

Ellen Perry ("Ellie") Marshall  
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C-Suite Executive

Strategic Planning  
Visionary

Special Initiatives  
Implementor

Operational  
Oversight Expert

Superior Written &  
Verbal  
Communicator

High-level of  
Emotional  
Intelligence

Seasoned Team  
Builder

Proven  
Leadership

**Principal, Perry Marshall Consulting, LLC (2008-Present)**

Offering businesses of all sizes help in navigating their biggest challenges through:

- Fractional CEO/COO
  - Executive Leadership Coaching
  - Merger and Start-Up Operations
  - Strategic Initiatives
  - Project Management
  - Organizational Restructuring
  - Business Development
  - Operational Policies & Procedures
  - Business Ethics
  - Public Policy Research
  - Ai, social media, and CRMs implementation liaising
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- Start-up and acquisitions of multiple small businesses (planning, proper documentation, organizational structure and executive coaching.)
  - Consulted energy and agricultural titans as they navigated false narratives regarding environmental concerns in a region by collaborating, coalition building and educating the public on nature and economic impacts.
  - Researched and collaborated to understand the challenges of mobility (The Palm Beach Mobility Initiative) and presented formal recommendations for short- and long-term resolution.
  - Liaised with multiple businesses (large, small, non-or for-profit) on incorporation of Ai, 3-gen social media, cyber security and CRM automation into their businesses. Bridging the divide between old-school fears and thought processes and new opportunities.
  - Owner's Representative on multi-million-dollar construction project(s) needing collaboration with municipalities, engineers, architects, urban planners, general contractors, financing institutions, and designers.

**Partial List of Clients:**

Economic Council of Palm Beach County  
Palm International Agricultural Summit  
Florida Power & Light  
Bailey Engineering  
Building Science Environmental Services  
Indian River State College, Corporate & Community Training Institute  
Florida Atlantic University, Institute for Design and Construction.  
Love Serving Autism  
Perry International Capital Group

**Chief Operating Officer, The Arc of Palm Beach County (1/2020 - 11/2024) [www.arcpbc.org](http://www.arcpbc.org)**

- Executive operational lead for \$21m non-profit in IDD community.
- Managed all operational aspects of triple merger of sister organizations into The Arc, resulting in organizational growth from \$8m to \$21m in 1.5 years.
- Implemented new, post-merger operational vision, strategic, and business plans. Executed all new operational functions for all 13 campus locations, 260 team members, 21 programs, 2 schools, and 5 ancillary/administrative departments.
- Analyzed and executed new agency Key Performance Indicators, evaluated data for planning and strategic improvement opportunities. Implemented MRI Work Speed, and internally developed tools for measuring. Resulting in 95% accuracy of annual operations and capital budgets under my purview.
- Administered, researched, authored, and maintained new, post-merger agency's policies, procedures and processes, while adhering to State mandates, funder compliance, and donor expectations.
- Lead business development collaborations with community and business partners as they related to: ESG (environmental, social, and governance) and CSR (corporate social responsibility), resulting in partnerships with 17 different company-client work contracts.
- Capital construction, external affairs and owner's representation executive on \$7.5m worth of capital construction & development projects, and \$12.3m of real estate sales or acquisitions, spread over 5 locations owned by The Arc, by collaborating with:
  - State governments on policy, zoning, and funding sources; Federal compliance agencies; County governments on land rights, deeds, zoning, and tax structures, Municipal governments on permits, zoning & building, utility infrastructure.
  - Private funders on grant allocations, potential donor presentations, and project updates. o Architects, urban planners, civil/ structural, environmental and mechanical engineers.
  - Professional consultants on legal, financial and policy matters.
- Executive Liaison for The Arc on all State, Federal and Local government laws, bills, procedural writing and interpretational needs, including new State Appropriations for programs, capital projects, APD regulations, DoE/VR regulations, FDOT regulations. (*'23 SoF increased Medwaiver reimbursements 15%.*)
- Executive-in-Charge of all Information Technology, Database Management, new Systems Implementation for The Arc.
  - Liaised with departments/team members and IT vendors on cyber security, HPPA compliance, State-compliance databases & reporting, grant/funder reporting requirements, client-record updates, payroll, AR/billing interfaces.
  - Conceptualized and built Florida's ONLY single-source IDD client tracking system that uses biometric facial scanning to determine the whereabouts and timing (down to the minute) of all 400 Arc clients and creates reports for all downstream users of data.
- Operational Executive-in-Charge of all:
  - 13 campuses & 22 buildings for facility maintenance, improvements, prevention opportunities.
  - Transportation & Fleet management efforts: staging, maintenance, routing, driver training, safety, and compliance of 55 vehicles and 60 drivers.
  - Agency's Safety & Health Taskforce, including Emergency and Disaster & Recovery Planning.
  - The Arc's Micro-Enterprises:
    - TJ's Café (\$200,000 annual income)
    - The Arc Thrift Store (\$270,000 annual income)
    - Artisan Pop-Ups (\$60,000 annual income)

**Executive Vice President, Perry Marshall Builders, Inc. (2014-2020) [www.perrymarshallbuilders.com](http://www.perrymarshallbuilders.com)**

Executed all administrative operations for the company, including contracting, estimating, human resources, customer service, community collaboration, engineering and urban designing, financing, and business development. Liaise for all custom home-building operations, owners' representative for design and project management.

**Vice President of Operations - LiveOps, Inc. (2002-2004) www.LiveOps.com**

Directed \$20 million+ web-based tele-services company. Helped manage the company through successful merger. Directed 7000+ home-based, remote 1099 tele-services contractors and their management team.

**Adjunct Professor Indian River State College / Colorado Christian Univ. ('11-'20)**

**Curriculum:** Ethics; Classical Philosophy; Humanities; World History; Writing; Literature.

**Vice President -Building Science Environmental Services, LLC**

Led Business Development and Operations for environmentally oriented, specialty construction company.

Member & Editor, Florida Professional Coalition on Chinese Drywall (www.ChineseDrywallProtocol.org ).

Guest Instructor/Curriculum Designer on Chinese Drywall Remediation for: Indian River State College, Corporate & Community Training Inst; and Florida Atlantic University, Institute for Design & Construction.

**Senior Project Manager - Kemper Insurance Companies**

Directed Medical, STD, LTD and Managed Care data for managed care division of Kemper insurance, including database interfaces for two separate \$3 million projects.

**Founder/Owner/President - Go van Gogh, Inc. ('04-'15)**

Conceptualized, built, funded and managed an interactive art studio specializing in ceramics, acrylics, sculpture, and mosaics for over 11 years. Located in Palm Beach County.

**Other Positions:**

- Sr. Intergovernmental Affairs Officer - *United States Department of Labor*
- Director of Special Events - *The White House, Conference on Aging*
- Senior Event Coordinator - *The Education & Leadership Forum*
- Legislative Assistant- *US House of Representatives* (House Select Committee on Aging)

**EDUCATION:**

- *The George Washington University (Washington, DC)*
  - Ⓢ Master of Arts
  - Ⓢ Major: Philosophy & Social Policy – Emphasis on Business Ethics
- *The Florida State University (Tallahassee, FL)*
  - Bachelor of Arts, Cum Laude
  - Major: Political Science; Minor: Creative Writing
  - Intercollegiate Volleyball Player (Red Shirt)
- *Clemson University (Clemson, SC)*
  - Ⓢ Full Scholarship, Intercollegiate Volleyball Player

**COMMUNITY INVOLVEMENT:**

- Youth sports volleyball coach (30 years)
- Marginalized, minority and hardship student/athlete mentorship programs.
- Life Coaching & Mentorship - Refuge Ranch for Women
- Love Serving Autism - volunteer business consultant
- Jupiter Lighthouse & Museum - Luminary



## Candidate Questionnaire

Candidate Name: Ellie Marshall

Position: City Manager

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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.

January 6, 2020 - December 15, 2024

Chief Operating Officer, The Arc of Palm Beach County

Reported to: Pamela Payne, President & CEO

Ending Salary: \$161,400

Population of community served: 3,600

Employees in Organization: 289

Employees supervised: 289

Budget: \$21 million

2014-2020

Perry Marshall Builders, Inc.

Executive Vice President

Reported to: Self



Ending Salary: \$156,000

Population of community served: Residential and commercial clients seeking custom construction.

Employees in Organization: 5

Employees supervised: 2

Budget: \$10 million

2008-Present

Principal, Perry Marshall Consulting

Reported to CLIENT BASE : US Sugar, Floridal Power & Light, Economic Council of Palm Beach County, Bailey Engineering, PICP, LLC, and others.

Ending Salary: \$165/Hour

Population of Community Served: Project specific

Employees in Organization: 0

Employees supervised: 0

Budget: Project Specific - Range from \$500k to \$5 million

2. Why are you interested in pursuing this position? I am interested in being the City Manager for the City of Fort Pierce because it has remarkable similarities to the diverse work that I have done in the past 15 years. As a Chief Operating Officer, Executive Vice President of a large construction firm, and a principal consultant to organizations like US Sugar and FPL, I have had incredible experience in: project oversight, executive leadership, strategic planning, budget forecasting, community collaboration, State & Federal liaising, private-public partnering, success measuring, and capital development.
3. How would you describe your management style? The management style I am most aligned with is analogous to competitive team building. It is understood that everyone comes to the team with a unique skill set yet a common purpose -- to win and meet a goal. How the team gets across the finish line and accomplishes that goal in first place is the challenge. Focus must be on process not the prize. In focusing on the process together, the effect will be reaching the goal and winning. Every team member has strengths and weaknesses that must first be understood and then either honed or built-up. Each team member has the



THE SUNRISE CITY

**FORT PIERCE**  
CITY MANAGER'S OFFICE *Florida*

ability to assist their team mates in their respective personal growth -- all with the intent of together winning the challenge of the day and achieving the goal. If a team member is either ill-suited to the challenge of not only improving their own skill sets, but also not willing to assist in the growth of their teammates, they are likely ill-suited to being on the team at all. Together with my teammates, we have successfully implemented this method time and time again.

4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. Human Resource policies must be written and adhered to. Period. If the policies are not written, they don't exist and chaos ensues. Those policies must be fully supported by the leadership, and they must be fully understood by the team members. Should modifications to the policy be required, then they must be done clearly. These policies will cover the basics of HR: hiring, ethical violations, labor relations and performance evaluations. While staying within the boundaries of the law, precedent, personnel experience and City of Fort Pierce's current standards, my management style is formal and allows for no deviation of the policies as written. It is when policies are muddled, that problems most frequently arise.
  
5. How would you deal with city budget constraints and identify new revenue sources? Budget constraints are everywhere -- and well, they should be. Organizations, especially those with socioeconomic obligations like governments and non-profits, should not be able to simply run amuck with the funds they have been asked to steward. The constraints must be placed in the operating budgets and adhered to as policy obligations are understood and appropriated by committee. As threats of a deficit arise, resources should be identified from County, State, Federal and private opportunities. Private-public partnerships are instrumental in growth opportunities for municipal governments. A partnership with Brightline, CSX Railroads, FDOT, Florida Power & Light, and so many other organizations is critical to the eminent growth of the City of Fort Pierce and the region as a whole. Fort Pierce has some of the only reasonably affordable land on the East coast of Florida. It will be fought for and supported by many interested parties. How these relationships are built, maintained and utilized is critically important for the future of the City and the State.



6. How will you prioritize competing demands for resources within the city? Safety, contractual obligations, expectation management and growth. Usually in that order. As basic as that sounds, it has generally served the organizations with which I have worked well.
7. Describe a successful initiative you have led as a City Manager. I have not. I have never been a City Manager. However, my work with The Arc of Palm Beach County including working with many municipalities. The renovation of The Arc's Headquarters in the City of Riviera Beach included working with the School District of Palm Beach County because of property sits on school district land. The Headquarters and the school are located on the same property and together represent only one of 13 campuses for The Arc. The politics of school district's Charter School language, annual budgets, private funders, City of Riviera Beach Building and Zoning, media, and elected officials taking credit for things going right and avoiding things that went wrong, was a full-time job that I performed over 2 years time with 5% of my time.
8. Describe a time when you had to manage a crisis situation in a city setting. The Arc of Palm Beach County acquired 10 acres of land from a floundering sister organization that was County owned and gifted in 1968. The land had to be re-deeded to The Arc in order for any renovation, construction, re-purposing or utilization changes could be realized. Working with the County Administrator, the State of Florida Agency for Persons with Disabilities, the State of Florida Department of Transportation, urban planners, architects, engineers, contractors, and funders was just the start of the effort. The end result was the SoF Appropriations of \$2.5 million to convert 30,000 SF of the campus to a Community Arts & Culture Center that doubles as a Hurricane Shelter on land that was re-gifted to The Arc indefinitely.
9. What steps do you take to ensure transparency and accountability in city operations. Monthly, Quarterly and Annual reporting, meetings and presentation are critical. Regular internal and mandated audits are also critical. Keeping all means of accountability update.
10. Please describe your experience working with unions. I have little recent hands on experience with unions; however, being approved for Federal funding for capital



construction does require union affiliated subcontractors. I have been involved in projects whereby these standards had to be met and the reporting for each of these subcontractors vigorously maintained. You may also find it interesting to note that earlier in my career I was a Senior Intergovernmental Affairs Officer at the U.S. Department of Labor in Washington D.C., where I was regularly in communication with unions and their advocacy concerns on such issues as cross-boarder transportation logistics and wage standards of non-citizen transporters.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? I have no experience in this capacity.
12. How will you ensure that the city's services meet the needs of all its citizens? Open door policy for citizen advocacy is an important and consistent requirement to assuring that the needs of the community are being met. Doing so also allows for a stage where expectation management can be more consistently realized. Keeping lines of communication open through social media, town halls, and open topic-matter specific think groups, has been proven be effective in many municipalities.
13. What strategies will you use to build relationships with stakeholders in the community? Open door policy. Regular outreach to community leaders and citizen groups. Small conferences.
14. What strategies would you implement to promote economic growth and job creation? Economic Development growth meetings, conferences and large summits with developers, employers, Brightline leadership, real estate brokers, etc, all working toward promoting the City of Fort Pierce as the next-best investment in Florida. It is prime for growth! Working closely with an economic council and business development board to this end is critical.
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? None whatsoever that I am aware of.