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Holly J. Forde

Personal Summary.

I am a highly skilled professional with dual master's degrees in Public Administration and Nonprofit Management. Proven expertise in leading initiatives, optimizing organizational performance, and fostering community engagement. I'm also adept at strategic planning, program development, and policy analysis, with a strong commitment to driving social impact and organizational excellence. I am always seeking new challenges that will aid in deepening my leadership skill set.

Employment Experience

Project Graduation – Stuart, FL

Board Member/Volunteer Coordinator 09/2023- Present

- Engaged in fundraising and outreach efforts to support organizational initiatives
- Collaborated with fellow board members to develop and implement strategic plans and organizational policies
- Developed and implemented volunteer management systems

Martin County Human Services- Stuart FL

Prevention Specialist 08/2021-Present

- Lead and train coalition members, volunteers or interns involved with providing effective substance use prevention programs.
- Assist in the preparation of grant proposals and grant budget development including the research and preparation of background information and statistics.
- Participate in various committees and boards related to program activities and responsibilities; represent the agency and provide accurate information regarding substance prevention information and resources.
- Build, support and sustain community volunteers and leaders for local substance prevention policy initiatives, leadership, and messaging for expanded outreach capacity.
- Advocate for and develop community, institutional and private business policies that support substance use prevention.
- Collaborate with other community health agencies and organizations on promotional campaigns and partner in health education programs and services.
- Evaluate the effectiveness of substance prevention programs, health promotion campaign strategies and education programs; develop and administer evaluation tools

Youth Guidance Mentoring & Activities Program – Vero Beach, FL

Children's Activities Coordinator -Assistant Executive Director 08/2012 – 01/2021

- Work with the Executive Director to drive organizational development, including analysis and implementation of priorities, partnerships, and infrastructure needs.
- Work with Executive Director to complete proposals, funding reports, track agency budget and goals
- Develop policies and procedures for quality services and daily operations.
- Supervise direct reports and develop productive relationships with all levels of staff.
- Oversee and participate in annual inspections and site visits.
- Develop and administer a comprehensive education/training program for staff.
- Oversee HR operations
- Integrate operating infrastructure and functions with programmatic efforts, staff, board, and other constituents.
- Serve as a senior level thought partner, mentor, and leader for Youth Guidance
- Partner with Executive Director and staff to develop and implement communications and new media strategies to advance Youth Guidance's efforts.
- Assist in the operation of programs, including design, and oversight
- Attend community relations events, activities, and fundraisers
- Assist with obtaining and supporting event sponsorships and community partnerships; work closely with sponsors through completion of sponsored activities and events; prepare timely thank you notes to all sponsors and community partners.

Leadership Indian River County

Leadership Program 01/2019-07/2019

- Gained an introduction to the infrastructure, natural resources, and current political issues of Indian River County
- Developed leadership skills
- Established an understanding of community stewardship
- Interact and dialogue with established community leadership.

Indian River County School Board District- Vero Beach, FL

Student Worker/Staff/Curriculum Coordinator 09/2006- 09/2012

- Supervise a cohesive staff to provide a safe and constructive learning environment.
- Prepare materials, teaching aids, and activities for the daily routine of the program.
- Manage and maintain communication with staff and volunteers.
- Assist and direct all activities to meet the needs of the students.
- Maintain control of students and maintain positive relationships with families

Education

University of Central Florida

May 2024 Master's in Public Administration

May 2024 Master's in Nonprofit Management

Orlando, FL

Indian River State College

2016 Bachelor of Science

Public Administration with a concentration of Public Policy and Leadership

Fort Pierce, FL

Licenses and Certifications

Licensed Real Estate Agent, Florida

National Association of Realtors

Notary Public, Florida

Professional References

Available upon request.

Holly Forde Questionnaire for City Manager Position

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.
August 2012 - January 2021
August 2021- Current
- b. Position title and organization.
Assistant Executive Director for Youth Guidance
Prevention Specialist for Martin County Human Services
- c. To whom you directly reported.
Executive Director
Human Services Manager
- d. Ending salary.
\$45,000
\$52,000
- e. Population of community served.
At-risk youth in Indian River County
All Residents in Martin County
- f. Total number of employees in the organization.
6
19
- g. Number of employees supervised (directly and indirectly).
3, along with interns each semester
0
- h. Total budget of the organization.
\$400,000
\$5,912,348

2. Why are you interested in pursuing this position?

I am deeply interested in this position because it aligns with my passion for public service and my commitment to fostering community development and operational excellence. Fort Pierce is a vibrant city with immense potential, and I am eager to contribute my skills in strategic planning, organizational leadership, and stakeholder engagement to support the city's vision and priorities. I believe my professional background, which includes managing initiatives and driving impactful outcomes, positions me to make meaningful contributions to the role and the community.

3. How would you describe your management style?

My management style is collaborative, results-driven, and adaptable. I believe in fostering an inclusive and supportive environment where team members feel empowered to contribute their best work. I prioritize clear communication, setting measurable goals, and providing the resources and guidance needed to achieve those objectives. I also value accountability and continuous improvement, encouraging feedback and professional growth within my team. By balancing strategic oversight with a hands-on approach when needed, I aim to build strong, motivated teams that deliver exceptional results while maintaining a positive and productive workplace culture.

4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations.

My approach to managing personnel issues is rooted in fairness, transparency, and adherence to organizational policies and ethical standards. Here's how I handle each area:

- **Hiring:** I focus on a structured and equitable hiring process, ensuring job descriptions are clear and comprehensive. I aim to recruit candidates whose skills, experiences, and values align with the organization's mission, promoting diversity and inclusivity throughout the process.
- **Discipline:** I address disciplinary matters promptly and objectively, ensuring that all decisions are guided by established policies and a commitment to fairness. I emphasize open communication to understand the root cause of the issue and provide an opportunity for improvement where possible.
- **Ethical Violations:** Ethical violations are addressed with the utmost seriousness. I thoroughly investigate allegations while maintaining confidentiality and due process. My goal is to uphold integrity and accountability, ensuring a resolution that aligns with ethical and legal standards.
- **Labor Relations:** I foster a positive and collaborative relationship with labor unions and employee representatives by maintaining open lines of communication, addressing concerns proactively, and negotiating in good faith. My aim is to balance organizational needs with employee well-being.
- **Performance Evaluations:** I view performance evaluations as an opportunity for constructive dialogue, professional development, and goal setting. I ensure evaluations are consistent, objective, and tied to measurable outcomes, providing actionable feedback and recognizing achievements.

By maintaining a people-centered yet policy-driven approach, I strive to cultivate a workplace culture that values respect, accountability, and continuous improvement.

5. How would you deal with city budget constraints and identify new revenue sources?

Dealing with city budget constraints requires a strategic, innovative, and transparent approach to ensure financial stability while maintaining essential services. Here's how I would address it:

1. **Analyze Current Spending:** I would conduct a thorough review of existing expenditures to identify areas where cost-saving measures can be implemented without compromising critical services. This includes streamlining processes, leveraging technology, and reducing redundancies.

2. **Engage Stakeholders:** I would involve department heads, employees, and community members to gather input and ideas for cost savings and revenue generation, fostering a sense of shared responsibility for financial sustainability.

3. **Prioritize Spending:** By aligning expenditures with the city's strategic goals and community priorities, I would ensure that available resources are directed toward the most impactful programs and services.

4. **Seek New Revenue Sources:** I would explore innovative ways to generate additional revenue, such as:

- Applying for state and federal grants.
- Partnering with private sector organizations on mutually beneficial projects.
- Enhancing fee structures for services where appropriate.
- Promoting economic development initiatives to expand the tax base.

5. **Foster Transparency:** I would maintain open communication with the public and city officials about financial challenges and decisions, building trust and support for necessary measures.

6. **Plan for the Long Term:** To mitigate future constraints, I would advocate for multi-year financial planning, reserve fund management, and investment in initiatives that deliver long-term savings and benefits, such as energy efficiency projects or infrastructure improvements.

Through careful planning, collaboration, and innovation, I am confident that we can address budget challenges while maintaining fiscal responsibility and continuing to deliver high-quality services to the community.”

6. How will you prioritize competing demands for resources within the city?

Prioritizing competing demands for resources requires a balanced, strategic approach that aligns with the city's goals and serves the best interests of the community. My approach includes the following steps:

1. **Understand Priorities:** I would start by thoroughly understanding the city's strategic plans, community needs, and council directives. Engaging with stakeholders—including residents,

business leaders, and department heads—would provide valuable insights into the most pressing concerns.

2. **Data-Driven Decision-Making:** I would use data and evidence to evaluate the impact, urgency, and feasibility of each demand. Assessing factors like cost, potential benefits, alignment with long-term goals, and legal or regulatory requirements helps ensure resources are allocated where they are most effective.

3. **Transparency and Communication:** I would maintain open and honest communication with stakeholders about the constraints and criteria used in decision-making. By explaining how decisions are made, I can build trust and support for the prioritization process.

4. **Collaboration:** I would work closely with department leaders to identify opportunities for collaboration and resource-sharing. By aligning efforts and avoiding duplication, we can maximize the impact of available resources.

5. **Flexibility:** I would remain adaptable to changing circumstances, such as economic shifts or emerging community needs. Regularly reassessing priorities ensures the city remains responsive to new challenges and opportunities.

6. **Focus on Equity:** I would strive to ensure that resource allocation promotes equity and inclusivity, addressing the needs of underserved or vulnerable populations while advancing broader community goals.

By combining thoughtful analysis, stakeholder input, and a commitment to fairness, I aim to allocate resources in a way that delivers the greatest value and supports the city's mission.

7. Describe a successful initiative you have led as a City Manager.

In my prior leadership role, and during the COVID-19 pandemic, I recognized the challenges many families faced with remote learning and created a supportive space where children could complete their schoolwork. I collaborated with Big Brothers Big Sisters to involve their volunteers as mentors, providing academic assistance and emotional support to the students. This initiative not only helped children stay on track with their education but also fostered a sense of community and mentorship during an incredibly isolating time.

8. Describe a time when you had to manage a crisis situation in a city setting.

Though I haven't directly managed a crisis situation in a city setting, I have managed a crisis situation in a nonprofit setting. During the COVID-19 pandemic, I led a comprehensive restructuring of the organization to adapt to rapidly changing circumstances. This included redefining job positions, realigning objectives, and optimizing resources to maintain operational continuity and achieve strategic goals. Through thoughtful planning and transparent communication, I ensured the organization remained resilient and responsive to the needs of staff, stakeholders, and the community during this challenging time.

9. What steps do you take to ensure transparency and accountability in city operations.

Ensuring transparency and accountability in city operations is essential for building public trust and fostering a culture of integrity. I take the following steps to uphold these principles:

1. **Open Communication:** I prioritize clear, consistent, and accessible communication with residents, stakeholders, and city staff. This includes hosting public meetings, publishing detailed agendas, and sharing key updates through multiple channels, such as social media, newsletters, and the city's website.

2. **Accessible Information:** I ensure that city records, budgets, and performance reports are readily available to the public, adhering to open records laws and fostering an informed community. Tools like online dashboards or portals make it easier for residents to access real-time data about city operations and spending.

3. **Performance Metrics:** I implement and monitor performance metrics to track the effectiveness and efficiency of city services. By publicly sharing these metrics, I demonstrate the city's progress and commitment to continuous improvement.

4. **Stakeholder Engagement:** I actively engage residents, businesses, and community groups in decision-making processes. Through town halls, surveys, and advisory committees, I create opportunities for meaningful input and collaboration.

5. **Ethical Standards:** I set clear expectations for ethical behavior and decision-making for all city staff and elected officials. This includes regular training on ethical practices and whistleblower protections to encourage reporting of concerns without fear of retaliation.

6. **Audits and Oversight:** I support regular audits and independent reviews of city operations to identify areas for improvement and ensure compliance with laws and policies. Findings are transparently shared, and corrective actions are implemented promptly.

7. **Feedback Mechanisms:** I create avenues for residents and employees to voice concerns, provide feedback, or report issues. This includes anonymous reporting tools and structured follow-up to ensure concerns are addressed effectively.

By embedding these practices into city operations, I aim to create a culture of openness, responsiveness, and accountability that strengthens the community's confidence in local government.

10. Please describe your experience working with unions.

Although I do not have experience working with unions, I understand that unions represent employees collectively to negotiate better working conditions and wages. I would prioritize working on a collaborative relationship grounded in mutual respect and open communication.

11. Please describe your experience managing or overseeing a police department? What do

you see as your role in guiding the police department?

While I haven't directly managed a police department before, my experience in Assistant Executive Director roles has equipped me with strong skills in building and motivating teams, fostering effective communication, analyzing data to identify critical issues, and prioritizing community needs, which are all crucial elements for successfully overseeing a police department. I am eager to learn the specific dynamics of law enforcement and apply my leadership principles to create a safe and just environment for the city of Fort Pierce.

My Role in Guiding the Police Department:

As a city leader, I would provide strategic guidance and oversight to ensure the police department operates efficiently, equitably, and in alignment with community values. This includes:

- Supporting the police chief in setting clear goals and expectations.
- Promoting a culture of accountability, professionalism, and continuous improvement.
- Facilitating collaboration between the department, city leadership, and community stakeholders.
- Ensuring policies and practices align with legal requirements and best practices.

By maintaining open lines of communication and fostering a shared vision of public safety, I aim to help the police department build trust and deliver exceptional service to the community.

12. How will you ensure that the city's services meet the needs of all its citizens?

Ensuring that the city's services meet the needs of all citizens requires a proactive, inclusive, and data-driven approach. Here are the steps I would take to achieve this:

1. **Community Engagement:** I would actively engage with residents through town halls, surveys, and focus groups to understand their diverse needs and concerns. Prioritizing input from underserved and historically marginalized communities ensures that all voices are heard.
2. **Equity and Accessibility:** I would implement policies and programs that prioritize equity, ensuring services are accessible to everyone regardless of income, location, or ability. This includes evaluating city facilities, programs, and digital services to eliminate barriers and expand access.
3. **Data-Driven Decision-Making:** I would leverage data and performance metrics to assess service delivery and identify gaps. Regular analysis allows for informed decisions and adjustments to better align services with community needs.

4. **Collaboration:** Partnering with local nonprofits, businesses, and other stakeholders enables the city to amplify its resources and reach. Collaborative efforts can address issues like housing, transportation, and public safety more effectively.

5. **Transparency and Communication:** I would maintain open lines of communication with residents, ensuring they are aware of available services and how to access them. Regular updates on city initiatives foster trust and keep the community informed.

6. **Continuous Improvement:** I would establish feedback mechanisms to gather input on city services and address concerns promptly. This could include satisfaction surveys, suggestion boxes, or community advisory boards to guide improvements.

7. **Proactive Planning:** Anticipating future challenges, such as population growth or environmental changes, allows the city to adapt its services to evolving community needs. Long-term planning ensures sustainability and readiness.

By combining these strategies, I would ensure that city services are inclusive, responsive, and effective, meeting the diverse needs of all citizens while fostering a sense of trust and community engagement.

13. What strategies will you use to build relationships with stakeholders in the community?

Building strong relationships with community stakeholders requires intentional outreach, active listening, and consistent collaboration. Here are the strategies I would use:

1. **Proactive Engagement:** I would actively reach out to stakeholders, including residents, business leaders, nonprofit organizations, and advocacy groups, to build relationships before challenges arise. Regular meetings, community forums, and one-on-one conversations provide opportunities to connect and understand their perspectives.

2. **Transparency and Communication:** I would prioritize open, honest, and accessible communication, keeping stakeholders informed about city projects, decisions, and priorities. Providing regular updates through newsletters, social media, and public meetings fosters trust and encourages dialogue.

3. **Collaborative Partnerships:** I would work to create partnerships with key stakeholders by identifying shared goals and aligning efforts. For example, collaborating with local businesses to support economic development or working with nonprofits to address social challenges strengthens community bonds.

4. **Active Listening:** I would ensure stakeholders feel heard by actively seeking their input and incorporating their feedback into city decisions. This includes creating opportunities for meaningful participation through surveys, advisory committees, and focus groups.

5. Equity and Inclusion: I would make a deliberate effort to engage underrepresented groups and ensure that all voices are included in decision-making processes. Tailoring outreach strategies to meet diverse needs demonstrates a commitment to equity.

6. Visible Leadership: I would maintain a visible presence in the community by attending events, visiting neighborhoods, and participating in civic activities. Being accessible and approachable builds trust and reinforces my commitment to the community.

7. Conflict Resolution: When differences arise, I would act as a mediator, facilitating open and respectful conversations to find common ground. Demonstrating fairness and empathy helps maintain strong relationships even during challenging times.

By employing these strategies, I aim to build and sustain positive, collaborative relationships with stakeholders, ensuring that the city's decisions reflect the needs and aspirations of the entire community.

14. What strategies would you implement to promote economic growth and job creation?

Promoting economic growth and job creation requires a multifaceted strategy that leverages the city's strengths, fosters innovation, and creates an environment conducive to business development. Here are the key strategies I would implement:

1. Support Local Businesses:

- Establish programs to assist small businesses with funding, training, and resources.
- Streamline permitting and regulatory processes to make it easier to start and operate businesses.
- Create marketing initiatives to promote local businesses and drive consumer engagement.

2. Attract New Industries:

- Conduct targeted outreach to attract industries that align with the city's strengths, such as tourism, technology, or clean energy.
- Offer competitive incentives, such as tax breaks or infrastructure support, to encourage businesses to establish operations in the city.

3. Workforce Development:

- Partner with educational institutions and workforce training organizations to create programs that prepare residents for in-demand jobs.
- Develop apprenticeships and internships to connect local talent with employers.

4. Infrastructure Investment:

- Prioritize investments in transportation, utilities, and technology infrastructure to support business growth and improve quality of life.

- Develop mixed-use zones that combine commercial, residential, and recreational spaces to attract businesses and residents.

5. Foster Innovation and Entrepreneurship:

- Create business incubators and co-working spaces to support startups and foster innovation.

- Promote access to funding for entrepreneurs through public-private partnerships, grants, and investor networks.

6. Leverage Tourism and Culture:

- Invest in tourism-related infrastructure and marketing campaigns to attract visitors.

- Support cultural and recreational events that enhance the city's appeal as a destination.

7. Public-Private Partnerships:

- Collaborate with private sector leaders, regional economic development organizations, and nonprofits to pool resources and expertise.

- Engage in joint ventures to fund large-scale projects that stimulate economic growth.

8. Sustainable Development:

- Encourage green building practices and renewable energy projects that align with sustainability goals while creating new job opportunities.

- Promote eco-tourism and other environmentally friendly industries.

By implementing these strategies, I aim to create a thriving local economy that attracts investment, supports businesses, and provides meaningful job opportunities for residents, ensuring long-term prosperity for the 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?

To the best of my knowledge, there have been no adverse or critical statements made about me in print, online media, or on social media. I have always conducted myself professionally and with integrity, maintaining positive relationships in both my personal and professional life.

If an online search were completed about me, I would expect to find information that reflects my commitment to public service, leadership accomplishments, and dedication to fostering community engagement. You might find professional profiles, public records of projects or initiatives I have led, and any recognition I've received for my contributions.

If I were hiring myself as a City Manager, I would want to see evidence of my experience, my ability to navigate challenges effectively, and my proven track record of achieving results while building trust and collaboration within the community. Transparency and ethical leadership are core to who I am, and I believe that would be evident in any search.