

LACY LAFAVE
APPLICATION PACKET
PERMANENT CITY MANAGER – CITY OF MADEIRA
BEACH

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Table of Contents

1. 1. Cover Letter
2. 2. Executive Resume
3. 3. 90-Day Action Plan (Day-One Ready)
4. 4. Madeira Beach Executive One-Sheet (Commission Handout)
5. 5. Commissioner Outreach Scripts (Call/Text/Voicemail)
6. 6. Commission Meeting Cheat Sheet
7. 7. Interview Closing Statement & 10 Questions

1. Cover Letter

Date: January 5, 2026

Honorable Mayor and Commissioners

City of Madeira Beach

300 Municipal Drive

Madeira Beach, Florida 33708

RE: Application for Permanent City Manager

Honorable Mayor and City Commissioners,

Madeira Beach deserves a City Manager who combines proven operational command with deep understanding of barrier-island governance—someone who can deliver results immediately, protect quality of life, and guide the City forward with calm leadership, strategic discipline, and public trust. I am applying to serve as the next Permanent City Manager of Madeira Beach because I bring a rare combination of (1) direct leadership experience within Madeira Beach, (2) City Manager executive performance in Pinellas County, and (3) coastal resilience expertise that is essential for the City's future.

Madeira Beach is unique. It is a proud coastal community with a strong identity, high resident expectations, and intense seasonal pressures. The City's success depends on the ability to maintain operational excellence while managing infrastructure demands, stormwater and flooding vulnerabilities, emergency readiness, tourism intensity, permitting volume, and long-term capital planning. I have lived these realities as a senior municipal leader within Madeira Beach and have executed policies, programs, and systems in the exact environment this role requires.

Throughout my career, I have been trusted with high-impact responsibilities spanning law enforcement negotiation, recreational sports programming, public works, permitting, code enforcement, strategic planning, ordinance implementation, capital planning, and emergency response coordination, including FEMA and recovery operations, and beyond.

As City Manager for the Town of Kenneth City, I led transformation across departments and stabilized financial performance—balancing the budget for the first time in nearly a decade and returning over \$500,000 to reserves while improving operational professionalism and accountability. I am a disciplined executive focused on measurable results: strong systems, professional culture, responsive service delivery, and clear communication with both elected leaders and residents.

If selected, my leadership will focus on:

- Immediate operational readiness and stability
- Strong Commission alignment and disciplined agenda execution
- Fiscal accountability and capital prioritization
- Resilience-forward infrastructure and stormwater strategy
- Transparent resident communication and trust-building
- High-performing staff culture and performance accountability

I have included a concise 90-Day Action Plan outlining the practical steps I will take beginning Day One to stabilize, assess, align, and deliver visible momentum. My leadership style is calm, clear, and collaborative—while remaining decisive and accountability-driven.

Thank you for your time and consideration. It would be an honor to serve Madeira Beach as its next City Manager. I welcome the opportunity to interview and to discuss how I will protect Madeira Beach's identity while strengthening City performance and resilience for the future.

Respectfully,

Lacy L. LaFave

2. Executive Resume

LACY LAFAVE

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CITY MANAGER | MUNICIPAL EXECUTIVE | COASTAL GOVERNANCE + RESILIENCE LEADER

Results-driven municipal executive and senior public administrator with extensive experience leading Florida coastal barrier-island operations, including multiple years of leadership within the City of Madeira Beach. Proven in infrastructure modernization, fiscal stabilization, intergovernmental relations, emergency response, interlocal agreements, and ordinance implementation. Highly collaborative with elected commissions and civic stakeholders; known for disciplined execution, transparent governance, and calm operational command during high-pressure events. Combines deep municipal leadership with private-sector executive experience to deliver high performance, speed, and accountability across departments.

Core Competencies

- City Manager / Commission Collaboration & Agenda Execution
- Coastal Infrastructure & Resilience Strategy
- Hurricane & Emergency Response / FEMA Coordination
- Strategic Budgeting, Reserves, and CIP Oversight
- Public Works, Code Enforcement, Parks, Planning & Permitting
- Ordinances, Zoning Updates, and Permit Reform
- Intergovernmental Relations (Local/County/State/Federal Partnerships)
- Public Communications, Stakeholder Engagement & Trust Building
- Grant Strategy, Legislative Funding & Program Delivery

Professional Experience

Town of Kenneth City, Florida

City Manager | June 2023 – April 2024

- Provided executive leadership over full municipal operations, aligning departmental delivery with Commission priorities and strengthening financial performance, accountability systems, and operational professionalism.
- Balanced the municipal budget for the first time in nearly a decade and returned \$500,000+ to reserves, strengthening long-term fiscal stability.

- Improved professionalism, accountability, and resource allocation across operations.
- Advanced infrastructure priorities and secured legislative funding through the Florida House.
- Strengthened emergency preparedness, interagency coordination, and readiness systems.
- Executed and strengthened intergovernmental agreements with fire districts and Pinellas County partners.

City of Madeira Beach, Florida

Executive Assistant to City Manager | 2017 – 2021

- Served in senior leadership roles supporting City Manager and Commission in coastal operations, resilience strategy, ordinance modernization, and operational performance across key service departments.
- Oversaw or supported operations spanning public works, permitting, code enforcement, and strategic planning across a high-visibility tourist coastal environment.
- Supported execution of the City's multi-million-dollar Capital Improvement Plan (CIP), ensuring alignment and implementation.
- Spearheaded barrier island priorities including beach renourishment, stormwater mitigation, and resilience-forward capital policy.
- Facilitated ordinance updates and zoning reforms aligned with coastal vulnerability, preservation, and long-term sustainability.
- Led cross-department coordination through hurricane response operations, including post-storm recovery and FEMA coordination.
- Advised municipal executives and elected bodies on land use, redevelopment, utilities modernization, and government strategy.
- Specialized in coastal vulnerability planning, intergovernmental relations, and community redevelopment implementation.
- Advanced coastal planning initiatives for barrier island communities.
- Secured grants and managed intergovernmental partnerships to execute programs and improvements.

Private Sector Leadership

Franklin Street & Datalink Software

Chief of Staff | 2021 – 2023

- Led executive operations, strategic project coordination, internal alignment, and delivery accountability across teams.

Giddings Law, P.A.

Executive Administrator | 2020 – 2021

- Oversaw legal operations, HR functions, and compliance systems supporting a high-performance professional environment.

Education & Affiliations

- Master of Public Administration (MPA) — In Progress
- Bachelor's Degree (Public Affairs / Urban Policy) — Completed
- Member, Florida City and County Management Association (FCCMA)
- Former Member, Women in Tourism; Tampa Bay Beaches Chamber of Commerce
- Volunteer, Hillsborough County Schools; Former Member, Florida Development Association

3. 90-Day Action Plan (Day-One Ready)

Purpose: Deliver immediate stability, Commission alignment, and measurable performance momentum in Madeira Beach.

Guiding Principles:

- Calm leadership under pressure
- Clear standards and accountability
- Fiscal discipline and transparent reporting
- Barrier-island operational realism (resilience, stormwater, readiness)

DAYS 1–15: Take Control + Align

- Meet individually with Mayor and each Commissioner to align on priorities and concerns.
- 1:1 meetings with department directors; confirm roles, risks, and immediate needs.
- Implement leadership cadence (weekly department heads meeting; weekly Commission briefing memo).
- Confirm emergency readiness and FEMA documentation discipline.

Outputs: Priority map, Top 20 action list with owners/deadlines, readiness memo.

DAYS 16–30: Diagnose + Stabilize Systems

- Operational performance review: permitting flow, code responsiveness, public works priorities, vendor performance.
- Financial snapshot: revenue, expenditures, overtime controls, reserve protection strategy.
- Stabilize high-visibility service delivery: beach access, lighting, signage, parking, pedestrian safety.

Outputs: Operational snapshot memo, budget performance & reserve plan, permitting/code quick wins.

DAYS 31–45: Deliver Quick Wins

- Implement response standards (24–48 hour expectations) and complaint intake routing.
- Launch Commission Priority Tracker dashboard (status, milestones, next steps).
- Upgrade public communications: projects, permits, storm readiness, service updates.

Outputs: Priority tracker live, response standards implemented, communications update schedule.

DAYS 46–60: Capital + Resilience Acceleration

- Review CIP sequencing and project readiness; remove bottlenecks and delays.
- Stormwater/resilience acceleration memo: priority projects, funding pathways, county/state coordination.
- Ensure ordinance/permitting alignment to Commission intent and community character.

Outputs: Resilience & stormwater acceleration memo, CIP schedule update, funding map.

DAYS 61–90: Staff Performance + Long-Term Stability

- Implement departmental KPI tracking (permitting turnaround, code closure, work orders, budget performance).
- Workforce stabilization plan: hiring priorities, training, retention, cross-training for high season/storm response.
- Present 12–18 month execution map to Commission including workshop schedule and budget planning cadence.

Outputs: KPI dashboard, staffing plan, strategic execution map.

4. Madeira Beach Executive One-Sheet (Commission Handout)

LACY LAFAVE — Candidate for Permanent City Manager – City of Madeira Beach

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The Bottom Line: Madeira Beach needs barrier-island leadership with immediate readiness. I have already served in senior leadership within Madeira Beach government and have proven City Manager performance in Pinellas County.

Leadership Identity: Known for modernizing outdated systems, acting with fearless execution while remaining transparent and ethical. Calm under pressure and accountability-driven. Not waiting for change to happen—making it happen.

What I Deliver Day One:

- Commission alignment & disciplined agenda execution
- Operational control with accountability systems
- Faster, clearer permitting and code performance systems
- Coastal resilience leadership (stormwater, beach, FEMA readiness)
- Transparent resident communication and trust-building
- Fiscal discipline + capital prioritization

Proven Results:

- Kenneth City City Manager (2023–2024): Balanced budget; returned \$500K+ to reserves; improved professionalism and accountability; strengthened emergency preparedness and intergovernmental coordination.
- City of Madeira Beach (2017–2024): Acting Assistant City Manager / Director of Policy & Resilience; supported multi-million-dollar CIP; led ordinance modernization and resilience zoning; supported stormwater and beach priorities; coordinated hurricane response and FEMA recovery.

Signature Leadership Statement:

Under my leadership, communities experience substantial improvements in financial stewardship, legislative development, and strategic planning—achievements that fortify infrastructure and ensure long-term economic and social sustainability. These efforts reflect my unyielding dedication to progress and equity.

5. Commissioner Outreach Scripts

3-Minute Commissioner Pitch

Commissioner, thank you for taking a moment. I'm Lacy LaFave — I'm applying to be the next Permanent City Manager, and I wanted to reach out personally because I care deeply about Madeira Beach and have already served in senior leadership here.

Madeira Beach is barrier-island governance. You're balancing storm readiness, infrastructure wear, high-season service pressures, complex permitting, and constant resident expectations — while protecting the character of the community.

What I bring is rare: I've helped lead Madeira Beach operations from inside the City, and I've also served as City Manager in Pinellas. That means I'm not learning the job — I can deliver immediately. In Kenneth City, I balanced the budget for the first time in nearly a decade and returned over \$500,000 to reserves while improving operational professionalism and accountability.

My leadership style is steady, transparent, and execution-driven. I modernize systems, raise performance, and remain calm even in politically noisy environments. If selected, my first 90 days will focus on Commission alignment, operational control, resilience and stormwater acceleration, and clear performance dashboards.

If you're open, I'd value hearing your top priorities and concerns so I can ensure I'm aligned with your vision for Madeira Beach.

Commissioner Text Message

Commissioner [Name], this is Lacy LaFave. I'm applying for Permanent City Manager and wanted to introduce myself directly. I've served in senior leadership within Madeira Beach and recently served as City Manager in Pinellas (balanced budget + returned \$500K+ to reserves). I'd appreciate 10 minutes to hear your priorities for Madeira Beach and how I can best support the Commission's vision.

Voicemail Script

Hi Commissioner [Name], this is Lacy LaFave. I'm applying for the Permanent City Manager role. I've served in Madeira Beach leadership and recently served as City Manager locally. I'd appreciate a few minutes to hear your priorities. My number is 119.071(4)(d)2h . Thank you.

6. Commission Meeting Cheat Sheet

20-Second Introduction: I'm Lacy LaFave. I've served in senior leadership within Madeira Beach, including Acting Assistant City Manager and Director of Policy & Resilience, and I've also served as City Manager in Pinellas. I lead with calm operational command, fiscal discipline, and results—especially in barrier-island coastal environments.

Why Madeira Beach: Madeira Beach is barrier-island governance. It requires a leader who understands storm readiness, coastal infrastructure wear, high-season pressure, complex permitting, and quality-of-life expectations—without learning on the job. I've already served Madeira Beach from inside the organization, and I'm ready to deliver stability, execution, and measurable results immediately as Permanent City Manager.

Anchor Strengths: Madeira-specific credibility; Day-One readiness; fiscal command; resilience/stormwater execution; permitting performance; Commission alignment; public trust and transparency.

Signature Leadership Statement: Under my leadership, communities experience substantial improvements in financial stewardship, legislative development, and strategic planning—achievements that fortify infrastructure and ensure long-term economic and social sustainability. These efforts reflect my unyielding dedication to progress and equity.

Soundbites: Barrier-island governance requires barrier-island experience. I don't promise—I implement. Calm leadership. Clear standards. Measurable results. I modernize systems without chaos.

7. Interview Closing Statement & 10 Questions

Closing Statement (45–60 seconds)

Thank you for your time and thoughtful questions. Madeira Beach requires a City Manager who can provide immediate stability while strengthening performance for the long term. I bring a rare combination: proven City Manager leadership in Pinellas County and senior operational leadership inside Madeira Beach itself — meaning there is no learning curve. I understand barrier-island governance, storm readiness, infrastructure demands, high-season service pressures, and the need for disciplined permitting and code enforcement systems that protect the character of this City.

Under my leadership, communities experience substantial improvements in financial stewardship, legislative development, and strategic planning—achievements that fortify infrastructure and ensure long-term economic and social sustainability. These efforts reflect my unyielding dedication to progress and equity.

I lead with calm operational command, transparency, and accountability. I'm ready to execute your priorities immediately, strengthen trust with residents, and deliver measurable results in the first 30, 60, and 90 days. I would be honored to serve Madeira Beach as your next Permanent City Manager.

10 Questions to Ask the Commission

- What are the Commission's top three priorities you want executed within the first 90 days?
- What are the biggest operational frustrations you're experiencing today with City Hall?
- Which capital projects must move faster — and where do you believe the bottlenecks are?
- What does success look like to you at the 6-month mark for the next City Manager?
- What do you want the public to feel more strongly about Madeira Beach government by the end of this year?
- Are there areas where communication from staff to the Commission needs improvement?
- What is the Commission's current appetite for resilience-forward investment and stormwater acceleration?
- What staffing gaps or performance gaps concern you most right now?
- What qualities did you value most in prior City Managers—and what must be different going forward?
- If selected, what would you want my immediate focus to be in my first 10 days?

LACY L. LAFAVE

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PROFESSIONAL SUMMARY

Executive leader with extensive experience overseeing complex, highly regulated operations, leading cross-functional teams, and delivering measurable financial and service outcomes. Proven record of optimizing budgets, improving organizational performance, strengthening risk controls, and building stakeholder confidence—well-suited for Vice President / Market President leadership in commercial banking. Adept at developing growth strategy, strengthening client relationships, and driving operational excellence with a disciplined, board-ready approach.

CORE SKILLS

Executive Leadership • P&L / Budget Oversight • Operational Excellence & Continuous Improvement

Commercial Relationship Strategy • Stakeholder & Board Communications • Governance

Risk Management • Compliance Mindset • Internal Controls • Policy Development

Capital Planning & Program Delivery • Vendor / Contract Management • Team Development

Performance Management • Service Standards • Community & Economic Development Partnerships

PROFESSIONAL EXPERIENCE

TLR Development Group LLC — Manager

March 2025 – Current

- Oversee day-to-day operations across leasing, sales, marketing, resident/client communications, vendor coordination, and property performance to support portfolio growth and service excellence.
- Lead leasing strategy and unit performance management, including pricing recommendations, vacancy reduction initiatives, renewal strategy, and customer/resident retention.
- Direct marketing and brand initiatives, including digital campaigns, promotions, collateral development, content strategy, and reputation management to expand market reach and increase lead conversion.

City Manager | Town of Kenneth City, Florida
June 2023 – April 2024

Led transformation of municipal operations and professional standards across departments to improve service delivery and accountability.

Managed and executed a balanced annual budget for the first time in nearly a decade; returned approximately \$500,000 to reserves through fiscal discipline.

- Implemented key policy initiatives and infrastructure priorities; advanced legislative strategy resulting in funding support from the Florida House.
- Negotiated intergovernmental agreements and strengthened partnerships with fire districts, county officials, and community stakeholders.
- Supported emergency preparedness and coordinated response planning with emergency management partners.
- Manage stakeholder communications across residents/clients, vendors, internal teams, and ownership/leadership—ensuring timely resolution, professional messaging, and consistent brand standards.
- Plan, coordinate, and execute events and community-facing initiatives to enhance visibility, strengthen tenant satisfaction, and support strategic partnerships.
- Conduct ongoing market analysis (comparables, competitor pricing, demand trends, absorption rates) and develop strategic recommendations to optimize revenue, positioning, and operational priorities.
- Develop and implement operational systems, workflows, and performance tracking to improve accountability, service delivery, and reporting across key business functions.
- Support strategic initiatives including business development, process improvement, and portfolio-wide operational enhancements to maximize ROI and long-term asset performance.

Chief of Staff to President of Insurance | Franklin Street Commercial Real Estate & Insurance LLC

August 2022 – January 2023

- Provided high-level operational and administrative support to senior leadership including calendar management, correspondence, project tracking, and meeting preparation.
- Maintained recurring updates to databases, reports, and spreadsheets; produced concise research summaries to support executive decision-making.
- Served as liaison across departments and with external stakeholders while handling confidential and non-routine matters with discretion.

Chief of Staff to COO | Datalink Software LLC (Healthcare Technology)

April 2021 – May 2022

- Supported COO with executive coordination, internal communications, and cross-functional project management for a national healthcare software organization.
- Managed complex calendars and priorities; ensured leadership readiness for high-impact meetings with supporting documentation and materials.
- Produced presentations, reports, and correspondence; ensured accuracy and confidentiality of sensitive business information.

Executive Administrator | Gidding Law, P.A.

April 2020 – March 2021

- Streamlined operations through automation and standardized workflows to improve efficiency and quality of client service delivery.
- Managed HR support functions including onboarding coordination, training logistics, and administrative team scheduling.
- Drafted and tracked correspondence and legal documents; maintained professional communications and administrative compliance.

Executive Assistant to the City Manager | City of Madeira Beach, Florida

June 2017 – April 2020

- Served as primary liaison between the City Manager's Office, Mayor/Commission, and partner agencies; coordinated communications and administrative workflows.
- Prepared meeting materials and supported city operations aligned to commission directives, strategic priorities, and public transparency.
- Coordinated with residents, developers, and stakeholders to resolve issues and support service delivery improvements.

Graduate Intern – Office of the City Clerk | City of Madeira Beach, Florida

April 2017 – June 2017

- Prepared agenda materials for Commission meetings; attended meetings and transcribed minutes.
- Supported public records requests and records management in accordance with statutory requirements.

Recreation Coordinator | City of Madeira Beach, Florida

November 2014 – April 2017

- Coordinated public-facing programs and events; managed facility scheduling, vendor coordination, and budget tracking for community programming.
- Served as primary point of contact for residents, visitors, and community partners; maintained positive stakeholder relationships.

EDUCATION

Master of Public Administration (MPA), Expected 2026 | Northern Michigan University

Bachelor of Science – Community Health Education | Northern Michigan University (2014)

AFFILIATIONS

- ICMA | FCCMA | Pinellas County Schools Mentoring Program

REFERENCES

Available upon request

Public Records Exemptions

Enclosed please find a copy of the response documents for your public records request. The following information is provided to explain the process employed to review and produce the response documents.

Reason	Description	Pages
119.071(4)(d)2h		1, 5, 10, 15

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