

15 years of inspirational leadership, strategy, transformation, and program management experience executing complex initiatives that deliver value, impact, and optimized profitability in Fortune 500 and Private Equity-backed firms.

Qualifications Summary

Highly influential management consultant and fractional Chief of Staff with a track record of helping executive leaders in planning and executing complex strategic projects, transformations, partnerships, and operational improvement initiatives to grow and scale businesses. A pioneer in the design and delivery of innovative strategic solutions; an expert in facilitating change through redesigning internal operating and business processes. Dynamic and proactive approach in successful organizational development initiatives that delivered consistent and sustainable revenue, profit, operating, and quality improvements. An outstanding communicator, versed in English, Russian, French, and Spanish languages enhanced with exceptional interpersonal skills.

Highlights of Expertise:

- Strategic Planning & Execution
- Establishing & Leading PMOs
- Post-Merger Integration & Carve Outs
- Data Gathering & Analytics
- Client & Stakeholder Relationship Management
- Process Improvement & Redesign
- Innovative Problem Solving & Issues Resolution
- Agile, Kanban, & Waterfall Project Management
- Building & Mentoring Top-Performing Teams
- Executive Communications

Experience and Notable Contributions

Monarch Point Consulting Group, Vero Beach, FL

Founder & Managing Director

2014 to Present

Partner with executive clients and their PMO as a fractional Chief of Staff to ensure the organization effectively plans and accomplishes complicated strategic transformation, integration/separation, and value creation initiatives. Proactively manages project planning, resource allocation, staffing requirements, budget conformity, stakeholder relationships, performance monitoring, progress reporting, task prioritization & completion, deliverable creation, meeting scheduling, and issues resolution for projects across Financial Services, Private Equity, & Technology sectors .

- Led strategy development exercises and instituted the program management office (PMO) to oversee the strategy execution for 5 Fortune 500-sized clients, creating project plans, identifying milestones, overcoming obstacles, and achieving results ahead of schedule ~65% of the time.
- Conducted a detailed analysis to identify and realize \$60 million in cost savings for a major industrial company within only 4 months.
- Planned and executed a transformation for a PE-backed logistics firm, allowing them to increase revenues from \$25 million to \$50 million in 2 years.
- Created and implemented a strategy that led to a startup tech firm's top-line growth by over 70%, allowing them to achieve profitability in only 6 months.

Pricewaterhouse Coopers (PwC), New York, NY

Management Consultant

2012 to 2014

Provided subject matter expertise in program management, strategic planning, governance, process reengineering and transformation management. Championed a team of 20 associates to support senior leaders in managing data analysis, project planning, project monitoring, executive communication, and the creation of relevant deliverables.

- Promoted within 6 months of hire through exceptional performance on strategy consulting, program management transformation, process improvement, management, and leadership abilities.
- Performed data analysis/visualization, process mapping, and process improvement studies for 3 major Financial Services clients, driving back/middle office processes by an average of 20% for each client's internal teams.
- Led the PMO of post-merger integration overseeing 19 workstreams comprised of 250+ people across two entities following a multinational Fortune 500 bank's acquisition of a US regional bank.

Dapelo & Correia Capital Investors, Dana Point, CA

Founder and Managing Partner

2010 to 2012

Founded and developed an investment advisory company focused on providing growth and income using complex options strategies.

- Planned and executed strategic growth initiatives and established client relationships, growing the firm's client base by 300% and raising \$500,000 in assets under management.
- Established administrative, operational, and regulatory policies and procedures necessary to launch the firm in 6 months and ultimately lead the firm to become profitable in under 1 year.
- Provided financial research and executed trades in client accounts, yielding a cumulative 18% investment return since inception.

ADDITIONAL EXPERIENCE:

Project Manager & Trader: Investment Placement Group (IPG), San Diego, CA

Financial Advisor: AIG Financial Advisors, Huntington Beach, CA

Education

Instituto De Empresa (IE) Business School, Madrid, Spain (May 2010)

International MBA

(IE is consistently ranked amongst the top 20 international business schools in the world by major periodicals such as The Financial Times, Forbes, Bloomberg, & the Economist)

Pepperdine University, Malibu, CA (Jul 2006)

Bachelor's Degree in Economics

Community Involvement & Extracurriculars

Christ Fellowship Church: **Lifegroup Leader & Pro Bono Strategy Consultant**

Indian River State College: Small Business Development Center (SBDC) **Pro Bono Strategy Consultant**

Treasure Coast Boardriders Club: **Non-Profit Co-Founder & VP**

Global Christian Outreach Ministries: **Ordained Minister**

United States Coast Guard: **Merchant Marine Captain; Operator of Uninspected Passenger Vessels**



Candidate Questionnaire

Candidate Name: Brian Dapelo

Position: City Manager

1. Please list your previous jobs/positions going back at least 10 years, plus any previous jobs/positions beyond 10 years that is related to the position of City Manager. Please include the following:
 - a. Position start and end dates.
 - b. Position title and organization.
 - c. To whom you directly reported.
 - d. Ending salary.
 - e. Population of community served.
 - f. Total number of employees in the organization.
 - g. Number of employees supervised (directly and indirectly).
 - h. Total budget of the organization.

For the past 10 years since January 2014, I have been operating Monarch Point Consulting Group, a management consulting firm specializing in strategy, operations, transformation and value creation that I founded back in 2014 after leaving Pricewaterhouse Coopers (PwC) in New York. As the founder and sole operator of the firm, I had no superior or direct reports. My current salary has been approximately \$200,000 per year on average because it varies from year to year, and I served clients ranging from 2-person startups to Fortune 500 enterprises with hundreds of thousands of employees. The firm does not have any employees and is "lean" by design. If we need extra assistance we hire contractors to augment our line of work or specialists if a certain expertise is needed that is outside our own capabilities.

2. Why are you interested in pursuing this position? I am interested in pursuing this role to focus the skills and experiences I've developed over the course of my career to a more localized position. After serving Fortune 500 firms for so long, I feel like I can make a



much larger and more positive impact on my local community. When I saw this opportunity become available, I was extremely excited at the prospect of applying some of the highly specialized cost reduction and operational improvement skills I've acquired to help local government become more productive and efficient.

3. How would you describe your management style? My management style is a cross between a collaborative style and charismatic style, incorporating my team's inputs and encouraging creative thinking and open communication, while utilizing my own energy and enthusiasm to persuade my team to accomplish more and maximize performance.
4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. My approach to personnel issues in discipline and labor relations is to give people the trust and benefit of the doubt that they will work hard, do their best, treat others with respect, maintain integrity, and behave morally and ethically. High performing teams are built on trust and ability, and I encourage and expect others to hold themselves to these same standards. I do not tolerate toxic behavior in the workplace, no matter how long someone has held that position or how valuable a person is. With respect to hiring, I prioritize focusing on a person's character, motivation, and past accomplishments, over past experience or education. The same goes for performance evaluations, one's attitude, behavior, and accomplishments all supercede time spent in a role or anything else.
5. How would you deal with city budget constraints and identify new revenue sources? Having helped private equity backed firms over the past 7 years increase revenues and decrease costs often with limited budgets, I am highly confident in my ability to continue these successes in the City of Fort Pierce. My approach has always been to focus on being resourceful and doing more with what we have than more spending money for questionable outcomes, and I would apply this same approach to local government. As for new revenue sources, I have several ideas to propose, but I would be interested in learning more about what has been done and what has worked/not worked for the city before going into detail.
6. How will you prioritize competing demands for resources within the city? I will prioritize competing demands for resources the same way I do with consulting engagements: by first



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understanding what matters most to the city's residents, and then then creat a list of top priorities on which to allocate resources. I have often been in similar situations where I have been tasked with a project that had two executives with conflicting priorities. In this instance, I have served as a mediator to faclitiate negotiations between the two parties, to ensure that everyone's preferences are heard and that a fair outcome is achieved.

7. Describe a successful initiative you have led as a City Manager. I have not yet served as a city manager but I have over 20 consulting enagagements with a variety of clients that have resulted in initiatives being completed successfully. Some of my most notable accomplishments include streamlinng the efficiency of an indusrials firm to help them double revenues from \$25 million to \$50 million in two years, and helping a Fortune 500 firm reduce operating expenses by \$60 million in only 4 months. These are just some examples but the point is that if I can have that much impact on such large enterprises, I am confident in my ability to do that with the City of Fort Pierce.
8. Describe a time when you had to manage a crisis situation in a city setting. I have not had to manage a crisis specifcilly in a city setting, but I have had to manage multiple crises simultaneously in my capacity as a management consultant. On one particular example, I was working on an organizational transformation for a Fortune 100 industrials firm when the Covid-19 pandemic hit, and I had to quickly organize a specialized project team to help establish the firm's capabilities for employees to continue working from home to avoid any disruption in daily business operations. Within less than a month, we had successfully transitioned the clients model to work-from-home, which was quite the accomplishment given the firm's size.
9. What steps do you take to ensure transparency and accountability in city operations. A local government is only going to be deserving of trust by its citizenry if they have transparency in their operations and are held accountable for their decisions. While some meetings are appropriate to be held in private, any major decisions that need to be made that will affect citizens should be made in public. Furthermore, I will work to keep detailed accounts of meeting minutes to ensure that me and anyone else in the City of Fort Pierce is held accountable for their behaviors, actions, and decisions.



10. Please describe your experience working with unions. I have had minimal experience working with unions. One of my clients had a unionized manufacturing team and through that engagement I was introduced to some of the nuances of working with unions. Nevertheless, I am a skilled negotiator and have conducted negotiation training and advised several clients on negotiation strategies for M&A transactions, and I will work to ensure both unions and city residents are treated fairly and with respect in all negotiations.
11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? I do not have direct experience managing or overseeing a police department. However, I do have extensive managerial and leadership experience leading teams in extremely high stress environments and I will demonstrate this on day 1 if I am selected for this role. I hold the highest regard for our first responders and my role will be to ensure they receive all the motivation, encouragement, resources, and compensation they deserve for keeping our streets safe and peaceful.
12. How will you ensure that the city's services meet the needs of all its citizens? It is my personal and spiritual belief that God created everyone equally, and thus, local government should serve the needs of all citizens equally. While it may be difficult at times to come to a consensus with citizens having different needs or priorities, again, I have a lengthy track record of being a skilled mediator and negotiator and have always found a way to make a deal where everyone feels like their needs have been understood and addressed as much as possible. I can't guarantee everyone's needs will be met, but I can guarantee everyone will be treated equally and be dealing with one of the most service-minded, efficient, and productive cities in the area.
13. What strategies will you use to build relationships with stakeholders in the community? All successes and accomplishments start with relationships and I have started every new client engagement or job over the course of my career by getting to know my peers, subordinates, and superiors on a more personal level. Specifically, I seek to understand their perspectives on the task(s) at hand, their strengths/weaknesses, criticisms, feedback, and view on potential opportunities, while offering myself to help in any way I can as a gesture of sincerity and genuine care. While it would be impossible to meet everyone in



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the community, my strategy would be to carve out some time in my schedule to have an open door policy or "office hours," whereby anyone who wished to speak with me about any concerns or criticisms would have the opportunity to do so. The best way to understand people is to spend time with them and more often than not, this has been a pivotal way to build relationships and create mutual trust and respect.

14. What strategies would you implement to promote economic growth and job creation? This is one of the things I am most excited about, because this is most in line with my job as a management consultant. I love thinking about new ways to generate growth, whether it be creating jobs or increasing revenues, but what inspires me more than that is creating jobs and opportunity for the less fortunate or impoverished. I could write an entire report on how I would approach this, but I would need to analyze and better understand the cities current economic and financial situation to create a detailed strategy. But at a high level, my approach would be to reduce barriers for starting new companies, streamline government services to reduce costs to the taxpayer, and utilize those savings to reinvest in the community to encourage entrepreneurship and small business growth. I would also create incentives for companies to relocate their businesses to Fort Pierce, and leverage State and Federal resources to help invest and grow the business community.

15. Have any adverse or critical statements been made about you in print or online media reports, on social media, or any other related form? If an online search of you were completed, what would be found that you yourself would want to know about you if you were looking to hire yourself as a City Manager? As far as I know, and from what I have found while searching, there are not any critical statements of me online. I believe that everything done in the dark will eventually be brought to the light, so I always try to conduct myself as if all my actions and words were seen and heard by the world.