

Thomas Thomas


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Palm Beach County Commissioners,

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

Having enjoyed the creative energy of fast-growing cities in my career and having built upon that experience in revitalizing multiple cities, I have both a personal and professional interest in the unique career opportunity to assist in guiding the organization and community of Palm Beach County into the future. I have a community building and organizational development skill set assembled over the course of twenty plus years. Employing that skill set to secure Palm Beach County's future has me curious about the position.

A highly adaptive management style has been the hallmark of my career. In every organization where I have worked, I have found some professionals who operate with minimal input while others need significantly more feedback and oversight. Some of the latter, even after very reasonable effort has been made, just fail. Over the course of my career, I have taken every personnel action possible, both positive and punitive. Except in extreme cases I have been able to approach actions in a progressive manner such that employees had opportunities to remedy their issues and were not surprised by any final actions.

The strengths are as advertised – open, agile, purposeful, and fun. They come packaged in a brand that includes a decidedly strong work ethic combined with a master's Degrees and over twenty plus years of widely varied and successful experience in setting a standard for the organization.

The main weakness, like many people, is over relying on a strength. I process information quickly and have a significant amount of experience. Thus, I can get to solutions before others. This is helpful in most situations, but not all. People will tell you I can get ahead of others on issues, and that is a fair critique. It's also one I'm aware of and have learned to make adjustments for.

My biggest achievement was being lucky enough to be in the right place, at the right time, to meet my future wife. And then ... not screwing it up. The three terrific kids and a twenty plus year career do not happen without her.

The first six months would include assessing operations within every department, meeting with community stakeholders and meeting with the Palm Beach County Commissioners to determine

goals and objectives.

I offer open communication with the media, answering questions as they arise and offer information. About my history in the media, working in an environment that influences taxes, economic development, and infrastructure it is quite common any electronic search will identify support for and criticism of the service I have provided in any given community. Every project or change proposed or implemented always had full support of the respective governing body.

As an individual I have utilized social media in a way to connect with constituents. I have been instrumental in the implementation of utilizing social media to inform and inquire citizens through police, public works, parks and recreation and other departments within any given organization.

My leisure time activities can be summed up in two words: family and football. With two children still living at home, many of our evenings are filled with events that revolve around their participation in extracurricular activities.

On a personal note, during a recent period of medical leave, I actively pursued additional training thru the ICMA to maintain my professional development and am now fully recovered and eager to return to work.

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". The signature is fluid and cursive, with the first name "Thomas" being more prominent than the second.

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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 one hundred 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 follows 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, which 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, which 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. The bridge reconstruction was completed with a grand re-opening October 2024.
- Engaged experts and staff to pilot solutions for street takeovers, which is a pressing community issue, which 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 six illegal dispensary operations in just 6 months of the task force - with many more in process. Obtained an additional six injunctions and worked with the task force to file nine lawsuits against thirty-four 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 twelve 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 twenty 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 ten 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 one hundred 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 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 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 follow 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)