

## **Patrick C. Comiskey**

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April 10, 2024

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

RE: City Manager Position Treasure Island

Dear Mr. Thomas:

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

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

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

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

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

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

Thank you very much for your time and consideration.

Respectfully,

Patrick Comiskey

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## Experience

### ***City Manager, Mount Dora, FL***

2021 - 2024

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

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

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

**City Manager, City of Cambridge, MD**

2018 - 2021

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

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

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

**Educational Sabbatical**

2016 – 2018

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

**City Manager, City of Thomaston, GA**

2002 – 2016

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

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

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

**City Manager, City of Wellsburg, WV**

1998 – 2002

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

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

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

***Director of Purchasing and Personnel***, City of Clarksburg, WV 1993 – 1997

***Director of Personnel*** 1997 – 1998

Population about 18,000; regular employees about 220; budget about \$11 million

***Purchasing:*** Organized, created, and reviewed contracts and agreements with vendors

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

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

charts for all city departments; served as secretary to management team during union contract negotiations; established an employee newsletter; coordinated department safety committees; organized a wellness program.

***Some Successes:*** Developed and implemented policies for reducing sick leave usage; policies helped reduce sick leave usage by more than 35%.

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

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

## **Education**

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

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

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

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

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

- President's List Scholar

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

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

**Associations**

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