFESSIONAL EXPERIENCE

City Manager, Compton, California

March 2022 – July 2023

The City of Compton is one of the oldest cities in the county and, on May 11, 1888, was the eighth city in California to incorporate. Today, over 100 years later, it is home to just under 100,000 residents and is known as the “Hub City” because of its unique location in the center of Los Angeles County, the most populated County in the nation. The City is located approximately six miles north of downtown Long Beach and approximately eleven miles to downtown Los Angeles. The Hub City is part of the Gateway region and has a 77-acre Compton / Woodley Airport that is home to 275 based aircraft and experiences over 66,000 flight operations each year.

Duties and Responsibilities

- ❖ Supervised department directors of Fire, City Engineering, Human Resources, Risk Management, Community Development, Street Maintenance, Community Improvement, Recreation, General Services, Building & Safety. The total budget is approximately \$251M.

Achievements

- Since October 2019 the State Auditors has identified the City of Compton as the most financially at-risk city in California. In an October 2022 State Auditors report recommendations were made to bring the City into compliance in three years. As of July 2023 the City is in compliance with all the Priority 1 Recommendations.
- Presented and gained approval of a balanced budget for FY 22-23 to the City Council in June 2022, including:
 - Reorganized departments to balance funding and lack of leadership with need to rebuild executive team.
 - Increase in 30+ FTE over FY 21-22 Budget to repopulate City Hall.
- Oversaw all actions associated with compliance for the State Audit, including timely reporting, the introduction of charter amendments, and more.

- Contracted with a new lobbyist firm, Townsend Public Affairs, that has helped propel the City into State and Federal issues.
- A new Specific Plan for Downtown Compton was adopted by City Council, and is currently in the implementation phase working to attract developers to Downtown Compton.
- Using SB2 grant funding, the City has begun the process to create a new General Plan, with staff and consultants working to engage stakeholders throughout community meetings to craft a vision for Compton for the next thirty years.
- Facilitated approval of a mixed-use transit-oriented development project in Compton, the first of its kind, that includes public benefits to the City.
- Sold five successor agency sites, including 250 N Central Avenue to The Olsen Company to develop a housing project on the site.
- Closed on the refinancing of two successor agency bonds in June 2022 that will save the Successor Agency approximately \$10M.
- Negotiated a five-year solid waste/ trash contract amendment with Republic Services to ensure the City is compliant with SB 1383 and maintains affordable trash service for the community for the next five years.
- Developed a funding agreement between the City and Caltrans (State funding administrator), following the approval of \$12 million of funding for the Artesia Bridge. Completed design, as well as a detailed construction schedule. Based on preliminary projections, the bridge reconstruction should be complete by approximately May 2024.
- Engaged experts and staff to pilot solutions for street takeovers, which is a pressing community issue, that included the installation of bot dots in various locations throughout the City.
- Formed a coalition of Code Enforcement, City Attorney, Sheriff's Department and (outside) Civil Attorney to identify, serve warrants, prosecute and take possession of land from property owners involved in illegal sale of cannabis.
- Shut down 6 illegal dispensary operations in just 6 months of the task force - with many more in process. Obtained an additional 6 injunctions and worked with the task force to file 9 lawsuits against 34 defendants.
- Extended the operational days and hours for the Parking Division and Code Enforcement to address concerns after regular weekday business hours and on weekends. The team is now working 6+ days a week issuing code violations and tickets for traffic violations.
- Negotiated with Service Employees International Union (SEIU) Local 721 regarding salary and benefits and came to an agreement. They have not had an agreement since 2019.
- Negotiated with Fire Union Local 2216 regarding salary and benefits and came to an agreement. They have not had an agreement since 2019.

Senior Associate (GovHR USA).

June 2019 – January 2022

Management consultants with GovHR USA. Clients include counties, municipalities, and related not-for-profit organizations. Some of the services provided:

Duties and Responsibilities

- ❖ **Audits and Assessments** provide a comprehensive look at the human resources operation. Work projects include a review of policies, procedures and practices, and evaluation of compliance with relevant statutes. GovHR USA assesses how the function is structured, and operating in relation to other administrative areas of the organization.
- ❖ **Classification and Compensation Studies** are a review of an organization's classification and compensation system. Other components may include an evaluation of the current, or creation of a new, performance appraisal tool. A comprehensive benefits study may also be conducted as part of this service.
- ❖ **Staffing Analysis and Succession Planning Studies** assess an organization's structure and workforce, and consider short and long-term staffing needs. GovHR USA identifies the relationships between services offered, the competencies needed to complete the work, staffing projects and other ancillary findings and recommendations.

City Manager, Unalaska, Alaska

March 2018 – May 2019

City of Unalaska is a remote and expensive community with 4,700 year-round residents. It is also the chief population center of the Aleutian Islands. Sometimes referred to as Dutch Harbor, it is second largest commercial fishing port by volume in the U.S. It is known particularly for its king crab production. The city employs 166+ FTE and has a General Fund budget of \$33M, a Proprietary (a.k.a., Enterprise) Fund of \$35M and a Special Revenue Fund Budget of \$3.4M.

Duties and Responsibilities

- ❖ Supervised department directors of Police, Fire, Administration (Human Resources, Risk Management, Housing), Public Works, Public Utilities, Planning, Finance (IT, Purchasing), City Clerk, Ports & Harbors, and Parks, Culture & Recreation (Parks, Library, Community Center).

Achievements

- Completed Unalaska Marine Center (UMC) Dock Position III and IV Upgrades project valued at \$34M within budget. The project aligned approximately 390 feet of new dock with the current U.S. Coast Guard Dock creating a total length of 730 feet.
- Recognizing the difficulty in retaining employees, negotiated a three-year labor agreement agreeing to a wage increase, new retention bonuses for employees with 8, 10 and 12 years of service, and new education incentives.
- Created a standalone department by separating Fire from Public Safety, eliminating an unnecessary management layer thereby increasing accountability and efficiency.

Certified Teacher

October 2016 – May 2018

- Creative and resourceful in adapting instructional strategies to meet unique student needs.

Design positive approaches and proactive interventions advancing learner engagement; academic achievement; cognitive development; and social, behavioral and communication improvements.

City Manager, Rock Island, IL

October 2011 – September 2016

The City of Rock Island is located on the Mississippi River in northwestern Illinois and has a population of approximately 40,000. It is the county seat for Rock Island County and home to the Rock Island Arsenal, the largest government-owned weapons manufacturing [arsenal](#) in the U.S. employing 6,000 people. The employs 468+ FTEs and has a General Fund of \$38M, an Enterprise Fund budget of \$49M and an Internal Service Fund budget of \$13M.

Duties and Responsibilities

- ❖ Supervise department directors overseeing Police, Fire, Public Works, Economic & Community Development, Human Resources, Finance, Parks & Recreation, Information Technology, Martin Luther King Jr. Center, Library, and City Clerk.

Achievements

- Invested \$15M in purchasing a 22.94 acres site at the Watchtower Plaza for retail development. In preparation, we assisted 12 businesses in relocating within the City. By keeping those businesses, we retained approximately 180 full-time positions and are projected that another 20 to 30 positions would be created over the next 12 months. Hill & Valley, the largest employer we retained (140 jobs and projected growth of 20 new positions) and was about to move its operation out of state. A New Market Tax Credit deal was structured to assist them in renovating a new facility to expand their operations and remain in the City.
- Negotiated sale of City owned land for a 10 acres commercial and retail development. Developer invested \$10M on an engineering & insurance company and satellite community college.
- Negotiated sale of City owned land and incentives to site 45,000 square foot Medical Marijuana Cultivation Facility valued at \$10M which created 100 jobs. One of the first in Illinois.
- Revitalized the Human Rights Commission that had been dormant for years. The mission to review complaints regarding discriminatory actions and to mediate disputes that arise from those complaints.
- Provided oversight to developing/implementing the 20-year Comprehensive Land Use Plan and Zoning Ordinance. The Comprehensive Plan includes: 1) an inventory of existing conditions; 2) an assessment of current and future needs; 3) maps depicting current and future conditions; and 4) a community vision.
- Negotiated five-year labor agreements with FOP, FOP Command, IAFF, AFSCME A, AFSCME B and UAW. First time these groups have ever agreed on a five-year labor agreement.
- Implemented Zero Based Budget, which required budget requested be justified in complete detail by each department for an average savings of \$1M a year. There has been no property tax increase in six years.
- Completed a 65,000 square foot Police Facility valued at \$22M within budget to provide a central location for all police operations for the first time.

Macon is located in central Georgia and has a population of just under 100,000. It is home to diverse cultures, beautiful architecture, an exciting music heritage and thriving arts and educational opportunities. Local industry focuses on manufacturing, aeronautics, medical and tourism. The city of Macon employ's 1,280+FTE, and has a General Fund Budget of \$72M, an Enterprise Fund Budgeted of \$14M, and an Internal Service/Special Revenue/Governmental Funds Budget of \$21M.

Duties and Responsibilities

- ❖ Reported to an elected mayor supervising the following functions: Police, Fire, Emergency Management Agency, Public Works, Economic & Community Development, Human Resources, Finance, Central Services, Engineering, Airport, MIS, and Parks & Recreation.

Achievements

- Implemented Public/Private Merger: Noble's Marriott Macon City Center Hotel and the City's Coliseum, Convention Center and Auditorium. Noble invested \$37M and the City of Macon invested \$10M. Negotiated transition of 43 City employees to Noble employees outlining salaries, benefits and retirements.
- Implemented Main Street Program local Main Street program involving a public/private coalition of organizations, agencies, businesses, and individuals from throughout the community.
- Continued partnership with Mercer University implementing the College Hill Corridor Master Plan to revitalize surrounding neighborhoods toward eventually reconnecting to the downtown area.
- Partnered with Macon Water Authority and Bibb County to develop a 20-year Stormwater System Plan. Continuing partnership towards implementing a Stormwater Utility to fund repairs.
- Partnered with Bibb County and Bibb County School System to implement Tax Allocation District (TAD – referred to a TIF in other states) to redevelop of downtown blighted areas. Focus was to make Second Street the center of downtown, connecting it with Little Richard Boulevard.
- Implemented web-based system modeled after Baltimore CITISTAT to record and track work orders both internally and externally. Used as a tool to improve service delivery.
- Right-sized organization by eliminating 100+ FTE and saving \$3M.
- Redesigned employee health insurance plan for a savings of \$5M. The City's Governmental Accounting Standards Board's (GASB) Other Post-Employment Benefits (OPEB) accrued liability was reduced from \$160M to \$80M.
- Implemented Zero Based Budget, which required budget requested be justified in complete detail by each department for a savings of \$3.8M.
- Developed Reserved Policy to maintain an average fund balance in the General Fund greater than three months expenses. Funds can only be used in specified emergencies.

Assistant County Administrator, Dougherty County, GA

January 2003 – October 2008

Dougherty County is located in Southwest Georgia along the Flint River and has a population of just under 100,000. Local industry includes the Marine Corp Logistics Base which employees 4,700 professional military, civilian and contract personnel to ensure that ground combat and ground combat support equipment is ready when required by Marine operational forces.

Duties and Responsibilities

- ❖ Reported to the County Administrator supervising the following functions: Small and Disadvantaged Business Utilization, Finance, Public Works, Emergency Medical Services, Jail, Court Services, Tax & Tag, Solid Waste, Library, Human Resources, Facilities Management, and Police.

Achievements

- Represented Dougherty County in negotiations with the City of Albany to be in compliance with House Bill 489 Service Delivery Strategy. Some of the services contracted from the City of Albany include: Fire, Recreation, Planning and Development, Code Enforcement, Information Technology and Purchasing.
- Provided professional support to implementation of a 10-year \$210-million downtown master plan creating a new mix of commercial, institutional, and residential activities financed by SPLOST.
- Partnered with City of Albany to implement Tax Allocation District (TAD) regarding the redevelopment of downtown blighted areas. Referred to as a TIF in other States.
- Provided oversight to developing/implementing the 20-year Comprehensive Land Use Plan and Zoning Ordinance. The Comprehensive Plan includes: 1) an inventory of existing conditions; 2) an assessment of current and future needs; 3) maps depicting current and future conditions; and 4) a community vision.
- Oversaw all fixed assets (property – buildings and contents, equipment, and automobiles) valued at \$161M.
- Oversaw all insurance plans (self insurance, health plan, property, liability, and workers compensation).
- Provided oversight to the Rural Transit System to provide efficient transportation service for residents living in the unincorporated areas of the County.
- Oversaw inspection, maintenance, and coordination of events at Riverfront Park. Riverfront Park is an 8.83 acre tract passive park in the downtown area along the Flint River which includes a children's playground, festival gardens, and a multipurpose facility used for special events.
- Provided oversight to the pre-disaster mitigation competitive grant program for pre-disaster mitigation planning and projects primarily addressing natural hazards.
- Completed a 5,205 square foot Animal Shelter valued at \$781,647 within budget to provide animal control to the unincorporated area for the first time.
- Supervised with the Chamber of Commerce in developing an economic diversification plan for the Marine Corp Logistics Base land site.
- Represented Dougherty County on the Convention and Visitors Bureau Committee to promote community awareness and support for tourism and convention efforts.

OTHER PROFESSIONAL EXPERIENCE

Served as an **Associate Planner for the City of Pinellas Park, Florida** (Population – 46,100) for 19 months, an **Assistant to the City Manager of Largo, FL** (one year) and **Assistant to the City Manager of Rockville, MD** (two years), a **Budget Analyst for the City of Tallahassee, FL** for two years, and a Worker Compensation Case Analyst for the Florida Department of Labor and Employment Security. During periods between government jobs, I have also been the co-owner and manager of Audiology by Gott (two years).

EDUCATION

Master of Public Administration
BA in Political Science

Georgia College and State University - 1992
Valdosta State University - 1990

PROFESSIONAL ORGANIZATIONS

- International City/County Management Association (ICMA)
- Illinois City/County Management Association (ILCMA)
- Georgia City/County Management Association (GCCMA)

Patrick C. Comiskey

**1501 Edgewater Avenue
Mount Dora, FL 32757**

**443-477-0972
pccomiskey@gmail.com**

December 11, 2024

Mayor and City Council
201 N 2Nd St
Palatka, FL 32177-3735

RE: City Manager Position

Dear Mayor and City Council:

I am excited to submit this letter of interest for the city manager position having spent 30 years building my knowledge of city government operations. I feel my background encompasses the broad and diverse municipal experience for which you are looking. I have successfully managed in tourist, mill, and rural communities and in an array of city departments 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 most of the 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 the community as I believe accessibility to be vitally important. I have always been very visible in my home community.

A strong attribute of mine is planning, particularly with infrastructure, and my 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 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.

In Mount Dora, I was brought in as a change agent and unfortunately a new mayor and the bureaucracy pushed back; eventually, leading to my position becoming untenable. After my first year, I had a good review from the city officials and they gave me a \$17,000 raise. I have provided a list of many of the city's accomplishments and fiscal savings under my leadership. I have also included recommendation letters from Mount Dora's Mayor Homich and the Chamber of Commerce President/Executive Director.

My wife, a Florida native, and I are looking to make a long-term commitment to a city in which we can become actively involved. We think Palatka is an appealing place to do so. We are also excited about the prospect of staying in Florida.

I look forward to discussing this position and special opportunity with you in more detail at your convenience and I thank you very much for your time and consideration.

Respectfully,

Patrick Comiskey

Patrick C. Comiskey

1501 Edgewater Avenue
Mount Dora, FL 32757

443-477-0972
pccomiskey@gmail.com

Experience

City Manager, Mount Dora, FL

2021 - 2024

Population approx. 18,000; regular employees approx. 250, total approx. 325; annual budget about \$130 million

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

Opportunities: Proposed an alternative plan for the construction of two new fire stations and a new public works complex that would eliminate the construction of one building utilizing current structures and saving \$16 - 20 million; Council accepted my plan to eliminate the city police dispatch center in favor of the county 911 center saving over \$400,000 annually; eliminated and consolidated unneeded positions resulting in a net reduction 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; collaborated with the city engineer and budget director to reserve 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; partnered 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 downtown plant; guided 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; partnered with state house member to secure \$707,671 in state allocations for city capital projects; tapped personal contacts in Tallahassee to secure \$4-6 million in federal funds for constructing a community building (not yet awarded); united with the Mount Dora Chamber of Commerce to increase welcome center hours of operation to include weekends and many holidays; reserved \$2 million over two years to secure property for expanding needed parking in the downtown; strategized with IT director to secure a software program with devices for tracking downtown available parking spots and for facilitating paid parking.

City Manager, City of Cambridge, MD

2018 - 2021

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

- Oversaw city operations and served as the city spokesperson
- Responsible for general, sewer, marina, and sanitation functions
- Prepared 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
- Reported to the mayor and five city commissioners
- Served 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; worked with department heads and city staff to compile 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 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); 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; served as the city representative board member of a new volunteer committee, Cambridge Waterfront Development, Inc. (CWDI), on a large waterfront development effort involving the county and the state; teamed up with planning staff, county staff, Habitat for Humanity, and consultants on a neighborhood rehabilitation effort involving federal funds and initiated state and federal grant applications for a neighborhood park; collaborated 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; initiated a plan to apply for federal funds to eliminate environmental issues in the vacant, historic city hall that will ultimately lead to renovating and reusing the two-story building with its iconic clocktower; left millions in budget surplus upon my departure.

Educational Sabbatical**2016 – 2018**

Furthered my education by completing a Bachelor of Science Degree in Business Administration (concentration in accounting) to compliment my BA and MPA; towards the end of this period, met with several cities to find a new employment opportunity.

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

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

- Oversaw all city operations and served as the city spokesperson
- Responsible for general, police, fire, public works, 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, our team replaced 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; doubled the size of Thomaston's largest reservoir adding 1/4 billion gallons of water storage; developed a popular 40-acre passive park with walking trails, water features, picnic and playground areas; reacquired two parks from the county (through service delivery agreement) rebuilding playgrounds, basketball and tennis courts; developed Lake Thomaston, the city's 70-acre reservoir with its 1.6-mile lakeside trail, for use as a new city park and as a tourism draw, with new restroom/pavilion and boathouse/amphitheater facilities; prepared and managed 14 balanced budgets, leaving approximately \$16 million in surplus upon my departure.

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

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

- Served as chief administrator and chief financial officer
- Responsible for general, water, and sewer functions
- Reported to city council (8 members) and mayor
- Reported to water/sewer board (6 members) and mayor
- 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; initiated commercial garbage bill audits brought in \$17,000 in additional annual revenue; strategized with elected officials, city staff, and citizens 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,
Director of Personnel****City of Clarksburg, WV 1993–97
1997-98**

Population approx. 18,000; regular employees approx. 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 bidding on several items where it had not been done previously; created a draft for a purchasing policies and procedures manual.

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 America, Clarksburg/Parkersburg, WV**1989–91**

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

Education

Master's Degree in Public Administration, West Virginia University, Department of Public Administration, 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 Administration (concentration in accounting), Middle Georgia State University, College of Business, 2017

- President's List Scholar

Certified Purchasing Manager (CPM), Institute for Supply Management (ISM), 1997

- Completed the requirements for the Certified Purchasing Manager Certificate (CPM)
- 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 Thomaston Kiwanis
- Former Knights of Columbus Financial Secretary, Council in Wellsburg
- Ancient Order of Hibernians
- Eagle Scout

**Mount Dora City Manager Patrick Comiskey
Savings, Grants, and Cost Avoidance
Summary 2021 - 2024**

✓ Advised City to limit construction to just one, new fire station -\$16 minimum but as much as \$20 million total avoidance	\$16 million
✓ Worked with personal contacts in Tallahassee to secure support for a community center in NE community (if/when a grant is awarded)	\$4-6 million
✓ Eliminated police dispatching services in favor of using 911 (annual savings of \$400,000)	\$400,000
✓ Elimination of administration police captain post (annual savings of \$85,000)	\$85,000
✓ State Allocation for Donnelly Street Milling/Paving	\$500,000
✓ Savings by not using CMAR for Liberty Ave. Storm Water project (one-time savings of \$300,000 or up)	\$300,000
✓ Directing staff to file Pine Street sewer line invoices to FEMA	\$877,666
✓ State Allocation for Hilltop Storm water project	\$207,671
✓ Eliminated Leisure Services Director position & Assistant (annual savings of \$175,000 in salary alone)	\$175,000
✓ Elimination HR manager, asst city clerk post, crime analyst (annual savings of \$180,000 in salary alone)	\$180,000
✓ Consolidated PIO & Economic Development Director positions (annual savings of \$60,000 in salary alone)	\$60,000
✓ Reduction in legal fees FY 21-22	\$25-35,000

✓ Library Simpson House Renovation work without CMAR	\$30,000
✓ Negotiation with CMAR on pay beyond PO on WWTP 1 (below what the mayor agreed to pay the vendor)	\$26,400
✓ Directed staff to perform a physical audit on all vehicles/equipment (discovered 13 vehicles on the insurance we no longer had)	\$26,000
✓ Police supplies proposed for purchase, directed chief to Lowes	\$15,000
✓ Additional interest to be received on one year CD	\$12,000
✓ Directive to request 5% reduction in Street sweeper price	\$9,000
Estimate/Summary Minimum with Grant	\$22,928,737
Without Community Center Grant (minimum summary)	\$18,928,737

Mount Dora City Manager Patrick Comiskey
Projects and Actions
Summary 2021 - 2024

- ✓ Working with Rural Water and outside contractors to dramatically reduce, contain and monitor the hydrogen sulfide odors at the city sewer plant on Rt 441.
- ✓ Worked with city engineer to set up a \$3 million dollar project to mill and pave Donnelly Street from 5th to Limit. Worked with Rep Keith Truenow to get a \$500,000 allocation from the state.
- ✓ Setting the stage for replacing or relining sewer lines in the city with an annual commitment of \$1.5 to \$2 million annually with \$500,000 in annual assistance from the state. Promote a constant effort to identify ways to consolidate sewer lift station locations.
- ✓ Working with the Chamber of Commerce to get the “Welcome Center” open on the weekends and many holidays.
- ✓ Set aside \$2 million (after two years) for property purchase for parking solution.
- ✓ Working with County government to set up a plan for a three-year pilot project to establish bus shuttle service for weekends with the federal government paying for 50% of the program (starting in the late summer of 2025).
- ✓ Identifying multiple lots for possible purchase for adding parking spaces; had an agent approach the property owners for purchase prices.
- ✓ Worked with DOT officials in DeLand and Tallahassee to get a temporary traffic light installed at the entrance way to the Lakes of Mount Dora.
- ✓ Worked with Apopka officials to develop agreement to transfer city reclaimed water customers in Orange County from Mount Dora to Apopka.
- ✓ Recommended city-pull back from \$30 million dollar loan plan for WWTP 1 and instead prioritize smaller projects at the plant each year.
- ✓ Put together a plan for constructing a community center on Lincoln Street and received buy-in from state community development officials.
- ✓ Establishing a full-time urban forester position, prepared hire letter to finalist to be hired in January 2024.

- ✓ Initiated ongoing, annual fire hydrant testing by the fire fighters so they would know how to operate them in an actual fire event and the hydrants would be in working order.
- ✓ Initiated ongoing, annual pre-fire inspections of all commercial building by fire fighters so they would be familiar with the insides of the buildings should a genuine fire break out.
- ✓ Picked up the languishing pickleball court project and carried it to the finish line.
- ✓ Directed staff to install fire alarm systems in one water plant and two sewer plant facilities that did not have them.
- ✓ Directed a staff member to audit city vehicle inventory and discover 13 vehicles on the city vehicle insurance even though we did not have them anymore.
- ✓ Pulled back approximately \$350,000 in proposed purchases in 2022-2023 FY, deactivated many procurement cards limiting number for each department, and required departments to receive approval from the finance director or city manager in order to make purchase over a set number for the last two months of the year in an effort to offset underbudgeting of health insurance costs.
- ✓ Moving staff out of the Simpson house permanently so it could be renovated.
- ✓ Established a social media coordinator position and began a city social media presence and improved posting of information ahead of time.
- ✓ Increased transparency at city hall posting council meeting agendas earlier than in the past.
- ✓ Directed staff to contract with a collection agency to submit written off collectibles to further collection potential

James L. Homich, Esq.
MAYOR OF THE CITY OF MOUNT DORA

621 E. FIFTH AVENUE
MOUNT DORA, FLORIDA 32757
352.383.3031 fac.8833
jhomich@earthlink.net

November 27, 2024

Town Council
Town of Juno Beach
340 Ocean Drive
Juno Beach, Florida 33408

Dear Council Members,

I am the newly elected Mayor of the City of Mount Dora after having served as a member of our Planning and Zoning Commission for several years. I was also a Council Member for eight years in the past. I worked with and observed Patrick Comiskey during his entire tenure with the City of Mount Dora. During the almost thirty years I've been active in City Government, Mr. Comiskey was our best City Manager. If he were still on the job, it would make my job as Mayor much easier.

It is unfortunate that my predecessor interfered with our Council-Manager form of government and obstructed decisions that were entirely within the purview of the City Manager such as staffing. Staff members who were being held accountable and not promoted based upon job performance and qualifications orchestrated a campaign with the former Mayor to remove Mr. Comiskey without just cause. That campaign included hiring an "investigator" who did not find any validity to the actual complaints against Mr. Comiskey but conjured up innuendo to derail his tenure. The resulting "Greene Report" is pure rubbish but was a foregone conclusion as that was Ms. Greene's purpose when she was hired by the former Mayor and City Attorney who have both subsequently resigned.

As a result of this mayoral interference, we lost a valuable leader and Mr. Comiskey's professionalism was wrongly tarnished. These unfortunate events led to a Charter Amendment overwhelmingly supported by our citizens (78%) that more clearly prohibited such interference by council members.

Mr. Comiskey was fiscally conservative and implemented many cost saving programs while improving the professionalism of our staff. After we lost Mr. Comiskey, our taxes and utilities rates increased. Mr. Comiskey was active in our community and received a lot of support from our residents and business owners. If you want a City Manager who works for your residents and businesses and improves your operations, I highly recommend Mr. Comiskey for that job.

Sincerely,



James L. Homich

Reference Letter for Patrick Comiskey

July 22, 2024

To Whom It May Concern:

I worked with Patrick Comiskey during his tenure with the City of Mount Dora. He was an excellent manager to work with. He attended our Chamber of Commerce board meetings and he and his wife Jane attended many of our functions. It was refreshing to have a city Manager who was willing to listen to the concerns of business owners, it was obvious he showed a sincere interest in their success. Although appointments could always be made with Patrick, he often popped into individual businesses to say hi or get caught up on their concerns and activities, yet another rare quality I had not experienced from previous managers.

Mount Dora is a tourist town. We are regularly featured in tourist publications such as Southern Living, Smithsonian, and a host of others. Patrick and I worked together to secure the resources and commitments necessary to open the welcome/visitor center on weekends and major tourism holidays, something that had not been done since 2018. For the first three quarters of fiscal year 2023-2024, we increased our visitor traffic by 93%.

A major undertaking Patrick initiated for the downtown was overhauling of Donnelly Street which is a main artery of travel into the downtown. Donnelly Street has been deteriorating for many years because of heavy traffic use and maintenance neglect. Patrick recognized this and broke the project into two parts and began working on the majority section right away. The first section was estimated to cost \$3 million to undertake and he began allocating resources to the project while the engineers began the design work. He worked with our state delegate to secure a half million dollars toward the project. The project is slated to start later this summer.

Since I arrived in Mount Dora in 1990, one of the biggest issues for the downtown district has been parking. For years, the city has wrestled with parking solutions. Patrick listened to downtown merchants and had the city hire a real estate company to help seek out owners interested in selling potential parcels for this need. He also put money aside after each budget year for parking. The allocation of reserve funds for parking was at \$2 million when he left office.

As in any interview process, the due diligence by the selection committee often entails outside research, I would like to add a brief statement regarding the investigation conducted by Lyndsey Green. In her report, it stated I was directed by Patrick to meet with vendors instead of City employees. This statement was false, I was never contacted by the author of this report to verify my statement. The employee who supposedly made the statement confirmed that was not what he said and referenced that many points in his statement were misrepresented. He went as far as writing to Council and the Mayor confirming this was not accurate, and I followed up with a public statement clarifying the false statement during public comment. I make this point to caution interviewers if you have read this report or found articles discussing this report that you consider that "facts as presented" may not have been fact at all.

In summary, I highly recommend Mr. Comiskey. He was as good a city manager as I could hope to work with. I have not worked with one who was better.

Sincerely,



N. Rachel O'Ryan

Mount Dora Area Chamber of Commerce President and CEO

Judge Stephen W. Rideout (Ret.)

Advisor to
Governments, Foundations & Non-Profits on Juvenile & Family Court Matters

May 15, 2024

To Whom It May Concern:

I am pleased to recommend Patrick Comiskey to be the city manager of your community. I was a Commissioner in Cambridge, Maryland when we hired Patrick to be our city manager. At that time, our city had many challenges and a limited budget due to a long-time government structure without professional management. Cambridge, after a two- and one-half-year community effort, established a city council-city manager form of government in 2015. Patrick was our second city manager.

I retired from the city council before Patrick moved on to Mount Dora, Florida but was elected mayor here in September 2022. Patrick and his wife, Jane, are and were friends and both were fully engaged in our community during his time in Cambridge. We often discussed the multiple challenges that the city faced and that he faced as city manager in a community that was resistant to change.

Patrick's time here also had to confront the Covid-19 crisis and its unique challenges and the many new ways that had to be created to keep employees safe while seeing that the day-to-day work of running the city continued. Through all of those difficult days, Patrick used his experience and exceptional knowledge of good and fiscally balanced government to keep our city going and was able to adapt to the multiple issues that we faced.

I have learned from my experience as a commissioner and now as mayor that a city manager can face political challenges when there is a change of administration, none of the former elected officials who hired him are in the current administration, and none of the newly elected officials have previously held public office.

Patrick faced that situation here along with a workforce that was not used to the city manager form of government and wanted to go back to the old ways of city government. Patrick was caught in the middle of those challenges and worked with staff and the elected officials to ensure that Cambridge met its obligations both financially and to the community.

I hold Patrick in the highest regard for the hard work that he put into his time here and his mild-mannered way of doing business to help reduce conflict and address employee concerns equitably and honestly.

I believe that you will see from his experiences here and in Mount Dora that he is the kind of city manager that can help your city be well run and responsive to your community needs.

If you would wish to talk with me further regarding Patrick's application, my cell number is 703-655-6149.

Sincerely,



Stephen W. Rideout

Samuel A. Brewton, Jr., M.D.
100 Joyner Drive
Thomaston, Georgia 30286
(706) 647-9374

*Diplomate of American
Board of Urology*

May 28, 2016

To Whom it may Concern:
Subject: Patrick C. Corniskey

I have had the privilege of serving the citizens of Thomaston, Ga. in elected public office for twenty years as City Councilman, Mayor Pro Tem and Mayor. I say this as during this time I have had the opportunity to work with four different city managers at length, and had the opportunity to interview and evaluate numerous candidates before these positions were filled. My most recent experience was to work with Mr. Corniskey who served as CEO and City Manager during my administration as Mayor, prior to my retirement from office.

Based on this prior exposure to the field of managerial talent, it is my opinion that Mr. Corniskey

is as good as, or better, than the best available.

As can be seen by his resume, he is well educated in his field, and has an impressive work history. He is a thoughtful and competent administrator, relates well to his employees and enjoys their confidence and respect. He is able to communicate with elected officials in a comfortable and straight forward manner.

His approach to his profession is quite serious, but is also leavened and strengthened by an appropriate degree of humility and sense of humor, which enables him to actually enjoy the sometimes more interesting interactions and outcomes which always seem to be a part of the work of government and politics.

I believe Mr. Comiskey's professional goal is to be the best City Manager possible and that he is willing to do the work and make the effort necessary to accomplish this.

It is my pleasure to recommend
him for such a position without
qualification.

Samuel L. Brewton, Jr.
Thomaston, Georgia

Pair 5A

By Larry Stanford
f 5798
011, at

Inher-

Nine years ago Patrick Comiskey moved to Thomaston and became its City Manager. At the Thomaston City Council meeting last week, Mayor Hays Arnold noted that anniversary.

"I believe it was April nine years ago that Pat Cormiskey came to - Mrs. Thomaston. The contribution that he has made to this community is incalculable," Mayor Arnold said. "I've had the privilege of working with him the entire time, as have several of you. He has been a God-send for this community."

"Again, some of you were here, and some of you were not here to understand and realize the situation that we faced 10 years ago. Pat has made it possible for us to not only survive. In my opinion, these times, but we have looked at a betterment of our bond rating. We have looked at a betterment in our financial condition in so much as it pertains to our reserve situation, we have witnessed and seen a betterment overall in the city's financial situation."

William Williams, Colman's uncle, said, "There are some things that neither Pat, nor any individual member of this council, nor I can have responsibility over or for - the loss of several thousand jobs in this community being one of those items. But to be able to take a situation that was as dire as it was and turn it into what it was turned into, in the face of all odds being against you, then I want to thank Pat right now."

The Council and audience gave Comiskey a standing ovation.

In other business, the Council approved a tree removal bid for 42 trees in the Silvertown area. Council member Ed Bell advised the Council that Southley was the low bidder with a lump sum proposal of \$20,200, and recommended the city enter an agreement with Southley.

Council member Patsy Pertue stated she noticed some trees have had their tops removed, but were left standing. She asked if that was standing procedure.

Council member Rhoads questioned for the sale of timber at the estimated tonnage amount. Council member Alvaater seconded the motion.

Council member Rhoads ques-

Comiskey replied that they will probably come back and finish felling the trees down, but he added that the city has a company that trims trees around electric lines that are also out cutting right now.

Comiskey said there are some trees on that property, and that the trees have been marked for sale.

Council member Gary Arvater made a motion to accept South-Tel's bid. Council member Wallace Rhodes seconded the motion, and it was approved, 5-0.

The Council also approved timber bids for parcels at Hannah's Mill, Reservoir and Southview Cemetery.

(Editor's note: Unlike the first favor,

Many people suffer from Gas-
trointestinal Defects. Nicotene

don't solve the underlying problem. It's just another GERT story. TIF does."

Wellsburg City Manager Receives Pay Increase

By JOHN PHILLIPS
Staff Writer

Wellsburg City Council, meeting in regular session Wednesday, approved a \$5,000 pay increase for City Manager Patrick Comiskey.

The increase pushes Comiskey's salary to \$41,250. He has been in his position for three years. Voting for the increase were Bob "Weeno" Kins, Wayne Campbell, Diana DeGarmo, Roseanna Filberto, Donna Smith and Bill Garvey.

City Clerk Marlene Shook conducted the meeting in the absence of Mayor Ernie Jack, who was defeated for his seat Tuesday by Steve Mitchell.

The vote for the increase followed an executive session in which council members also decided on a new city clerk, Mary Blum. Blum replaces Marlene Shook, who was elected as the city's collector-treasurer during the April primary. Shook replaces Agnes Harvey, who retired.

Blum, of 1128 Main St., was also a candidate for mayor during the April primary but lost out to Jack and Mitchell.

Blum currently does title work in the Brooke County Courthouse. There was only one other candidate for the position.

Council also discussed a problem with leaks at the swimming pool, which is keeping the four-year-old pool from opening up on time. Comiskey explained that during a test in May, four leaks were discovered and that an effort was made to fix those leaks, only to find there was one more leak. There were hopes at one stage the pool would have opened Tuesday, but that was not the case.

He said it appears the pool will be opened on Sunday at noon, if repairs are made as scheduled.

Council discussed briefly with Comiskey the possibility of doing a cost-efficiency study concerning the pool, which also has a broken heater. It cost the city approximately \$445,000 to install the pool.

Council also approved a bid from Danny Hukill for construction of a shelter at the pool on the site of the

City Council approved a \$5,000 pay increase for City Manager Patrick Comiskey. The increase pushes his salary to \$41,250. He has been in his position for three years.

provide a shaded picnic area inside the pool area.

The size of the shelter will be 20 feet by 30 feet and 8 feet high.

Bids were also approved Wednesday for work on three catch basins and storm lines at the intersection of 26th and Charles Streets. Yost Excavating had the low bid of \$16,310. The city will also participate in the project, providing the pipe, three catch basin sand manholes.

The cost for the parts for the city totaled \$4,874.

Council also discussed briefly a handicapped ramp project at the 12th St. wharf. Comiskey explained no funds were allocated from council and that the public was going to raise the money. The effort never took hold. The site has been fixed up as it was in the past.

Council also approved use of the 17th Street Park by several churches in the area for a free concert on June 23 from 11 a.m. to 8 p.m. Tagged "Brooke Fest 2001," it will feature several Christian bands.

In other action, council also canvassed and approved the official results of Tuesday's election. Those totals included:

Mayor, Steve Mitchell, 825; Ernie Jack, 432; Chief of Police, Stanley Kins, 730; Richard Ferguson, 535; First Ward, Mike Mitchell, 157; Donna Smith, 95; Second ward, Jack Yost, 291; Third Ward, Randy Fletcher, 345; Fourth Ward, Todd Richie, 211; Robert



BOY SCOUTS OF AMERICA

ALLOHAK COUNCIL - NO. 618

MAIN OFFICE:

1340 JULIANA STREET
PARKERSBURG, WV 26101-9310

304-421-4507

1-800-654-5854

FAX 304-428-8594

FIELD OFFICE

227 SOUTH THIRD STREET

CLARKSBURG, WV 26301

304-623-3379

Mr. Patrick Comiskey
P. O. Box 1371
Morgantown, WV 26507

To Whom It May Concern:

This letter is in reference to Mr. Patrick Comiskey, a former employee of the Allohak Council, Boy Scouts of America. Mr. Comiskey worked as a professional Scouter for 3 years in the position of District Executive. I'd like to highly recommend Pat for the position he is applying for with you.

During his tenure with us he showed the highest degree of many talents; reliable, trustworthy, good with people, knowing his job, completion of goals and a team player.

Please consider Pat for your position, I'm sure he will be an asset. Please call me if you would like additional information.

Sincerely

Michael Jones
Executive Director/Scout Executive
1-800-654-5272



YOUR CONTRIBUTIONS MAKE SCOUTING POSSIBLE IN THE WEST VIRGINIA COUNTIES OF BARBOUR, CALHOUN, EXODDRIIDGE, GILMER, HARRISON, JACKSON, LEWIS, PLEASANTS, RANDOLPH, RITCHIE, ROANE, TUCKER, UPSHUR, WIRT, WOOD AND THE OHIO COUNTIES OF ATHENS, MORGAN AND WASHINGTON.



Mount Dora Ballot Question 4 Pregunta electoral número 4 de Mount Dora**Renumbering and Prohibiting City Council Members From Interfering With Operations Except Through City Manager**

Amending Section 9, renaming section, renumbering, and adding a prohibition on city council members interfering with city operations except through the City Manager.

Renumerar y Prohibir que los Miembros del Concejo de la Ciudad Interfieran con las Operaciones, excepto a Través del Administrador de la Ciudad

Enmendar la Sección 9, cambiar el nombre de la sección, renumerar y agregar una prohibición para que los miembros del Concejo de la ciudad interfieran con las operaciones de la ciudad, excepto a través del Administrador de la Ciudad.

☐ Yes / Sí

☐ No / No

☆ Mount Dora Ballot Question 4 (Vote

For 1)

Participating

Precincts 7 / 7

Reporting:



Show

Detailed

View

Choice

Percent Votes

Yes (NON)

77.71%

6,500

No (NON)

22.29%

1,864

8,364

June 20, 2024

Subject: Letter of Reference for Patrick Comiskey

To Whom It May Concern,

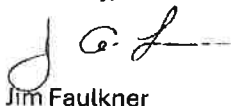
I am pleased to wholeheartedly recommend Mr. Patrick Comiskey as the next city manager for your municipality. I have had the pleasure of working under the direction of Patrick as the Information Technology (IT) Director for the City of Mount Dora since November 2021, shortly after he joined as the City Manager, until my departure at the end of July, 2023. Throughout his tenure, I have consistently observed Patrick demonstrate outstanding leadership skills and impeccable integrity, traits which likely resonate with anyone that has worked for him, alongside him or has the pleasure of being a friend of his.

As a respected professional in his field, Patrick brings remarkable knowledge and proficiency of local government complemented by impressive interpersonal skills. During his time in Mount Dora, he employed creative strategies to address challenges and provide solutions to problems in a fiscally responsible manner. Patrick was so skillful that I likened his abilities to that of a grandmaster chess player. Time and again, he showed his ability to forecast all the possible scenarios regarding financial, human resources and political issues while providing effective solutions. No matter how complex or stressful a problem was, Patrick remained calm under pressure and delivered results aligned with strategic objectives. Patrick holds a firm grasp of resource allocation and operational procedures, effectively utilizing available assets to maximize productivity and streamline processes.

Patrick is a leader that promotes accountability and transparency within every department. Unfortunately, requiring accountability results in pushback from those uncomfortable with change. Nevertheless, Patrick remains committed to upholding standards of conduct, and unequivocally rejecting baseless claims aimed at tarnishing his reputation. Having personally witnessed his integrity and guidance, I firmly substantiate that Patrick Comiskey is precisely the caliber of candidate you seek. His vast skillset, exemplary character, and devotion to excellence render him uniquely qualified for the opportunity you offer. Without reservation, I encourage you to welcome Mr. Patrick Comiskey as your next City Manager.

If you require further discussion regarding Patrick, please feel free to contact me on my cell phone at (352) 875-6732.

Sincerely,

A handwritten signature in dark ink, appearing to read "J. Faulkner", with a horizontal line extending to the right.

Jim Faulkner

Former IT Director, City of Mount Dora

January 8, 2024

RE: Investigation that was conducted by Lyndsey Green on Patrick Comiskey on behalf of the City of Mount Dora.

To Whom It May Concern:

It is my understanding that this investigation was to determine if a whistle blower claim filed against the city by the Interim HR Director held merit. The investigator asked council if should could further investigate incidents that were being brought to her attention. The City Council voted "no" until this investigation was completed. The investigator did not heed the wishes of council but continued going down rabbit holes. Most surprising, was that the investigator opined throughout her report making it appear the answers of those she was investigating were different than what was said or given.

For example, she opined that Patrick did not take my advice when that is not true at all nor is that what I said during my questioning. Lyndsey Green said, "Mr. Comiskey obviously did not give much weight to Ms. Kraynik's opinion because he appointed Ms. Helfant the Interim Human Resources Director over Ms. Kraynik's recommendation (albeit Ms. Helfant was appointed prior to having facilitated the survey)."

The common theme I see through out the report is that the people that were interviewed were all relatively new in their positions. Most of them had been promoted during Patrick's tenure. I do not know who created the witness list and why certain people were included and others were excluded. All Directors were not included in the interviews.

Patrick Comiskey is the CEO of the City. He is privy to much information and relies on his staff to help him gather additional information so he can make the best possible decisions for the City. A Director level individual should give their opinion to Patrick especially if their opinion is different from his. But at the end of the Day, Patrick is the City Manager. His decision stands and should be executed and supported by his staff. Just because a staff member does not understand everything behind the decision (and sometimes are not privy to this information) does not mean that Patrick is wrong. It means that they need to do their jobs and execute his plan. He is responsible for all Hiring and Terminations in the City. This task is usually conducted by his appointee, the HR Director. As the former HR Director, I never would have hired an employee's spouse, much less a Director's spouse, without first informing the City Manager. I also would never have instigated an investigation against anyone in the City without first making the City Manager aware of the situation. HR does not work in a silo. Employees are the City's greatest asset and its greatest liability. It is imperative that the City Manager is apprised of all situations that involve employees. If the interim HR Director was not keeping the City Manager properly informed, then these duties were fairly removed from their charge.

I felt that this report was rife with whining, either misunderstanding or all out lies, and a lot of hearsay. This is coupled with the investigator interjecting her own opinions and asking leading questions. I found numerous untruths in the report and incidents where a situation was taken out of context and made into something it was not.

I also feel that the employees were afraid of retaliation from the Mayor. Mount Dora as a City does not have a diversified job market. It is a tourist town and most of the jobs are either in hospitality or in the Medical Field. (Due to the number of retirees that move there.) Employees need their jobs. Mayor Chrissy Stile made it clear that she wanted Patrick fired. I believe this stems from his decision to hire a seasoned and experienced fire Chief instead of promoting an inexperienced Fire Chief who also happens to be the Mayors friend who she frequently goes out with socially. The employees had to choose a side so they chose a side that they thought would benefit them the most and protect them from the Mayors retaliation. If the Mayor was successful in firing Patrick, then any employee that sided with him would be next in line for termination. I have heard that she made that very clear in statements to employees.

It is also interesting to note that the investigator primarily spoke to employees who had negative things to say about Patrick. Most of the people she spoke with had received promotions from Patrick into their positions and had held them for less than 2 years. She did not include interviews from employees that were positive about Patrick. As the former HR Director of Mount Dora, I have only positive things to say about City Manager Patrick Comiskey. However, when she spoke to me, she only asked me about 2 incidents that Patrick brought up in his interview and nothing more. (And then she added her own opinion to change what I said into something completely different. See page 50 2nd paragraph.)

I do not know who Lyndsey reported to during this investigative process. I believe that she was given a charge to remove Patrick from his office. I do not feel that this was a fact-finding investigation but instead was a witch hunt to build a case against the City Manager.

Patrick has been very fair in promoting both men and women into higher positions. In the two years that I worked with him, I never heard him raise his voice or utter a curse word. He is the epitome of professionalism and is very experienced and intelligent. (I also never witnessed him falling asleep in a meeting and we were in plenty together.) Just because some Directors want to work in Silos and not keep their City Manager properly informed does not make him a bad manager. It actually makes them bad directors and mid managers. I am ashamed of many of my former fellow co-workers.

This is a travesty beyond belief. However, Patrick can overcome this and continue being the professional City Manager he has always been. Patrick should not be removed from his position. Patrick is the only person I know that can re-build the City and the employee relationships from the inside.

If you would like further information or discussion, please reach out to me at any time.

Sincerely,



Sharon Kraynik

Former HR Director for the City of Mount Dora

TO: Patrick Comiskey

FROM: Cathy Lunday

DATE: 1-16-24

RE: Review of DSK Law Report of 1-3-2024

1-16-24
Cathy Lunday

This was a disheartening report to read. It is even more demoralizing to attempt to correct Lindsay Greene's incomplete reporting here. Nothing good has come from this process, which has careened out of control and into absurdity. The collegiality that should be evident between department heads has vanished. How did we end up here, when all that was approved was a finding on the whistleblower complaint and conflict resolution training for all management staff?

Summation

It's worth noting that a couple of the prime complainants of the city manager are fairly young and inexperienced in their new leadership roles. Upon arriving in Mount Dora, the City Manager had numerous positions to fill, with very ambitious young folks wanting to be promoted. It isn't surprising that performance deficits and their inexperience over time have caused the City Manager to attempt to provide guidance and expectations. Any future city managers hired by the city of Mount Dora will experience these same misgivings and seek to remedy these same performance deficits. Is the City of Mount Dora to undergo a permanent cycle of disruption and cries of retaliation from these individuals, no matter who is the City Manager?

Although Lindsay Greene declined to interview me, my own experience as Library Director reporting to the City Manager has been refreshingly positive and professional. From his first week on the job, the City Manager displayed a keen interest in my operating ratios and determination to run a very lean but full-service public library. He was interested in my annual comparisons of our library's ratios to Lake County peers and no doubt drew confidence in my abilities based upon my willingness to evaluate my library operation candidly. His care and concern for me and my beleaguered staff during the First Amendment auditor incident was extraordinarily kind and compassionate. His understanding of our significant staff shortages last summer and willingness to expedite library new hires in order to prevent library closures was responsive and appreciated. It has been very frustrating to observe some of my newly promoted peers as they struggle with performance expectations, for which they blame the City Manager. It has been very demoralizing to recently see several of my young peers show insubordination and derision to him as well, both in person and in emails in which I've been included.

What has compounded this situation to such an untenable level is the utterly willful interference by the Mayor. She has aggressively courted employees' attention for her own political gain, has befriended and socialized with employees and has poisoned their working relationship with the City Manager. She proudly texts lower level employees from the dais to obtain immediate answers. She turned what should have been a unifying, happy event for employees - our Annual Employee Appreciation Luncheon - into a test of loyalty to her, with her "wear blue to support

the firing of the City Manager" ploy. The former PIO was so enamored with the Mayor that he stated his, "sole job was to have the Mayor re-elected." No competent city manager will be able to sustain this unethical pattern nor is it in the city's best interest to allow such fraternization with elected officials. The Mayor's instrumental role with all of the chief complainants is curiously ignored by Lindsay Greene. Lindsay Greene's exclusion of several supporters of the City Manager, who have witnessed this influence and would have given compelling testimony about it, is clear proof of her intentional bias. Going forward, what is desperately needed is a six-month moratorium on any direct communication or socializing by employees with the Mayor, to allow the city's chain of command and personal accountability to emerge from this chaos.

Lindsay Greene's writing style is reminiscent of yellow journalism, in that much of it is hearsay and not fact-based. Lindsay Greene's tactic of describing human foibles, such as fatigue during long meetings, is a clever way to diminish and belittle but it is not indicative of a professional fact-finding effort. There is a noted level of animosity in Lindsay Greene's choice of vocabulary that is indicative of partiality. There appears to have been little effort by Lindsay Greene to uncover motivations for employee complaints of the City Manager. Her carelessness in name spelling is an indication of her disregard for careful investigatory work. From the clumsy and heavy-handed bias evident throughout Lindsay Greene's writing, it is obvious that Lindsay Greene was instructed to reach a conclusion and not conduct any fact-finding. Lindsay Greene's report is a transcription, not an investigation.

Comments

Page Paragraph

1 4 Incomplete

Just prior to her departure, Sharon Kraynik informed me that Kim Helfant wasn't ready for the director position. She also stated that Kim Helfant herself knew she wasn't ready and that the city would hire an experienced HR Director. Sharon Kraynik later told me that she wasn't quite sure how Kim Helfant ended up with the title "Manager", as she was not performing work at that level but more at a coordinator level. Nowhere in Lindsay Greene's report does she mention that prior to being appointed Interim HR Director, Kim Helfant had never supervised, hired, fired or been responsible for a unit of employees and lacked even the most basic supervisory experience. In addition, my staff and I had witnessed Kim Helfant have unprofessional responses, such as sharpness of tone, aggressive declarative statements and emotional outbursts, which are utterly unsuitable for an HR management position.

2 3 Incomplete, Misleading

8 7 Incomplete, Misleading

18 6 Incomplete, Misleading

Throughout Lindsay Greene's report 's references to the First Amendment auditor incident in December 2022, there appears to be no comprehension on her part as to the monetary motives for this group's harassment of city employees. Lindsay Greene's choice of descriptive language is

designed to evoke sympathy for the auditors, instead of accurately portraying their antagonistic role. Later on in the report (page 8), Lindsay Greene mentions Merry Lavern's attitude toward these callers. Throughout the entire months of December 2022 and January 2023, Merry Lavern's attitude and emotional support to library staff was exemplary. This incident was caused by the failure of Troy Shonk and Vershurn Ford, who experienced the auditors' first visit to a city building 30 days earlier, in November 2022, to warn most importantly the Interim Police Chief and all other peers, in order to provide training for the attack. This negligence caused significant distress to both library management staff and all library front-line staff, some of whom had panic attacks in the days immediately following the incident due to the hate speech, threats of violence and death threats made by the auditors. Throughout the duration of the auditors' attack on the city, Merry Lavern showed most welcome solidarity with library staff enduring the onslaught and is to be commended for her willingness to handle their hate-filled calls.

5 8 Incorrect

9 6 Misleading

The library experienced significant turnover in the summer of 2023 due to an employee's chemotherapy treatments and a spate of resignations of front-line staff. Summer is the busiest time of year at the library, with up to a 20% increase in circulation. Early on I warned the City Manager that if library positions weren't quickly filled, we would need to take the unprecedented step of closing the library on Fridays and Sundays, as 400 employee hours per week are needed to safely operate the facility and we were approaching only 250 hours total. The tight labor market and a manipulative employee who coerced a very young co-worker to resign with her contributed to this problem, which hadn't ever been this significant in the library's past ten years. Mr. Comiskey responded with quick turn-around of library hiring paperwork, although as the summer wore on it appeared that HR turn-around became slower and slower. If other department heads were facing an unprecedented crisis such as this, they should have conveyed their situation to the City Manager with the same request. Lindsay Greene could have learned the facts behind this incorrect perception had she bothered to interview me.

6 2 Incomplete

7 3 Incomplete, Misleading

12 4 Incomplete, Misleading

I had several discussions with HR's Kenny Hargraves regarding a former library employee and they are documented in written notes. This employee generated complaints from her peers and supervisor, who felt she had a disruptive influence on front-line staff and seemed to be manipulating a young staff member, whose frequent call-outs were the subject of progressive discipline by Jill Santos. Multiple phone calls were held with HR staff about this employee, whose resignation was regarded positively by her peers and library management staff.

8 2 Incomplete

The continued degradation of Mount Dora's public parks is not mentioned as a factor in Troy Shank's complaints of Patrick Comiskey. It is a widely held perception among both residents who frequent these parks as well as the non-Parks city staff who support city structures that Parks leadership struggles to set productivity and quality goals for staff. City parks have declined in the past five years to the point that Palm Island Boardwalk this past summer was considered an abandoned city amenity, without proper maintenance for several years. Parks supervisory staff has demanded to both Library and Public Works staff that bathroom floors be replaced, at significant cost to the city, when in fact they simply aren't being cleaned properly by Parks' Facility Care staff. Over the past few years, a substantial layer of middle management supervisors has evolved instead of flattening the department and increasing front-line workers. Like all directors, Troy Shank should have expected to receive scrutiny by the City Manager of his operations and worked diligently to improve our amenities instead of claiming he is above all criticism and fears retaliation.

10 4 Incomplete

Library management staff observed both Kim Helfant's and Kenny Hargrove's inability to reach a conclusion or recommend a course of action regarding an HR issue without consulting with each other. This is understandable due to Kim Helfant's utter lack of experience, coupled with Kenny Hargrove's background in recreation, but what was always lacking was Kim Helfant's acknowledgment of her lack of experience. Had Lindsay Greene been interested in the actual capabilities of Kim Helfant, she might have learned of her extreme inexperience, which would have explained her reluctance to stand on her own in important meetings or consequential discussions.

10 5 Incomplete, Misleading

Shortly after my in-person interview with Kim Helfant and Kenny Hargraves, which was held at a neighboring town's Starbucks, during which a high-ranking Fire Department manager walked in as a customer, prompting Kim Helfant to instruct both Kenny Hargraves and me to stop talking, making this "anonymous" interview an utter joke, Kim Helfant called me to inform me that there was now an "investigation" of Merry Lovern and she needed to ask me a few questions about her. I responded positively, with no negative comments whatsoever. I told her that I didn't know Merry Lovern well, but that she had always treated me professionally. I told her that Merry Lovern had given me excellent advice about a political issue with a group in town, for which I was very grateful. These positive comments were not included in Kim Helfant's report to City Council.

11 2 Incomplete, Misleading

Upon learning George Marek was headed to an HR Director interview committee meeting at the library, Kim Helfant called the front-line library number and demanded to know whether I was in a meeting. Staff was unsure, but Kim Helfant insisted and the staff member had to leave her post and determine where I was. The library staff member was troubled by this exchange. I had just experienced a second emotional breakdown and outburst by Kim Helfant over the phone regarding an unrelated issue, and determined that it wasn't safe for my staff or for me - fearing a

false allegation from Kim Helfant- to continue to serve on this committee, so I resigned from it to the City Manager via email.

19 4 False

Troy Shonk's characterization of First Amendment auditors and my role in it is false and slanderous. The auditor had a two-sided sign, with his film crew only capturing one side. Our police camera captured the back side of the sign, which stated, " Homeless veteran, please donate." Prior to the film he uploaded to You Tube, the auditor was aggressively confronting library patrons and families, which prompted families to complain to my front-line staff. The audit or caused a disturbance, refused to stop his behavior and I called the Police Department's back-office line to request an officer speak to the auditor and explain the city's panhandling and solicitation procedures. Shortly after the incident, the then-City Attorney informed City Council that library staff had done nothing wrong during this incident.

19 6 Incomplete

Troy Shank's exclusion from this project might have been partially due to his lack of a background in amenity design. The recent kayak launch is illustrative of this lack of experience in capital projects, with poorly planned site selection, donation of a prime waterfront pavilion to a commercial entity, no interpretative signage and predictably, very little usage by the public once open. Recent changes in Florida's boat rental laws in 2022 should have cancelled the self-serve kayak launch project entirely.

21 4 Incomplete, Misleading

Lindsay Greene fails to note that two FTE employees were hired to support Recreation's Before and After Care program, in addition to numerous seasonal PT staff. When this program was disbanded in August 2023, Troy Shonk reassigned these two employees without requesting permission for the additional expense without any revenue. No other department head would have attempted this.

25 5 Incomplete, Misleading

While stationed at the Simpson Farmhouse, Chris Carson and two other Parks staff members insisted upon room air conditioning units, which required the 117-year-old farmhouse's windows to be propped half open, causing water intrusion. The farmhouse's 16 windows were fully restored in the summer of 2023, which required the upstairs windows to remain shut, necessitating their move out of this building.

30 1 Incomplete, Misleading

The city's CMAR process has mixed results and the City Manager's skepticism of it is a welcome professional understanding of it. The current CMAR process includes a solitary construction firm for small projects, which, in the library's case, results in superior work but also significant management fees. A recent small project at the library received a \$39,000 quote from the CMAR, which exceeded the farmhouse's entire repair and maintenance budget by 30%. A local firm completed the job for \$8,500. The young staff members utilizing the CMAR for their

projects may not have had experience in managing public projects to the taxpayer's benefit, which was the City Manager's focus.

46 4 Incomplete, Misleading

Vershurn Ford's overly close friendship with the Mayor empowered him to produce fewer results as PIO. During his tenure, Vershurn Ford, who had no degree beyond high school graduate or experience serving as a civic spokesperson and media manager, produced significantly less library advertising than his predecessor. When asked about library press releases that had been requested, Vershurn Ford was never able to produce emails corroborating his efforts. In his final months as PIO, Vershurn Ford boasted to Library Circulation Supervisor Jill Santos that he had begun working at his new position well before giving notice to the City of Mount Dora. This was especially evident during his complete absence in the later part of December and most of January during the First Amendment auditor incident.

19 February, 2014

Honorable Mayor and Councilmen:

During the 22 January Special Council meeting Council voted 5 -2 to suspend City Manager, Mr. Patrick Comiskey, based on Council's interpretation of the DSK Law / Lindsey Greene's report. Prior to the meeting Mr. Comiskey had submitted to each Council Member a letter of rebuttal addressing each of the charges alleged by Lindsey Greene. However, during the meeting no one mentioned Mr. Comiskey's rebuttal, the facts he presented against each point, nor did anyone offer any consideration of Mr. Comiskey's rebuttal. In fairness, perhaps no one had time to read and digest the entire letter, but it should have been mentioned and given fair considerations during the discussions. Certainly by now there has been ample time for each of you to review the rebuttal, and we sincerely hope each of you have done so with an open-minded study.

Nonetheless, on February 20 you will face yet another important decision relative to the City Manager issue. This time you will most likely be challenged to decide upon retention or dismissal of Mr. Comiskey. In doing so, it is imperative upon each of you to give fair, unbiased and full considerations to all of the facts, and not limit yourselves to a report which clearly, in my opinion along with the opinions of many others, is undoubtedly biased, and which may or may not hold up in a court of law. More importantly Council must give full considerations to its obligations and what will be in the best interest of the City and its Citizens. Your decisions must not rely solely upon allegations which have not been validated nor proven to be truthful. Those allegations are merely the opinions of Ms. Greene and each of those claims have been clarified, explained, explicated and dispelled in Mr. Comiskey's letter of rebuttal. The issues and illuminations made in Mr. Comiskey's letter, along with all of the facts which have been provided by many of us, must be given careful considerations during your individual deliberations.

Moreover, your decision(s) must be in the best interest, financially and otherwise, to all Parties involved; Mr. Comiskey, Members of Council, City Employees, City Merchants & Businesses, and most importantly the Tax Paying Citizens of this City you were elected to protect.

Accordingly, we would like to propose a possible solution which offers what we believe to be a fair & reasonable resolution for the City Manager issue. It would be a 'Win-Win' for all involved, particularly the taxpayers who ultimately are bearing the load of this whole misaligned fiasco. We do not need to bear additional unbudgeted expenditures; We do not need to endure more chaos with respect to City governance; We do not need

to drag this issue out farther by trying to locate yet another City Manager, bring that person up to speed with everything that is going on within our City; and we certainly do not need to add even more costs to an already overspent budget.

With all of the foregoing thoughts and commentaries in mind, we believe the following course of action would be in the best interest of all Parties:

Reinstate Mr. Comiskey for 1 year with the following provisos:

1. Effective immediately all communications with the former City Attorney pertaining to City business past or present between City Employees, all members of Council and the City Attorneys shall cease. There is no need for any additional communications, written or verbal, regarding City business with the previous City Attorney as all details, records, information, facts, etc. sufficiently reside within the existing archives of the City;
2. Immediately hire a Conflict Resolution Counsellor to work with Council & Mr. Comiskey, and work with Mr. Comiskey & his direct reports. This was voted on and approved during the 20 June 2023 City Council meeting. The exigency of this action was again revisited and confirmed during the 28 August Council meeting. To date this agreed up action remains open;
3. Immediately the City Attorneys need to clearly explain the defined roles, obligations and responsibilities of the Mayor and all Council members;
4. The City Attorneys need to point out any and all past violations of Charter and Ethics violations which have been committed by everyone on Council, and provide legal counsel to ensure everyone knows and understands the ill effects of ethics violations, Charter violations, which shall include an explanation of how fraternization with City employees not only gives the appearance of an ethics violation, but it serves to undermine Policies, Procedures and normal day to day operations;
5. Immediately establish a set of mutually acceptable and attainable 'goals and objectives' for the City Manager with clearly defined points of success; document and sign those specific goals & objectives;
6. Council to meet with the City Manager every 4 months during the first year to review progress towards achieving the defined goals & objectives, highlight areas where accomplishments meet or exceed expected results, document areas requiring progress improvement, realign goals where necessary and redefine goals as may be required based on changes in on-going operations. After the first year Council and the City Manager can determine frequency of follow on reviews;

7. Council agrees to work with Mr. Comiskey to help foster and ensure success by offering its full support in accomplishment of the goals and objectives;
8. Council shall immediately back off from interfering with and interjecting itself in the day-to-day operations of the City;
9. Council agrees to support the decisions entrusted to the City Manager and will refrain totally from any intervention with City employees;
10. Council will immediately and without hesitation defer any City employee queries, complaints or any other communication, by referring the employee to his / her immediate supervisor/ manager;
11. Mr. Comiskey agrees to work with his direct reports in a professional manner (assisted by the Conflict Resolution Contractor) to rebuild those professional relationships and establish better lines of communications where needed;
12. At the end of the year, re-evaluate performance against the agreed upon goals and objectives – if then it is determined to be in the best interest of the City to terminate and seek another CM, so be it. However, if at the end of the year the CM has met and/or exceeded the goals & objectives then favorably reward his efforts and achievements.

In our opinion, this solution presents a win-win for all parties. We need an excellent City Manager, and based on Mr. Comiskey's past performance, his documented savings and the fiscal policies he has established we believe we have one. His job is not a popularity contest, it's a role of managerial responsibility and accountability.

This approach provides positive solutions to many of the problems which have been identified within our City. It saves us time (and money) by not having to immediately find a suitable replacement. It gives Mr. Comiskey the opportunity to once again prove himself and reestablish himself as an effective Leader, but as stated in the provisos above, he must have the unqualified support of Council. Additionally this approach can help put a lot of issues behind us and help us move forward as a City.

At the end of the day, the course of action will be a Council decision. We trusted each of you enough to secure our votes. We trust that at this extreme juncture you will take all of the issues, many of which were triggered by and caused by Council itself, into full accountability. We trust you to make sound, fair and reasonable judgements. Lastly, we trust you will assume full responsibility for your actions, whatever they may be, and you will accept accountability for your decision(s).

Sincerely, We the Citizens of Mount Dora (Note: All signatories have provided electronic concurrence with and approval of this letter along with authorization to insert their signature block):

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Redmond | Jones II

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December 5, 2024

Honorable Mayor Robbi Correa
201 N. 2nd Street
Palatka, Florida 32177-3735

Re: City Manager Position

Dear Mayor Correa,

Please accept this correspondence as a letter of interest regarding the Palatka City Manager position recently advertised on the ICMA website. As a seasoned, 25-year management professional, I possess a "lead by example" results-driven management approach. I have an extensive history overseeing high-profile special projects, major economic development initiatives, and operations / administrative logistics. As City Manager with both the communities of the City of Groveland Florida, and the City of West Branch Iowa, I lead full-service cities with multiple departments. In these positions, I have also played major roles in developing the City's economic development incentive programs, new housing, and neighborhood development. In the City of Groveland, my unique approach to neighborhood development gained the attention and admiration of then-Florida Governor Rick Scott (detailed in my support letters). I also led the way in overhauling the city's economic development incentive programs in Groveland, contributing \$9.5 million of "new development" and investments.

For the City of West Branch, I led a growing community with fiscal challenges to realize several efficiencies. Over my four-year tenure, the City Council and I made decisive progress towards improving the city's budget and fiscal health by approving new reserve streams such as the Hotel/Motel tax, reducing our debt service from 80% of our capacity to 52%, and establishing a capital improvement levy which aimed at lowering capital project expenses without raising taxes. My tenure also resulted in the City's Unrestricted/Unassigned Fund Balance reaching the largest levels it has been in over a decade. This was made possible by tough economic development negotiations that resulted in full tax assessment projects from industrial partners such as US Auto Force (a national distributing company) and Procter & Gamble.

In my recent role as Deputy City Manager of Iowa City, Iowa. With my supportive leadership, we are experiencing smart growth. Despite legislative headwinds such as statewide property tax reforms, our community has maintained tax-rate reductions over the last ten years. In addition to sharing in the direct oversight of several city departments, I serve as the city's leader in advocating its legislative priorities. Despite advocating from large democratic districts, under my leadership, my lobbyist team scored a large legislative win in our republican state legislature last session. Through our efforts, my team was able to usher in passing a bill that increased the general obligation bonding limit for a city our size (pop. 75,000)— lessening the pressures on the city's capital improvement budget and improving our ability to maintain our AAA bond rating.

I trust a review of my credentials will verify my mindset of civic responsibility, and show my commitment to noteworthy "Quality of Life" enhancements in the communities I have served in the past. I would welcome the opportunity to discuss the position and my qualifications. Thank you for your time and consideration.

Respectfully Submitted,



Redmond Jones II
Palatka City Manager Candidate



RICK SCOTT
GOVERNOR

July 8, 2016

Mr. Redmond Jones
City Manager
City of Groveland
156 South Lake Avenue
Groveland, Florida 34736

Dear Mr. Jones:

Thank you for your help with a project that will result in the construction of approximately 300 new housing units in Groveland. As Governor, I want to thank you for your efforts to help Florida create an economy where dynamic, growing industries create jobs and lasting careers. Businesses provide opportunities for families to live their dreams in our state, and Floridians like you are helping make our state the best place in the world to raise a family, have a great career, and enjoy a life full of opportunity.

Florida job creators are adding new opportunities each day, and it is clear that our work to cut taxes and support economic growth is making a difference for families in our state. Our low tax environment and focus on helping graduates build meaningful careers has allowed our private sector to add more than one million jobs in only five years, making Florida a national leader in job creation. Our unemployment rate is also at a more than eight-year low, and our private sector job growth rate has exceeded the nation's for more than four years. While these are incredible accomplishments for our state, we will continue to do all we can to support economic growth to meet our goal of making Florida first in the nation for jobs.

Thank you for helping make sure every family has the opportunity to succeed here in the Sunshine State. Please let me know your ideas for how we can continue making our state the best place in the world to grow a business, a career, and a family.

Sincerely,

A handwritten signature in blue ink, appearing to read "Rick Scott", with a large, stylized flourish above it.

Rick Scott
Governor



EDUCATION

Redmond Graduated with Honors out of a Class of 12 Students selected nationally from a University ranked #1 by US News and World Report in Local Government Management and Urban Policy. This program is accredited with producing more City Managers than any other university in the United States.

University of Kansas
(ranked #1 in Local Policy & Government Management)
 Lawrence, Kansas, May 97
 (MPA) Masters of Public Administration degree at the Edwin O. Stene Graduate Program in Public Administration
 GPA 3.66/4.0 overall
 (Graduated with Honors).

Cleveland State University
(ranked #2 in Local Policy & Government Management)
 Cleveland, Ohio, June 95
 Bachelor of Urban Studies with a concentration in Urban Management.
 GPA 3.34/4.0 overall
 (Graduated Cum Laude)

Cuyahoga Community College, Cleveland, Ohio,
 June 92 Associate of Liberal Arts Degree with a minor in the Commercial Art
 GPA 3.4/4.0 overall.

Redmond Jones II

901 W. Park Road, Iowa City, Iowa 52246

(254) 421-5093 / redmondjonesii@netscape.net

Relevant Experience (Bio)

Redmond is a visionary multi-disciplined manager with superior analytical skills and award-winning leadership accomplishments. He has developed strong skill sets in the following areas: human resources, project delivery, policy development, labor relations, program implementation, and aligning organizational initiatives with institutional goals. He is an excellent communicator with proven experience in negotiating different types of development and redevelopment agreements.

Mr. Jones has more than 25 years of public and private sector experience ranging from founding and managing his own consulting firm to dedicating 20 years in the public sector, with local government experience at all levels of responsibilities (in both large and small communities). Redmond holds a Master's Degree in Public Administration from the University of Kansas. He earned a baccalaureate in Urban Studies from Cleveland State University, Cleveland, Ohio. He has also earned certificates from Michigan State University in Industrial Relations, and Senior Executive Training from the Universities of Virginia Darden School of Business and Harvard Kennedy School of Government.

On August 9, 2021, the City of Iowa City, Iowa; extended an offer of employment to Redmond Jones II for the position of Deputy City Manager. Redmond was recruited to Iowa City after serving as the chief executive in both the City of West Branch Iowa, and Groveland Florida one of the fastest growing communities in the United States. His twenty-year career in government, and government relations, is well rounded with experiences in governments such as the City of Las Vegas, NV; City of Lee's Summit, MO; City of Fort Worth, TX; City of Temple, TX; City of Davenport, IA; City of Groveland, FL; City of West Branch, IA; City of Iowa City, IA; and professional consulting / advising clients; such as, the Iowa Department of Transportation, Scott Community College, and the Iowa Governor's Office (with the Branstad Administration).

As Managing Partner of Dellmar Consulting LLP, Mr. Jones ran a private sector firm directing staff performance on various projects including Nonprofit Organizational Development, Green Energy Project Development, Business Plan / Investment Consulting, Government Support Services, and Community Sustainability.

As the Deputy City Manager with the City of Iowa City, Redmond Jones provides the experienced, collaborative, visionary leadership, to the administration of the day-to-day operations of the City of Iowa City, Iowa. Working closely with the City Council, City Employees, and Iowa City Residents, Redmond has often brought his "outside-the-box" approach to the ideas and concepts that have ensured noteworthy quality-of-life enhancements in the communities that he has had the privilege of serving.

Accomplishments of Note:

2014 Iowa Vision Award for Business
 2010 Iowa MLK Jr. Achievement Award
 1997 Pi Alpha Alpha Honor Society

2014 Choice Security "Safe City" Award
 2005 Davenport's Heroes Proclamation
 1995 National Golden Key Honor Society

Redmond Jones II, MPA

PIONEER

Ground Breaking Public Transit Service Enhancements, started with pilot program



New Amenities and Capital Improvements (within budget)



Cubby Park – West Branch, Iowa

First Time Events



New Ordinance = \$9.5m in new private investment

Economic Development



First Community to install Body Cams



Work History and Role Descriptions

City of Iowa City, Iowa
Deputy City Manager

2021 – 2024

As Deputy City Manager, Mr. Jones navigated a painstaking \$4 million small business support and investment program fueled by American Rescue Plan funds. For the first time in the city's history, small businesses have been granted the opportunity to build a business ecosystem for and operated by small businesses. Mr. Jones also plays a critical function in the operations of the City of Iowa City, as he has several direct reporting departments. Including the Airport, Economic Development, Human Rights, Human Resources, Library, and Transportation Department. Under the leadership of Mr. Jones, he helped the city secure a \$20 million federal grant for a new Transportation Facility and recently launched a fare-free public transit pilot program.

City of West Branch, Iowa
City Administrator

2017 – 2021

As City Administrator, Mr. Jones navigated a challenging negotiation for a \$25 million project recruiting an international tire and undercar parts wholesale distribution company. The project employed 75 new jobs with healthcare benefits and wage rates ranging from \$33,280 - \$100,209 annually. Despite several request for incentives, Redmond was able to secure this deal without cash incentives, tax increment, or permit fee waivers. Under the leadership of Mr. Jones, he helped the city reform its budget process and allowed the city to undertake the largest bond issue in the city history in order to design, construct, and operate \$3 million dollar City Park. The aforementioned bond issue also included several infrastructure projects (all "brought in" within budget).

City of Groveland, Florida
City Manager / CRA Manager

2014 – 2017

As City Manager, Redmond understood the importance of having strong cultural and recreational activities to sustain livability in a community, one of the first achievements of his administration was to create through reorganization a newly formed parks and recreation division. As the Chief Executive Officer for the Groveland Community Redevelopment Agency (CRA), Redmond moved this special taxing district away from stand-alone uncoordinated events to a coordinated City of Groveland schedule of events and activities. This included many first-time events and new recreational orientated programming. Now citizens find that there are many more opportunities to enjoy activities such a Box Car Racing; City Concert Events like the nationally acclaimed United States Army Field Band "Jazz Ambassadors"; The Taste of Groveland and Trolley Excursion; and the 1st Annual 5k Juice Jog. Although, well received these events did not come at additional general fund dollars, the majority of funding was derived from strategic placement of organizational resources and local business sponsorship.

As City Manager for the City of Groveland, Redmond developed a needed economic incentive program that not only supported smaller businesses with cash incentives, but also incentivized private investment of large businesses with strategies that could include: tax relief plans, rebate plans, fee waivers, and limited municipal financing options. In the first year of implementing this program it was responsible for over \$9.5 million in new private sector investment.

Redmond Jones II, MPA

CONTINUING EDUCATION

2012 Harvard University

*Kennedy School of Government
Senior Executives in State and
Local Government Program.*

This 125-hour Senior Executive Development Program focused on training in the following areas: Leadership, Negotiations, Public/Private Partnerships, Cooperative Governance, Human Resources, Behavioral Decision Making, Globalization, and Microeconomics.

2007 University of Virginia

*Weldon Cooper Center for Public
Service at the Darden School of
Business. Senior Executive
Institute (SEI).*

SEI covers 50 hours of training in the subjects of: Leadership, Organizational Development, Human Resource Management, Decision-Making, Strategic Planning, Ethics, and Democracy.

1999 Michigan State University

*School of Labor and Industrial
Relations. Administered by the
Human Resources Education and
Training Center.*

This program focused on areas of negotiations, Human Resources, employee and labor relations.

Professional Affiliations

- ✓ International City / County Management Association (ICMA)
- ✓ Florida City / County Management Association (FCCMA)
- ✓ American Council on Renewable Energy (ACORE)

*Dellmar Consulting, Davenport, Iowa
Principal Consultant and Managing Partner*

2010 – 2014

As the Principal Consultant and Managing Partner at Dellmar Consulting: Mr. Jones developed the vision and the strategies to achieve that vision; He set and communicated the long-term direction of the firm; Mr. Jones ensured that the short-term goals, objectives, and tasks were aligned and adjusted to achieve the firm's vision and strategies. With regard to ensuring the alignment and commitment within the firm; Under Redmond's leadership the firm had several accomplishments including: managing several sustainability research and development projects related to the waste-to-energy industry. Mr. Jones developed the High School to High Skills program for Iowa Workforce Development. The firm's work also included coordinating a trade mission between the State of Iowa and the Country of Botswana. Mr. Jones also secured one of the firm's largest contracts with the Iowa Department of Transportation for public engagement. This work earned Dellmar Consulting the 2014 State of Iowa Vision Award for Business.

City of Davenport, Iowa

Assistant to the City Administrator / Affirmative Action Officer

2002 – 2010

As the Assistant to the City Administrator, Redmond's duties included completing various special projects. In the area of downtown economic development, he advanced a \$13.5 million baseball stadium renovation serving as the project manager for the development. When the budget was tight, he successfully presented the baseball stadium proposal to the Iowa Community Attraction and Tourism State Commission. He successfully secured an additional \$2 million for the project (*The project received several national awards*).

Turning Vision Into Reality



Mr. Jones was also the senior staff negotiator in coordinating the City's Cable Franchise Agreement (worth \$14 million over a 15-year period). He was also responsible for special projects in the area of crisis management. As a Hurricane Katrina mission team leader, he led a team of 25 varied disciplined city workers 950 miles from their home community to Bay St. Louis, Mississippi where his team undertook major relief efforts to restore clean water to that

community. In the realm of working people of all education levels, races, and social-economic backgrounds; Redmond proved his ability as the City of Davenport's Affirmative Action Officer to find state funding for the City's and State's first disparity study (which examined governmental contracting with small businesses). This study and its recommendations earned the city and Mr. Jones gubernatorial recognition. Mr. Jones also served in the community on several non-profit boards; such as, the River Music Experience Board, United Neighbors, and the Small Business Development Board. In his role as Assistant to the City Administrator, Mr. Jones served as Acting City Administrator on four occasions in the City Administrators' absence; this included the duties of managing the staff meetings, staff reports and the City Council's Agenda during that period.

Redmond Jones II, MPA**PROFESSIONAL
DEVELOPMENT****"Imagine That
Performance" Virtual
Think Tank**

As of January 2022, Mr. Jones was accepted into a national think tank tasked to conduct deep dives into topics, opportunities and problems using professionally facilitated processes. The think tank consists of City Managers across the nation.

**Florida Safe Investment
Pool (PMA Financial Network)**

Course #0020332;

The seminar provided eight (8) hours of Continuing Professional Education (CPE) Technical Business Credits, in accordance with the continuing education requirements of Florida State Statue Chapter 218.415(14), and approved by the State of Florida Department of Business (2015).

**State of Iowa Executive
Department**

State Commissioner Training (2009)

**Emergency Management
Assistance Compact**

Public Officials Training (2006)

ICMA University

- ✓ Priority Setting in Times of Restraint (2016)
- ✓ Best Practices in Economic Development (2015)
- ✓ Employee Discipline / Managers under Fire (2014)
- ✓ Best Practices in Budget and Finance (2004)
- ✓ Personal Management Style (2003)
- ✓ Effective Presentation Skills (2002)

**Government Training
Institute**

Techniques for Effective Performance Appraisals (1998)

City of Temple, Texas

Assistant to the City Manager / Acting HR Director

2000 – 2002

In his role as Assistant to the City Manager with the City of Temple, Mr. Jones coordinated and managed the construction of an office building in downtown Temple, TX. This was the first project of this nature in 30 years for that community. The City of Temple, motivated to preserve the location of Social Security Administration Offices downtown; under Redmond's leadership the city assisted the Social Security Administration identify and secure a new facility in the Downtown Area. Mr. Jones negotiated a contract with a private developer to provide project financing, and he served as chairman for a project development team which included multiple federal agencies and private stakeholders. The entire \$2.5 million development was done with minimal exposure to the City of Temple. Redmond was also responsible for policy development (this included developing the City's Internet and car allowance policies). His operational responsibilities included management of the departments of Animal Control, Human Resources and a multi-departmental task group focused on long-term operational solutions. His efforts led to a process that made improvements to the city's slow moving redevelopment method; this included demolition, conveying unimproved / neglected properties for economic development purposes (particularly downtown business storefronts), and develop methods to improve business friendly Code Enforcement activities.

City of Lee's Summit, Missouri

Personnel Analyst / HR Manager

1997 – 2000

As the Personnel Analyst with the City of Lee's Summit, Mr. Jones applied his technical and professional expertise in analyzing and administering various components of the personnel system of the organization including: job analysis, compensation analysis, departmental budget responsibilities, employment recruitment, applicant screening, new employment orientation, civil service examinations, applicant selection, labor relations/negotiations and safe work practice training. During his tenure Redmond played an intricate role in the completion of the following projects: the development and implementation of a CDL Random Drug Testing Program, the development and implementation of a New Employee Orientation Program, the implementation of city-wide Diversity Training, the development and the implementation of a Compensation and Classification Study (done in-house), and the coordination of a Labor/Management Committee charged with up-dating the city's labor related policies.

Intern Experience

Redmond started his career with a wide range of internship experiences. Mr. Jones gained experience in areas, such as; writing a \$1.5 million technical assistant grant, assisting in the development of a Neighborhood Master Plan, Small Businesses Corridor Development Plan, Policy Formation and City Finance, Police Community Relations, Branding / Marketing, and Economic Development Plan.

City of Fort Worth, Texas

Management Intern

1996 – 1997

City of Lee's Summit, Missouri

Project Intern

1995 – 1996

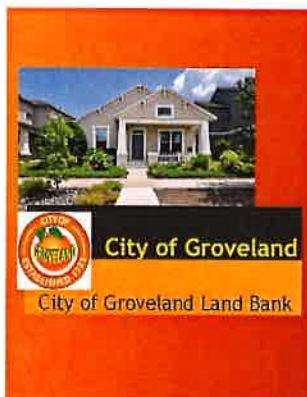
City of Las Vegas, Nevada

Housing Urban Development Intern

1994 – 1994

Redmond Jones II, MPA

VISION / INNOVATION



Redmond has lead the City of Groveland through a process that streamlined foreclosed properties and created a clearinghouse of other properties made up of both municipally owned, and privately owned properties. This innovative program has been done in other places, but was new to Groveland, and has improved the city abilities to have a responsive development process.



Mr. Jones created the Groveland P.D. Lease program. It allowed the city to sell its old police fleet and Lease Purchase an entire new fleet with in-car office technologies.



Mr. Jones also lead as a Municipal Advocate to create a new law in the State of Iowa targeted to assist small businesses get state contracts.

Vision / Innovation / Outside of the Box Thinking

According to The Wall Street Journal Most CEO's rank innovation as very important... usually a ranking of 9 with 10 being the highest importance. However, when ranking the same CEO's on their abilities to be innovative a ranking of 4 with 10 being the most effective is achieved. Mr. Jones understands that thinking innovatively is one thing, but it takes skill to be effective in implementing innovation.

(Example): Turning Public Works Processes into Cost Savings and Revenues.

Mr. Jones understands that organizational leadership is more than taking daring positions, rather it involves a series of actions or steps in order to achieve particular ends. Many times, they are small and sometimes unnoticed for some. However, when these steps are placed in motion organizations find themselves in significant position for a positive change in circumstances.

Soon after starting as Groveland's new City Manager, Redmond immediately went to work on righting the city's financial ship. To start he devised, gained approval, and implemented a 3-year operational deficit reduction plan. This effort forced the organization to look for innovative ways to cut cost. Redmond recognized that one of the organization's most costly enterprises was wastewater treatment. His next step was to direct the department to develop unit expenses / price points for the annual operating and maintenance activities of running the city's wastewater treatment process. It wasn't long before the sludge management chain was evaluated as the operations largest expense, and the source of a burn rate that made the operation unsustainable. Once this was identified, Mr. Jones turned his sights on developing a strategy to eliminate the cost of managing and disposing sludge residue from wastewater treatment. After personally spear heading an extensive technology search which involved various, in-state and out of state site visits, a request for proposals, numerous city council work sessions, and a study of best practices; Mr. Jones conceptualized a process that married two proven technologies (that until that project had not been tested together) that erased the cost of transporting sludge and created a by-product that was sold to a local fertilizer company that used the product as an additive to their line of products. This turned operational expense to an operational revenue.

The process deployed a "Non-Thermal Polymer Infusion" – it reduced moisture to 12%, the residual water was recapture and sold as a part of the city reclaim water system. The solids continued to dry in a solar drying box; and the final product was sold and offered to residents as a low nitrogen fertilizer.



After the city's polymer and drying process.



After processed as a fertilizer additive.



Management Philosophy*(A Message from the Candidate)*

During my career, I have been asked several times, "Why would you want to be a City Manager? And how or what motivates me as the Deputy City Manager for the City of Iowa City". The job of City Manager / City Administrator typically pays less money than what a person with similar talents can earn in the private sector. The hours are long with no additional pay. In addition, even a city manager's family life can often be strained due to the various off-hour obligations and the scrutiny of the public. Being a good City Manager means you must filter proposals: to and from staff, to and from the city council, resolve employee grievances, and ensure internal equity. Meanwhile; a City Manager has to understand and improve the bottom line of the organization: he/she needs to know why things are done a particular way, know how a service could be improved, and bring their talents to bear on increasing responsiveness to the citizenry. A City Manager brings all of this, and one day... typically with little notice, a majority vote of elected officials may inform you that your services are no longer needed in a community you have worked so hard for. When someone asks me, why would anyone want to become a City Manager? My response is "City managers get to make a difference." City managers and their work are critical to the success of democracy. In the most visible level of government, city managers can garner the public trust, the public good, and local government legitimacy. I believe at its core this is exactly what the country's founding fathers envisioned the government's role. For me having experience with both government and the private sector, I can say to my inquisitors, "Being City Manager is an honor and dream for me".

While the principles of trust and equity are important focuses of my management style, knowledge, skills, and abilities are required of me and the people who work around me. My goal is to lead by example and work to maintain high levels of interpersonal engagement. While some management styles rely on isolation and heavy-handed decisions, my management style encourages community visibility and engagement in the community we serve.

In public organizations, the political arena is necessary for the survival of government organizations and without it, public trust would soon be lost. However, an overbearing political environment weighs on public organizations, and in some cases can hinder their ability to provide quality services. A hyper-political organization alters the traditional policy/administration dichotomy of the council-manager relationship. My management style remains flexible (allowing elected officials to communicate directly with management staff – a practice that the city charter may give discretion to the City Manager). I would argue that policy and administration must be balanced to provide the best government... it's not just the most efficient government that we should seek, but also the most responsive. For this reason, my style of management tends to protect staff, but also be open to giving administrative leeway to elected officials. For the council to make informed decisions, council members need to have solid information to provide credible directions. That is why, I tend to work hard to keep staff involvement in politics to a minimum, and city council interaction with staff in a structured mutually accepted manner.

In closing, if you are reading this document then you are likely considering me as a candidate for a position in your community. If so, I can make you this promise: I promise that after my tenure is done your community will be better than I found it. I promise that you will find my work ethic strong. I promise that you will find me highly visible in the community. And, I promise you that you will find me honest and ethical. I believe the combination of my experience, training, and strong interpersonal skills makes me an excellent candidate for the position. I have worked with communities of all levels and sizes in the past. I am well acquainted with the challenges and the creative thinking communities need to prepare for a sustainable future.

Thank you for your consideration in this matter.

ROBERTA M. CORREA
MAYOR-COMMISSIONER

ANNIE HENDERSON-DAVIS
COMMISSIONER

JUSTIN R. CAMPBELL
COMMISSIONER

WILL JONES
COMMISSIONER

RUFUS J. BOROM
COMMISSIONER



MARCIA G. CARTY, CPA
INTERIM CITY MANAGER
FINANCE DIRECTOR

Jane West, ESQ.
CITY ATTORNEY

KAREN HAYES, MMC
CITY CLERK

JASON L. SHAW, SR
CHIEF, POLICE DEPT.

CHRIS TAYLOR
CHIEF, FIRE DEPT.

Regular meeting 2nd and 4th Thursdays each month at 6:00 p.m.

CITY OF PALATKA FINALIST INTERVIEW

Position: City Manager

Interviewer: _____

Candidate: _____

February 12th, 2025

SECTION 1:

TOTALS

Presentation	1	2	3	4	5	_____
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SUB-TOTAL SECTION 1:	_____
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SECTION 2: Questions

Totals

1. What is your experience in securing grants and alternative funding sources?

1	2	3	4	5	_____
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2. What experience do you have in managing water, sewer, and road maintenance projects?

1	2	3	4	5	_____
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3. What experience do you have in managing or overseeing airport operations?

1	2	3	4	5	_____
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4. What is your approach to managing airport land use and development?

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1 2 3 4 5 _____

5. What strategies would you implement to increase golf course revenue?

1 2 3 4 5 _____

6. How do you ensure the golf course remains financially sustainable?

1 2 3 4 5 _____

7. Can you describe your experience negotiating with labor unions in a municipal setting?

1 2 3 4 5 _____

8. Have you ever been involved in collective bargaining negotiations? If so, what was your role, and what were the outcomes?

1 2 3 4 5 _____

9. What strategies do you use to balance the needs of the municipality and the demands of the union?

1 2 3 4 5 _____

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Total from Section 1: _____

Total from Section 2: _____ == **GRAND TOTAL** _____

Scoring Notes:

1/5: The answer missed the point or did not address the question adequately. 2/5: Some good points made but overall, a poor or incomplete response. 3/5: Adequate response the touches on key points but with no detail. 4/5: Strong response that goes beyond basics. 5/5: Excellent response that fully addresses the question.