



City of Tarpon Springs, Florida

Board of Commissioners
324 East Pine Street
Tarpon Spring, Florida 34688-5004
(727) 938-3711
<http://www.ctsfl.us/agenda.htm>

**SPECIAL SESSION AGENDA
MONDAY, MARCH 25, 2024
6:30 PM - City Hall Auditorium**

CALL TO ORDER

ROLL CALL

PUBLIC COMMENTS

AGENDA ITEMS

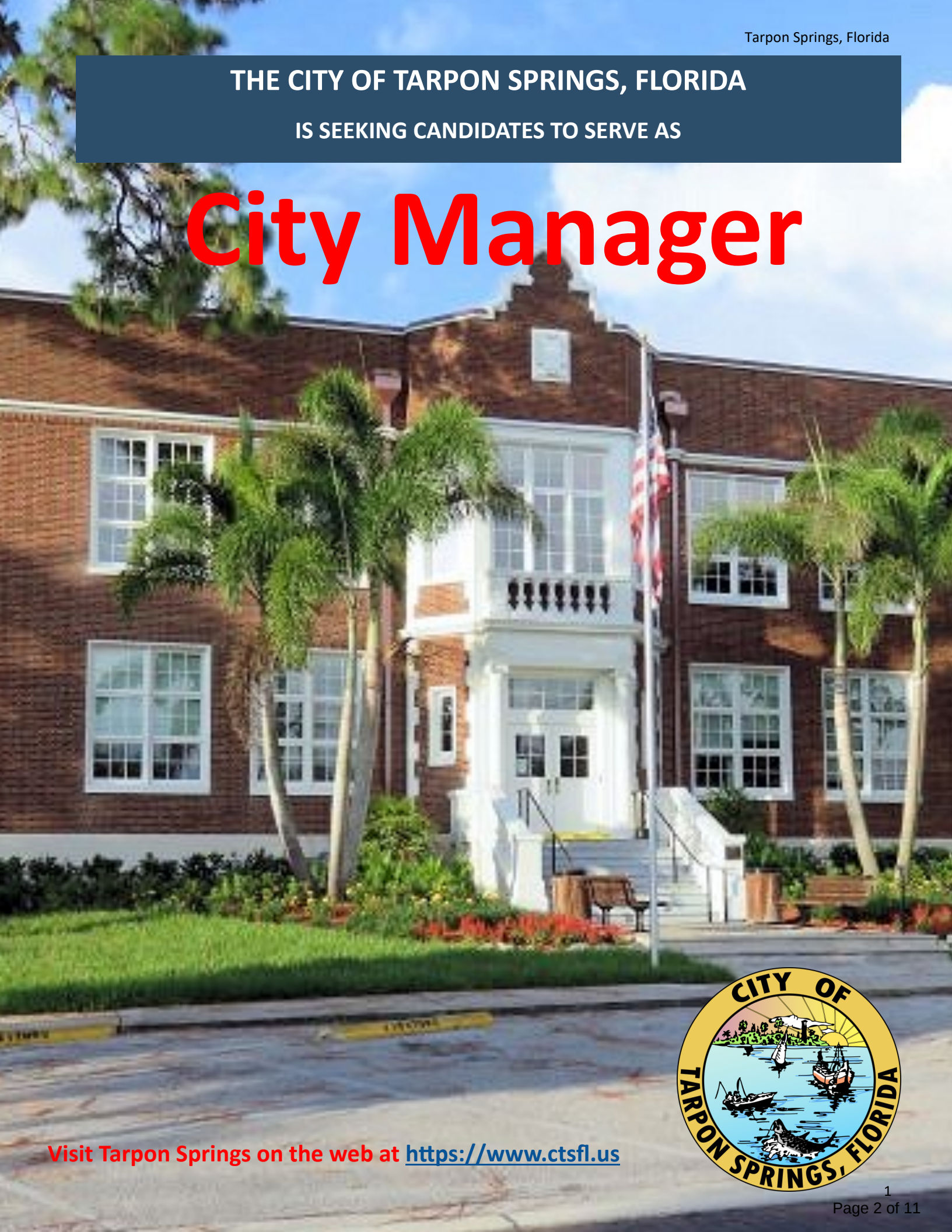
1. Discuss and Approve Process for Advertising and Selection of Next City Manager
2. Discussion Regarding Changes to Administrative Organization and Education/Training Requirement for "Home-Grown" City Manager Opportunities

BOARD AND STAFF COMMENTS

ADJOURNMENT

**THE CITY OF TARPON SPRINGS, FLORIDA
IS SEEKING CANDIDATES TO SERVE AS**

City Manager



Visit Tarpon Springs on the web at <https://www.ctsfl.us>





ABOUT TARPON SPRINGS, FLORIDA

Tarpon Springs, incorporated in 1887, is a historic, culturally rich city that blends its Greek heritage with Victorian-era buildings and homes. Famous for its working seaport and sponging industry, the waterfront has evolved into a shopping and restaurant destination known as the Sponge Docks — one of the top tourist destinations in Florida. Downtown is a showcase of historic buildings and homes, and the City boasts more than 50 miles of waterways, parks, and charming neighborhoods. As a business location, Tarpon Springs has distinct retail, office, marine, and industrial sectors which offer opportunity for high visibility, growth, and success.

With a population of 25,752, Tarpon Springs provides a small-town atmosphere with big city amenities. Within its City limits are a full-service hospital; one of the nation's top eye institutes; a four-year college; a performing arts center; a world-class museum and several local historical museums; an 18-hole golf course; dozens of parks, two beaches, five marinas and a working seaport; a historic Downtown; Greektown with the cultural Sponge Docks; a full-service police and fire department; a public recreation and health center and more.

Quality of Life

Tarpon Springs has more waterways, parks, and open space than any other community in Pinellas County. The City is comprised of 16.9 sq. miles, of which 7.8 sq. miles (45%) is water. In addition, 26% of the land area is recreational or open green space. Along with the Gulf of Mexico at its western border, Tarpon Springs has six saltwater bayous, four lakes, the Anclote River, several canal waterways, and 20 parks and playgrounds spread throughout the City providing for an abundance of recreation opportunities.

Tarpon Springs has some of the most beautiful parks, woodlands, and recreational opportunities in Florida.

The City Recreation Department provides an abundance of year-round recreational, social, and enrichment activities for children, youth, and adults at several locations throughout the City. Activities include free movies and concerts at Sunset Beach and special seasonal events including Easter egg hunts, Touch a Truck/Open House, There's SnowPlace Like Tarpon Springs Christmas Festival and Boat Parade, and more.

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Tarpon Springs owns and operates an 18-hole, 6,200-yard golf course with pro shop, snack bar, driving and putting ranges, and lessons available from PGA professionals.

Tarpon Springs offers outstanding white sand beaches.

The Tarpon Springs Library is a the full-service library located downtown and features research services, programs for children and teens, computers and training, e-book downloads, discussion groups, and dozens of activities for all ages, abilities, and interests all year around.

Arts and Culture

Tarpon Springs has been an arts destination since the early 1900s, and the City maintains its commitment to the cultural arts through City-owned cultural, arts, historic, and theater venues including five historic sites for arts and heritage tourism in its National Register District. The City is home to several renowned artists including Christopher Still, Florida's most celebrated painter.

Education

Tarpon Springs offers excellent public elementary and secondary schools that are among the best in the region. Three elementary schools (Sunset Hills, Tarpon Springs, and Tarpon Springs Fundamental), one middle school, (Tarpon Springs Middle) and one high school (Tarpon Springs High School) provide students a solid foundation for post-secondary and technical learning and the workplace. Schools operate under the auspices of Pinellas County.

More than 22 accredited universities and colleges are located an hour's drive of Tarpon Springs including the University of Tampa, University of South Florida, and St. Petersburg College which has a campus in Tarpon Springs. St. Petersburg College offers Bachelor's, Master's, and Doctorate degrees, as well as a two-year Associate in Arts degree, more than 100 academic programs, and more than 60 certificate programs. Accredited by the Southern Association of Colleges of Schools, the Tarpon Springs campus also offers dual enrollment and early college for high school students.

Health Care

AdventHealth North Pinellas is a full-service, 168-bed facility that serves as a regional medical center located in the Southern Gateway neighborhood of Tarpon Springs. The hospital has a medical staff of 300 physicians and has recently partnered with USF Health to provide state-of-the-art cancer care for Pinellas patients. The hospital is a member of Florida Hospital, a nationally recognized hospital network operated by Adventist Health System.

Neighborhoods

The City is known for its charming neighborhoods with brick streets, live oak trees, and waterfront views. Approximately 90% of waterfront property in the City is either residential or accessible to the public by parks and open space, making the City one of the most desirable for those wanting to be near water. The unique mix of neighborhoods includes the Golden Crescent, an area surrounding Spring Bayou and near Downtown, where the earliest development began. This area features many stately Victorian homes and offers narrow brick streets, stately oaks, beautiful older homes numerous subdivisions developed around man-made ponds, lakes, canals, and conservation areas, new townhomes and condominiums, Gulf coast homes, and a thriving, historic neighborhood near the Sponge Docks reminiscent of a Greek fishing village.

Business Districts

The City has several distinct business districts with unique characteristics that fit the needs of any new or expanding business to be successful. The City's form-based code allows for flexibility in zoning and land uses and provides for maximum development of the land area.

Historic Downtown — blending vintage historical buildings with tree-lined streets, brick sidewalks, benches, nostalgic street-lamps and banners, downtown shops that offer a variety of eclectic boutiques, restaurants, coffee shops/cafes, breweries,

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art galleries, ice cream and bakeries, home goods, bookstores and more. Its location within the CRA provides incentives for business attraction and expansion including four types of improvement grants. Downtown is the site of many festivals including the popular First Fridays which attracts thousands of residents and visitors to enjoy music, refreshments, vendors, food, and fun on the streets.

Sponge Docks — with more than one million visitors per year, the historic Sponge Docks are a main tourist attraction in Florida and a rare opportunity to visit Greece without leaving Florida. Stretching for several blocks along the Anclote River waterfront, the Docks are a blend of Greek restaurants, boutiques and specialty shops, bakeries, and a museum devoted to the history of sponge diving and how Tarpon Springs became the "sponge capital of the world." The Docks offer sponge diving exhibitions, deep-sea fishing and cruise excursions, and an opportunity to view a working waterfront still active in the shrimping, fishing, and sponging industries.

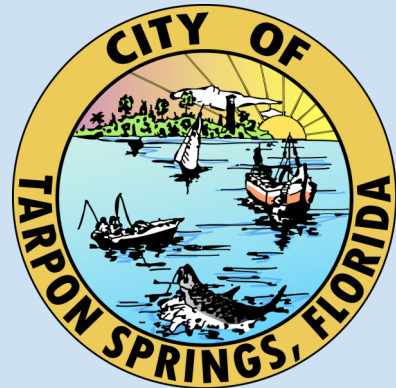
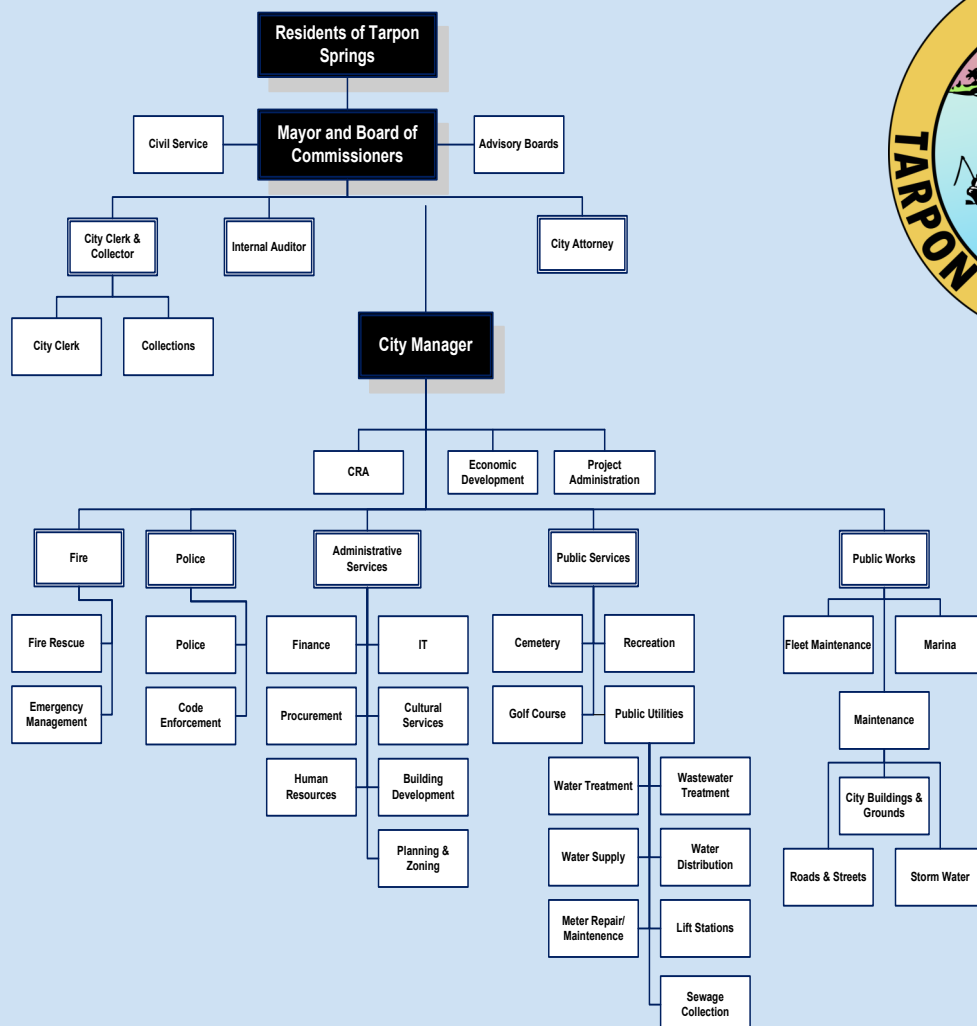
US Hwy 19 is the main highway running north and south through the City, it is the location for big box and national retailers, restaurants, and hotels. Two major shopping centers anchored by Wal-Mart and Publix, together with dozens of retailers and restaurants including Bealls Outlet, TJ Maxx, Starbucks, Chili's, and Staples, along with Hampton Inn & Suites are in this area. Opportunity exists for additional retail, restaurants, and offices in prime highway frontage and redevelopment opportunities.

Tarpon Springs Mayor and Board of Commissioners

Mayor Costa Vatikiotis	At Large
Commissioner John Koulianos	Seat 1
Vice Mayor Craig Lunt	Seat 2
Commissioner Michael Eisner	Seat 3
Commissioner Panagiotis (Peter) Koulias	Seat 4

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CITY OF TARPON SPRINGS, FLORIDA Organizational Chart



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ABOUT THE CITY GOVERNMENT

The City operates under a commission-manager form of government. Policy-making and legislative authority are vested in the Mayor and Board of Commissioners consisting of four commissioners. The Mayor and Board of Commissioners are responsible, among other things, for passing ordinances, adopting the budget, appointing committees, and hiring the City's Manager, City Attorney, City Clerk and Internal Auditor. The City Manager is responsible for carrying out the policies and ordinances of the Mayor and Board of Commissioners, for overseeing the day-to-day operations of the City, and for appointing the heads of the various departments. The Mayor and Board of Commissioners are elected on a non-partisan basis and may serve up to two three-year terms.

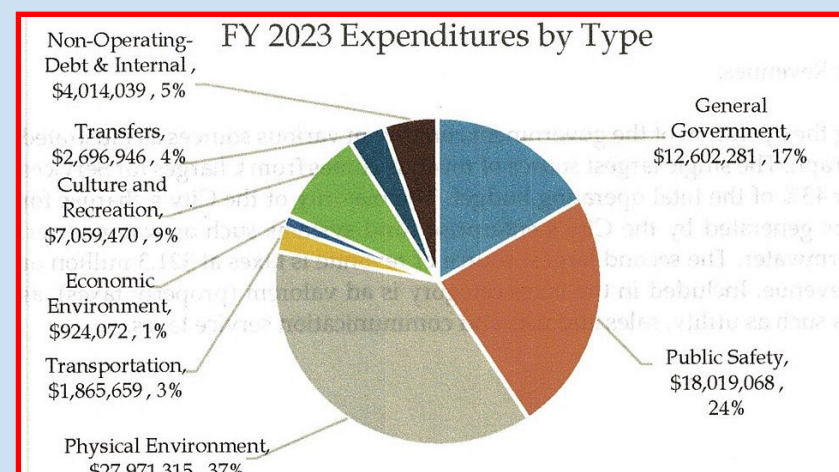
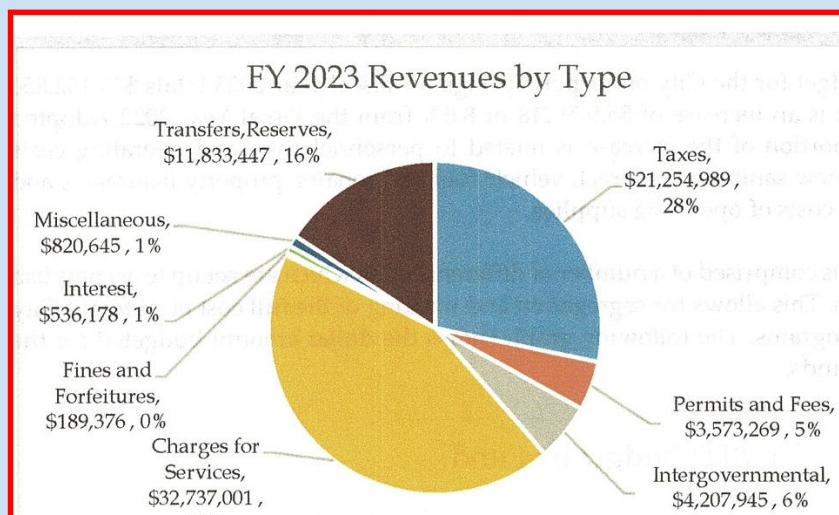
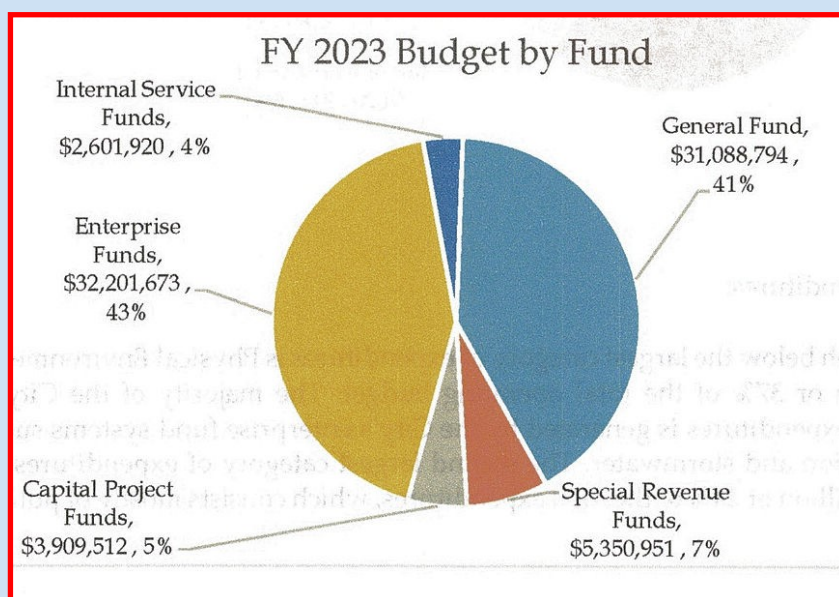
The City of Tarpon Springs provides a full range of municipal services including police and fire protection construction and maintenance of streets, bridges, sidewalks, storm drainage, public parks and recreation facilities; City planning, zoning, subdivision and building code regulation and enforcement; supervised recreation programs; public libraries; redevelopment of declining commercial and residential neighborhoods; refuse, recycling and yard waste collection; water supply and distribution; waste water collection, treatment and disposal; re-use water, supply and distribution; and operation of the City-wide parking system.

The City has 351 FTE's. Police and Fire employees are represented by unions. The City's FY 2023 Budget is \$75,152,850.

OPPORTUNITIES AND CHALLENGES

While Tarpon Springs is open and amenable to new ideas, the community is seeking to continue and enhance an authentic direction for Tarpon Springs that builds on its historic character relating to the sponge industry located in its downtown retail center and areas along its waterways. Thus, the present challenge is that of maintaining an authentic, small-town experience for the residents, with amenities that reflect its historic context as well as allow for

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new development that enhances the desires of the community but does not destroy its historic character.

According to a 2021 NOAA report the, U.S. coastal communities saw twice as many high tide flooding days than they did 20 years ago — and the trend of near-record high tides is expected to continue. Along the Southeast Atlantic and Gulf coastlines, 14 locations set or tied records where rapidly increasing trends in high-tide flooding have emerged.

While Tarpon Springs is a full-service City, it is **not** a high-density, high-rise community, nor is it a shopping strip. It is a community that has evolved over time and the residents take great pride in the community and its assets, and wish to enhance their community in a proactive manner that respects its historic character.

The community has a number of challenges related to redevelopment, new development (limited opportunities), neighborhood preservation and enhancement, public works projects related to water intrusion from the bay, and funding and implementing various water and sewer rehabilitation and restoration projects.

ABOUT THE CITY MANAGER

As a Charter employee, the City Manager shall be appointed by and serve at the pleasure of and under the direct supervision of the Board of Commissioners. The City Manager shall be the chief administrative officer of the City and shall have the power to execute the laws and administer the government of the City. The City manager shall be responsible to the Board of Commissioners for proper administration of all affairs of the City and to that end shall have the rights, powers and duties necessary and proper to the enforcement thereof. Duties and responsibilities include the efficient and effective management and supervision of the City's affairs in accordance with policies adopted by the Board of Commissioners, the City Charter and applicable state law and municipal ordinances. Responsibilities are performed with wide latitude for independent judgment and initiative within the framework of established policies, laws, charter provisions and ordinances.

Essential Functions of the City Manager include:

- Appoint and, when deemed necessary, suspend or remove any City employee except as otherwise provided by law, the Charter, or personnel rules adopted pursuant to the Charter.
- Appoint, terminate and suspend all department heads with the ratification of the Board of Commissioners.
- Develop and keep current personnel rules and regulations. All said rules and regulations shall be approved by the Board of Commissioners.
- On an annual basis, objectively and consistently evaluate assigned employees for efficiency and effectiveness utilizing the City's established employee performance evaluations system and related procedures.
- Manages and motivates personnel to maximize the efficiency and effectiveness of the delivery of all services by the City; and to promote team unity.
- Makes reports as the Board of Commissioners may require concerning the operations of City departments, offices and agencies subject to his discretion and supervision.
- Insures that all laws, provisions of the Charter, policies, and acts of the Commission subject to enforcement by the City Manager or officers subject to the Manager's direction and supervision are faithfully executed.
- Recommends to the Board of Commissioners, from time to time, adoption of such measures as may be deemed necessary or expedient for the health, safety, or welfare of the community, or for the improvement of administrative services.
- Prepare and submit the annual budget, budget message, and capital improvement program for to the Board of Commissioners in a form provided by ordinance or by law.
- Prepare and submit the annual budget for the Tarpon Springs CRA to the CRA Board (Board of Commissioners).
- Keep the Board of Commissioners fully advised as to the financial condition and future needs of the City and make such recommendations to the Board of Commissioners concerning the affairs of the City.
- Submit to the Board of Commissioners, and make available to the public, a complete report on the finances and administrative and operating activities of the City at the end of each fiscal year.
- Develop and maintain such files and records as needed to provide history and continuity of operations of City business and to perform such other duties as are specified in the Charter or may be required by the Board of Commissioners.
- Investigates the affairs of the City or any department or division thereof. Investigates all complaints in relation to

matters concerning the administration of the City government and ensures that all franchises, permits and privileges granted by the City are faithfully observed.

- Maintains community respect with the City by being responsive and informative to residents.
- May speak at a variety of public functions, clubs, schools, and civic groups .
- Ensures that all employees are cognizant of creating good public relations in the performance of their duties.

POSITION REQUIREMENTS

Requires a combination of education and experience equivalent to attainment of a Bachelor's degree in Public Administration or related field (Masters degree preferred) and at least five years experience as a manager in a commission/manager or related system of government. An equivalent combination of education/training and experience may be substituted.

Tarpon Springs' next City Manager will:

- Have the ability to work with staff to seek new financial resources, as well as successfully implement a variety of capital projects (water and sewer) that are either currently underway or planned.
- Have strong leadership skills, be accessible, mentor and support existing staff, recruit and retain quality new staff, and have a track record of treating employees (at all levels) fairly, consistently and with dignity and respect.
- Have a stable public sector managerial background, is comfortable with service delivery in a small-town environment and who will become an integral part of the community. (City residency is required).
- Have experience with capital project planning with particular emphasis on water and wastewater utilities, their construction, and operations.
- Understand utility rate setting and be able to speak coherently on utility issues and sustainability and be able to work with staff and consultants on long range sustainability issues.
- Understand working waterfronts with knowledge of commercial waterfront preservation and development.
- Understand what is needed to maintain federal and navigable federal and recreational channels (Anclote River and various bayous in Tarpon Springs).
- Be familiar with national registered historic and cultural district preservation standards and requirements.
- Be familiar with Community Redevelopment Agencies (CRA's) Tarpon Springs has one and is looking at establishing a second CRA.
- Be an effective negotiator with experience in labor negotiations (PBA and IAFF).
- Understand succession planning (Tarpon Springs has several senior employees who will reach retirement age in the near future).
- Be a proactive manager whose style is to set direction and delegate, allow staff to perform and evaluate staff performance (NOT a micromanager); be comfortable with setting timelines.
- Be preemptive in anticipating issues and concerns and act quickly to avoid adverse circumstances.
- Be respectful and value Tarpon Springs' rich history and unique culture and be willing and respect the City's Greek and Caribbean African American heritage.
- Work effectively with environmental groups and be cognizant of their issues and concerns.
- Be a strong and detail aware manager with strong fiscal management and budget skills.
- Understand the economic value of grants and be willing to seek appropriate grant funds.
- Be a strong communicator who will keep the Commission informed and advised on issues and concerns, as well as communicate pertinent issues and concerns with the community as needed or is desired; will provide timely updates and reports to the Commission on projects/programs.
- Be a manager who is experienced in asset-based economic development including the use of local institutions, placemaking, and special and/or evening events.

Personal Characteristics Desired Tarpon Springs' Next City Manager

- Analytical
- Experienced
- Relaxed style
- Smart and efficient
- Accessible
- Casual
- Stable
- Ability to understand complex issues/concerns and move projects forward consistently.
- Willing to become and be seen and be as part of the community
- Intellectual—can understand “big issues”
- Progressive
- Open minded
- High energy, proactive
- Approachable
- Personable
- Flexible
- Gets things done

COMPENSATION AND BENEFITS

Compensation for the position will be highly competitive. Beginning compensation is negotiable based on qualifications and experience. The City offers excellent employee benefits which include generous paid time off, medical and dental insurance, life/AD&D, retirement benefits (Mission Square Retirement (401(a), deferred compensation (457(b) and more.

TO APPLY

The recruitment will remain open until the position is filled. The first review of applications is scheduled for June 9, 2023. Please submit a letter of interest and detailed résumé, and current salary to:

Robert E. Slavin, President or Barbara Lipscomb, Managing Consultant

SLAVIN MANAGEMENT CONSULTANTS

3040 Holcomb Bridge Road, Suite A-1

Norcross, Georgia 30071

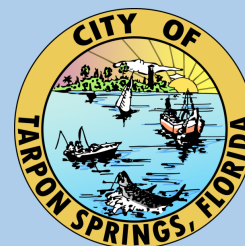
Phone: (770) 449-4656

Fax: (770) 416-0848

e-mail: slavin@bellsouth.net

www.slavinweb.com

Electronic submissions are preferred



For additional information about this position, contact Robert E. Slavin or John Kross at Slavin Management Consultants by phone at (770) 449-4656 or by email at slavin@bellsouth.net.

Note: Under Florida Law, resumes are public documents and will be provided to the media upon request. Please call prior to submitting your resume if confidentiality is important to you.



Tarpon Springs is an Equal Opportunity Employer

THE CITY OF TARPON SPRINGS, FLORIDA

Invites your interest in the position of

CITY MANAGER

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The City provides a full range of municipal services including police and fire protection, construction and maintenance of streets, bridges, sidewalks, storm drainage, public parks and recreation facilities; City planning, zoning, sub-division and building code regulation and enforcement; supervised recreation programs; public libraries; redevelopment of declining commercial and residential neighborhoods; refuse, recycling and yard waste collection; water supply and distribution; waste water collection, treatment and disposal; re-use water, supply and distribution; and operation of the Citywide parking system. The City has 351 FTE's. Police and Fire employees are represented by unions. The City's FY 2023 Budget is \$75,152,850.

The City Manager is appointed by and serves at the pleasure of the Board of Commissioners. He or she is the chief administrative officer of the City and is vested with the power to execute the laws and administer the government of the City. Essential functions assigned to the City Manager include preparation and administration of the annual City budget, appointment, evaluation and, when necessary, termination of City employee, preparation and administration the annual budget for the Tarpon Springs CRA to the CRA Board (Board of Commissioners), keeping the Board of Commissioners fully advised as to the financial condition and future needs of the City and making recommendations to the Board of Commissioners concerning the affairs of the City. A full list the City Manager's assigned functions is available in detailed recruitment profile available at www.slavinweb.com.

Position requirements include a combination of education and experience equivalent to attainment of a Bachelor's degree in Public Administration or related field (Master's degree preferred) and at least five years' experience as a manager in a commission/manager or related system of government. An equivalent combination of education/training and experience may be substituted.

Ideally, Tarpon Springs' next City Manager will have the following personal characteristics: will be analytical, will be professionally experienced, will have a relaxed style, will be smart and efficient, will be accessible, approachable and personable; will be stable, will be able to understand complex issues/concerns; will be high-energy and will consistently move projects forward; and will be willing to become and be seen and as part of the community.

Compensation for the position will be highly competitive. Beginning compensation is negotiable based on qualifications and experience. The City offers excellent employee benefits which include generous paid time off, medical, and dental insurance, life/AD&D, retirement benefits (Mission Square Retirement (401(a), deferred compensation (457(b) and more.

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