C I T Y O F F O R T P I E R C E

CITY COMMISSION AGENDA

Regular Meeting - Monday, January 6, 2025 - 5:05 p.m.
City Hall - City Commission Chambers, 100 North U.S. #1, Fort Pierce, Florida

1. **CALL TO ORDER**

2. **OPENING PRAYER -** Bishop Craig Cobb with City of Faith

3. **PLEDGE OF ALLEGIANCE**

4. **ROLL CALL**

5. **APPROVAL OF MINUTES**

   a. Approval of Minutes from the December 16, 2024 Regular Meeting.

6. **PROCLAMATIONS**

7. **LETTERS TO COMMISSION**

   a. Dave Strothmann, Vice President, Ocean Village Property Owners Association, commended Danielle Goncalves, a Permit Specialist in the Building Department, for her exceptional communication, helpfulness, and professionalism during a challenging permit process.

   b. The City of St. Petersburg Public Works professionals expressed heartfelt gratitude for the City of Fort Pierce's donation to the Disaster Recovery Assistance program, which provided essential supplies and support for storm-affected staff.

8. **ADDITIONS OR DELETIONS TO AGENDA AND APPROVAL OF AGENDA**

9. **COMMENTS FROM THE PUBLIC ON AGENDA ITEMS NOT REQUIRING PUBLIC HEARINGS**

Any person who wishes to comment on an agenda item which is not under Public Hearings on the Agenda may be heard at this time and must sign up to speak in advance. Please limit your comments to three (3) minutes or less, as directed by the Mayor, as this section of the Agenda is limited to thirty minutes. The City Commission will not be able to take any official actions under Comments from the Public. Speakers will address the Mayor, Commissioners, and the Public with respect. Inappropriate language will not be tolerated.

10. **MISCELLANEOUS REPORTS**

11. **CONSENT AGENDA**

a. Approval of travel for Commissioner Curtis Johnson to attend the FBC-LEO Annual Conference in Orlando, Florida from February 27, 2025, to February 28, 2025, in the amount of $900.69.

b. Approval of Change Order No. 1 for Specific Authorization No. 5 with Culpepper & Terpening in the amount not to exceed $19,175.00 for engineering services for the Little Jim Fish Camp sanitary sewer connection.

c. Approval of a corrected Memorandum of Understanding between the City of Fort Pierce and the Fort Pierce Utilities Authority relating to the Interpretation of the Charter Provisions Governing the FPUA Distribution to the City to correct a typographical error in Section 3(B) related to the replacement of FPUA employees by FMPA employees.

d. Approval of Interlocal Agreement between St. Lucie County and the City of Fort Pierce on Non-Annexation of Airport Property.

e. Approval of Change Order No. 2 for Specific Authorization No. 4 with Kimley-Horn & Associates, Inc. in an amount not to exceed $49,980.00 for the Indian River Drive Historic Downtown Waterfront Corridor Improvements.

f. Approval to award Bid No. 2024-025 for Police Department Service pistols to the lowest responsive bidder, Lawmen’s & Shooter’s Supply Inc., in an amount not to exceed $170,051.40.

g. Recommendations from the Arts and Culture Advisory Board seeking approval of the Mayor and City Commission to include sponsorship of the Highwaymen Festival in the amount of $20,000 and soliciting bids for a mural on the Highwaymen Museum.

12. **PUBLIC HEARINGS**

Quasi-Judicial Hearings follow a strict set of rules and procedures which can be found on the City's website using this link: https://www.cityoffortpierce.com/DocumentCenter/View/6740/Quasi-Judicial-Procedures. All Quasi-Judicial decisions by the City Commission must be based on competency substantial evidence. Competent substantial evidence is evidence which will establish a substantial basis from which the fact at issue can reasonably be inferred. It includes fact or opinion evidence offered by an expert on a matter that requires specialized knowledge and that is relevant to the issues to be decided. It is evidence a reasonable mind could accept as having probative weight and adequate to support a legal conclusion. Hypothetical, speculative, fear or emotion based generalized statements that do not address the relevant issues and that cannot be reasonably said to support the action advocated, are not competent substantial evidence.

a. Legislative Hearing - Ordinance 25-001 - Economic Development Ad Valorem Tax Exemption. FIRST READING.

b. Legislative Hearing-Ordinance 25-007, Amending Chapter 103, Article IX - Buildings and Building Regulations, Providing for Public Access to the International Property Maintenance Code. FIRST READING

c. Legislative Hearing-Ordinance 25-008, Amending Chapter 103, Article XI, Buildings and Building Regulations - Mobile and Manufactured Homes Ordinance, Section 103-403, Providing for Public Access to the Mobile/Manufactured Home Repair and Remodeling Guidelines. FIRST READING

13. **CITY COMMISSION**

a. Resolution 25-R01 Appointing Christopher Widing to the City of Fort Pierce Planning Board as Commissioner Broderick's appointee.

b. Resolution 25-R02 Asserting no objection to St. Lucie County abandoning portions of an unnamed rights-of-ways at or near the Southeast Corner of S US Highway 1 and South of E. South Market Avenue.

c. Resolution 25-R03 appointing an at-large position to serve on the FPUA Board, filling the unexpired term of Larry Lammers.

d. Resolution 25-R05 either granting approval or denying approval of the Sale of the Plat of Villas at King's Landing from Audubon Development, Inc to Kings Landing Ft Pierce, LLC.

e. Resolution 25-R06 Authorizing the Lease of Space in City Hall to Brian Mast, United States Representative

f. Selection of Mayor Pro Tem pursuant to Section 23 of the City Charter which requires the City Commission to select one (1) of their number as Mayor Pro Tem at the first regular meeting following January 1.

g. City Manager Applicant Review and Shortlist Interview Selection.

14. **COMMENTS FROM THE PUBLIC**

Any person who wishes to comment on any subject may be heard at this time. Please limit your comments to three (3) minutes or less, as directed by the Mayor, as this section of the Agenda is limited to thirty minutes. The City Commission will not be able to take any official actions under Comments from the Public. Speakers will address the Mayor, Commissioners, and the Public with respect. Inappropriate language will not be tolerated.

15. **COMMENTS FROM THE CITY MANAGER**

a. Reports

16. **COMMENTS FROM THE COMMISSION**

17. **ADJOURNMENT**

Immediately following adjournment, please move toward the doors and exit the chambers. This allows for the safe and courteous exit of all persons, and those on the dais. Conversations after the meeting should be held outside of chambers, in the foyer or elsewhere, but not in the commission chambers where lights will be out as soon as the chambers are empty.

Pursuant to Sec. 2-49, Fort Pierce Code of Ordinances, persons desiring to place an item on the agenda may make written request to the city manager no later than 5:00 p.m. fifteen (15) days preceding the regular city commission meeting. Such request must state the subject matter of the individual's appearance and should include any background materials pertinent to the issue. The city manager shall review the request to determine if the item might be handled administratively or whether the subject matter is an item of city business. If appropriate, the city manager shall submit the item for placement on the agenda to the city clerk no later than 5:00 p.m. ten (10) days preceding the regular city commission meeting. The mayor may impose a time limitation of five (5) minutes, or allow such additional time he or she determines necessary and appropriate for such person to make presentation. All reports, communications, ordinances, resolutions, contracts, documents or other materials to be submitted to the commission shall, no later than 12:00 noon on Wednesday prior to each meeting, be delivered to the city clerk and furnish each member thereof with a copy of the same prior to the regular meeting.

Pursuant to Section 286.0105, Florida Statutes, the City hereby advises you that if you or another person decide to appeal any decision made by the City Commission with respect to any matter considered at its meeting or hearing, that you or said person will need a record of the proceedings, and that for such purpose, affected persons may need to insure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. This notice does not constitute consent by the City for the introduction or admission into evidence of otherwise inadmissible or irrelevant evidence, nor does it authorize challenges or appeals not otherwise allowed by law.

In accordance with the Americans with Disabilities Act and Section 286.26, Florida Statutes, persons with disabilities needing special accommodation to participate in this meeting should contact the City Clerk’s Office at (772) 467-3065 at least 48 hours prior to the meeting.

City Commission Regular Meeting **5. a.**

Meeting Date: 01/06/2025

Re: Approval of Minutes from the December 16, 2024 Regular Meeting.

Submitted For: Linda Cox, City Clerk, City Clerk

SUBJECT:

Approval of Minutes from the December 16, 2024 Regular Meeting.

Attachments

12.16.2024 Minutes

Form Review

Form Started By: Latoya Ransom Started On: 12/26/2024 12:56 PM

Final Approval Date: 12/26/2024

MINUTES OF A REGULAR MEETING OF THE CITY COMMISSION OF THE CITY OF FORT PIERCE, FLORIDA, HELD IN THE CITY HALL COMMISSION CHAMBERS, 100 NORTH U.S. #1, FORT PIERCE, FLORIDA, AT 5:05 P.M. ON MONDAY, DECEMBER 16, 2024.

1. CALL TO ORDER

Mayor Hudson called the December 16, 2024, Regular Meeting of the City Commission to order at 5:05 P.M.

2. OPENING PRAYER - Elder Ruben Mitchell with Victory and Praise Worship Center

3. PLEDGE OF ALLEGIANCE

4. ROLL CALL

Present: Commissioner Michael Broderick; Commissioner Arnold Gaines; Commissioner Curtis Johnson, Jr.; Mayor Linda Hudson; Commissioner James Taylor

Staff Present: Acting City Manager Linda Cox
Records Management Coordinator Tina Rel
City Attorney Sara Hedges

5. APPROVAL OF MINUTES

a. Approval of the Minutes from the December 02, 2024 Regular Meeting

Motion was made by Commissioner Curtis Johnson, Jr., seconded by Commissioner Arnold Gaines to approve the minutes of the December 02, 2024 Regular Meeting.

AYE: Commissioner Michael Broderick, Commissioner Arnold Gaines, Commissioner Curtis Johnson, Jr., Mayor Linda Hudson, Commissioner James Taylor

Passed

6. **PROCLAMATIONS**

a. Special Presentation of a Donation by Hibiscus Park Neighborhood Association

Luca Bradley, Hibiscus Park Neighborhood Association presented a donation to the City for Christmas lights.

The Commission commented on the benefits of neighborhood associations.

b. Dorothy Brennan Learn to Read St. Lucie County Proclamation

7. **LETTERS TO COMMISSION**

a. Email from AJ Alexio commending Building Department employees: Janice Espino, Tioka Wolfhagen, Danielle Goncalves, Frank Remling, and Anthony Jetmore, for going above and beyond to provide helpful and knowledgeable support.

8. **ADDITIONS OR DELETIONS TO AGENDA AND APPROVAL OF AGENDA**

Motion was made by Commissioner Curtis Johnson, Jr., seconded by Commissioner Michael Broderick to approve the agenda as set.

AYE: Commissioner Michael Broderick, Commissioner Arnold Gaines, Commissioner Curtis Johnson, Jr., Mayor Linda Hudson, Commissioner James Taylor

Passed

9. **COMMENTS FROM THE PUBLIC ON AGENDA ITEMS NOT REQUIRING PUBLIC HEARINGS**

Any person who wishes to comment on an agenda item which is not under Public Hearings on the Agenda may be heard at this time and must sign up to speak in advance. Please limit your comments to three (3) minutes or less, as directed by the Mayor, as this section of the Agenda is limited to thirty minutes. The City Commission will not be able to take any official actions under Comments from the Public. Speakers will address the Mayor, Commissioners, and the Public with respect. Inappropriate language will not be tolerated.

Susan Parry

10. MISCELLANEOUS REPORTS

11. CONSENT AGENDA

a. Approval and acceptance by the City of Fort Pierce for the Sub-award received from Indian River State College for $95,444.00 to be used for the purchase of security cameras.

b. Approval for a Florida Department of Environmental Protection (FDEP) Resilient Florida Grant Agreement for a City of Fort Pierce Comprehensive Vulnerability Assessment (FDEP) Grant Agreement.

c. Approval for a partnership between the Fort Pierce Animal Adoption Center and PetSmart Charities.

Commissioner Broderick pulled item 11c

Motion was made by Commissioner James Taylor, to approve items 11a and 11b of the Consent Agenda.

AYE: Commissioner Michael Broderick, Commissioner Arnold Gaines, Commissioner Curtis Johnson, Jr., Mayor Linda Hudson, Commissioner James Taylor

Passed

As to item 11c

Commissioner Broderick inquired on the details of the agreement.

Janey Vanderhorst, Code Compliance Supervisor, introduced Summer Ralapaugh, Animal Shelter Administrator, to present the partnership agreement with PetSmart Charities.

City Attorney, Sara Hedges expressed concerns with the indemnification clause and the agreement's approval.

The Commissioner inquired about the agreement with other municipalities, recommended establishing contact with them, and recommended continuing the item for additional information.

Motion was made by Commissioner Michael Broderick, seconded by Commissioner Arnold Gaines to continue the item 11c until the January 21, 2025 Regular Meeting.

AYE: Commissioner Michael Broderick, Commissioner Arnold Gaines, Commissioner Curtis Johnson, Jr., Mayor Linda Hudson, Commissioner James Taylor

Passed

12. PUBLIC HEARINGS

Quasi-Judicial Hearings follow a strict set of rules and procedures which can be found on the City's website using this link: https://www.cityoffortpierce.com/DocumentCenter/View/6740/Quasi-Judicial-Procedures. All Quasi-Judicial decisions by the City Commission must be based on competency substantial evidence. Competent substantial evidence is evidence which will establish a substantial basis from which the fact at issue can reasonably be inferred. It includes fact or opinion evidence offered by an expert on a matter that requires specialized knowledge and that is relevant to the issues to be decided. It is evidence a reasonable mind could accept as having probative weight and adequate to support a legal conclusion. Hypothetical, speculative, fear or emotion based generalized statements that do not address the relevant issues and that cannot be reasonably said to support the action advocated, are not competent substantial evidence.

a. Presentation and Public Hearing of the 2023-2024 Consolidated Annual Performance and Evaluation Report (CAPER).

Donella Clarke, Grants Administrator, and Kimberlee Hinton, presented the 2023-2024 Consolidated Annual Performance and Evaluation Report (CAPER) and requested approval of the 2023 draft.

The Commission inquired on the community garden, job fair attendee employment numbers, funding source and amount, elected official participation, and community engagement.

Ms. Hinton commented that an employee hiring report will be available in 2025 and provided details on receiving additional funding.

Ms. Clarke commented that the HUD is the funding source, providing $564,875, of which all was allocated, and the citizen participation plan next year, which determines funding.

Mayor Hudson opened the public hearing.
Seeing no one, she closed the public hearing.

The Commission reiterated the need for community engagement to increase positive outcomes and funding.

13. CITY COMMISSION

14. COMMENTS FROM THE PUBLIC

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No comments

15. COMMENTS FROM THE CITY MANAGER

Acting City Manager Linda Cox commented that Pinewood Park has reopened, monitoring dancing lights, conference call conflict for strategic planning, and wished everyone Happy Holidays.

a. Reports

16. COMMENTS FROM THE COMMISSION

Commissioner Johnson commented on the Rufus Alexander Toy Drive on Saturday the 21st from 10 a.m.- 2 p.m.

Commissioner Broderick commented on his experience during a ride-along and the Rufus Alexander Toy Drive.

Commissioner Gaines wished everyone a Merry Christmas, commented on the Rufus Alexander toy Drive, the Lions Club, safety, and thanked the staff for their work.

Commissioner Taylor congratulated the Fort Pierce Rotary Club, commended the public works department, acknowledged the St. Lucie Education Association as the recipient of a grant from the Environmental Protection Agency, and wished everyone Happy Holidays.

Mayor Hudson commented on the attendance of the Rotary Club and receiving the Paul Harris Award, presented to the legislative delegation, and wished everyone a Merry Christmas and Happy New Year.

17. ADJOURNMENT

Immediately following adjournment, please move toward the doors and exit the chambers. This allows for the safe and courteous exit of all persons, and those on the dais. Conversations after the meeting should be held outside of chambers, in the foyer or elsewhere, but not in the commission chambers where lights will be out as soon as the chambers are empty.

Mayor Hudson adjourned the meeting at 6:17 p.m.

ATTEST:

_____ _____

CITY CLERK MAYOR COMMISSIONER

City Commission Regular Meeting **7. a.**

Meeting Date: 01/06/2025

Re: Email from Dave Strothmann

Submitted For: Linda Cox, City Clerk, City Clerk

SUBJECT:

Dave Strothmann, Vice President, Ocean Village Property Owners Association, commended Danielle Goncalves, a Permit Specialist in the Building Department, for her exceptional communication, helpfulness, and professionalism during a challenging permit process.

Attachments

Email

Form Review

Form Started By: Jennifer Robinson Started On: 12/23/2024 09:26 AM

Final Approval Date: 12/27/2024

Outlook

Fw: Building Department - Danielle Goncalves

From: Dave Strothmann <ovpoadave@gmail.com>
Sent: Friday, December 20, 2024 12:24:35 PM
To: Linda Cox <lcox@cityoffortpierce.com>; Linda Hudson <LHudson@cityoffortpierce.com>; Jeremiah Johnson <jjohnson@cityoffortpierce.com>; Curtis Johnson <cjohnson@cityoffortpierce.com>; Michael Broderick <mbroderick@cityoffortpierce.com>; Arnold Gaines <againes@cityoffortpierce.com>
Cc: Paul Thomas <pthomas@cityoffortpierce.com>; Shaun Coss <scoss@cityoffortpierce.com>
Subject: Building Department - Danielle Goncalves

Dear Ms. Cox, Mayor Hudson and Commissioners,
I wanted to write to the city today to express my appreciation for the Building Department's, Permit Specialist, Danille Goncalves. As many of you know, we recently had some struggles working through the city's planning and building department processes in order to secure a permit for one of our projects.
Throughout this process, Danielle Goncalves provided excellent communication and was exceptionally helpful. She represented the absolute best in customer service and has truly been a pleasure to work with. I was so impressed with Danielle that I felt compelled to write to you. Please recognize her for her excellence and professionalism in representing the city.

Best regards,

Dave Strothmann
Vice President, Ocean Village Property Owners Association
2400 S. Ocean Drive
Fort Pierce, FL 34949
303-819-1079
https://www.oceanvillage.com/

OCEAN VILLAGE

City Commission Regular Meeting **7. b.**

Meeting Date: 01/06/2025

Re: AWPA Disaster Donation

Submitted For: Linda Cox, City Clerk, City Clerk

SUBJECT:

The City of St. Petersburg Public Works professionals expressed heartfelt gratitude for the City of Fort Pierce's donation to the Disaster Recovery Assistance program, which provided essential supplies and support for storm-affected staff.

Attachments

Email

Form Review

Form Started By: Jennifer Robinson Started On: 12/24/2024 09:30 AM

Final Approval Date: 12/27/2024

Outlook

FW: APWA Disaster Donation "Thank You"

From: Claude Tankersley <Claude.Tankersley@stpete.org>
Sent: Wednesday, December 18, 2024 3:40 PM
To: 'cate.thompson@ads-pipe.com' <cate.thompson@ads-pipe.com>; 'catiekiever@gmail.com' <catiekiever@gmail.com>; Robert Carlsen <RCarlsen@cityofpsl.com>; '• Mike Weaver:' <MWeaver@largo.com>; '• Billy Ingram:' <bingram@largo.com>; '• Chris Evers:' <cevers@pavetechinc.com>; 'mike@melbournetillman.org' <mike@melbournetillman.org>
Cc: Angela Y. Miller <Angela.Miller@stpete.org>; Whitney P. Blair <Whitney.Blair@stpete.org>
Subject: APWA Disaster Donation "Thank You"

Dear APWA Florida Chapter and West Coast Branch:

On behalf of the Public Works professionals of the City of St. Petersburg, I offer sincere gratitude for the recovery assistance provided through the Disaster Recovery Assistance program.

As you can see in the photo below and the attached Thank You Card, our Public Works staff greatly benefited from your generosity. We arranged the donated supplies and clothing in a conference room and invited staff impacted or displaced by the storms to come “shopping.” The conference room allowed them the dignity to shop at their own pace in a semi-private environment.

All our storm-affected Public Works staff were able to replenish supplies that were lost in the storm. However, through your generosity, most were also able to “shop” for Christmas items – especially popular were the clothes for children and teenagers.

Words cannot express our gratitude. We are proud to be Public Works.

Sincerely,

Claude D. Tankersley, P.E.

Public Works Administrator

City of St. Petersburg

P.O. Box 2842

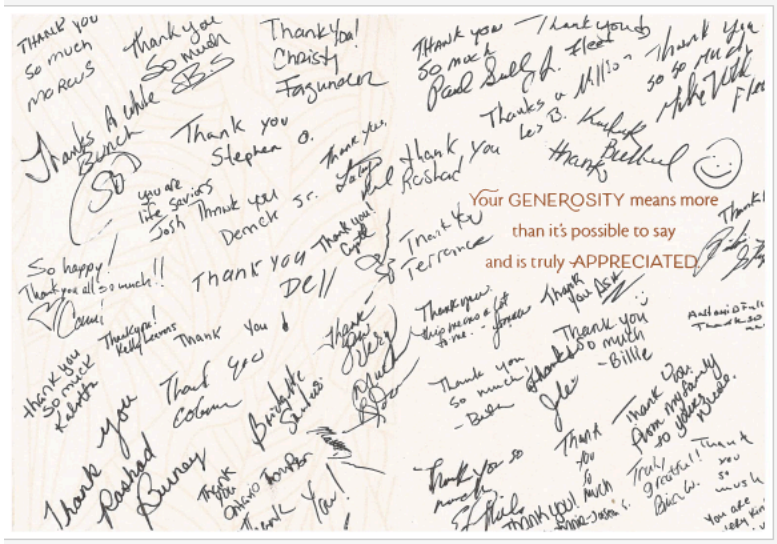
St. Pete 33731

Phone: 727-893-7294

Email: Claude.Tankersley@stpete.org

Please note all emails are subject to public records law.

Hallmark
THANK YOU
This card is made with paper sourced from responsibly managed forests.
U.S.A. 7.99
Canada 10.59


Your GENEROSITY means more
than it's possible to say
and is truly APPRECIATED

This is a picture of people shopping on Friday (open to all of PWA), they said they didn't mind me taking a photo.

City Commission Regular Meeting **11. a.**

Meeting Date: 01/06/2025

Re: Approval of travel for Commissioner Curtis Johnson to attend the FBC-LEO Annual Conference in Orlando, Florida from February 27, 2025, to February 28, 2025, in the amount of $900.69.

Submitted For: Linda Cox, City Clerk, City Clerk

SUBJECT:

Approval of travel for Commissioner Curtis Johnson to attend the FBC-LEO Annual Conference in Orlando, Florida from February 27, 2025, to February 28, 2025, in the amount of $900.69.

SUMMARY:

The FBC-LEO Annual Conference is a great resource for elected officials.

RECOMMENDATION:

Approve

ALTERNATIVES:

Deny

RESPONSIBLE STAFF:

Linda W. Cox, City Clerk and Acting City Manager

COORDINATED WITH:

Curtis Johnson, Commissioner.

Attachments

FBC-LEO

Form Review

Form Started By: Latoya Ransom Started On: 12/06/2024 02:02 PM

Final Approval Date: 12/06/2024

REGISTRATION INFORMATION
2025 FBC-LEO Annual Conference

TRAVEL EXPENSE STATEMENT

HOTEL INFORMATION
Embassy Suites Lake Buena
4955 Kyngs Heath Road
Kissimmee, Fl 34746
407-597-4000

DATE: **12.06.2024**

1. TRAVELER'S NAME: Curtis Johnson
2. DEPARTURE DATE: 02.26.2025
3. RETURN DATE: 02.28.2025
4. DESTINATION: Kissimmee,Fl
5. CODE CHARGE: **001-1000-54300**
6. AMT BUDGETED: 15, 000.00

DEPARTMENT: City Commission
DEPARTURE TIME: 4 p.m.
RETURN TIME: 2 p.m.
PURPOSE: FBC_LEO's 40th Anniversary

7. BALANCE AVAILABLE: **$14,505.89**

Expenses must comply with City Code of Ord 1-158.
Per Diem Allowance $50.00 or $12.50 per quarter day.
Class A Travel 24-hour day.

	PREPAID EXPENSES	CREDIT CARD	ESTIMATED CASH EXPENSES	ACTUAL CASH EXPENSES
* REGISTRATION FEE:		275.00		
* HOTEL BILL: Confirmation # 94443727		406.33		
BAGGAGE ALLOWANCE ($5 PER PERSON)				
* COMMUNICATION:				
* FARES: AIR FARE				
* TAXI, BUS				
* CAR RENTAL				
* MILEAGE @ 0.67 223.4			149.68	
* GASOLINE EXPENSE				
* TOLL ROAD FEES OR PARKING FEES			35.52	
* MISC. EXPENSES				
MEALS				
0 BREAKFAST @ $8.00			0.00	
1 LUNCH @ $8.00			8.00	
1 DINNER @ $20.00			20.00	
SPECIAL LUNCHEON/BANQUET			0.00	
7% STATE TAX			1.96	
15% GRATUITIES			4.20	
TOTALS	0.00	681.33	219.36	

BREAKFAST = When travel begins before 6:00 a.m. and extends beyond 8:00 a.m.
LUNCH = When travel begins before 12:00 noon and extends beyond 2:00 p.m.
DINNER = When travel begins before 6:00 p.m. and extends beyond 8:00 p.m.

ADVANCE CASH RECEIVED: _____
REFUND DUE CITY: _____
REFUND DUE EMPLOYEE: _____

TRAVEL APPROVED BY:

Lynda W Cox
DEPARTMENT SUPERVISOR

Lynda W Cox
CITY MANAGER
(220 WITH CITY MANAGER SIGNATURE ACCEPTED)

EXPENSES ARE ALSO INCLUDED FOR THE FOLLOWING PERSONS:

_____
_____
_____

* RECEIPT REQUIRED
REV 1/24 DLN

FBC-LEO

40 ANNIVERSARY

2025 EVENT SCHEDULE

Florida Black Caucus of Local Elected Officials

FBC-LEO Conference Schedule 2025

(subject to change)

This event will be February 27-28, 2025, at the Embassy Suites Lake Buena Vista South, Kissimmee, FL.

We look forward to seeing you there!

THURSDAY, FEBRUARY 27, 2025

8:30 a.m. - 5:00 p.m.	**Registration Desk Open**
9:00 a.m. - 9:30 a.m.	**New Member/First-Time Attendee Session**
9:30 a.m. - 10:00 a.m.	**Opening Address and Welcome**
10:00 a.m. - 10:30 a.m.	**Business Meeting**
10:30 a.m. - 11:00 a.m.	**Opening Keynote Address**
11:00 a.m. - 12:00 p.m.	**Session 1**
12:15 p.m. - 1:30 p.m.	**Networking Luncheon**
2:00 p.m. - 3:00 p.m.	**Session 2**
3:15 p.m. - 4:00 p.m.	**Session 3**
4:15 p.m. - 5:00 p.m.	**Session 4**
7:00 p.m. - 10:00 p.m.	**President's Dinner**

FRIDAY, FEBRUARY 28, 2025

8:00 a.m. - 12:00 p.m.	**Registration Open**
9:00 a.m. - 10:45 a.m.	**Session 5**
11:00 a.m. - 12:00 p.m.	**Closing Keynote Address**
12:00 p.m.	**Conference Adjourns**

FLORIDA BLACK CAUCUS OF LOCAL ELECTED OFFICIALS

FBC-LEO

40th ANNIVERSARY

Registration Open!

2025 ANNUAL CONFERENCE

FEBRUARY 27-28

Embassy Suites Lake Buena Vista South | Kissimmee, FL

Latoya Ransom

From: Caressa Andrews-Moye <candrewsmoye@flcities.com>
Sent: Friday, December 6, 2024 10:59 AM
To: Latoya Ransom
Cc: Dana Neville
Subject: RE: 2025 FBC-LEO Annual Conference Hotel Link

SECURITY WARNING: This email has been generated from external sources and is not affiliated with the City of Fort Pierce systems. Exercise caution while clicking on links or opening attachments. If you have any questions or concerns, please reach out to the IT department promptly.

Good morning,

Below is the information and link for hotel reservations.

FBC-LEO's 40th Anniversary: *Honoring Our Legacy, Embracing Our Future* will be **February 27-28, 2025**, at the **Embassy Suites Lake Buena Vista South**, 4955 Kyngs Heath Road, Kissimmee, FL 34746.

Hotel Reservations

To make your room reservations, click here. The room rate is **$179.00** per night, which includes a complimentary made-to-order breakfast (6:30 – 9:30 a.m.), a complimentary evening reception (5:30 – 7:30 p.m.) and a discounted self-parking rate of $8.00 per day.

The reservation cut-off date is **Wednesday, February 5, 2025**, please note that this hotel may sell out before this date.

Cancellation Policy

Registration cancellation requests must be sent to Lily Etemadi no later than 5:00 p.m., Thursday, February 13, 2025, in order to be eligible for a refund. All refunds are subject to a **$50.00** cancellation fee and will be processed after the event. No refunds will be authorized after Friday, February 14, 2025.

Thank you,

Caressa Andrews-Moye
Affiliate Services Coordinator, FBC-LEO, MCPC
Florida League of Cities, Inc.
850.701.3621
candrewsmoye@flcities.com
www.flcities.com

FLC FLORIDA LEAGUE OF CITIES
LOCAL VOICES MAKING LOCAL CHOICES

100 N US-1
to **4955 Kyngs Heath Rd**

1 hr 38 min
111.7 miles

IRS reimbursement: **$74.84**

Head toward Avenue A on N US Highway 1 (US-1 N). Go for 266 ft.

Then 0.05 miles

Make a U-Turn at Avenue A onto N US Highway 1 (US-1 S). Go for 466 ft.

Then 0.09 miles

Turn right onto Orange Ave (SR-68 W) toward I-95. Go for 3.9 mi.

Then 3.9 miles

Take ramp onto I-95 N (SR-9). Go for 15.6 mi.

Then 15.6 miles

Take exit 147 toward SR-60 W. Go for 0.3 mi.

Then 0.3 miles

Turn left onto 20th St (SR-60 W). Go for 24.6 mi.

Then 24.6 miles

Take ramp onto Florida's Tpke toward Florida's Turnpike-TOLL/Florida's Turnpike North. Go for 57.4 mi.

Then 57.4 miles

Take exit 251 onto SR-417-TOLL S (Central Florida GreeneWay). Go for 6.5 mi.

Then 6.5 miles

EXIT

Take exit 6 toward World Center Dr/SR-536/SR-535/I-4. Go for 0.7 mi.

Then 0.7 miles

Continue on World Center Dr (SR-536 W). Go for 0.6 mi.

Then 0.6 miles

Turn left onto State Road 535 (SR-535 S). Go for 1.5 mi.

Then 1.5 miles

Keep right onto Vineland Rd (SR-535 S). Go for 0.3 mi.

Then 0.3 miles

Turn right onto Kyngs Heath Rd. Go for 282 ft.

Then 0.05 miles

Turn right. Go for 161 ft.

Then 0.03 miles

Turn right. Go for 43 ft.

Then 0.01 miles

4955 Kyngs Heath Rd
Kissimmee, FL 34746-5512

Toll plaza accepting Toll tags | Toll plaza accepting Cash | Via points | EV charging point

SR-60 W

Gas $12.82, 1 h 48 min, 111 mi

Cheapest & Fastest!

Tolls	Fuel (Gas)	Total
$5.76	$12.82	$18.58

** Please check toll details to get detailed toll information*

Your privacy

By clicking "Accept all cookies", you agree TollGuru can store cookies on your device and disclose information in accordance with our Cookie Policy.

S

ass, I-Pass, TxTag & more.

hway or turnpike route.

r quickest toll route.

ses & other trip charges.

r cars, trucks, RVs & EVs.

ng & break stops.

s for compliance.

multi-destination trips.

EV Trip Planner: Locate EV charging stations, costs & connector types.

US Toll Guide

-
-
-
-
-
-

TollGuru toll calculator has extensive coverage of all USA tolls - Pennsylvania Turnpike, Ohio Turnpike, commercial trucks, rental car tolls and everything in between. Get vehicle specific toll pricing for truck, car, taxi, RV, EV, etc.

Other toll calculators

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Your Upcoming Event

FL Black Caucus

Feb 26, 2025 - Feb 28, 2025

Embassy Suites by Hilton Orlando Lake Buena Vista South

4955 Kyngs Heath Rd Kissimmee, FL 34746 | 407-597-4000

Date booked	Acknowledgment number	Hotel confirmation number
Dec 6, 2024	#YKBJZU1B	#94443727

Check-in	**Checkout**
Feb 26, 2025	Feb 28, 2025
Guest information	Curtis Johnson P.O. Box 1480 Fort Pierce, FL 34954
Room type	Two Queen Beds
Guests per room	1
Request	
Accessible room	No
	There are no other guests sharing this room
Shared with	

Cancelation policy

Cancellations made within 72 hours of arrival will forfeit one night's room and tax.

Need to change something? Manage stay

Summary of Charges

Date	Guests	Status	Rate (USD)
Feb 26, 2025	1	Confirmed	179.00
Feb 27, 2025	1	Confirmed	179.00
		Total	358.00

Add-ons

Tax Disclosure

Room rates shown do not include 13.5% Hotel Tax per night (subject to change). Total charges presented on the website will include all room fees and taxes.

Grand total (USD)	**406.33**

Latoya Ransom

From: Dana Neville
Sent: Friday, December 6, 2024 11:36 AM
To: Fp Assistant; Latoya Ransom
Subject: Fw: Your Hotel Reservation - FL Black Caucus - C. Johnson

FYI

Thank you & have a great day!

Dana Neville | Senior Accounting Analyst | City of Fort Pierce

Finance Department
100 North U.S. 1 Fort Pierce 34954
Phone: 772.467.3074 Fax: 772.489.2594

Website | Facebook | Survey

THE SUNRISE CITY
FORT PIERCE
Florida

From: Embassy Suites by Hilton Orlando Lake Buena Vista South <info@cvent.com>
Sent: Friday, December 6, 2024 11:33 AM
To: Dana Neville <dneville@cityoffortpierce.com>
Subject: Your Hotel Reservation - FL Black Caucus

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EMBASSY SUITES by Hilton

Reservation Confirmation

Hi Curtis,
Thank you for your reservation!

City Commission Regular Meeting **11. b.**

Meeting Date: 01/06/2025

Re: Culpepper & Terpening SA No. 5 CO No. 1 - Little Jim Fish Camp Engineering Services - RFQ No. 2019-027

Submitted For: John Andrews, Deputy City Manager - City Engineer, Engineering

SUBJECT:

Approval of Change Order No. 1 for Specific Authorization No. 5 with Culpepper & Terpening in the amount not to exceed $19,175.00 for engineering services for the Little Jim Fish Camp sanitary sewer connection.

SUMMARY:

The City of Fort Pierce contracted with Culpepper & Terpening to provide professional engineering services pertaining to the design and permitting of a lift station and a sanitary sewer service connection from the Little Jim Bait & Tackle site to the St. Lucie County Utilities system located at the Stan Blum Boat Ramp. The City of Fort Pierce recently acquired additional land from FDOT which abuts the Little Jim site. This land afforded staff the opportunity to relocate the proposed lift station away from the waterfront in order to free up this prime land from any encumbrances. The project consultant fee for this engineering redesign is $19,175.00.

RECOMMENDATION:

Staff recommends approval of the redesign.

ALTERNATIVES:

Deny and leave the lift station at the shore of the Indian River Lagoon.

RESPONSIBLE STAFF:

Engineering

COORDINATED WITH:

St. Lucie County Utilities

Fiscal Impact

Budgeted Y/N:	N
Fiscal Year:	24/25
Account:	00160000-563200
Amount:	$19,175.00

FISCAL IMPACT:

Funding for the $19,175.00 shall be encumbered from the CIty's General Fund, Account No. 0016000-563200,

Attachments

Original Design Plans
Revised Design Plans
CO No. 1
City Attorney Approval Memo
SA No. 5

Form Review

Inbox	Reviewed By	Date
Finance Department	Johnna Morris	12/17/2024 10:19 AM
City Manager	Linda Cox	12/17/2024 02:29 PM
Form Started By: Tracy Telle		Started On: 12/12/2024 02:34 PM
Final Approval Date: 12/17/2024		

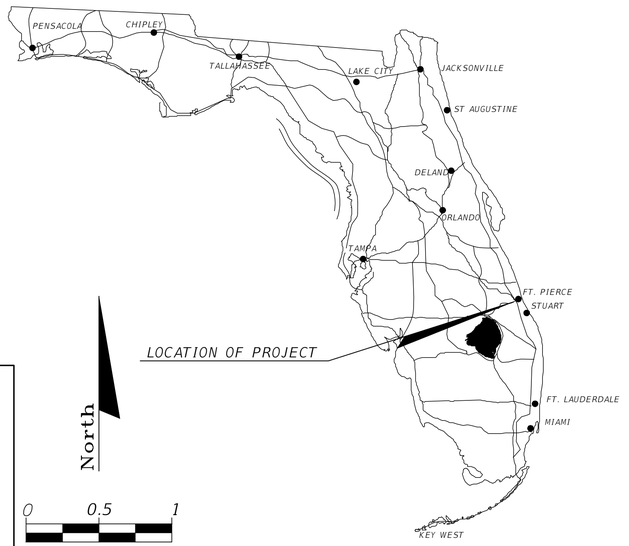
PLANS PREPARED FOR

THE CITY OF FORT PIERCE

CONTRACT PLANS

LITTLE JIM CAMP SANITARY IMPROVEMENT

ST LUCIE COUNTY, FLORIDA



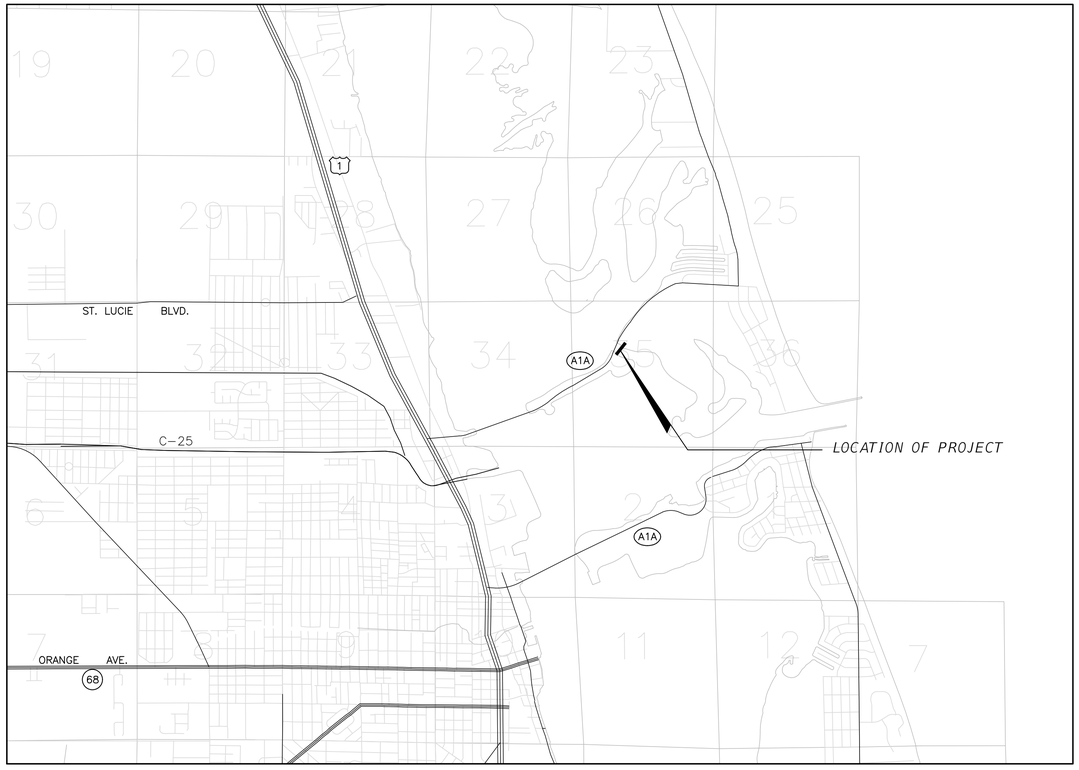
COMPONENTS OF CONTRACT PLANS SET

SANITARY IMPROVEMENT CONSTRUCTION PLANS

A DETAILED INDEX APPEARS ON THE KEY SHEET OF EACH COMPONENT

INDEX OF PLANS

SHEET NO.	SHEET DESCRIPTION
1	COVER SHEET
2	PROJECT LAYOUT/LOCATION
3	MASTER PLAN VIEW
4	SANITARY PLAN & PROFILE
5	DIRECTIONAL BORE PLAN & PROFILE
6	SWPP PLAN
7	SWPP DETAILS
8	UTILITY DETAILS
9	GRINDER STATION DETAILS



GOVERNING STANDARDS AND SPECIFICATIONS:
FLORIDA DEPARTMENT OF TRANSPORTATION, STANDARD SPECIFICATIONS FOR ROAD AND BRIDGE CONSTRUCTION DATED 2020-2021, AND STANDARD SPECIFICATIONS FOR ROAD AND BRIDGE CONSTRUCTION DATED 2020. AS AMENDED BY CONTRACT DOCUMENTS.

For Design Standards Modifications click on "Standard Plans For Road and Bridge Construction" at the following web site:
http://www.fdot.gov/design/standardplans/Default.shtm

For the Standard Specifications for Road and Bridge Construction click on the "January 2021 Standard Specifications eBook " link at the following web site:
http://www.fdot.gov/programmanagement/Implemented/SpecBooks/

CONSTRUCTION SHOP DRAWINGS TO BE SUBMITTED TO:

STEFAN K. MATTHES, PE
CULPEPPER & TERPENING, INC.
2980 SOUTH 25TH STREET
FORT PIERCE, FLORIDA 34981

PLANS PREPARED BY:

CULPEPPER & TERPENING INC
2980 SOUTH 25th STREET • FORT PIERCE, FLORIDA 34981
PHONE 772-464-3537 • FAX 772-464-9497 • www.ct-eng.com
STATE OF FLORIDA BOARD OF PROFESSIONAL ENGINEERS AUTHORIZATION NO. 4286

STATE OF FLORIDA BOARD OF PROFESSIONAL ENGINEERS AUTHORIZATION NO. 4286

NOTE: THE SCALE OF THESE PLANS MAY HAVE CHANGED DUE TO REPRODUCTION.

REVISIONS

LENGTH OF PROJECT		
	LIN. FT.	MILES
UTILITY	640	0.121
BRIDGES	0	0
NET LENGTH OF PROJ.	640	0.121
EXCEPTIONS	0	0
GROSS LENGTH OF PROJ.	640	0.121

KEY SHEET REVISIONS		
DATE	BY	DESCRIPTION

ROADWAY PLANS
ENGINEER OF RECORD: STEFAN K. MATTHES, P.E.

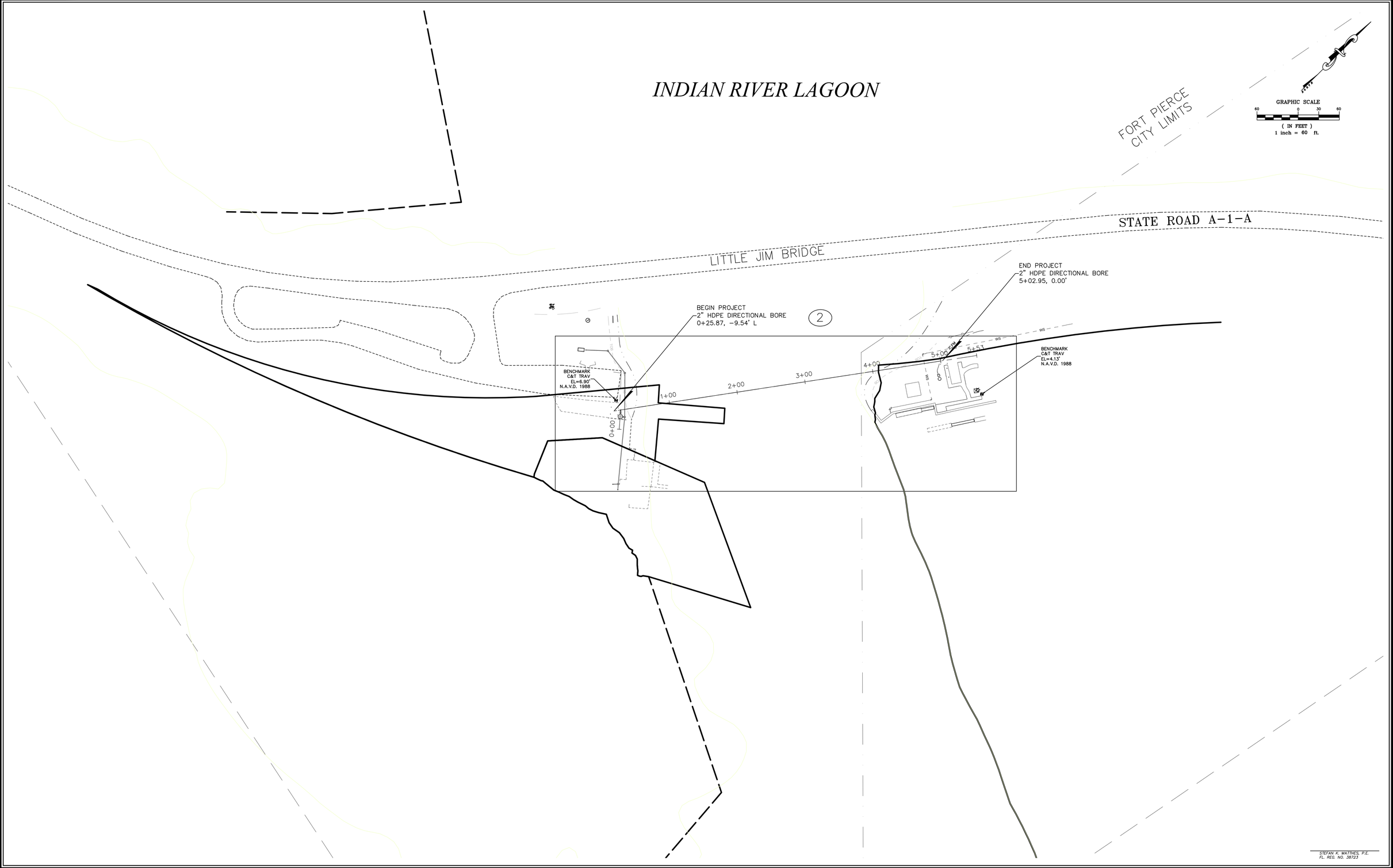
P.E. NO. : 38723

30% CONSTRUCTION PLAN SET
JUNE 27, 2022

C&T JOB NO.: 21-122

PROJECT MANAGER: JOHN R ANDREWS

FISCAL YEAR	SHEET NO.
22	1



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21-122 COFP	21-05/72

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– REVISIONS –	BY	DATE

	BY	DATE
FIELD	SKM	1/20/22
CALCS.	SKM	2/2/22
DRAWN	KU	2/1/22
DETAILED	----	----
CHECKED	SKM	2/2/22
APPROVED	SKM	2/10/22

LITTLE JIM CAMP SANITARY IMPROVEMENTS

PROJECT LAYOUT

DATE: 2/10/22
HORIZ. SCALE: 1"=60'
VERT. SCALE: N/A
JOB No. 21-122
SHEET 2 of 9

STATE ROAD A-1-A

LITTLE JIM BRIDGE

INDIAN RIVER LAGOON

FLOOD ZONE DELINEATION LINE

GRAPHIC SCALE
20 0 10 20
(IN FEET)
1 inch = 20 ft.

CONST. 476 LF OF 2" LPM BY DIRECTIONAL BORE

CONST. 32 LF OF 6" PVC @ 0.45%

CONST. 41 LF OF 6" PVC @ 0.40%

CONST. 64 LF OF 8" PVC @ 0.40%

CONST. 88 LF OF 8" PVC @ 0.40%

CONST. 8 LF OF 6" PVC @ 0.40%

CONST. 8 LF OF 4" PVC @ 0.40%

CONST. GRINDER PUMP STATION

BORE ENTRY/EXIT POINT

BENCHMARK
SET MAG NAIL & DISK
C&T TRAV
EL=6.90'
N.A.V.D. 1988

BENCHMARK
SET MAG NAIL & DISK
C&T TRAV
ELEV.=4.13'
N.A.V.D. 1988

4" DIA. WETWELL GRINDER PUMPSTATION

CO-01 CO-02 CO-03 SS-01 SS-02 SS-03 SS-04 LS-01

WATER SERVICES
BELL SOUTH PEDESTAL
STONE AREA (POSSIBLE DRAINFIELD)
SEPTIC TANK
RESTROOM BUILDING F.F.EL.=6.25'
PAVEMENT PARKING LOT
WOOD LANDSCAPE TIMBER
TRAILER
CONEX
ASPHALT PARKING LOT
RESTROOM TRAILER
SAND AREA
WOOD BULKHEAD
COVERED WOOD DECK
WOOD DECK
1 STORY BUILDING F.F.EL.=2.87 (AT DOOR) =2.54' (INSIDE)
3" SANITARY CLEANOUT
BACKFLOW ASSEMBLY
CLEAN OUT
SANITARY SERVICES
BATHROOM BUILDING
CONC. WALK
CONC. SLAB PAVILLION
FISH CLEANING STATION
CONC. SEAWALL
FLOATING DOCK
RAMP
WOOD FENCE
EXIST. 2" FM
EXIST. WATER SERVICE

FLOOD ZONE X
FLOOD ZONE AE=5.00'
FLOOD ZONE AE=4.00'

STEFAN K. MATTHES, P.E.
FL. REG. NO. 38723

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21-122 COFP	21-05/72

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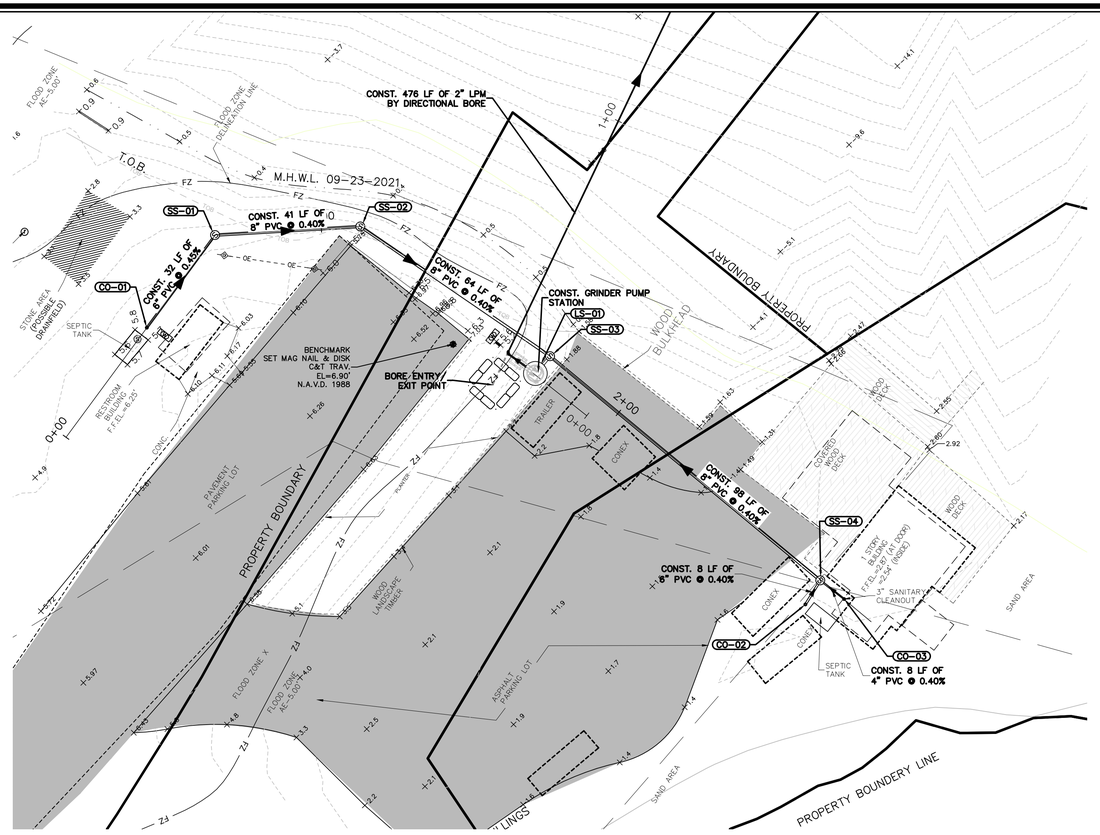
– REVISIONS –	BY	DATE

	BY	DATE
FIELD	SKM	1/20/22
CALCS.	SKM	2/2/22
DRAWN	KU	2/1/22
DETAILED	----	----
CHECKED	SKM	2/2/22
APPROVED	SKM	2/10/22

LITTLE JIM CAMP SANITARY IMPROVEMENTS

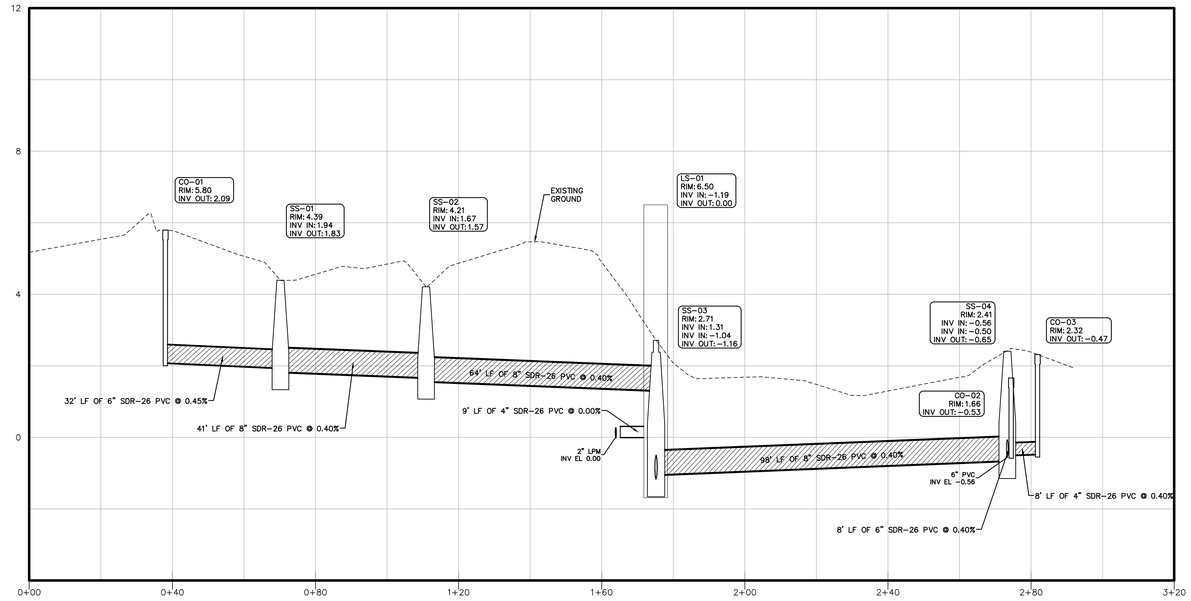
MASTER PLAN VIEW

DATE: 2/10/22
HORIZ. SCALE: 1"=20'
VERT. SCALE: N/A
JOB No. 21-122
SHEET 3 of 9



Structure Table	
Structure Name	Structure Details
CO-01	RIM = 5.80 INV OUT = 2.09
CO-02	RIM = 1.66 INV OUT = -0.53
CO-03	RIM = 2.32 INV OUT = -0.47
LS-01	RIM = 6.50 INV IN = -1.19 INV OUT = 0.00
SS-01	RIM = 4.39 INV IN = 1.94 INV OUT = 1.83
SS-02	RIM = 4.21 INV IN = 1.67 INV OUT = 1.57
SS-03	RIM = 2.71 INV IN = 1.31 INV IN = -1.04 INV OUT = -1.16
SS-04	RIM = 2.41 INV IN = -0.56 INV IN = -0.50 INV OUT = -0.65

GRAPHIC SCALE
20 0 10 20
(IN FEET)
1 inch = 20 ft.



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FL. REG. NO. 38723

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21-122 COFP	21-05/72

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– REVISIONS –	BY	DATE

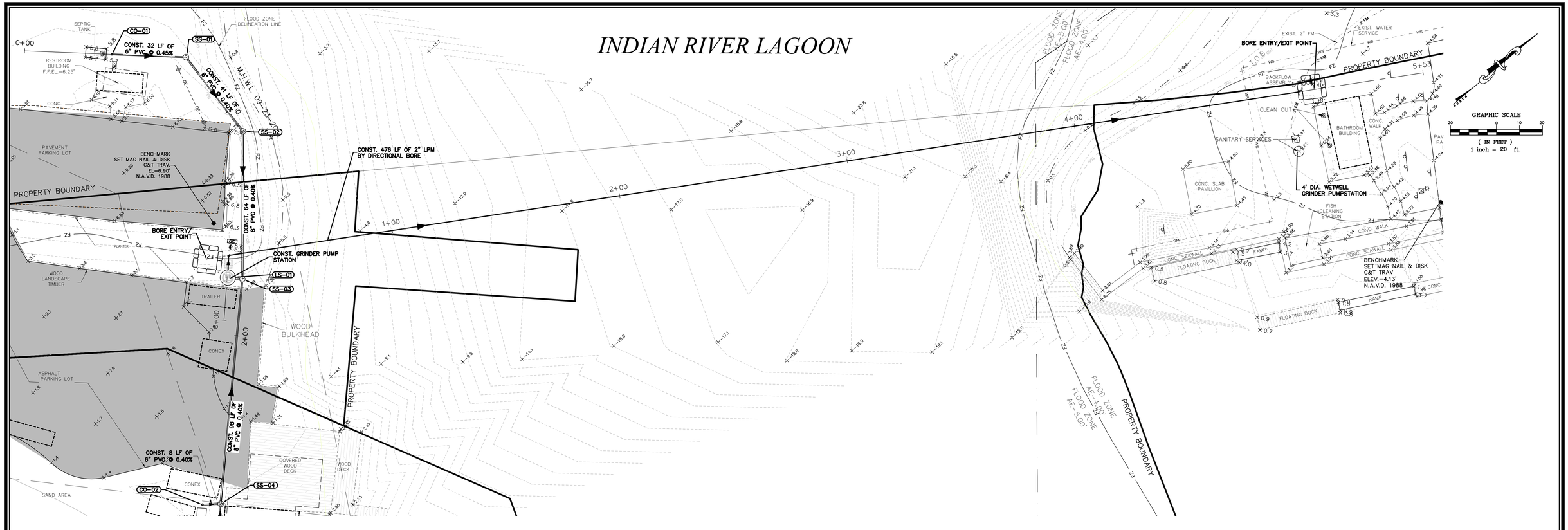
	BY	DATE
FIELD	SKM	1/20/22
CALCS.	SKM	2/2/22
DRAWN	KU	2/1/22
DETAILED	-----	-----
CHECKED	SKM	2/2/22
APPROVED	SKM	2/10/22

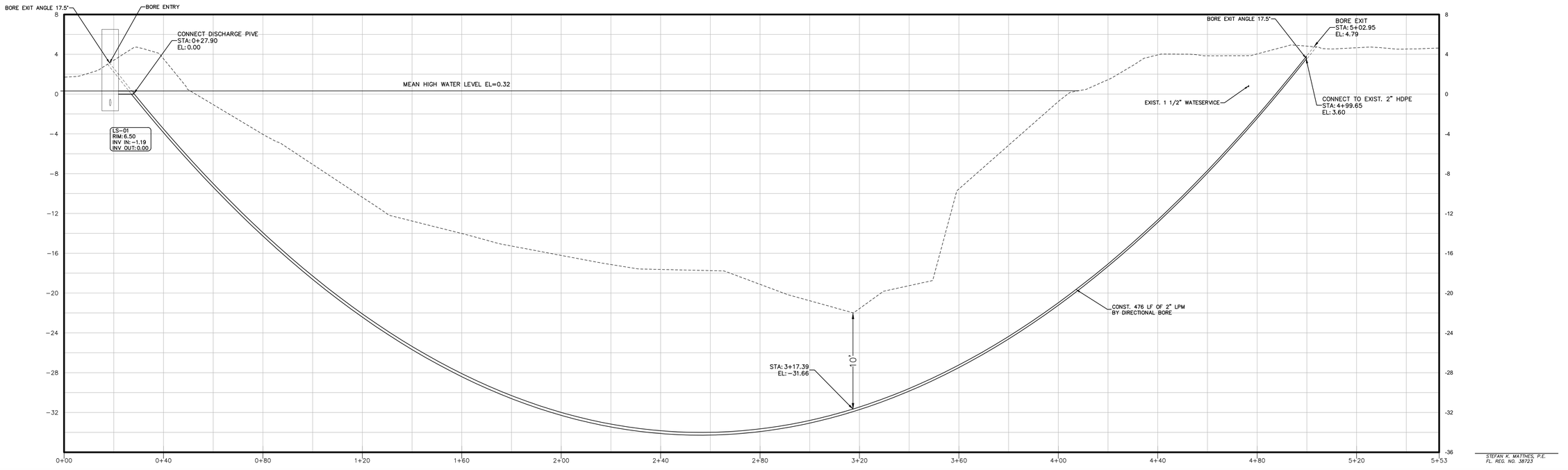
LITTLE JIM CAMP SANITARY IMPROVEMENTS

SANITARY PLAN & PROFILE

DATE: 2/10/22
HORIZ. SCALE: 1"=20'
VERT. SCALE: 1"=2'
JOB No. 21-122
SHEET 4 of 9

P:\Proj-2021\21-122 COFP – Little Jim Camp Sanitary Connection\Eng\21-122 Base.dwg Plotted: 6/27/2022 11:31 AM By: KITHSIRI UDUGAMA





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21-122 COFP	21-05/72

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– REVISIONS –	BY	DATE

	BY	DATE
FIELD	SKM	1/20/22
CALCS.	SKM	2/2/22
DRAWN	KU	2/1/22
DETAILED	----	----
CHECKED	SKM	2/2/22
APPROVED	SKM	2/10/22

LITTLE JIM CAMP SANITARY IMPROVEMENTS

DIRECTIOANAL BORE PLAN & PROFILE

DATE: 2/10/22
HORIZ. SCALE: 1"=20'
VERT. SCALE: 1"=5'
JOB No. 21-122
SHEET 5 of 9

STATE ROAD A-1-A

LITTLE JIM BRIDGE

INDIAN RIVER LAGOON

INSTALL INLET PROTECTION PER FLORIDA EROSION & SEDIMENT CONTROL MANUAL

INSTALL SOIL TRACKING PREVENTION DEVICE PER FLORIDA EROSION & SEDIMENT CONTROL MANUAL

BENCHMARK
SET MAG NAIL & DISK
C&T TRAV.
EL=6.90'
N.A.V.D. 1988

RESTROOM TRAILER

WOOD FENCE

GRAPHIC SCALE
20 0 10 20
(IN FEET)
1 inch = 20 ft.

BENCHMARK
SET MAG NAIL & DISK
C&T TRAV
ELEV.=4.13'
N.A.V.D. 1988

STEFAN K. MATTHES, P.E.
FL. REG. NO. 38723

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COMPUTER FILE REF.	FIELD BK./PG.
21-122 COFP	21-05/72

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STATE OF FLORIDA BOARD OF PROFESSIONAL ENGINEERS AUTHORIZATION NO. 4286

– REVISIONS –	BY	DATE

	BY	DATE
FIELD	SKM	1/20/22
CALCS.	SKM	2/2/22
DRAWN	KU	2/1/22
DETAILED	----	----
CHECKED	SKM	2/2/22
APPROVED	SKM	2/10/22

LITTLE JIM CAMP SANITARY IMPROVEMENTS

SWPP PLAN

DATE: 2/10/22
HORIZ. SCALE: 1"=20'
VERT. SCALE: N/A
JOB No. 21-122
SHEET 6 of 9

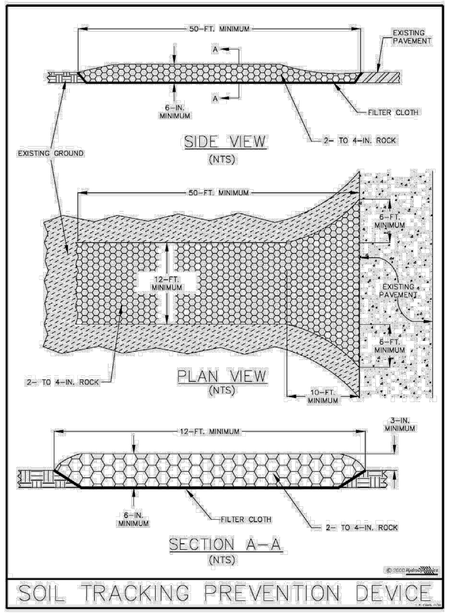

Figure V-14: Illustration of a Soil Tracking Prevention Device

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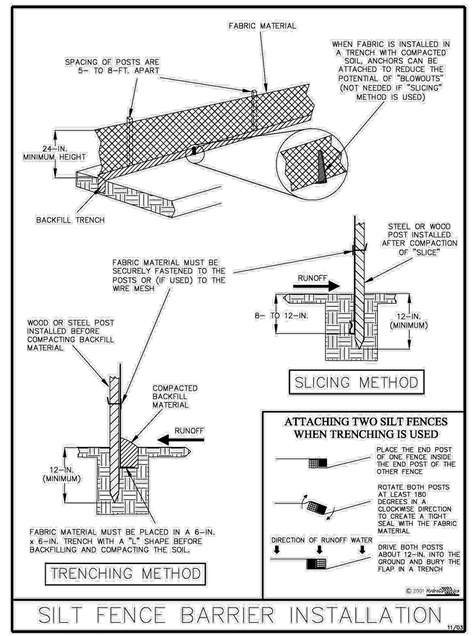

Figure V-40: Illustration of a Silt Fence Barrier

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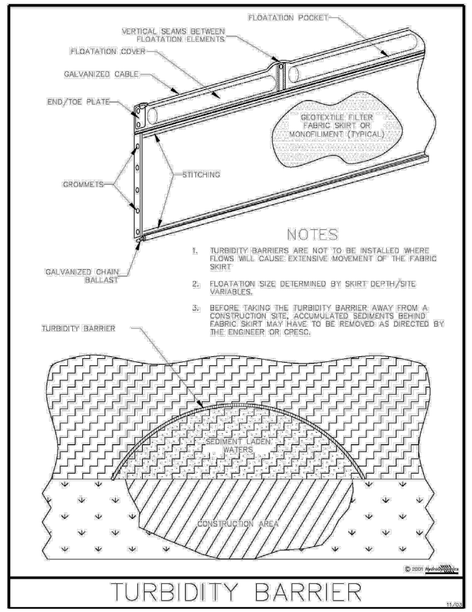

Figure V-6: Illustration of a Turbidity Barrier Curtain

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21–122 COFP	21–05/72

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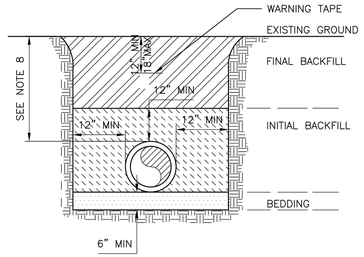
	BY	DATE
FIELD	SKM	1/20/22
CALCS.	SKM	2/2/22
DRAWN	KU	2/1/22
DETAILED	----	----
CHECKED	SKM	2/2/22
APPROVED	SKM	2/10/22

LITTLE JIM CAMP SANITARY IMPROVEMENTS

SWPP DETAILS

DATE: 2/10/22
HORIZ. SCALE: N/A
VERT. SCALE: N/A
JOB No. 21–122
SHEET 7 of 9

P:\Proj-2021\21-122 COFP - Little Jim Camp Sanitary Connection\Eng\21-122 Base.dwg Plotted: 6/27/2022 8:26 AM By: KITHSIRI UDUGAMA

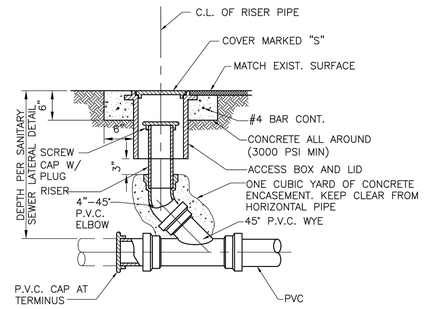


NOTES:

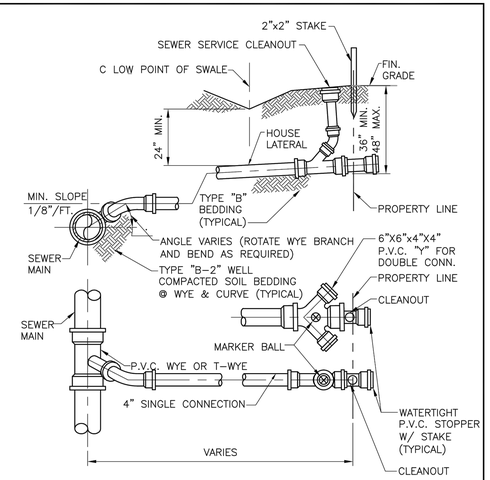
1. BEDDING MATERIAL SHALL BE HAND PLACED IN 6" LIFTS AND SHALL CONSIST OF IN-SITU GRANULAR MATERIAL OR APPROVAL MATERIAL. UNSUITABLE IN-SITU MATERIALS SUCH AS MUCK, DEBRIS AND ROCK SHALL BE REMOVED.
2. THE PIPE SHALL BE FULLY SUPPORTED FOR ITS ENTIRE LENGTH WITH APPROPRIATE COMPACTION UNDER THE PIPE HAUNCHES.
3. THE PIPE SHALL BE PLACED IN A DRY TRENCH.
4. BACKFILL SHALL BE DONE WITH APPROVED MATERIAL, CLEAN AND FREE OF ROCKS, MUCK AND OTHER DELETERIOUS MATTER AND COMPACTED BENEATH THE HAUNCHES OF THE PIPE USING MECHANICAL TAMPERS TO 100% MAXIMUM DENSITY AS DETERMINED BY AASHTO T-99.
5. BACKFILL TO BE COMPACTED ALONG THE SIDES OF THE PIPE AND TO A POINT ONE FOOT ABOVE THE TOP OF THE PIPE TO 100% MAXIMUM DENSITY AS DETERMINED BY AASHTO T-99.
6. A. WHERE PAVEMENT IS TO BE CONSTRUCTED OVER THE PIPE, THE REMAINING BACKFILL SHALL BE COMPACTED IN 6 INCH LAYERS AND COMPACTED TO 98% MAXIMUM DENSITY AS DETERMINED BY AASHTO T-180

   B. WHERE "NO" PAVEMENT IS TO BE CONSTRUCTED OVER THE PIPE, THE REMAINING FILL SHALL BE COMPACTED IN 6 INCH LAYERS TO A DENSITY 95% MAXIMUM DENSITY AS DETERMINED BY AASHTO T-180.
7. CONTRACTOR SHALL COMPLY WITH ALL STATE AND LOCAL TRENCH SAFETY REGULATIONS
8. MINIMUM COVER: UP TO 8" PIPE IS 30" COVER; 10" TO 12" PIPE IS 36" COVER; 14" AND LARGER PIPE IS 48" COVER.

ST. LUCIE COUNTY FLORIDA	ST. LUCIE COUNTY WATER & WASTEWATER CONSTRUCTION STANDARDS	TYPICAL TRENCH DETAIL
		DATE APPROVED: DECEMBER 2015 / DRAWING NUMBER: G-5



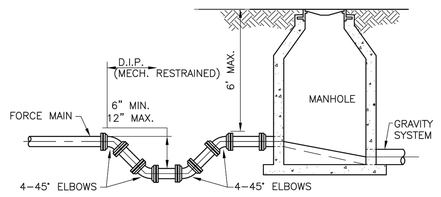
ST. LUCIE COUNTY FLORIDA	ST. LUCIE COUNTY WATER & WASTEWATER CONSTRUCTION STANDARDS	SEWER SERVICE CLEANOUT
		DATE APPROVED: DECEMBER 2015 / DRAWING NUMBER: S-2



NOTES:

1. INVERT OF LATERAL TO BE 36" FROM FINISHED GRADE EXCEPT ON " WATER 1. LINE SIDE " OF STREET R/W WHERE IT SHALL DROP TO 48" AS SOON AS DEPTH OF SEWER MAIN PERMITS.
2. INSTALL MAGNETIC MARKERS AT THE END OF EACH SERVICE LINE OR OPPOSITE WYES AND RECORD LOCATION.

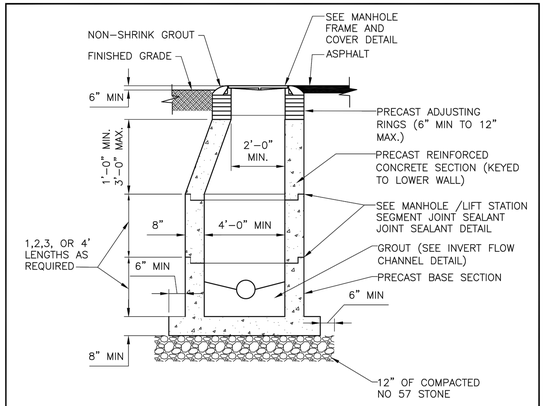
ST. LUCIE COUNTY FLORIDA	ST. LUCIE COUNTY WATER & WASTEWATER CONSTRUCTION STANDARDS	SANITARY SEWER LATERAL DETAIL
		DATE APPROVED: DECEMBER 2015 / DRAWING NUMBER: S-1



NOTES:

1. FORCE MAIN TO ENTER MANHOLE AS CLOSE AS POSSIBLE TO 180° TO GRAVITY OUTLET.
2. THE INVERT LEVEL OF FORCE MAIN AT POINT OF ENTRY SHALL BE 6" ABOVE INVERT OF MANHOLE.
3. CORE ENTRY ONLY INTO EXISTING MANHOLES.
4. TRAP TO BE LOCATED PRIOR TO DROP INTO MANHOLE AND OUTSIDE OF PAVED AREAS.
5. USE TWO 45° ELBOWS PAST TRAP IF ELEVATION DROP IS REQUIRED TO ENTER MANHOLE.
6. FLOW CHANNEL REQUIRED.
7. EXTERIOR OF MANHOLE TO RECEIVE 2 COATS OF COAL TAR EPOXY (BITUMASTIC 50). INTERIOR OF MANHOLE TO BE LINED WITH APPROVED LINING MATERIAL.

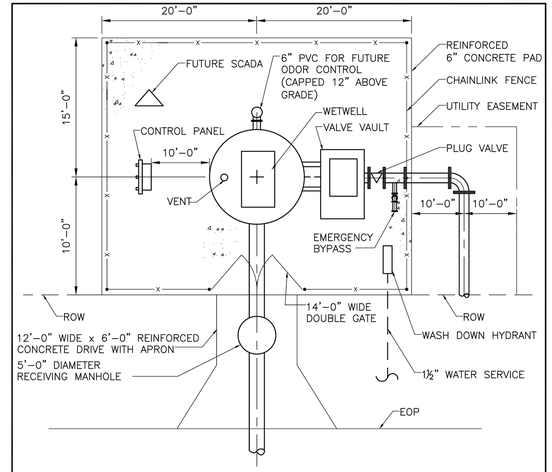
ST. LUCIE COUNTY FLORIDA	ST. LUCIE COUNTY WATER & WASTEWATER CONSTRUCTION STANDARDS	FORCE MAIN ENTERING SHALLOW MANHOLE
		DATE APPROVED: DECEMBER 2015 / DRAWING NUMBER: S-11



NOTES:

1. MANHOLES SHALL BE DESIGNED IN ACCORDANCE WITH ASTM C478.
2. CONNECTIONS AND GROUTING IN MANHOLE NOT SHOWN. SEE DRAWINGS FOR PIPE SIZE, LOCATIONS AND INVERTS.
3. PAINT OUTSIDE OF MANHOLE WITH TWO COATS OF COAL TAR EPOXY (BITUMASTIC 50)
4. LINE INSIDE OF MANHOLE WITH AN APPROVED LINING MATERIAL.
5. ALL PIPE PENETRATIONS SHALL BE PRECAST.

ST. LUCIE COUNTY FLORIDA	ST. LUCIE COUNTY WATER & WASTEWATER CONSTRUCTION STANDARDS	STANDARD PRECAST MANHOLE DETAIL
		DATE APPROVED: DECEMBER 2015 / DRAWING NUMBER: S-5



NOTES:

1. ALTERNATE LIFT STATION LAYOUTS WILL BE CONSIDERED BY THE DISTRICT ON A CASE-BY-CASE BASIS.

ST. LUCIE COUNTY FLORIDA	ST. LUCIE COUNTY WATER & WASTEWATER CONSTRUCTION STANDARDS	TYPICAL LIFT STATION PLAN (SMALL)
		DATE APPROVED: DECEMBER 2015 / DRAWING NUMBER: S-14

STEFAN K. MATTHES, P.E.
FL. REG. NO. 38723

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THOMAS P. KIERNAN
PROFESSIONAL SURVEYOR & MAPPER
FLORIDA CERTIFICATE NO. 6199

SIGNATURE DATE

COMPUTER FILE REF.	FIELD BK./PG.
21-122 COFP	21-05/72

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STATE OF FLORIDA BOARD OF PROFESSIONAL ENGINEERS AUTHORIZATION NO. 4286

- REVISIONS -	BY	DATE

	BY	DATE
FIELD	SKM	1/20/22
CALCS.	SKM	2/2/22
DRAWN	KU	2/1/22
DETAILED	----	----
CHECKED	SKM	2/2/22
APPROVED	SKM	2/10/22

LITTLE JIM CAMP SANITARY IMPROVEMENTS

UTILITY DETAILS

DATE:	2/10/22
HORIZ. SCALE:	N/A
VERT. SCALE:	N/A
JOB No.	21-122
SHEET	8 of 9

PUMP PERFORMANCE CHARACTERISTICS MODEL SGVF2022L 2HP 5.13"IMP	
GPM: 33.5	TDH: 83 ft
PUMP HP: 2	CABLE LENGTH: 30 FT.
ELECTRICAL SERVICE:	230 VAC
	1 PHASE

CRITICAL DIMENSIONS & ELEVATIONS		
	TOP OF WET WELL	6.60 ft.
	GRADE AT WET WELL	6.50 ft.
	INFLUENT PIPE INVERT	5.00 ft.
	HIGH WATER ALARM "ON"	4.50 ft.
	LAG PUMP "ON"	4.00 ft.
	LEAD PUMP "ON"	3.50 ft.
	ALL PUMPS "OFF"	3.20 ft.
	WET WELL FLOOR	1.60 ft.
	WET WELL DIAMETER	48 inch
	WET WELL DEPTH	4.00 ft.
	CONCRETE BALLAST REQUIRED	1.00' THICK MIN.
	DISCHARGE PIPE SIZE	2 inch
	INFLUENT PIPE DIAMETER & TYPE	4 inch PVC
	DISCHARGE PIPE DEPTH (THROUGH VALVE PIT)	18 inch
	BOTTOM OF PANEL (ABOVE GRADE)	30 – 36 inches

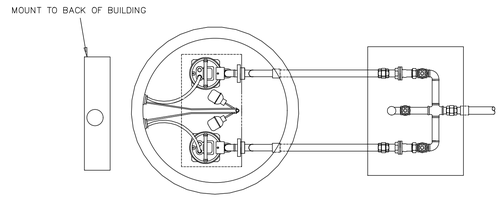
DESIGN AND COMPLIANCE NOTES

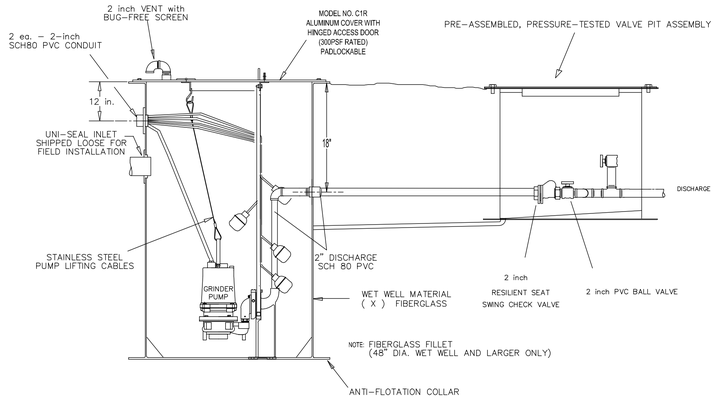
1. SYSTEM SPECIFIED THIS PAGE COMPLIES WITH THE FOLLOWING REFERENCE STANDARDS:
   + FLORIDA ADMINISTRATIVE CODE (FAC) CHAPTER 62-604 "COLLECTION SYSTEMS AND TRANSMISSION FACILITIES" AND ALL RELATED AND CROSS REFERENCED STANDARDS
   + NFPA 820
   + RECOMMENDED STANDARDS FOR WASTEWATER FACILITIES (TEN STATES STANDARDS).

2. PUMPS SHALL BE SUITABLE FOR HAZARDOUS LOCATIONS CLASS I, GROUP D, DIVISION 1 <or> DIVISION 2 (AS CATEGORIZED BY NFPA 820).

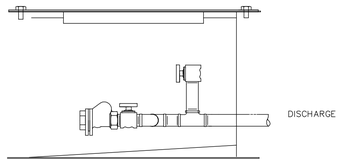
3. CONTROL PANELS SHALL BE U.L. LISTED PER 698A FOR OPERATING MOTORS LOCATED WITHIN CLASS I, GROUP D LOCATION.

4. WET WELL TOP AND CONTROLS MUST BE APPROPRIATELY LOCATED ABOVE THE 25 YEAR AND 100 YEAR FLOOD ELEVATIONS, RESPECTIVELY, PER F.A.C. 62-604.400(2)(e).





LIFT STATION
(NOT TO SCALE)



1. ASSEMBLED VALVE PIT ASSEMBLY SHALL BE PRESSURE TESTED @150 PSIG FOR MINIMUM 15 MINUTES WITH ZERO LOSS (TEST AGAINST CHECK VALVES AND CLOSED DISCHARGE).

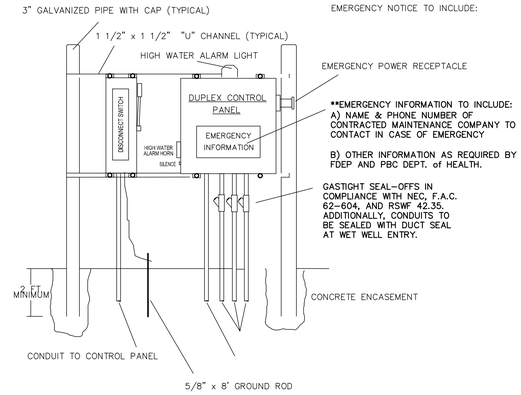
2. CHECK VALVES AND ISOLATION VALVES ARE PROVIDED FOR EACH PUMP PER rswf 42.5 AND FDEP PERMIT ITEM 50.

3. VALVE PIT SHALL HAVE ENCLOSED BOTTOM WITH SLOPED FLOOR AND DRAIN LINE RETURNING TO THE WET WELL (COMPLETE WITH P-TRAP ASSEMBLY) PER RSWF 44.33 AND FDEP PERMIT ITEM 70.

4. BY-PASS PUMP CONNECTION IS PROVIDED PER FAC 62-604.400(2)(a)(3).

5. COVER MUST INCLUDE TAMPER RESISTANT HARDWARE AND PADLOCK.

PRE-ASSEMBLED & PRESSURE TESTED
VALVE PIT ASSEMBLY



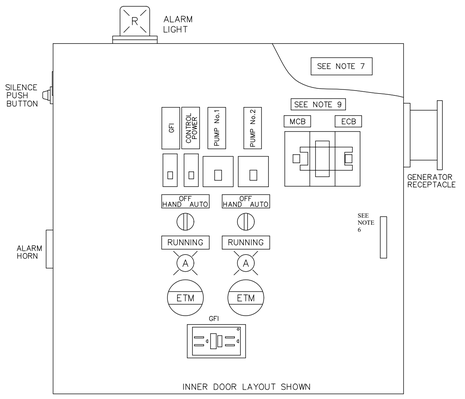
EMERGENCY NOTICE TO INCLUDE:

**EMERGENCY INFORMATION TO INCLUDE:
A) NAME & PHONE NUMBER OF CONTRACTED MAINTENANCE COMPANY TO CONTACT IN CASE OF EMERGENCY

B) OTHER INFORMATION AS REQUIRED BY FDEP AND PBC DEPT. of HEALTH.

GASTIGHT SEAL-OFFS IN COMPLIANCE WITH NEC, F.A.C. 62-604, AND RSWF 42.35. ADDITIONALLY, CONDUITS TO BE SEALED WITH DUCT SEAL AT WET WELL ENTRY.

**PROOF OF MAINTENANCE CONTRACT WILL BE REQUIRED PRIOR TO RELEASING LIFT STATION FOR OPERATION.



NEMA 4 ENCLOSURE
WITH DEAD FRONT OUTER DOOR

1) ALL WIRING AND GROUNDING IS TO BE IN ACCORDANCE WITH NEC AND LOCAL CODES.
2) WET WELL IS CLASSIFIED AS A CLASS I, GROUP D HAZARDOUS LOCATION. CONDUITS TO/FROM WET WELL MUST INCLUDE SEAL-OFFS, ETC. TO COMPLY WITH NEC AND LOCAL CODES.
3) ALL EQUIPMENT GROUNDING TO BE PROVIDED IN ACCORDANCE WITH NEC AND LOCAL CODES.
4) ALL PENETRATIONS INTO THE PUMP CONTROL PANEL ARE TO BE MADE IN THE BOTTOM OF THE ENCLOSURE ONLY.
5) POWER SERVICE METER CAN (IF PROVIDED) IS TO BE MOUNTED TO THE LEFT OF THE DISCONNECT SWITCH <OR> ON THE "REAR" OF THE EQUIPMENT RACK SHOWN.
6) CONTROL PANEL TO INCLUDE LIGHTNING ARRESTOR AND SURGE CAPACITOR IN ACCORDANCE WITH F.A.C. CHAPTER 62-604.400(2)(b).

ALL PRODUCTS SHOWN THIS PAGE ARE AVAILABLE FROM:

SOUTHEASTERN PUMP

Pompano Beach	(800) 396-4182
Tampa	(800) 688-5927
Jacksonville	(904) 425-6931

GRINDER PUMP DETAILS

STEFAN K. MATTHES, P.E.
FL. REG. NO. 38723

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DETAILED	----	----
CHECKED	SKM	2/2/22
APPROVED	SKM	2/10/22

LITTLE JIM CAMP SANITARY IMPROVEMENTS

GRINDER STATION DETAILS

DATE: 2/10/22	
HORIZ. SCALE: N/A	
VERT. SCALE: N/A	
JOB No.	21-122
SHEET	9 of 9

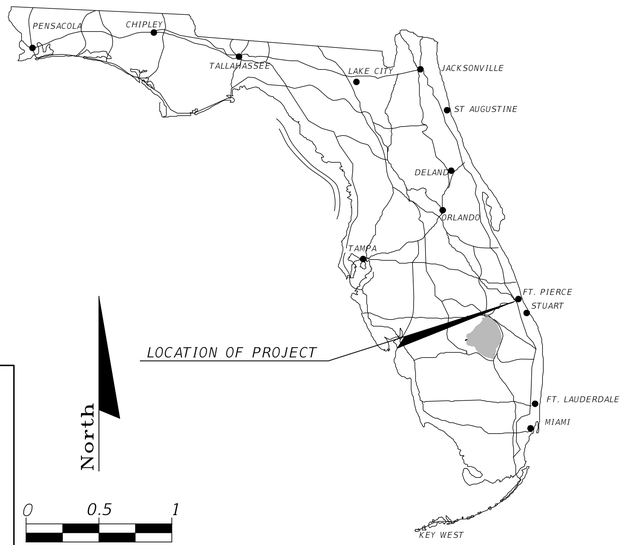
PLANS PREPARED FOR

THE CITY OF FORT PIERCE

CONTRACT PLANS

LITTLE JIM CAMP SANITARY IMPROVEMENT

ST LUCIE COUNTY, FLORIDA



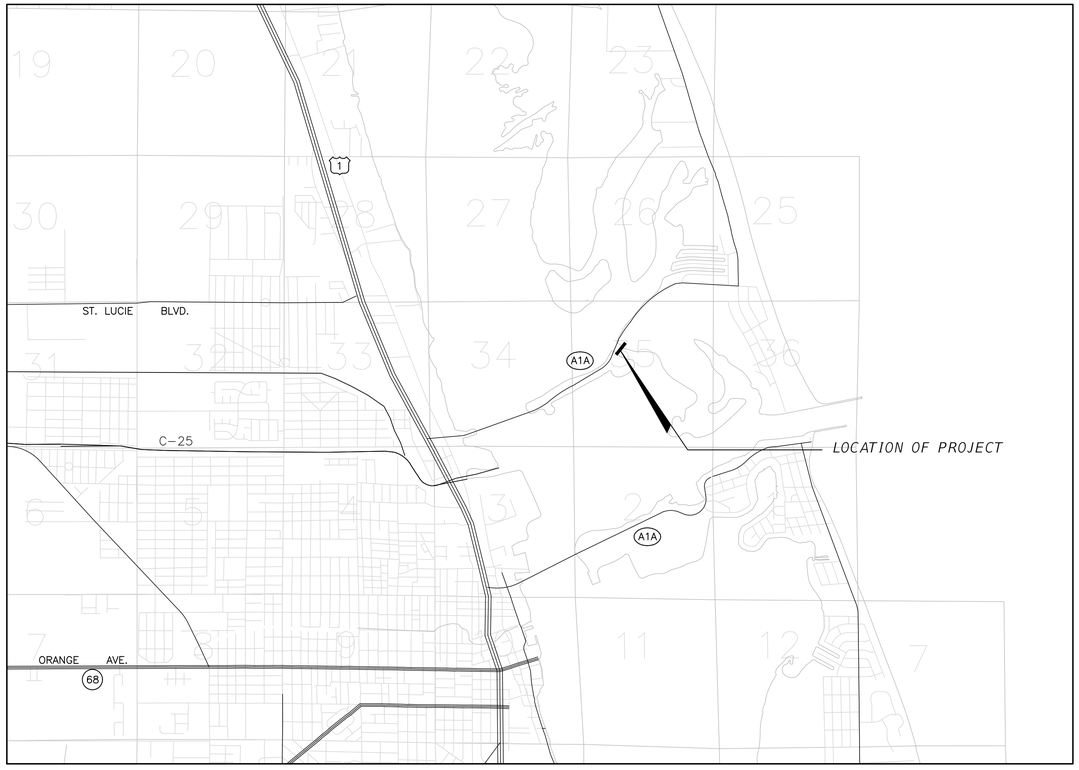
COMPONENTS OF CONTRACT PLANS SET

SANITARY IMPROVEMENT CONSTRUCTION PLANS

A DETAILED INDEX APPEARS ON THE KEY SHEET OF EACH COMPONENT

INDEX OF PLANS

SHEET NO.	SHEET DESCRIPTION
1	COVER SHEET
2	PROJECT LAYOUT/LOCATION
3	MASTER PLAN VIEW
4	SANITARY PLAN & PROFILE
5	DIRECTIONAL BORE PLAN & PROFILE
6	SWPP PLAN
7	SWPP DETAILS
8	UTILITY DETAILS
9	GRINDER STATION DETAILS



GOVERNING STANDARDS AND SPECIFICATIONS:
FLORIDA DEPARTMENT OF TRANSPORTATION, STANDARD SPECIFICATIONS FOR ROAD AND BRIDGE CONSTRUCTION DATED 2020-2021, AND STANDARD SPECIFICATIONS FOR ROAD AND BRIDGE CONSTRUCTION DATED 2020. AS AMENDED BY CONTRACT DOCUMENTS.

For Design Standards Modifications click on "Standard Plans For Road and Bridge Construction" at the following web site:
http://www.fdot.gov/design/standardplans/Default.shtm

For the Standard Specifications for Road and Bridge Construction click on the "January 2021 Standard Specifications eBook " link at the following web site:
http://www.fdot.gov/programmanagement/Implemented/SpecBooks/

CONSTRUCTION SHOP DRAWINGS TO BE SUBMITTED TO:

STEFAN K. MATTHES, PE
CULPEPPER & TERPENING, INC.
2980 SOUTH 25TH STREET
FORT PIERCE, FLORIDA 34981

PLANS PREPARED BY:

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PHONE 772-464-3537 • FAX 772-464-9497 • www.ct-eng.com
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NOTE: THE SCALE OF THESE PLANS MAY HAVE CHANGED DUE TO REPRODUCTION.

THIS DOCUMENT HAS BEEN DIGITALLY SIGNED AND SEALED BY STEFAN K. MATTHES, PE ON 10/04/2023 USING A DIGITAL SIGNATURE. PRINTED COPIES OF THIS DOCUMENT ARE NOT CONSIDERED SIGNED AND SEALED AND THE SHA AUTHENTICATION CODE MUST BE VERIFIED ON ANY ELECTRONIC COPIES.

REVISIONS

LENGTH OF PROJECT		
	LIN. FT.	MILES
UTILITY	111	0.021
DIRECTIONA BORE	490	0.093
NET LENGTH OF PROJ.	601	0.114
EXCEPTIONS	0	0
GROSS LENGTH OF PROJ.	601	0.114

KEY SHEET REVISIONS		
DATE	BY	DESCRIPTION

ROADWAY PLANS ENGINEER OF RECORD: STEFAN K. MATTHES, P.E.

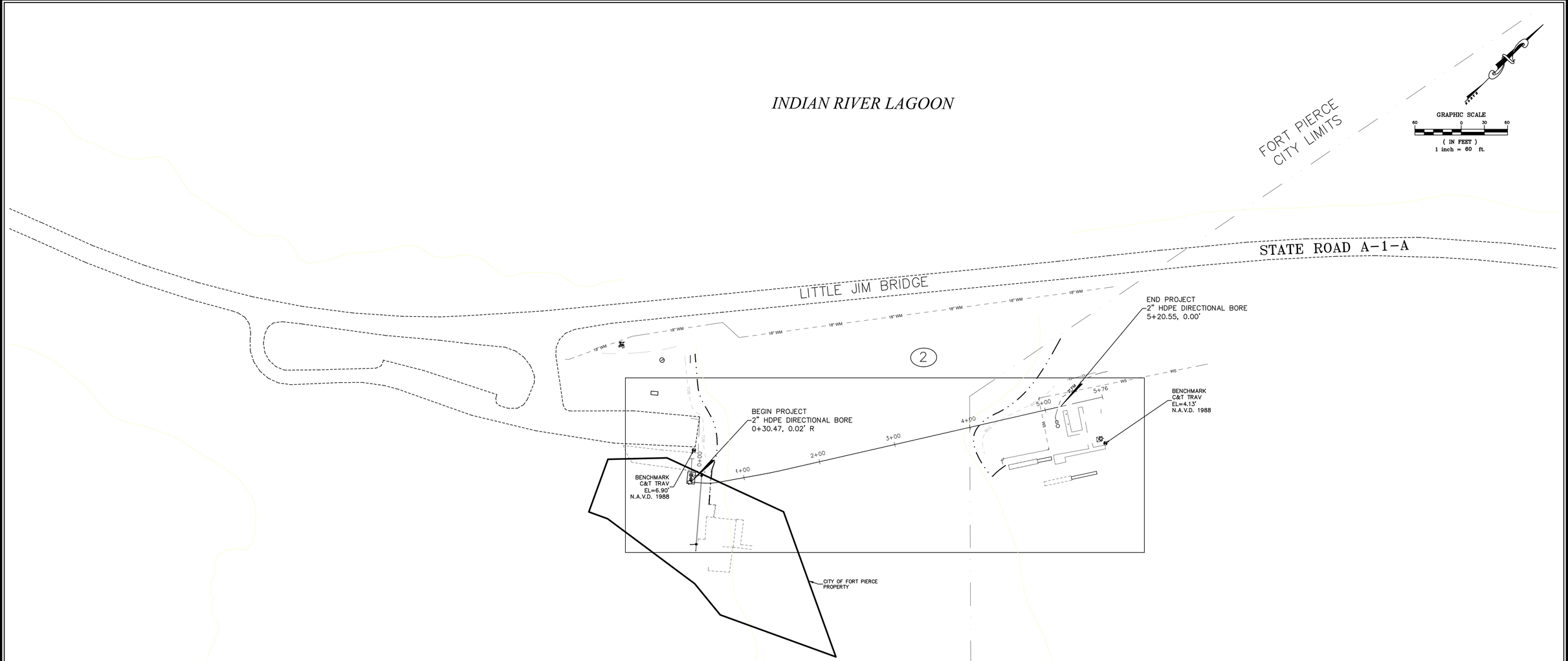
P.E. NO. : 38723

PERMIT CONSTRUCTION PLAN SET
OCTOBER 05, 2023

C&T JOB NO.: 21-122

PROJECT MANAGER: JOHN R ANDREWS

FISCAL YEAR	SHEET NO.
23	1



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FL. REG. NO. 38723

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DETAILED	----	----
CHECKED	SKM	10/4/23
APPROVED	SKM	10/4/23

LITTLE JIM CAMP SANITARY IMPROVEMENTS

PROJECT LAYOUT

DATE: 10/5/23
HORIZ. SCALE: 1"=60'
VERT. SCALE: N/A
JOB No. 21-122
SHEET 2 of 9

STATE ROAD A-1-A

LITTLE JIM BRIDGE

INDIAN RIVER LAGOON

GRAPHIC SCALE
20 0 10 20
(IN FEET)
1 inch = 20 ft.

FLOOD ZONE X
FLOOD ZONE AE-5.00'
FLOOD ZONE DELINEATION LINE
WATER SERVICES
BELL SOUTH PEDESTAL
EXISTING DRAIN FIELD
SEPTIC TANK
RESTROOM BUILDING F.F.EL.=6.25'
CONC.
PAVEMENT PARKING LOT
BENCHMARK SET MAG NAIL & DISK C&T TRAV. EL=6.90' N.A.V.D. 1988
MEAN HIGH WATER LEVEL
CONST. 14 LF OF 8" PVC @ 0.41%
N32° 50' 14.00"E - 76.58'
PLANTER
TRAILER (TO BE REMOVED)
WOOD CURB
CONST. GRINDER PUMP STATION
CONST. 8" PLUG END OF PHASE 1
SS-01
PROP. FENCE
BORE ENTRY/EXIT
CONST. 487 LF OF 2" LPM BY DIRECTIONAL BORE USING A BENTONITE SLURRY
N58° 59' 38.00"E 166.32'
WOOD BULKHEAD
CONEX
ASPHALT PARKING LOT
N35° 54' 18.00"W 72.65'
S54° 05' 42.00"W 25.90'
RESTROOM TRAILER
CONST. 8 LF OF 6" PVC @ 0.40%
CONST. 89 LF OF 8" PVC @ 0.40%
SS-02
CO-01
CO-02
CONST. 8 LF OF 4" PVC @ 0.40%
COVERED WOOD DECK
WOOD DECK
SAND AREA
SEPTIC TANK
1 STORY BUILDING F.F.EL.=2.87 (AT DOOR) =2.54' (INSIDE)
3" SANITARY CLEANOUT
S70° 54' 43.00"W 140.75'
MEAN HIGH WATER LEVEL
S24° 49' 23.00"W
PARCEL ID: 1434-100-0000-020-9 ±0.89 ACRES
S19° 30' 00.00"E 2010.00'
CITY OF FORT PIERCE PROPERTY
FLOOD ZONE DELINEATION LINE
MEAN HIGH WATER LEVEL
CONNECT PROP. 2" LPM TO EXIST. 2" FM STA. 5+17.17, EL. 3.61
BORE ENTRY/EXIT POINT STA. 5+20.59, EL. 4.89
WOOD FENCE
EXIST. 2" FM
EXIST. WATER SERVICE
BACKFLOW ASSEMBLY
CLEAN OUT
BATHROOM BUILDING
CONC. WALK
SANITARY SERVICES
4' DIA. WETWELL GRINDER PUMP STATION
CONC. SLAB PAVILLION
FISH CLEANING STATION
CONC. SEAWALL
RAMP
FLOATING DOCK
NOTE:
CONTRACTOR SHALL BE RESPONSIBLE FOR THE LOCATION AND PROTECTION OF ALL UTILITIES, INCLUDING BUT NOT NECESSARILY LIMITED TO WATER, WASTEWATER, ELECTRICAL, COMMUNICATIONS AND GAS, AND ALL STRUCTURES ABOVE AND BELOW GRADE THROUGHOUT ALL PHASES OF THE PROJECT. CONTRACTOR SHALL LOCATE AND MARK ALL UTILITIES ABOVE AND BELOW GRADE INCLUDING THE PROPOSED POINT OF CONNECTION PRIOR TO CONSTRUCTION.

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FL. REG. NO. 38723

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CALCS.	SKM	2/2/22
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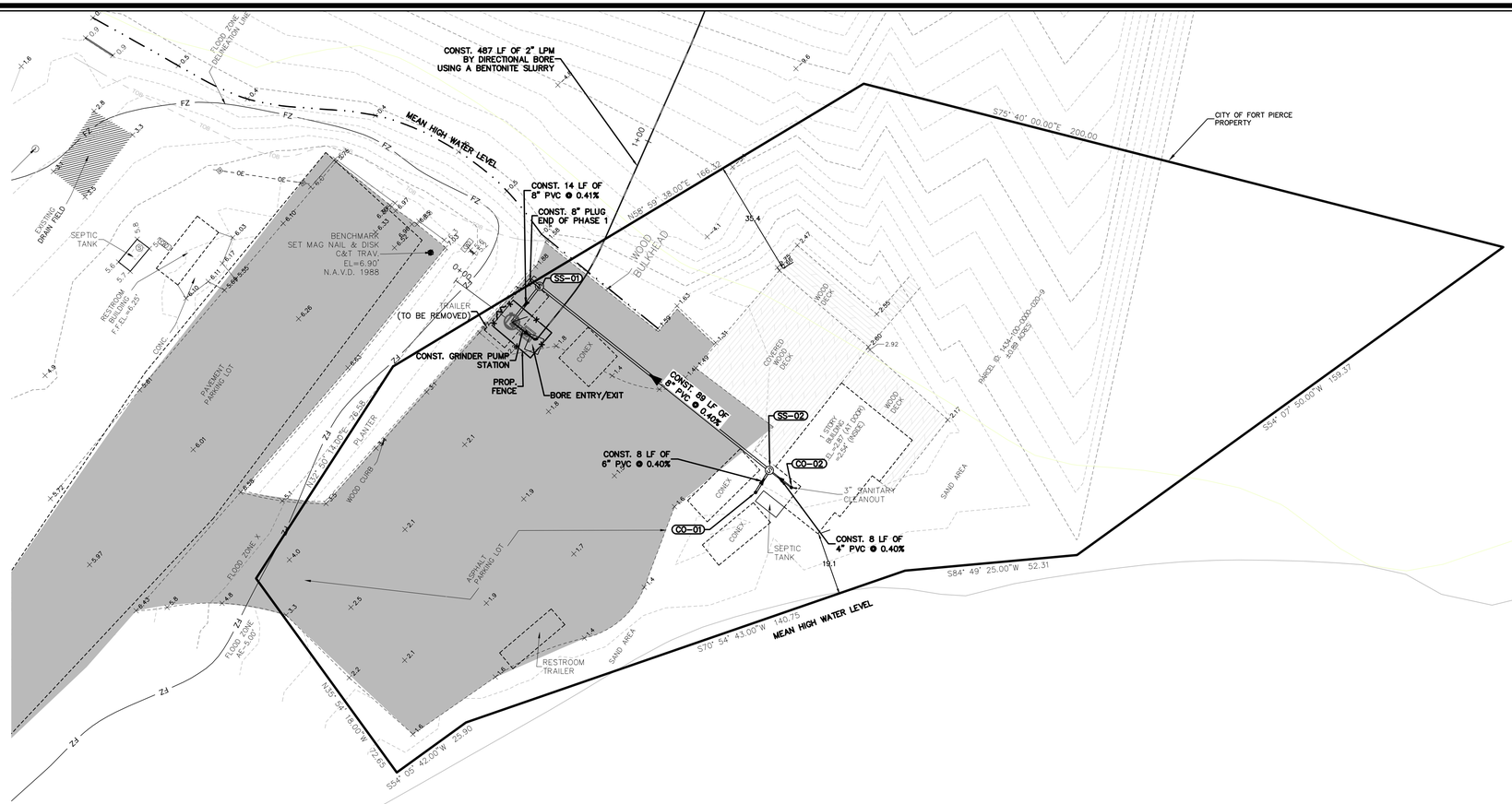
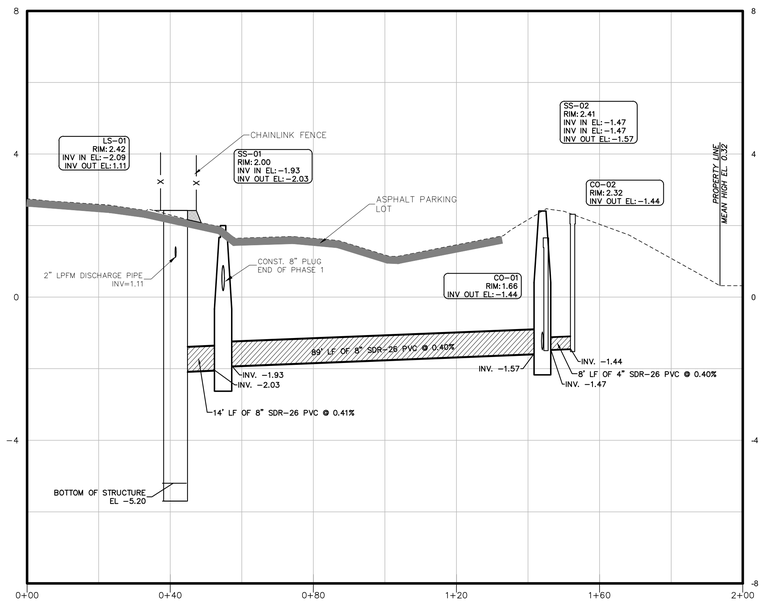
DETAILED	----	----
CHECKED	SKM	10/4/23
APPROVED	SKM	10/4/23

LITTLE JIM CAMP SANITARY IMPROVEMENTS

MASTER PLAN VIEW

DATE: 10/5/23
HORIZ. SCALE: 1"=20'
VERT. SCALE: N/A
JOB No. 21-122
SHEET 3 of 9





SANITARY STRUCTURE TABLE	
Structure Name	Structure Details
CO-01	RIM = 1.66 NE INV OUT = -1.44 BOT. EL=-1.49
CO-02	RIM = 2.32 NW INV OUT = -1.44 BOT. EL=-1.52
LS-01	RIM = 2.42 NE INV IN = -2.09 SE INV OUT = 1.11 BOT. EL=-5.20
SS-01	RIM = 2.00 SE INV IN = -1.93 SW INV OUT = -2.03 BOT. EL=-2.13
SS-02	RIM = 2.41 SW INV IN = -1.47 SE INV IN = -1.47 NW INV OUT = -1.57 BOT. EL=-1.67

HORI. SCALE: 1"=20'
VET. SCALE: 1"=5'

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FL. REG. NO. 38723

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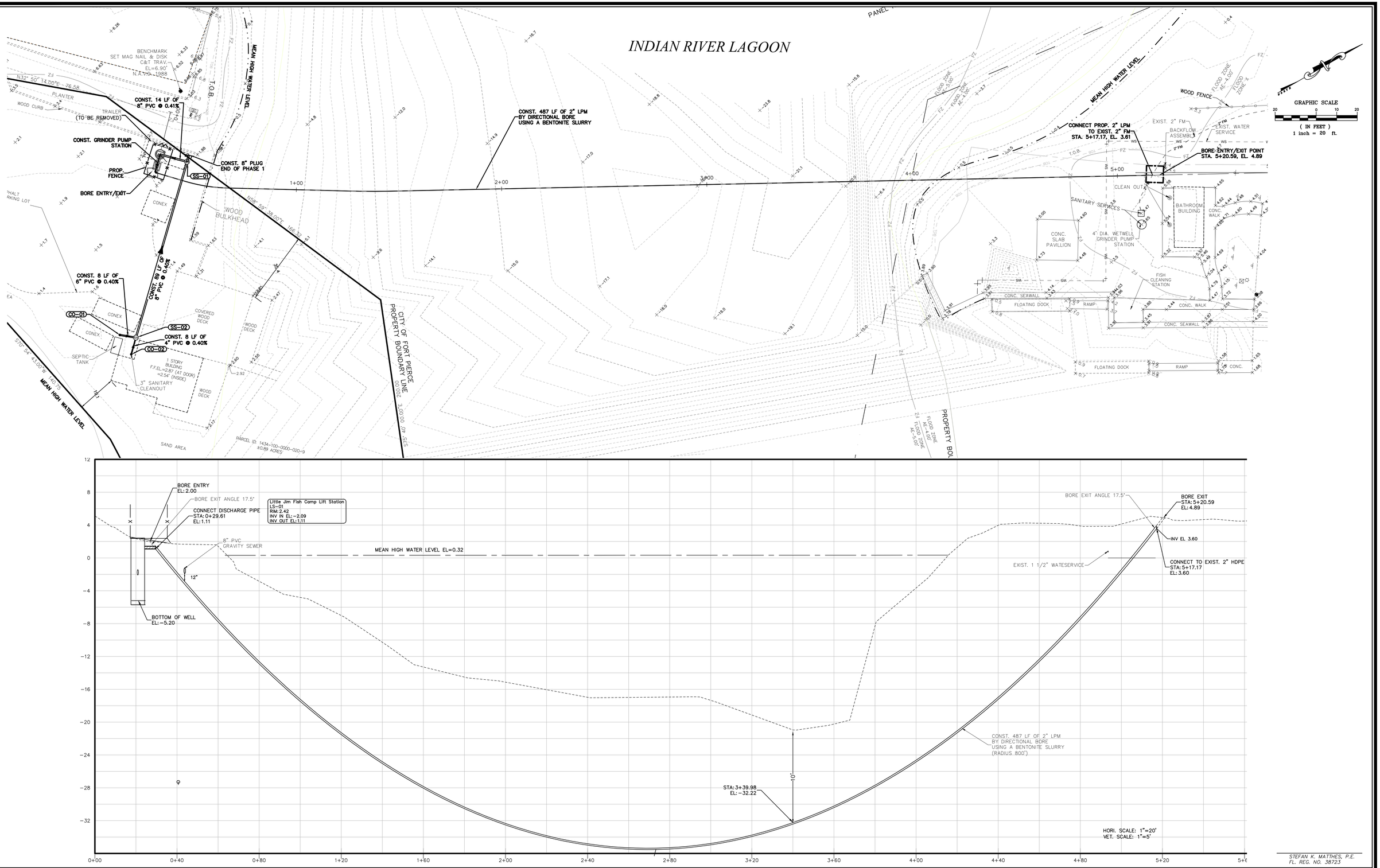
CALCS.	SKM	2/2/22
DRAWN	KU	10/4/23
DETAILED	----	----
CHECKED	SKM	10/4/23
APPROVED	SKM	10/4/23

LITTLE JIM CAMP SANITARY IMPROVEMENTS

SANITARY PLAN & PROFILE

DATE: 10/5/23
HORIZ. SCALE: 1"=20'
VERT. SCALE: 1"=2'
JOB No. 21-122
SHEET **4 of 9**



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FL. REG. NO. 38723

COMPUTER FILE REF.	FIELD BK./PG.
21-122 COFP	21-05/72

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ENGINEERS AUTHORIZATION NO. 4286

– REVISIONS –	BY	DATE

	BY	DATE
FIELD	SKM	1/20/22
CALCS.	SKM	2/2/22
DRAWN	KU	10/4/23
DETAILED	----	----
CHECKED	SKM	10/4/23
APPROVED	SKM	10/4/23

LITTLE JIM CAMP SANITARY IMPROVEMENTS

DIRECTIONAL BORE PLAN & PROFILE

DATE: 10/5/23
HORIZ. SCALE: 1"=20'
VERT. SCALE: 1"=5'
JOB No. 21-122
SHEET 5 of 9

P:\Proj-2021\21-122 COFP - Little Jim Camp Sanitary Connection\Eng\21-122 Base.dwg Plotted: 10/4/2023 3:33 PM By: KITHSIRI UDUGAMA

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FL. REG. NO. 38723

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COMPUTER FILE REF.	FIELD BK./PG.
21-122 COFP	21-05/72

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– REVISIONS –	BY	DATE

	BY	DATE
FIELD	SKM	1/20/22
CALCS.	SKM	2/2/22
DRAWN	KU	10/4/23
DETAILED	----	----
CHECKED	SKM	10/4/23
APPROVED	SKM	10/4/23

LITTLE JIM CAMP SANITARY IMPROVEMENTS

SWPP PLAN

DATE: 10/5/23
HORIZ. SCALE: 1"=20'
VERT. SCALE: N/A
JOB No. 21-122
SHEET 6 of 9

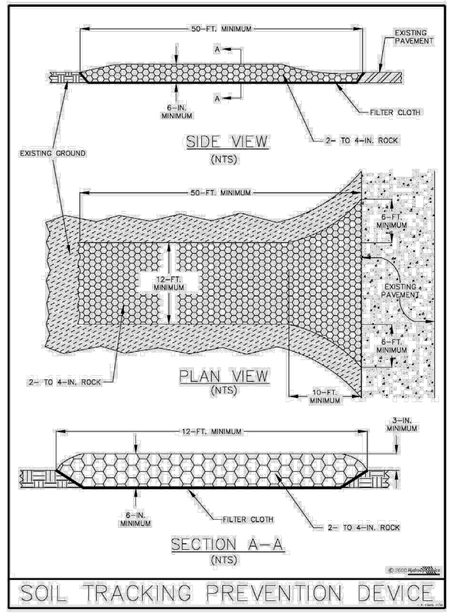

Figure V-14: Illustration of a Soil Tracking Prevention Device

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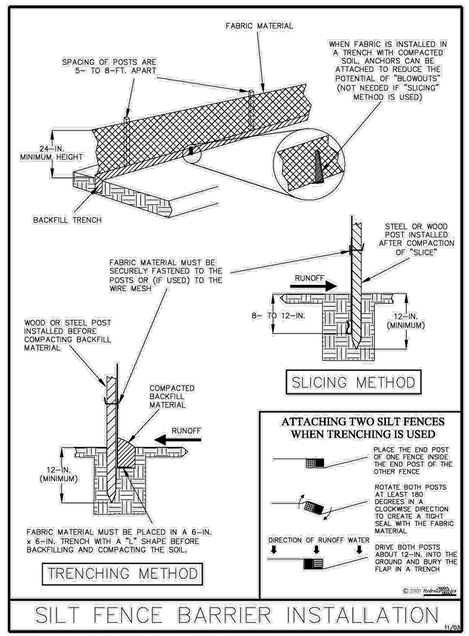

Figure V-40: Illustration of a Silt Fence Barrier

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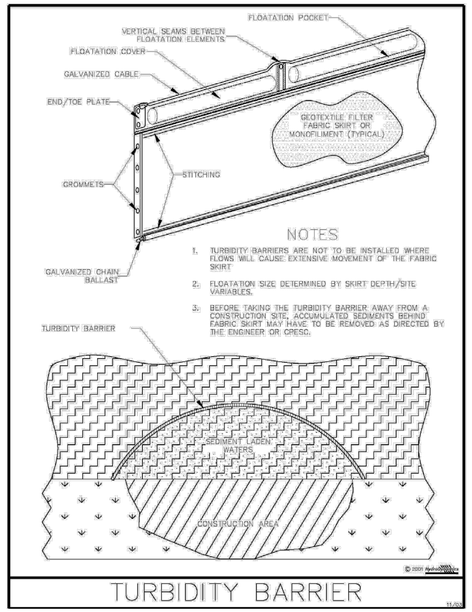

Figure V-6: Illustration of a Turbidity Barrier Curtain

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COMPUTER FILE REF.	FIELD BK./PG.
21-122 COFP	21-05/72

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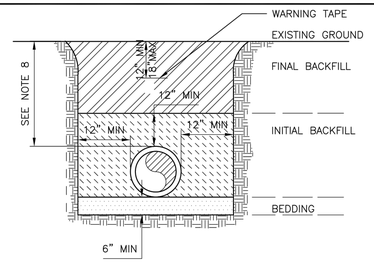
	BY	DATE
FIELD	SKM	1/20/22
CALCS.	SKM	2/2/22
DRAWN	KU	10/4/23
DETAILED	----	----
CHECKED	SKM	10/4/23
APPROVED	SKM	10/4/23

LITTLE JIM CAMP SANITARY IMPROVEMENTS

SWPP DETAILS

DATE: 10/5/23
HORIZ. SCALE: N/A
VERT. SCALE: N/A
JOB No. 21-122
SHEET 7 of 9

P:\Proj-2021\21-122 COFP - Little Jim Camp Sanitary Connection\Eng\21-122 Base.dwg Plotted: 10/4/2023 3:15 PM By: KITHSIRI UDUGAMA

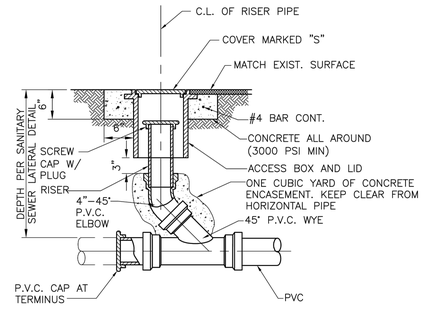


NOTES:

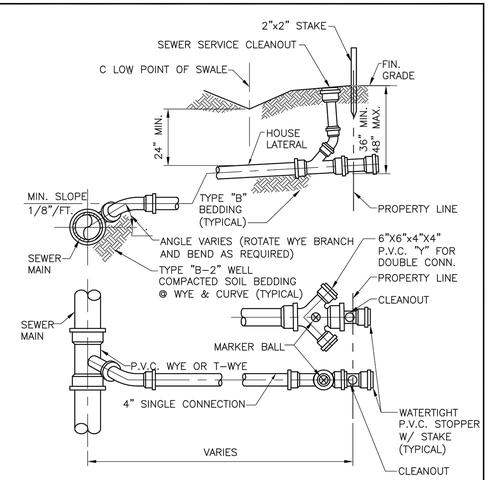
1. BEDDING MATERIAL SHALL BE HAND PLACED IN 6" LIFTS AND SHALL CONSIST OF IN-SITU GRANULAR MATERIAL OR APPROVAL MATERIAL. UNSUITABLE IN-SITU MATERIALS SUCH AS MUCK, DEBRIS AND ROCK SHALL BE REMOVED.
2. THE PIPE SHALL BE FULLY SUPPORTED FOR ITS ENTIRE LENGTH WITH APPROPRIATE COMPACTION UNDER THE PIPE HAUNCHES.
3. THE PIPE SHALL BE PLACED IN A DRY TRENCH.
4. BACKFILL SHALL BE DONE WITH APPROVED MATERIAL, CLEAN AND FREE OF ROCKS, MUCK AND OTHER DELETERIOUS MATTER AND COMPACTED BENEATH THE HAUNCHES OF THE PIPE USING MECHANICAL TAMPERS TO 100% MAXIMUM DENSITY AS DETERMINED BY AASHTO T-99.
5. BACKFILL TO BE COMPACTED ALONG THE SIDES OF THE PIPE AND TO A POINT ONE FOOT ABOVE THE TOP OF THE PIPE TO 100% MAXIMUM DENSITY AS DETERMINED BY AASHTO T-99.
6. A. WHERE PAVEMENT IS TO BE CONSTRUCTED OVER THE PIPE, THE REMAINING BACKFILL SHALL BE COMPACTED IN 6 INCH LAYERS AND COMPACTED TO 98% MAXIMUM DENSITY AS DETERMINED BY AASHTO T-180

   B. WHERE "NO" PAVEMENT IS TO BE CONSTRUCTED OVER THE PIPE, THE REMAINING FILL SHALL BE COMPACTED IN 6 INCH LAYERS TO A DENSITY 95% MAXIMUM DENSITY AS DETERMINED BY AASHTO T-180.
7. CONTRACTOR SHALL COMPLY WITH ALL STATE AND LOCAL TRENCH SAFETY REGULATIONS
8. MINIMUM COVER: UP TO 8" PIPE IS 30" COVER; 10" TO 12" PIPE IS 36" COVER; 14" AND LARGER PIPE IS 48" COVER.

ST. LUCIE COUNTY WATER & WASTEWATER CONSTRUCTION STANDARDS	TYPICAL TRENCH DETAIL
	DATE APPROVED: DECEMBER 2015 — DRAWING NUMBER: G-5



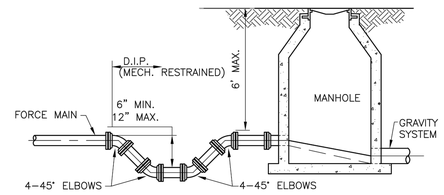
ST. LUCIE COUNTY WATER & WASTEWATER CONSTRUCTION STANDARDS	SEWER SERVICE CLEANOUT
	DATE APPROVED: DECEMBER 2015 — DRAWING NUMBER: S-2



NOTES:

1. INVERT OF LATERAL TO BE 36" FROM FINISHED GRADE EXCEPT ON " WATER 1. LINE SIDE " OF STREET R/W WHERE IT SHALL DROP TO 48" AS SOON AS DEPTH OF SEWER MAIN PERMITS.
2. INSTALL MAGNETIC MARKERS AT THE END OF EACH SERVICE LINE OR OPPOSITE WYES AND RECORD LOCATION.

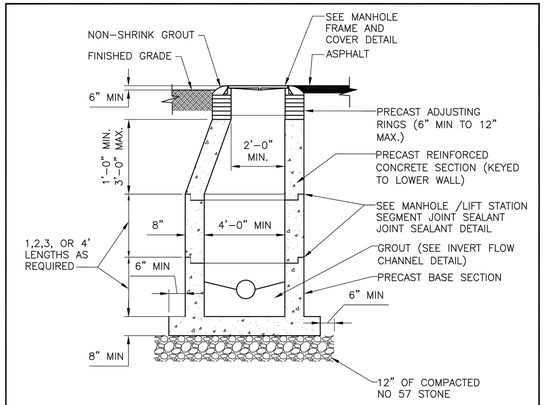
ST. LUCIE COUNTY WATER & WASTEWATER CONSTRUCTION STANDARDS	SANITARY SEWER LATERAL DETAIL
	DATE APPROVED: DECEMBER 2015 — DRAWING NUMBER: S-1



NOTES:

1. FORCE MAIN TO ENTER MANHOLE AS CLOSE AS POSSIBLE TO 180° TO GRAVITY OUTLET.
2. THE INVERT LEVEL OF FORCE MAIN AT POINT OF ENTRY SHALL BE 6" ABOVE INVERT OF MANHOLE.
3. CORE ENTRY ONLY INTO EXISTING MANHOLES.
4. TRAP TO BE LOCATED PRIOR TO DROP INTO MANHOLE AND OUTSIDE OF PAVED AREAS.
5. USE TWO 45° ELBOWS PAST TRAP IF ELEVATION DROP IS REQUIRED TO ENTER MANHOLE.
6. FLOW CHANNEL REQUIRED.
7. EXTERIOR OF MANHOLE TO RECEIVE 2 COATS OF COAL TAR EPOXY (BITUMASTIC 50). INTERIOR OF MANHOLE TO BE LINED WITH APPROVED LINING MATERIAL.

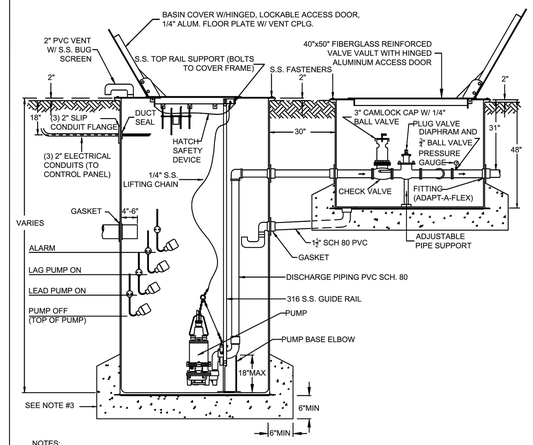
ST. LUCIE COUNTY WATER & WASTEWATER CONSTRUCTION STANDARDS	FORCE MAIN ENTERING SHALLOW MANHOLE
	DATE APPROVED: DECEMBER 2015 — DRAWING NUMBER: S-11



NOTES:

1. MANHOLES SHALL BE DESIGNED IN ACCORDANCE WITH ASTM C478.
2. CONNECTIONS AND GROUTING IN MANHOLE NOT SHOWN. SEE DRAWINGS FOR PIPE SIZE, LOCATIONS AND INVERTS.
3. PAINT OUTSIDE OF MANHOLE WITH TWO COATS OF COAL TAR EPOXY (BITUMASTIC 50)
4. LINE INSIDE OF MANHOLE WITH AN APPROVED LINING MATERIAL.
5. ALL PIPE PENETRATIONS SHALL BE PRECAST.

ST. LUCIE COUNTY WATER & WASTEWATER CONSTRUCTION STANDARDS	STANDARD PRECAST MANHOLE DETAIL
	DATE APPROVED: DECEMBER 2015 — DRAWING NUMBER: S-5



NOTES:

1. THE DESIGN SPECIFICATIONS FOR THE WET WELL, PUMPS, CONTROL ELEVATIONS AND VALVE VAULT SHALL BE AS SPECIFIED BY THE ENGINEER-OF-RECORD (EOR), IN ACCORDANCE WITH THE PSLUSD UTILITY STANDARDS.
2. ALL PIPING FOR VALVE AND PUMPOUT CONNECTION ASSEMBLY SHALL BE SCH 80, FLANGED PVC.
3. EOR SHALL VERIFY AND SUBMIT BUOYANCY CALCULATIONS FOR THE ANTI-FLOTATION SLAB. THE WET WELL AND VALVE VAULT BASE SHALL BE PROVIDED WITH SUITABLE SUPPORT DURING INSTALLATION TO ENSURE COMPLETE ENCAPSULATION OF CONCRETE FOR ANTI-FLOTATION. CONCRETE SHALL BE AT LEAST 6" BELOW DRAIN INLET,OR DISCHARGE PIPES.
4. EXCAVATION, DEWATERING, BACKFILL AND COMPACTION SHALL BE PERFORMED IN ACCORDANCE WITH THE PSLUSD UTILITY STANDARDS. DENSITY TESTS SHALL BE PERFORMED AND SUBMITTED AS REQUIRED.
5. THIS DETAIL SHALL BE USED IN CONJUNCTION WITH DETAIL PS-02

MINIMUM CONSTRUCTION STANDARDS FOR CITY OF PORT ST. LUCIE 900 S.E. OGDEN LANE PORT ST. LUCIE, FL 34983 PHONE (772) 873-6400 FAX (772) 873-6433	THREE PHASE DUPLEX GRINDER SYSTEM	DETAIL: PS-01
		DATE: 2019
		SCALE: N.T.S.
		SHEET: 1 OF 2

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– REVISIONS –	BY	DATE

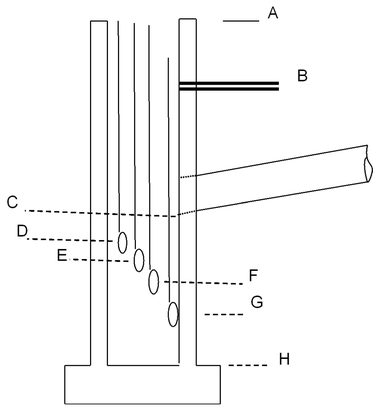
	BY	DATE
FIELD	SKM	1/20/22
CALCS.	SKM	2/2/22
DRAWN	KU	10/4/23
DETAILED	----	----
CHECKED	SKM	10/4/23
APPROVED	SKM	10/4/23

LITTLE JIM CAMP SANITARY IMPROVEMENTS

UTILITY DETAILS

DATE: 10/5/23
HORIZ. SCALE: N/A
VERT. SCALE: N/A
JOB No. 21-122
SHEET 8 of 9

P:\Proj-2021\21-122 COFP - Little Jim Camp Sanitary Connection\Eng\21-122 Base.dwg Plotted: 10/4/2023 3:16 PM By: KITHSIRI UDUGAMA



Pumps:	YEAR 2022
Make	Barnes
Model	SGVF2022L
HP	2 HP
Impeller	5.13"
Voltage	200
Phase	1 (Single)
RPM	3450
Shutoff Head	101
Discharge Dia.	1.25"
FLA	17
Locked Rotor Amps	53
Start Up Amps	

Proposed Lift Station Elevations

Elevation	Description	Elevation (ft)
A	Rim	2.42
FZ	SHT 4 of 9, Flood Zone X Flood Zone AE shown as Elev. 5.0	**5.00**
MHWL	SHT 4 of 9, Mean High Water Level Est. 09-23-21	**0.32**
Grade	Existing Grade at Pump Station	**2.42**
B	Discharge (LPFM)	**1.11**
C	Influent from SS-01	-2.09
D	High Water Alarm	-2.30
E	Lag Pump ON	-2.80
F	Lead Pump ON	-3.60
G	Pumps Off	-4.80
H	Bottom Wet Well	-5.20

Proposed SS-01 Drains to Proposed Lil' Jim FC Lift Station. Elevations per Plan Set

Elevation	Description	Elevation (ft)
A	Grinder Station Rim	**2.42**
B	Rim Manhole SS-01	**2.00**
C	Inv. Manhole SS-01 (approx)	**-1.93**
D	Inv. Into MH SS-01 from SS-02	**-1.93**
E	Inv. Exiting MH SS-01	**-1.63**
F	Prop Inv into LS	**-1.68**
G		
H		
I		

DESIGN AND COMPLIANCE NOTES

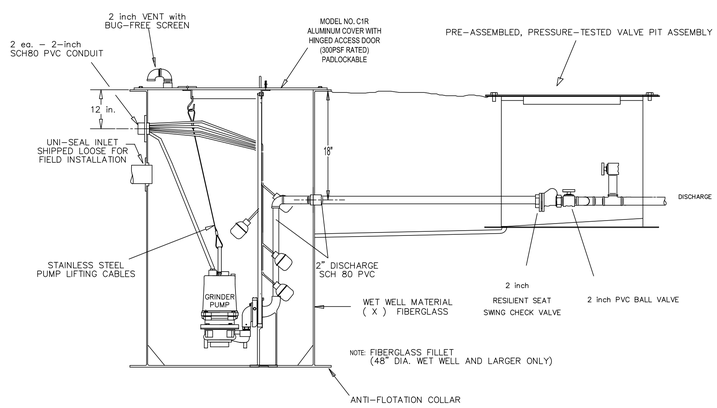
1. SYSTEM SPECIFIED THIS PAGE COMPLIES WITH THE FOLLOWING REFERENCE STANDARDS:
   + FLORIDA ADMINISTRATIVE CODE (FAC) CHAPTER 62-604 "COLLECTION SYSTEMS AND TRANSMISSION FACILITIES" AND ALL RELATED AND CROSS REFERENCED STANDARDS
   + NFPA 820
   + RECOMMENDED STANDARDS FOR WASTEWATER FACILITIES (TEN STATES STANDARDS).

2. PUMPS SHALL BE SUITABLE FOR HAZARDOUS LOCATIONS CLASS I, GROUP D, DIVISION 1 <or> DIVISION 2 (AS CATEGORIZED BY NFPA 820).

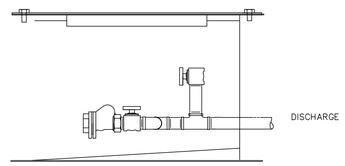
3. CONTROL PANELS SHALL BE U.L. LISTED PER 698A FOR OPERATING MOTORS LOCATED WITHIN CLASS I, GROUP D LOCATION.

4. WET WELL TOP AND CONTROLS MUST BE APPROPRIATELY LOCATED ABOVE THE 25 YEAR AND 100 YEAR FLOOD ELEVATIONS, RESPECTIVELY, PER F.A.C. 62-604.400(2)(e).

LITTLE JIM FISH CAMP-LIFT STATION DETAILS



LIFT STATION
(NOT TO SCALE)



1. ASSEMBLED VALVE PIT ASSEMBLY SHALL BE PRESSURE TESTED @150 PSIG FOR MINIMUM 15 MINUTES WITH ZERO LOSS (TEST AGAINST CHECK VALVES AND CLOSED DISCHARGE).

2. CHECK VALVES AND ISOLATION VALVES ARE PROVIDED FOR EACH PUMP PER rswf 42.5 AND FDEP PERMIT ITEM 50.

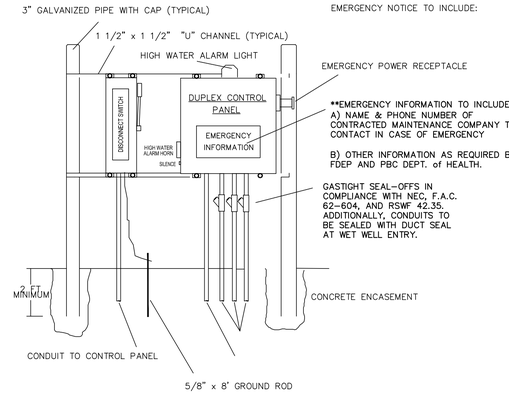
3. VALVE PIT SHALL HAVE ENCLOSED BOTTOM WITH SLOPED FLOOR AND DRAIN LINE RETURNING TO THE WET WELL (COMPLETE WITH P-TRAP ASSEMBLY) PER RSWF 44.33 AND FDEP PERMIT ITEM 70.

4. BY-PASS PUMP CONNECTION IS PROVIDED PER FAC 62-604.400(2)(a)(3).

5. COVER MUST INCLUDE TAMPER RESISTANT HARDWARE AND PADLOCK.

PRE-ASSEMBLED & PRESSURE TESTED
VALVE PIT ASSEMBLY

GRINDER PUMP DETAILS

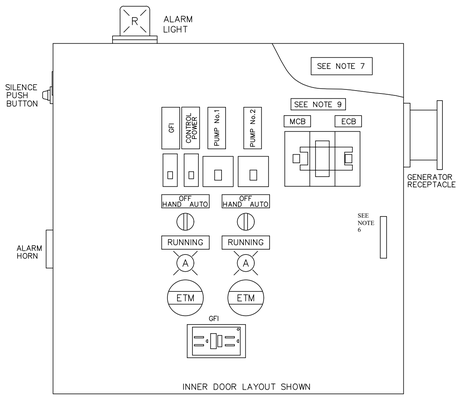


EMERGENCY NOTICE TO INCLUDE:

**EMERGENCY INFORMATION TO INCLUDE:
A) NAME & PHONE NUMBER OF CONTRACTED MAINTENANCE COMPANY TO CONTACT IN CASE OF EMERGENCY

B) OTHER INFORMATION AS REQUIRED BY FDEP AND PBC DEPT. of HEALTH.

**PROOF OF MAINTENANCE CONTRACT WILL BE REQUIRED PRIOR TO RELEASING LIFT STATION FOR OPERATION.



NEMA 4 ENCLOSURE
WITH DEAD FRONT OUTER DOOR

1) ALL WIRING AND GROUNDING IS TO BE IN ACCORDANCE WITH NEC AND LOCAL CODES.
2) WET WELL IS CLASSIFIED AS A CLASS I, GROUP D HAZARDOUS LOCATION. CONDUITS TO/FROM WET WELL MUST INCLUDE SEAL-OFFS, ETC. TO COMPLY WITH NEC AND LOCAL CODES.
3) ALL EQUIPMENT GROUNDING TO BE PROVIDED IN ACCORDANCE WITH NEC AND LOCAL CODES.
4) ALL PENETRATIONS INTO THE PUMP CONTROL PANEL ARE TO BE MADE IN THE BOTTOM OF THE ENCLOSURE ONLY.
5) POWER SERVICE METER CAN (IF PROVIDED) IS TO BE MOUNTED TO THE LEFT OF THE DISCONNECT SWITCH <OR> ON THE "REAR" OF THE EQUIPMENT RACK SHOWN.
6) CONTROL PANEL TO INCLUDE LIGHTNING ARRESTOR AND SURGE CAPACITOR IN ACCORDANCE WITH F.A.C. CHAPTER 62-604.400(2)(b).

ALL PRODUCTS SHOWN THIS PAGE ARE AVAILABLE FROM:

SOUTHEASTERN PUMP
Pompano Beach (800) 396-4182
Tampa (800) 688-5927
Jacksonville (904) 425-6931

STEFAN K. MATTHES, P.E.
FL. REG. NO. 38723

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- REVISIONS -	BY	DATE

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CALCS.	SKM	2/2/22
DRAWN	KU	10/4/23
DETAILED	----	----
CHECKED	SKM	10/4/23
APPROVED	SKM	10/4/23

LITTLE JIM CAMP SANITARY IMPROVEMENTS

GRINDER STATION DETAILS

DATE:	10/5/23
HORIZ. SCALE:	N/A
VERT. SCALE:	N/A
JOB No.	21-122
SHEET	9 of 9

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SPECIFIC AUTHORIZATION NO. 5

CHANGE ORDER NO. 1

LITTLE JIM FISH CAMP SANITARY SEWER CONNECTION

RFQ No. 2019-027

Date: November 7, 2024

Consultant: Culpepper & Terpening, Inc.

ORIGINAL CONTRACT AMOUNT	:	$ 49,740.00
CURRENT CONTRACT AMOUNT INCLUDING PREVIOUS CHANGE ORDERS	:	$ 49,740.00
NET CONTRACT AMOUNT **INCREASE** RESULTING FROM THIS CHANGE ORDER	:	**$ 19,175.00**
PROPOSED CONTRACT AMOUNT INCLUDING THIS CHANGE ORDER	:	**$ 68,915.00**
CURRENT CONTRACT EXPIRATION DATE	:	December 31, 2024
PROPOSED CONTRACT EXPIRATION DATE	:	December 31, 2024

CHANGES ORDERED:

I. GENERAL:

This Change Order includes compensation for the design and permitting services associated with the relocation of the sanitary sewer collection system to the west side of the parking area as described in Exhibit "A". The additional pay items are listed below and are also further identified in Exhibit "A". All CONDITIONS, SUPPLEMENTARY CONDITIONS, SPECIFICATIONS, and all parts of the Project Manual listed in Article 1, Definitions of the GENERAL CONDITIONS, apply to and govern all the Work under this Change Order.

II. REQUIRED CHANGES/COST ADJUSTMENTS:

Task Description	*Fee Amount*
Electrical Service Rebuild	$5,500.00
Environmental Permitting	$5,735.00
Sanitary Sewer Redesign	$7,440.00
Reimbursable Expenses	$500.00
Total Fee Amount:	***$19,175.00***

III. JUSTIFICATION:

Additional professional engineering services are required to implement the requested relocation of the sanitary sewer lift station. This redesign will situate the station further west, away from the shoreline of the Indian River Lagoon.

IV. PAYMENT:

Funding of the additional $19,175.00 shall be encumbered from City of Fort Pierce General Fund, Account No. 0016000-563200.

V. APPROVAL AND CHANGE AUTHORIZATION:

Acknowledgments: The aforementioned change, and work affected thereby, is subject to all provisions of the original contract not specifically changed by this Change Order; and it is expressly understood and agreed that the approval of the Change Order shall have no effect on the original Contract other than the matters expressly provided herein.

RECOMMENDED BY:

John R. Andrews, P.E
Deputy City Manager

By: J. TELLE
Signature

Date: 12/12/2024

APPROVED AS TO FORM AND CORRECTNESS:

Sara Hedges
City Attorney

By: _____
Signature

Date: _____

APPROVED BY:

Mayor Linda Hudson
City of Fort Pierce

By: _____
Signature

Date: _____

ACCEPTED BY:

Stefan K. Matthes, P.E., Senior Vice President
Culpepper & Terpening, Inc.

By: Stefan K Matthes Digitally signed by Stefan K Matthes DN: CN=Stefan K Matthes, dnQualifier=A01410C00000183F713FB860000BB6F, O=CULPEPPER AND TERPENING INC., C=US Date: 2024.12.12 13:21:34-05'00'
Signature

Date: _____

EXHIBIT A
To Change Order No. 1

WORK AUTHORIZATION NO. :	**P21-122.001**
PROJECT NAME:	**Change Order No. 1 COFP - Little Jim Camp Sanitary Connection**
CONSULTANT:	**Culpepper & Terpening, Inc.**

This Change Order Agreement for Engineering Services ("Agreement") is made and entered into between City of Fort Pierce, hereinafter designated as the "CLIENT" and CULPEPPER & TERPENING, INC. as the "Consultant". The parties agree to services and conditions hereinafter stated.

I. PROJECT DESCRIPTION/OBJECTIVES

Consultant shall provide additional services, inlcuding both electrical design and envorimental permitting, for the proposed sanitary sewer connection for Little Jim Camp on SR A1A to the SLCU system at Stan Blum Boat ramp

II. SCOPE OF SERVICE

Services to be provided by this Consultant pursuant to this Work Authorization (WA) shall be provided in accordance with the services under Section II and payable in the amount set forth in Section IV.

To accomplish the above objectives, the services will be divided into the following tasks:

TASK **TASK DESCRIPTION**

70.02 **Electrical Service Rebuild**
Consultant shall engage an eletrical design professional to provide electrical engineering services for analysis, sufficiency study and documentation of existing electric facilities and design documents required to build new electric service for existing building, the addition of restroom facilities, and the addition of a septic sewer pump station.

70.03 **Enviromental Permitting**
Consultant shall engage an enviromental professional to assist with the permittign requirements of the directional bore under the Little Jim cut waterway. The serivces shall include the following:

- Pre-application meetings with the SFWMD/FDEP and ACOE.
- Wetland and seagrass delineations along the force main route
- Enviromantal Resource (ERP)/FDEP and ACOE Applications.
- Update FDEP sanitary Sewer Permit

70.04 **Sanitary Redesign**
Consulant shall propvide a re-design of the sanitary sewer collection system to be located on the west side of the lower parking lot to allow for easier future expansion of the site. The re-design shall not result in the need to resubmit for the FDEP submerged lease permit, however it will require the resubmittal of the FDEP sanitary collection permit.

80.01 **Reimbursable Expense**
Reimbursable expenses including any direct, non-salary expense, including but not limited to copies, blueprints, out-of-office reproduction or photographic services, local travel, special mailing services, contract services authorized by the Client, Agency required notification and publication services, etc. will be billed as appropriate.

III. ASSUMPTIONS/CLARIFICATIONS

1. Permit application fees provided by Client
2. Archaeology Determinations by others

IV. BREAKDOWN OF FEES FOR BASIC SERVICES

Work authorized is estimated to be completed in accordance with the following schedule:

Task#	Task Description		Amount	Fee Type
70.02	Electrical Service Rebuild	$	5,500.00	Fee
70.03	Additional Enviromental Permitting	$	5,735.00	Fee
70.04	Sanitary Sewer Re-design	$	7,440.00	Fee
80.01	Reimbursable Expense	$	500.00	T&E
	Estimated Total	**$**	**19,175.00**	

The term "LS" indicates a Lump Sum fee for the tasks specified and is intended to be a fixed fee, not subject to change without the agreement of both parties. The term "T&E" indicates a Time & Expense task and this is an estimated budget figure only.

V. COMPLETION DATE & DELIVERABLES

Work authorized is estimated to be completed in accordance with the following schedule:

Task#	Task Description	Completion Date	Copies
70.02	Electrical Service Rebuild	60 days from NTP	2
70.03	Enviromental Permitting	90 days from NTP	2
70.04	Sanitary Sewer Re-design	30 days from NTP	2

Professional Services	**Rate**
Expert Witness	$300.00
Principal Engineer, P.E.	$210.00
Principal Planner	$195.00
Senior Project Manager, P.E.	$185.00
Senior Project Engineer, P.E.	$145.00
Senior Project Surveyor, P.S.M.	$165.00
Senior Land Surveyor, P.S.M.	$125.00
Senior Project Manager	$135.00
Project Engineer, P.E.	$135.00
Project Manager	$90.00
Project Engineer, EI	$110.00
Senior Construction Manager	$125.00
Construction Manager	$90.00
Construction Inspector	$80.00
GIS Project Manager	$90.00
Sr. Engineering Technician	$80.00
Engineering Technician	$70.00
Sr. Surveying Technician	$80.00
Surveying Technician	$70.00
Administrative Services	$55.00
3-D Laser Scan Crew	$175.00
GPS Survey Crew	$145.00
Survey Crew	$125.00
Project Adminstrator/CSS	$125.00
Sr. Engineering Designer	$100.00
Sr. Constructor Inspector	$90.00
Constructor Inspector Aide	$50.00
3 Man Survey Crew	$165.00
Reimbursable Expense	
Blue Print	$1.50
Blue Print - Color	$3.50
Mylar	$10.00
Compact Disc	$10.00
Small Copy	$0.25
Large Copy	$0.35
Color Copy	$0.35
Federal Express	At Cost
Travel (Per Mile) IRS Rate	$0.555
Outside Services and Application Fees	Cost +20%

Rates are valid until December 31, 2024

THE SUNRISE CITY
FORT PIERCE
CITY ATTORNEY'S OFFICE
Florida

TO: Tracy Telle, Assistant City Engineer

FROM: Felicia Holloman, Assistant City Attorney FH

THROUGH: Sara Hedges, City Attorney SH

RE: Review of Culpepper & Terpening, Inc. SA No. 5 CO No. 1

CAO RLS FILE: 24-429

DATE: December 3, 2024

I have reviewed the above Request for Legal Services related to Change Order No. 1 to Specific Authorization No. 5 for sanitary sewar service connection work at Little Jim. I have made minor proposed changes to the Change Order. A redlined copy is attached with proposed changes, as well as a clean copy with those changes accepted. The Change Order, with the proposed changes included, is approved as to form and correctness.

If you have any questions, please do not hesitate to contact this Office via phone or e-mail.

Thank you.

THE SUNRISE CITY
FORT PIERCE
CITY ATTORNEY'S OFFICE Florida

Received
SEP 21 2021
City of Fort Pierce
City Manager's Office

TO: John R. Andrews, P.E., City Engineer

FROM: Tanya Earley, Interim City Attorney TME

RE: Little Jim Fish Camp Sanitary Sewer Connection
Culpepper & Terpening Specific Authorization No. 5
Ref. RFQ No. 2019-027

City of Fort Pierce
SEP 23 2021
Engineering Dept.

CAO RLS FILE: No. 21-199 (Follow up)

DATE: September 16, 2021

The above-referenced document has been revised to address the issues raised in my memorandum dated August 6, 2021. A copy of the revised document is attached hereto. It is approved as to form and correctness and I have signed in the appropriate spaces.

If I can be of further assistance, please do not hesitate to call or e-mail.

Thank you.

Received
SEP 23 2021
City of Fort Pierce
City Manager's Office

TE/mm

cc: Nicholas C. Mimms, P.E., City Manager
Linda Cox, City Clerk

NCM

SPECIFIC AUTHORIZATION NO. 5

LITTLE JIM FISH CAMP SANITARY SEWER CONNECTION

PROFESSIONAL SERVICES

SCOPE OF SERVICES

Pursuant to the continuing agreement related to "RFQ No. 2019-027 – Engineering Services" (hereinafter referred to as "AGREEMENT" between the **City of Fort Pierce** (hereinafter referred to as "CITY") and **Culpepper & Terpening, Inc.** (hereinafter referred to as "ENGINEER") dated the 1st day of August 2020, CITY authorizes the ENGINEER to provide professional services as detailed herein.

The CITY desires professional services related to the Little Jim Fish Camp conversion of septic to sanitary sewer service.

Section 1 - Scope of Work and Schedule of Services

ENGINEER will provide the following services in accordance with this AUTHORIZATION:

Professional consultant services are required for the preparation of engineering plans and specification package to provide a sanitary sewer connection for Little Jim Fish Camp to the St. Lucie County Utilities system located at the Stan Blum Boat Ramp. The proposed services and scope of work are more particularly described in Exhibit "A", which is attached hereto and incorporated by reference herein.

Section 2 - Deliverables

ENGINEER shall provide the following deliverables to the CITY as list below and described in Exhibit "A", which is attached hereto and incorporated by reference herein:

Grant Application Assistance	30 Days from NTP
Topographic & Bathymetric Survey	60 Days from NTP
Construction Plan Preparation	90 Days from NTP
FDEP Subaqueous Permit Application	90 Days from NTP
SLCU Application	90 Days from NTP
FDEP Wastewater Permit Application	90 Days from NTP
Utility Easements	90 Days from NTP

SPECIFIC AUTHORIZATION NO. 5
LITTLE JIM FISH CAMP SANITARY SEWER CONNECTION
PROFESSIONAL SERVICES

Section 3 - Method and Amount of Compensation

CITY will compensate ENGINEER for services under this AUTHORIZATION in accordance with the payment method as set forth in Exhibit "A", which is attached hereto and incorporated by reference herein.

The budget (or fee) for the services is not to exceed: **$49,740.00**

Section 4 - CITY's Responsibilities

CITY hereby designates the City Engineer or his designee as CITY's representative for matters related to this AUTHORIZATION.

Section 5 - Other Provisions

All applicable portions of the AGREEMENT not specifically modified herein shall remain in full force and effect and are incorporated by reference herein.

IN WITNESS WHEREOF, this AUTHORIZATION has been fully executed on behalf of the ENGINEER by its duly authorized officer, and the CITY has caused the same to be duly executed in its name and in its behalf, effective as of the date herein above written.

CITY OF FORT PIERCE, FLORIDA:

By: _____ Date: 9/23/21
Nicholas C. Mimms, P.E., ICMA-CM
City Manager

CULPEPPER & TERPENING, INC.

By: _____ Date: 8/3/2021
Stefan K. Matthes, P.E., Sr. Vice President

APPROVED AS TO FORM & CORRECTNESS:

By: _____ Date: 9/16/2021
Tanya Earley, Interim City Attorney

CULPEPPER & TERPENING INC

CONSULTING ENGINEERS | LAND SURVEYORS

EXHIBIT "A"

September 7, 2021

Project Number: P21-122
Contract File
Sender's Email: smatthes@ct-eng.com

VIA: **Email** jandrews@city-ftpierce.com
Original via FedEx

Attn: Mr. Jack Andrews
City of Fort Pierce
P.O. Box 1480
Fort Pierce, FL 34954-1480

RE: **Project Number: P21-122**
Project Name: COFP - Little Jim Camp Sanitary Connection
Agreement for Professional Engineering & Surveying Services

Dear Mr. Jack Andrews:

On behalf of the firm of Culpepper & Terpening, Inc., we are pleased to enclose our *Agreement for Professional Engineering & Surveying Services* for to provide a sanitary sewer connection for Little Jim Camp on SR A1A to the SLCU system at Stan Blum Boat ramp

If this proposal meets with your approval, please execute both contracts, initial each page, and return both copies to our office. Upon receipt, we will provide your office with one fully-executed original contract. An executed contract will serve as the notice to proceed.

We appreciate the opportunity to provide this proposal. We look forward to being a part of your project team. Should you have any questions or require any additional information, please feel free to contact me directly at (772) 464-3537.

Sincerely,
CULPEPPER & TERPENING, INC.

Stefan K Matthes, P.E.
Sr. Vice President

James "Butch" P. Terpening, Jr., P.E.
COO

Enclosure: Agreement for Engineering & Surveying Services

CC: C&T Accounting

Professional Services Agreement Between
Culpepper & Terpening, Inc. (Consultant) for
City of Fort Pierce (Client)
Project Name COFP - Little Jim Camp Sanitary Connection Project Number P21-122
September 7, 2021
****

WORK AUTHORIZATION NO. :	**P21-122**
PROJECT NAME:	**COFP - Little Jim Camp Sanitary Connection**
CONSULTANT:	**Culpepper & Terpening, Inc.**

This Agreement for Engineering Services ("Agreement") is made and entered into between City of Fort Pierce, hereinafter designated as the "CLIENT" and CULPEPPER & TERPENING, INC. as the "Consultant", the parties agree to services and conditions hereinafter stated.

I. PROJECT DESCRIPTION/OBJECTIVES

Consultant shall provide to provide a sanitary sewer connection for Little Jim Camp on SR A1A to the SLCU system at Stan Blum Boat ramp

II. SCOPE OF SERVICE

Services to be provided by this Consultant pursuant to this Work Authorization (WA) shall be provided in accordance with the services under Section II and payable in the amount set forth in Section IV.

To accomplish the above objectives, the services will be divided into the following tasks:

TASK **TASK DESCRIPTION**

10.01 **Grant Application Assistance**
Consultant shall research available grant for septic to sewer conversions and assist the City with an application.

20.01 **Topographic & Bathymetric Survey**
Consultant shall prepare a topographic, mean high water, and bathymetric survey of the chosen route in sufficient detail to prepare construction plans and permit drawings.

30.01 **Construction Plan Preparation**
Consultant shall prepare construction plans for the installation of the sanitary sewer connection to the existing sanitary transmission system on North Hutchinson Island. Plan components shall include the following:
- Key Sheet
- Horizontal/Vertical Control
- Force Main Route Sheet
- Force main Plan Sheet
- Force main Direction Bore Profile
- Grinder Station Sheet
- Detail Sheets
- SWPPP

The work effort shall include the grinder pump calculation and engineer's estimate of probable construction cost

30.02 **FDEP Subacquious Permit Application**
Consultant shall prepare a permit application to the FDEP for the permitting of the directional bore of the force main under Little Jim Cut. The application shall include the development of a Frack-Out Plan for the directional bore of the waterway.

30.03 **SLCU Application**
Consultant shall submit an application to St. Lucie County for the installation of the Grinder system and force main connection to the Stan Blum ramp restroom system.

30.04 **FDEP Wastewater Permit Application**
Upon approval from St. Lucie County Utilities, Consultant shall make an application to the FDEP for the wastewater connection to the existing sanitary transmission system

30.05 **Utility Easements**
Consultant shall prepare the easement required to facilitate the permitting of the project. This effort anticipates an easement to the FDEP for the subacquious crossing of Little Jim Cut and the easement required to make the connections to the existing system. Three (3) easements are included in this effort

70.01 **Project Representation**
Project Representation and meeting attendance

80.01 **Reimbursable Expense**
Reimbursable expenses including any direct, non-salary expense, including but not limited to copies, blueprints, out-of-office reproduction or photographic services, local travel, special mailing services, contract services authorized by the Client, Agency required notification and publication services, etc. will be billed as appropriate.

III. ASSUMPTIONS/CLARIFICATIONS

1 Environmental & Jurisdictional work by others

2 Subsurface Hydrology Reports/Opinions by Others

3 Environmental Assessment by Others

4 Location of improvements is limited to significant above ground improvements.

5 Archaeology Determinations by others

IV. BREAKDOWN OF FEES FOR BASIC SERVICES

Work authorized is estimated to be completed in accordance with the following schedule:

Task#	Task Description	Amount	Fee Type
10.01	Grant Application Assistance	$ 3,220.00	Fee
20.01	Topographic & Bathymetric Survey	$ 9,010.00	Fee
30.01	Construction Plan Preparation	$ 15,130.00	Fee
30.02	FDEP Subacquious Permit Application	$ 12,580.00	T&E
30.03	SLCU Application	$ 1,610.00	T&E
30.04	FDEP Wastewater Permit Application	$ 1,070.00	T&E
30.05	Utility Easements	$ 3,100.00	Fee
70.01	Project Representation	$ 3,520.00	T&E
80.01	Reimbursable Expense	$ 500.00	T&E
	Estimated Total	**$ 49,740.00**	

The term "LS" indicates a Lump Sum fee for the tasks specified and is intended to be a fixed fee, not subject to change without the agreement of both parties. The term "T&E" indicates a Time & Expense task and this is an estimated budget figure only.

V. COMPLETION DATE & DELIVERABLES

Work authorized is estimated to be completed in accordance with the following schedule:

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30.04	FDEP Wastewater Permit Application	90 days from NTP	2
30.05	Utility Easements	90 days from NTP	2

VI. AGREEMENT

The following documents, as applicable, are attached and are incorporated into this Work Authorization:

- Exhibit A: General Conditions

Approved By:
City of Fort Pierce

Mr. Jack Andrews

Date:

Submitted By:
Culpepper & Terpening, Inc.

James P. "Butch" Terpening, Jr., P.E.
COO

Date:

Client's Initials: _____

C&T Initials: _____

SPECIFIC AUTHORIZATION NO. 5

LITTLE JIM FISH CAMP SANITARY SEWER CONNECTION

PROFESSIONAL SERVICES

SCOPE OF SERVICES

Pursuant to the continuing agreement related to "RFQ No. 2019-027 – Engineering Services" (hereinafter referred to as "AGREEMENT" between the **City of Fort Pierce** (hereinafter referred to as "CITY") and **Culpepper & Terpening, Inc.** (hereinafter referred to as "ENGINEER") dated the 1st day of August 2020, CITY authorizes the ENGINEER to provide professional services as detailed herein.

The CITY desires professional services related to the Little Jim Fish Camp conversion of septic to sanitary sewer service.

Section 1 - Scope of Work and Schedule of Services

ENGINEER will provide the following services in accordance with this AUTHORIZATION:

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ENGINEER shall provide the following deliverables to the CITY as list below and described in Exhibit "A", which is attached hereto and incorporated by reference herein:

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Utility Easements	90 Days from NTP

SPECIFIC AUTHORIZATION NO. 5
LITTLE JIM FISH CAMP SANITARY SEWER CONNECTION
PROFESSIONAL SERVICES

Section 3 - Method and Amount of Compensation

CITY will compensate ENGINEER for services under this AUTHORIZATION in accordance with the payment method as set forth in Exhibit "A", which is attached hereto and incorporated by reference herein.

The budget (or fee) for the services is not to exceed: **$49,740.00**

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CITY hereby designates the City Engineer or his designee as CITY's representative for matters related to this AUTHORIZATION.

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All applicable portions of the AGREEMENT not specifically modified herein shall remain in full force and effect and are incorporated by reference herein.

IN WITNESS WHEREOF, this AUTHORIZATION has been fully executed on behalf of the ENGINEER by its duly authorized officer, and the CITY has caused the same to be duly executed in its name and in its behalf, effective as of the date herein above written.

CITY OF FORT PIERCE, FLORIDA:

By: _____ Date: 9/23/21
Nicholas C. Mimms, P.E., ICMA-CM
City Manager

CULPEPPER & TERPENING, INC.

By: _____ Date: 8/3/2021
Stefan K. Matthes, P.E., Sr. Vice President

APPROVED AS TO FORM & CORRECTNESS:

By: _____ Date: 9/16/2021
Tanya Earley, Interim City Attorney

CULPEPPER & TERPENING INC

CONSULTING ENGINEERS | LAND SURVEYORS

EXHIBIT "A"

September 7, 2021

Project Number: P21-122
Contract File
Sender's Email: smatthes@ct-eng.com

VIA: **Email** jandrews@city-ftpierce.com
Original via FedEx

Attn: Mr. Jack Andrews
City of Fort Pierce
P.O. Box 1480
Fort Pierce, FL 34954-1480

RE: **Project Number: P21-122**
Project Name: COFP - Little Jim Camp Sanitary Connection
Agreement for Professional Engineering & Surveying Services

Dear Mr. Jack Andrews:

On behalf of the firm of Culpepper & Terpening, Inc., we are pleased to enclose our *Agreement for Professional Engineering & Surveying Services* for to provide a sanitary sewer connection for Little Jim Camp on SR A1A to the SLCU system at Stan Blum Boat ramp

If this proposal meets with your approval, please execute both contracts, initial each page, and return both copies to our office. Upon receipt, we will provide your office with one fully-executed original contract. An executed contract will serve as the notice to proceed.

We appreciate the opportunity to provide this proposal. We look forward to being a part of your project team. Should you have any questions or require any additional information, please feel free to contact me directly at (772) 464-3537.

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Stefan K Matthes, P.E.
Sr. Vice President

James "Butch" P. Terpening, Jr., P.E.
COO

Enclosure: Agreement for Engineering & Surveying Services

CC: C&T Accounting

Professional Services Agreement Between
Culpepper & Terpening, Inc. (Consultant) for
City of Fort Pierce (Client)
Project Name COFP - Little Jim Camp Sanitary Connection Project Number P21-122
September 7, 2021
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70.01	Project Representation	$ 3,520.00	T&E
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30.05	Utility Easements	90 days from NTP	2

VI. AGREEMENT

The following documents, as applicable, are attached and are incorporated into this Work Authorization:

- Exhibit A: General Conditions

Approved By:
City of Fort Pierce

Mr. Jack Andrews

Date:

Submitted By:
Culpepper & Terpening, Inc.

James P. "Butch" Terpening, Jr., P.E.
COO

Date:

Client's Initials: _____

C&T Initials: _____

City Commission Regular Meeting **11. c.**

Meeting Date: 01/06/2025

Re: Typographical Correction to the Memorandum of Understanding with FPUA Regarding Distribution to the City

Submitted For: Sara Hedges, City Attorney, City Attorney

SUBJECT:

Approval of a corrected Memorandum of Understanding between the City of Fort Pierce and the Fort Pierce Utilities Authority relating to the Interpretation of the Charter Provisions Governing the FPUA Distribution to the City to correct a typographical error in Section 3(B) related to the replacement of FPUA employees by FMPA employees.

SUMMARY:

The City Commission directed City staff to work with FPUA staff to review the annual FPUA distribution to the City pursuant to Section 178 of the Charter. Following the review and discussions between staff, a Memorandum of Understanding outlining the distribution categories has been prepared. Approval of this version of the MOU is to correct the typographical error. The terms and understanding of the MOU have remained the same.

RECOMMENDATION:

Staff will proceed as directed.

ALTERNATIVES:

Staff will proceed as directed.

RESPONSIBLE STAFF:

Sara Hedges, City Attorney

COORDINATED WITH:

Linda Cox, Acting City Manager
Javier Cisneros, FPUA Director of Utilities
FPUA Counsel

Fiscal Impact

OTHER INFORMATION:

N/A

Attachments

Corrected MOU-signed

Memo re ILA Conflict Resolution Issues

Form Review

Inbox	Reviewed By	Date
City Manager	Linda Cox	12/17/2024 02:39 PM

Form Started By: Sara Hedges
Started On: 12/17/2024 11:37 AM
Final Approval Date: 12/17/2024

Memorandum of Understanding between
City of Fort Pierce and Fort Pierce Utilities Authority
relating to the
Interpretation of the Charter Provisions Governing the FPUA Distribution to the City

THIS MEMORANDUM OF UNDERSTANDING ("MOU") is made this ____day of _____, 2025 by and between the City of Fort Pierce, hereinafter referred to as "City," and Fort Pierce Utilities Authority, hereinafter referred to as "FPUA."

WHEREAS, the FPUA was created and established by the City Commission of the City of Fort Pierce, Florida, through a referendum election held in said City on May 30, 1972; and

WHEREAS, the Charter of the City of Fort Pierce, Florida, Article XII ("Charter"), grants to the FPUA the powers and duties possessed by the city to construct, acquire, expand and operate utility systems, and to do any and all acts or things that are necessary, convenient or desirable in order to operate, maintain, enlarge, extend, preserve and promote an orderly, economic and businesslike administration of the utility systems; and

WHEREAS, Section 178 of the Charter requires that the FPUA transfer to the City 6% of "gross revenue" as defined therein ("City Distribution"); and

WHEREAS, the City Commission requested that City and FPUA staff review the FPUA distribution to the City to ensure that it was made in accordance with provisions of Section 178 of the Charter; and

WHEREAS, during the course of review by staff, it was determined that it would be beneficial to memorialize a mutual understanding of certain categories of "gross revenue" as set forth in Section 178 of the Charter; and

WHEREAS, the City Commission and FPUA Board desire to enter into this MOU to set forth the agreed understanding of the definition of "gross revenue" and the calculation of the City Distribution pursuant to Section 178 of the Charter beginning with the City Distribution for FY2024.

NOW, THEREFORE, the City and FPUA agree to the following:

1. **Incorporation of Recitals.** The foregoing recitals are true and correct and are hereby ratified and confirmed by the parties and made an integral part of this MOU; as such, the recitals shall be used in any construction of this Agreement, especially as it relates to the intent of the parties.

2. **Definition of Gross Income for Purposes of the Distribution.**

   A. Both parties have concluded that "gross revenue", as defined by Section 178 of the Charter, is comprised of the following categories:

1. Retail sales of electricity, gas, wastewater disposal, and water;
2. Wholesale sales of water;
3. Gains on sales of assets;
4. Interest;
5. Rents;
6. Royalties;
7. Dividends; and
8. Management fees

B. The Charter's definition of "gross revenue" is different than the Uniform System of Accounting for public utilities ("USOA") and generally accepted accounting principles ("GAAP"), which the FPUA follows pursuant to sections 176(12) and 178(a) of the Charter.

C. Because of the specific definition set forth in the Charter, the FPUA excludes some categories of revenue as defined by the USOA and GAAP from gross revenue for purposes of calculating the City Distribution.

3. <u>Revenue Currently Included and to be Included in Gross Revenue for Purposes of Calculating the City Distribution.</u>

A. Definition Categories. The following are currently and will continue to be included in the calculation of "gross revenue" pursuant to the Charter definition:

1. Retail sales of electricity, gas, wastewater disposal, and water;
2. Wholesale sales of water;
3. Gains on sales of assets;
4. Interest;
5. Rents;
6. Royalties;
7. Dividends; and
8. Management fees

B. Florida Municipal Power Agency O&M Contract Income. The Treasure Coast Energy Center ("TCEC") is owned by the Florida Municipal Power Agency (All-Requirements Power Supply Project) ("FMPA"). When the King Power Plant closed, the FPUA positions were relocated to the TCEC instead of eliminated. As a result, some of FPUA's employees still work at the TCEC. As FPUA employees separate employment or retire, these positions will likely be filled by FMPA employees. FMPA reimburses the FPUA for its personnel costs and miscellaneous out-of-pocket expenses. The FMPA reimbursement currently includes a 4% fee reimbursement. The parties agree the 4% fee reimbursement could be categorized in multiple different ways, but for purposes of the City Distribution only, the 4%, or as it may be amended hereafter, fee reimbursement shall be considered a management fee by City and shall be included in "gross revenue" for purposes of calculating the City Distribution. The parties agree that

once all FPUA employees are fully replaced by FMPA employees, no reimbursement will occur and no City Distribution will occur at that time for the 4% fee reimbursement. The parties also agree that this characterization of the 4% fee reimbursement is made for purposes of entering into this MOU only, and will not establish a precedent for any other type of FPUA revenue or internal transfer (including shared services costs) that City could characterize, now or in the future, as a management fee.

C. **Wholesale Sale of Wastewater.** Wholesale sale of wastewater has been included as "gross revenue" for purposes of the City Distribution since 2012 and shall continue to be included in the calculation as "gross revenue" for purposes of calculating the City Distribution.

D. **Manatee Observation and Education Center (MOEC) Sales of Assets.** Any gains on the sales of assets distributed to the MOEC as non-operating revenue shall be included in "gross revenue" for purposes of calculating the City Distribution. However, any gains on the sale of gift shop inventory shall not be include in "gross revenue" for purpose of calculating the City Distribution until MOEC operating income is greater than $0.

E. **Retails Sales of FPUAnet.** FPUAnet Operating Income is not currently included as "gross revenue" for purposes of the City Distribution, but both parties agree that the likely intent of the Charter language was to include retail sales of all utilities as part of the calculation. The City agrees to waive distribution of 6% of these fees pursuant to Section 178(c) of the Charter until the operating income for FPUAnet exceeds $5 million dollars or at the maturity date of the Series 2022 B bonds, whichever occurs sooner.

F. **Gas Piping and Appliance Gains on the Sale of Assets.** FPUA's gas utility system provides a service to customers by installing piping and natural gas appliances that ultimately become the customer's property. The parties agree to include any gains on the sale of assets associated with this program as "gross revenue" for purposes of calculating the City Distribution.

G. **Revenue for City Billing.** Revenue for City Billing represents the fee the FPUA receives for billing and collecting payment for the City's solid waste services. The solid waste services are provided by the City and are unrelated to the FPUA's business. Both parties agree that said revenue should be classified as a management fee and will be included in "gross revenue" for purposes of calculating the City Distribution.

4. **Revenue Excluded from Gross Revenue for Purposes of Calculating the City Distribution.** The following categories of revenue as defined by the USOA and GAAP are excluded from the calculation of "gross revenue" for purposes of calculating the City Distribution:

A. **Capital Contributions.** Capital Contributions include:

1. Water/wastewater capital improvement charges ("CIC"),
2. Electric/gas contribution-in-aide of construction ("CIAC"), and
3. Non-cash asset contributions for local infrastructure from developers.

B. Grant Revenue.

C. Power Cost Adjustments and Purchase Gas Adjustments. The Charter further provides: "Where a power cost adjustment or purchase gas adjustment is utilized, 'gross income' shall mean the amount billed based upon the applicable rate without a debit or credit for the cost adjustment." City Charter § 178(d)(ii). An Interlocal Agreement dated May 2, 2011 was entered into between the City and FPUA and recorded at Official Records Book 3289, Page 1243 of St. Lucie County, which addressed the Power Cost Adjustment. The Purchase Gas Adjustments have historically been treated the same as the Power Cost Adjustments and not included in the distribution calculation. The parties hereby agree that the Power Cost Adjustments and Purchase Gas Adjustments are not included as "gross revenue" for purposes of the City Distribution under the current wording of the Charter.

7. **Term and Termination.** The effective date of this Agreement shall be the date the Agreement is last executed and shall remain in effect until terminated by either party. Either party may terminate this MOU with or without cause upon 30 days' written notice to the other party.

8. **Notices.** All notices or other communications hereunder shall be in writing and shall be deemed duly given if delivered in person or sent by certified mail, return receipt requested, and addressed as follows:

If to City:
City Manager
100 North US Highway 1
Fort Pierce, FL 34950

With copy to:
City Attorney
100 North US Highway 1
Fort Pierce, FL, 34950

and

City Clerk
100 North US Highway 1
Fort Pierce, FL 34950

If to Fort Pierce Utilities Authority:
Director of Utilities
206 South 6th Street
Fort Pierce, FL 34950

With copy to:
FPUA Attorney
206 South 6th Street
Fort Pierce, FL, 34950

9. **Counterparts.** This MOU may be executed in counterparts, each of which shall be deemed to be an original, but all of which, taken together, shall constitute one and the same agreement.

IN WITNESS WHEREOF this MOU has been signed and sealed by the respective parties hereto as of the dates set forth below.

ATTEST:

_____
CITY CLERK

CITY OF FORT PIERCE

BY: _____
MAYOR

DATE: _____

APPROVED AS TO FORM AND CORRECTNESS:

BY:

_____
CITY ATTORNEY

ATTEST:

_____
SECRETARY

FORT PIERCE UTILITIES AUTHORITY

BY: _____
CHAIRMAN

DATE: 12/17/2024

APPROVED AS TO FORM AND CORRECTNESS:

BY: _____
FPUA ATTORNEY

FPUA

THIS MEMORANDUM IS A COMMUNICATION FROM COUNSEL TO AGENTS AND REPRESENTATIVES OF THE CITY OF FORT PIERCE IN AN ATTORNEY/CLIENT RELATIONSHIP AND IS THEREFORE CONFIDENTIAL AND IS FURTHER PROTECTED BY FLORIDA STATUTE SECTION 119.07 AS IT CONTAINS WORK PRODUCT OF THE ATTORNEY PREPARED IN ANTICIPATION OF, OR IN CONNECTION WITH, POTENTIAL OR PENDING ADVERSARIAL ADMINISTRATIVE PROCEEDINGS AND/OR CIVIL LITIGATION.

CITY OF FORT PIERCE - OFFICE OF THE CITY ATTORNEY

MEMORANDUM

TO: Fort Pierce Mayor and Commissioners

FROM: Robert V. Schwerer, City Attorney

SUBJECT: City/FPUA Conflict Resolution Issues

DATE: August 5, 2011

I received the attached email and a copy of the Conflict Resolution Interlocal Agreement with Section 2(b) highlighted. Questions have been raised concerning Paragraph 2(b) of the agreement. Please accept the following as an explanation of what Paragraph 2(b) means.

At the time of this agreement, the City had a claim pending with the FPUA seeking to have the Power Cost Adjustment (PCA) included in "gross revenues". The City would be receiving substantially more money from the FPUA if the PCA were included. The City's Finance Director believed very strongly that since the PCA was being "billed" to customers and subsequently paid as revenues, it should be included when calculating the City's 6% annual transfer. The FPUA did not agree. The FPUA took the position that the PCA was not intended to be included in "gross income", and relied upon the following language in the charter, to wit:

> Where a power cost adjustment or purchase gas adjustment is utilized, "gross income" shall mean the amount billed based upon the applicable rate without a debit or credit for the cost adjustment.

The City and FPUA were therefore at an impasse over this language. To resolve this issue, the City and the FPUA simply agreed that the language was unclear and the City would withdraw its claim under the current wording of the City Charter. In doing so, the City did not agree the charter language could not be clarified or changed in the future.

Under Paragraph 2(b) of the agreement, the City is precluded from making a claim for the PCA to be included in gross revenues at this time but is not precluded in the future from proposing a change in the language of the charter to clarify that it is being included, or alternatively, changing the percentage amount of the annual transfer.

Please let me know if you have any questions concerning the above.

Robert V. Schwerer, Esq.
City Attorney

/mlp
Attachment

cc: David L. Recor, City Manager
Gloria Johnson, Director, Finance
William G. Thiess, Director, FPUA
R.N. Koblegard, Esq.

City Attorney

RECEIVED

AUG 0 [illegible]

Bill Thiess
<bthiess@fpua.com>
08/05/2011 09:31 AM

To "Bob Benton (AngelaWilkinson@city-ftpierce.com)" <AngelaWilkinson@city-ftpierce.com>
cc "CommEddieBecht@bechtlaw.com" <CommEddieBecht@bechtlaw.com>
bcc
Subject Conflict Resolution Interlocal Agreement

1 attachment

Interlocal for Conflict resolution.pdf

Angela,

Bob Benton asked me to send this to you for forwarding to the City Commissioners. He said that he would like Section 2(b) regarding inclusion of the PCA in the transfer calculation highlighted.

Bill Thiess, P.E.
Director of Utilities
Fort Pierce Utilities Authority
206 South 6th Street
Fort Pierce, FL 34950
Telephone (772) 466-1600, Ext. 3200
Fax (772) 468-2412
E-mail: bthiess@fpua.com

Please note: Florida has a very broad public records law. Most written communications to or from Fort Pierce Utilities Authority employees regarding government business are public records, available to the public and media upon request. Your e-mail communications may be subject to public disclosure.

(For additional information, go to http://www.fpua.com/important_information/privacy.php)

OFFICE OF CITY CLERK
CITY O: FT. PIERCE
100 N. U.S. 1
P.O. BOX 1480
FT PIERCE FL 34954

INTERLOCAL AGREEMENT BETWEEN CITY OF FORT PIERCE, FLORIDA AND FORT PIERCE UTILITIES AUTHORITY (CONFLICT RESOLUTION ISSUES)

THIS AGREEMENT ("AGREEMENT") made and entered into this 2ND day of MAY 2011, by and between the CITY OF FORT PIERCE ("CITY"), a Florida Municipal Corporation, and FORT PIERCE UTILITIES AUTHORITY ("FPUA"), a municipal utility authority created as part of the government of the City of Fort Pierce, Florida under the City Charter.

WHEREAS, there exists a dispute between the CITY and FPUA concerning the following specified matters and issues; to-wit:

(a) FY 2006 Distribution to the City. The amount of the distribution according to the "6% of Gross Revenue" formula was $4,760,109 and by the "40% of Net Revenue" formula it was $4,208,790. The difference is $551,319, which the CITY contends that FPUA owes, and that the same is a carry-forward debt;

(b) TECO Easement. FPUA was paid $54,886 for an easement containing the gas supply line for the Treasure Coast Energy Center on property owned by the City. The CITY contends the easement payment belongs to the CITY;

(c) Including the Power Costs Adjustment (PCA) in the Distribution Calculation. The CITY contends that the PCA should be included in

JOSEPH E. SMITH, CLERK OF THE CIRCUIT COURT
SAINT LUCIE COUNTY
FILE # 3569315 05/03/2011 at 01:52 PM
OR BOOK 3289 PAGE 1243 - 1247 Doc Type: AGR
RECORDING: $44.00

the distribution calculation and payment to the CITY pursuant to the Charter; and

(d) North 25th Street FDOT Delay Damages. Certain costs were incurred by FPUA as a result of the CITY transferring right-of-way to FDOT, including $131,570 in utility relocation costs and $90,000 for a delay claim, for a total of $221,570. FPUA contends that the CITY should be responsible for these costs.

WHEREAS, the CITY adopted Resolution No. 11-10 initiating conflict resolution as provided by Florida Statute 164.1052, pertaining to said matters in disputes; and

WHEREAS, the CITY and FPUA commenced statutory conflict resolution procedures and have reached agreement on the matters specified above; and

WHEREAS, the parties desire to enter into this Interlocal Agreement evidencing their agreement with respect to these issues and matters.

NOW, THEREFORE, the CITY and FPUA hereby agree and covenant on the terms and conditions hereinafter stated:

1. General. This Agreement is entered into pursuant to Section 163.01, Florida Statutes, known as the Florida Interlocal Cooperation Act of 1969. This Agreement embodies the whole understanding of the parties. There are no promises, terms, conditions, or obligations other than those contained therein, and this Agreement shall supersede all previous telecommunications, representations, and/or agreements, either verbal or written, between the parties hereto.

2. **Conflict Resolution.** It is the intent of the parties by this Agreement that the above issues and matters be resolved as follows:

(a) As a full and complete settlement of any amounts owed either of the parties with respect to the FY 2006 Distribution to the City, the TECO Easement, and the North 25th Street FDOT Delay Damages claim, FPUA shall pay, after agreed set-off, the total sum of Two Hundred Thousand ($200,000) Dollars to the CITY within thirty (30) days of the date of this Agreement; and

(b) Concerning the issue of ***Including the Power Cost Adjustment (PCA) in the Distribution Calculation***, the CITY hereby agrees to withdraw said claim, and forbear any claim to the same under the current wording of the City Charter.

3. **General Release**. To the extent permissible by law, and in full and final settlement of only the issues and matters specified above, each party further agrees to remise, release, acquit, satisfy, and forever discharge the other party, of and from all, and all manner of action and actions, cause and causes of action, suits, debts, dues, sums of money, accounts, reckonings, bonds bills, specialties, covenants, contracts, controversies, agreements, promises, variances, trespasses, damages, judgments, executions, claims and demands whatsoever, in law or in equity, which either party ever had, now has, or which any successor, or assign of either party, hereafter can, shall or may have, against the other party, for upon or by reason of these specific matters and issues hereinabove specified.

4. Entire Agreement: This Agreement constitutes the entire Agreement between the parties with respect to the specific subject matter hereof and supersedes all prior verbal and/or written agreements between the parties with respect thereto. This Agreement may only be amended by a written document, properly authorized, executed and delivered by the parties hereto. This Agreement shall be interpreted as a whole unit. All interpretations shall be governed by the laws of the State of Florida.

5. Filing. This Agreement and any subsequent amendments thereto shall be filed with the Clerk of the Circuit Court of St. Lucie County pursuant to Section 163.01(11), Florida Statutes, prior to becoming effective.

IN WITNESS WHEREOF, the parties have caused the execution by their duly authorized officials.

ATTEST:

Cassandra Steele, City Clerk

CITY OF FORT PIERCE

Robert J. Benton, III, Mayor

APPROVED AS TO FORM AND CORRECTNESS

Robert V. Schwerer, Esquire
City Attorney

ATTEST:

Secretary

FORT PIERCE UTILITIES AUTHORITY

Chair

APPROVED AS TO FORM AND CORRECTNESS

R.N. Koblegard, Esquire
FPUA Attorney

City Commission Regular Meeting **11. d.**

Meeting Date: 01/06/2025

Re:

SUBJECT:

Approval of Interlocal Agreement between St. Lucie County and the City of Fort Pierce on Non-Annexation of Airport Property.

SUMMARY:

The City and County agreed that the County would allow us to annex the Treasure Coast Education, Research and Development Authority (TCERDA) property in exchange for an agreement to NOT annex airport property inside the gates. The TCERDA agreement was approved. This is the agreement to not annex the airport property. The County will not execute the interlocal agreement allowing the City to annex TCERDA property until the agreement is approved.

The annexation of TCERDA property is important to our overall annexation strategy.

RECOMMENDATION:

Staff recommends Approval of Agreement.

ALTERNATIVES:

Staff will proceed as directed by the City Commission.

RESPONSIBLE STAFF:

Linda Cox, Acting City Manager/City Clerk

COORDINATED WITH:

Sara Hedges, City Attorney
County Attorney's Office

Attachments

Agreement
Amendment to Utility Services
First Amendment Interlocal
CAO Memo

Form Review

Form Started By: Tina Rel Started On: 12/18/2024 02:37 PM
Final Approval Date: 12/18/2024

AGREEMENT ON NON-ANNEXATION OF AIRPORT PROPERTY

THIS AGREEMENT ON NON-ANNEXATION OF AIRPORT PROPERTY ("Agreement") is effective as of the last date signed below ("Effective Date") and entered into by and between St. Lucie County, Florida ("County") and the City of Fort Pierce, Florida ("City").

RECITALS

WHEREAS, St. Lucie County Port and Airport Authority ("Airport Authority") signed and recorded an annexation agreement dated June 5, 1989, at Official Record Book 645, Page 1276 of the public records of St. Lucie County, Florida as a condition of water and sewer services from Fort Pierce Utilities Authority ("FPUA") for a portion of the Treasure Coast International Airport;

WHEREAS, the County (the successor in interest to the Airport Authority) and City are also parties to an Interlocal Agreement dated June 1, 2010, whereby the City agreed to defer annexation of certain parcels located within the Treasure Coast Research Park until at least 10 years from the date that a certificate of occupancy is issued for each parcel ("2010 Interlocal Agreement"); and

WHEREAS, as consideration for amendment of the 2010 Interlocal Agreement, the City agrees that it will not annex the Airport Property as defined and set forth herein.

AGREEMENT

NOW THEREFORE, for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereto agree as follows:

1. **Recitals**. The foregoing recitals are true and correct and are hereby incorporated into this Agreement as if fully set forth herein.

2. **No Annexation of Airport Property.** The City agrees that it will not annex the property described in Exhibit A attached hereto and made a part hereof ("Airport Property") regardless of any previously or future signed annexation agreement relating to said Airport Property. The City further agrees that for the City, annexation of the Airport Property will not be a condition of water and sewer services from the FPUA.

3. **First Amendment to 2010 Interlocal Agreement.** The City and County agree that in consideration of the agreement not to annex the Airport Property, the parties will enter into the First Amendment to the 2010 Interlocal Agreement attached hereto as Exhibit "B" within 45 days of the Effective Date of this Agreement.

4. **Term and Termination.** This Agreement is effective as of the Effective Date and shall continue in perpetuity. Termination of this Agreement may occur by mutual written agreement of the City and the County, or unilaterally by either party if the First Amendment to the 2010 Interlocal Agreement attached hereto as Exhibit "B" is not recorded within 45 days of the Effective Date of this Agreement.

5. **Covenants Run with Land.** All covenants and agreements contained in this Agreement shall be construed as covenants running with the land and shall be binding upon and inure to the benefit of the parties to this Agreement and their respective successors in interests.

6. **Recording of Agreement.** This Agreement shall be recorded in the Official Records of St. Lucie County.

7. **Counterparts.** This Agreement may be executed in one or more counterparts, each of which shall be deemed to be an original but all of which shall constitute one and the same Agreement.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be duly executed and delivered by their proper and duly authorized officers as of the date set forth below.

[*remainder of page intentionally left blank; signature pages follow*]

ATTEST:

BOARD OF COUNTY COMMISSIONERS
ST. LUCIE COUNTY, FLORIDA

_____
DEPUTY CLERK

BY: _____
CHAIR **DATE**

APPROVED AS TO FORM AND CORRECTNESS:

BY: _____
COUNTY ATTORNEY

_____
Witness 1

_____
Print Name

_____
Witness Address

_____
Witness 2

_____
Print Name

_____
Witness Address

STATE OF FLORIDA
COUNTY OF ST. LUCIE

The foregoing instrument was acknowledged before me by means of [ ] physical presence or [ ] online notarization, this _____ of _____, 2024, by _____ who is personally known to me.

_____
Notary Public

ATTEST: **CITY OF FORT PIERCE, FLORIDA**

_____ **BY: _____**
CITYCLERK **MAYOR** **DATE**

APPROVED AS TO FORM AND CORRECTNESS:

BY: _____
CITY ATTORNEY

_____
Witness 1

_____
Print Name

_____
Witness Address

_____
Witness 2

_____
Print Name

_____
Witness Address

STATE OF FLORIDA
COUNTY OF ST. LUCIE

The foregoing instrument was acknowledged before me by means of [ ] physical presence or [ ] online notarization, this _____ of _____, 2024, by _____ who is personally known to me.

_____
Notary Public

EXHIBIT A

LEGAL DESCRIPTION OF AIRPORT PROPERTY

SECTION 13:

THE NORTHWEST QUARTER (1/4) OF THE SOUTHEAST QUARTER (1/4);

THE EAST HALF (1/2) OF THE SOUTHEAST QUARTER (1/4);

LESS AND EXCEPT THE RIGHT-OF-WAY FOR TAYLOR DAIRY ROAD AND INDRION ROAD, ALSO KNOWN AS STATE ROAD 614.

SECTION 24:

ALL OF SECTION 24:

LESS AND EXCEPT N1/4 OF THE NE 1/4 OF THE NW1/4 OF SECTION 24;

LESS AND EXCEPT N3/4 OF THE NW 1/4 OF THE NW1/4 OF SECTION 24;

LESS AND EXCEPT S1/2 OF THE SW 1/4 OF THE NW1/4 OF SECTION 24;

LESS AND EXCEPT N1/4 OF THE W1/2 OF THE NW 1/4 OF THE SW1/4 OF SECTION 24;

LESS AND EXCEPT THE RIGHT-OF-WAY FOR NORTH KINGS HIGHWAY, ALSO KNOWN AS STATE ROAD 713;

SECTION 25:

THE NORTHEAST QUARTER (1/4);

THE NORTHWEST QUARTER (1/4) OF NORTHWEST QUARTER (1/4);

THE NORTHEAST QUARTER (1/4) OF NORTHWEST QUARTER (1/4);

THE SOUTHEAST QUARTER (1/4) OF NORTHWEST QUARTER (1/4);

THE NORTHEAST QUARTER (1/4) OF SOUTHWEST QUARTER (1/4);

ALL OF THE ABOVE IN SECTIONS 13,24 AND 25, TOWNSHIP 34 SOUTH, RANGE 39 EAST.

TOGETHER WITH

SECTION 17:

THE SOUTHWEST QUARTER (1/4);

LESS AND EXCEPT THE RIGHT-OF-WAY FOR INDRION ROAD, ALSO KNOWN AS STATE ROAD 614;

LESS AND EXCEPT INDRIO UNIT 1, AS RECORDED IN PLAT BOOK 5, PAGE 42;

THE S1/4 OF THE SOUTHEAST QUARTER (1/4) BOUNDED BY PARCEL IDENTIFICATION NUMBER 1417-421-000-000-6, AS RECORDED IN THE OFFICIAL RECORDS BOOK 4902, PAGE 1382, ON THE NORTH AND BOUNDED BY THE WESTERLY RIGHT-OF-WAY LINE OF NORTH U.S. HIGHWAY 1, ALSO KNOWN AS STATE ROAD 5.

SECTION 18:

THE SOUTHEAST QUARTER (1/4);

THE SOUTHWEST QUARTER (1/4);

LESS AND EXCEPT INDRIO ROAD RIGHT-OF-WAY.

SECTION 19:

ALL OF SECTION 19

SECTION 20:

ALL OF SECTION 20:

LESS AND EXCEPT THE SOUTHEAST QUARTER (1/4) OF THE NORTHEAST QUARTER (1/4);

LESS AND EXCEPT A PART OF THE NORTHEAST QUARTER (1/4) OF THE NORTHEAST QUARTER (1/4) BOUNDED ON THE WEST BY THE WESTERLY RIGHT-OF-WAY LINE OF THE NORTH U.S. HIGHWAY 1, ALSO KNOWN AS STATE ROAD 5;

SECTION 21:

A PART OF THE SOUTHWEST QUARTER (1/4) BOUNDED ON THE EAST BY THE WESTERLY RIGHT-OF-WAY LINE OF THE NORTH U.S. HIGHWAY 1, STATE ROAD 5, BOUNDED ON THE SOUTH BY THE NORTHERLY RIGHT-OF-WAY LINE OF NORTH 25TH STREET, ALSO KNOWN AS STATE ROAD 615, BOUNDED ON THE NORTH BY PARCEL IDENTIFICATION NUMBER 1421-701-0008-000-4, WHICH IS DESCRIBED AS FOLLOWS: BEING THAT PART OF THE SOUTH 191.78 FEET OF LOT 1 OF CARLSANS SUBDIVISION AS RECORDED IN PLAT BOOK 3, PAGE 24 OF THE PUBLIC RECORDS OF ST. LUCIE COUNTY, FLORIDA, LYING WEST OF U.S. HWY#1 AND BEING THAT PART OF THE NORTH 311.63 FEET OF LOT 2 OF SAID CARLSANS SUBDIVISION, LYING WEST OF U.S. HWY#1 AND RIDGEHAVEN ROAD, AND BEING THE WEST 851.06 FEET OF THE SOUTH 57.37 FEET OF SAID LOT 2, AND BEING THE WEST 851.06 FEET OF LOT 3 OF SAID CARLSANS SUBDIVISION;

SECTION 28:

A PART OF THE WEST HALF (1/2) BOUNDED ON THE EAST BY THE WESTERLY RIGHT-OF-WAY OF RIDGEHAVEN ROAD, FORMERLY KNOWN AS OLD US HIGHWAY 1, BOUNDED ON THE WEST BY THE DRAINAGE CANAL, COMMONLY KNOWN AS

TAYLOR CREEK (OFFICIAL RECORDS BOOK 135, PAGE 390) AND BOUNDED ON THE SOUTH BY THE SINDONS SUBDIVISION AS RECORDED IN PLAT BOOK 10, PAGE 54.

TOGETHER WITH

A PART OF THE NORTH HALF (1/2) OF THE NORTHWEST QUARTER (1/4) BOUNDED ON THE EAST BY WESTERLY RIGHT-OF-WAY OF THE NORTH US HIGHWAY 1, STATE ROAD 5, BOUNDED ON THE WEST BY WESTERLY RIGHT-OF-WAY LINE OF RIDGEHAVEN ROAD, FORMERLY KNOWN AS THE OLD HIGHWAY 1;

LESS AND EXCEPT RIGHT-OF-WAY OF NORTH 25TH STREET, ALSO KNOWN AS STATE ROAD 615;

AND

THE PARCEL OF LAND IS RECORDED IN THE OFFICIAL RECORDS BOOK 686, PAGE 721, AND HAS THE PARCEL IDENTIFICATION NUMBER 1428-210-0018-000-1.

LESS AND EXCEPT THE PARCEL OF LAND IS RECORDED IN THE OFFICIAL RECORDS BOOK 1273, PAGE 1454, AND HAS THE PARCEL IDENTIFICATION NUMBER **1428-210-0009-000-5**.

LESS AND EXCEPT THE PARCEL OF LAND IS RECORDED IN THE OFFICIAL RECORDS BOOK 2610, PAGE 253, AND HAS THE PARCEL IDENTIFICATION NUMBER **1428-210-0019-000-8**.

LESS AND EXCEPT THE PARCEL OF LAND IS RECORDED IN THE OFFICIAL RECORDS BOOK 3961, PAGE 472, AND HAS THE PARCEL IDENTIFICATION NUMBER **1428-501-0087-000-8**.

SECTION 29:

THE WEST HALF (1/2),

LESS AND EXCEPT AIRPORT INDUSTRIAL PARK, UNIT ONE SUBDIVISION AS RECORDED IN PLAT BOOK 12, PAGE 40, ALSO LESS AND EXCEPT THE PUBLIC RIGHT-OF-WAY.

AND

A PART OF THE NORTHEAST QUARTER (1/4) BOUNDED ON THE SOUTH BY AIRPORT INDUSTRIAL PARK, RECORDED IN PLAT BOOK 12, PAGE 40, ST. LUCIE COUNTY PUBLIC RECORDS, LESS AND EXCEPT THE NORTH 25TH STREET, ALSO KNOWN AS STATE ROAD 615.

AND

LOTS 1 THROUGH 8 AND 10, 11, BLOCK 7, AIRPORT INDUSTRIAL PARK, RECORDED IN PLAT BOOK 12, PAGE 40, ST. LUCIE COUNTY PUBLIC RECORDS.

ALL OF THE ABOVE LAND LYING IN PART OF SECTION 29, TOWNSHIP 34 SOUTH, RANGE 40 EAST, ST. LUCIE COUNTY, FLORIDA.

SECTION 30

THE EAST HALF (1/2);

THE NORTHWEST QUARTER (1/4) OF THE NORTHWEST QUARTER (1/4);

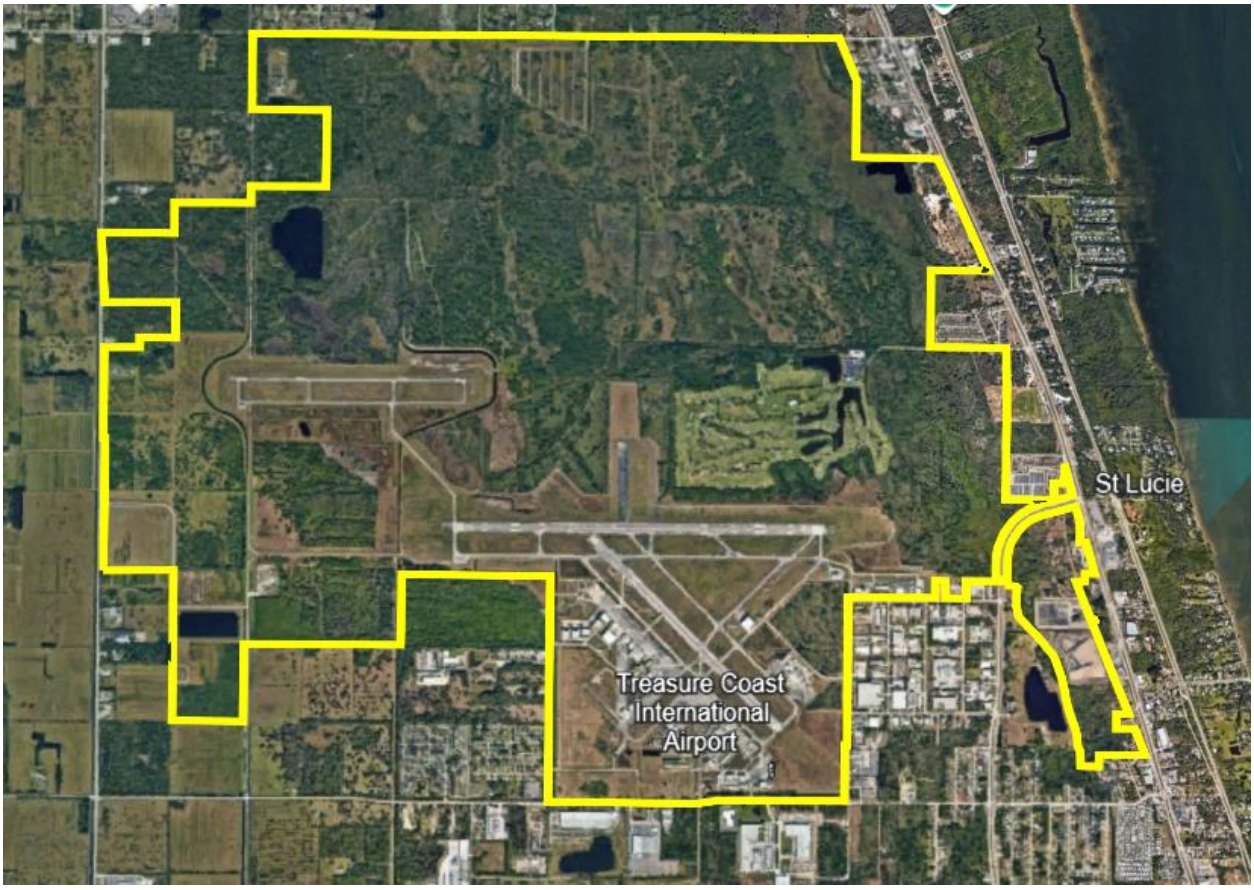
THE NORTHEAST QUARTER (1/4) OF THE NORTHWEST QUARTER (1/4);

THE NORTH 100 FEET OF THE SOUTHWEST QUARTER (1/4) OF THE NORTHWEST QUARTER (1/4);

ALL OF THE ABOVE IN SECTIONS 17,18,19, 20, 21, 28, 29, AND 30, TOWNSHIP 34 SOUTH, RANGE 40 EAST.

EXCEPTING, THEREFROM, HOWEVER, ALL RIGHTS-OF-WAY FOR PUBLIC ROADS AND DRAINAGE CANALS.

CONTAINS 3,757.72 ACRES OR 163,686,337.40 SQUARE FEET, MORE OR LESS.


St Lucie
Treasure Coast
International
Airport

AMENDMENT TO UTILITY SERVICE APPLICATION

St. Lucie County ("County"), successor in interest to the St. Lucie County Port and Airport Authority ("Airport Authority"), applied for water and sewer services from Fort Pierce Utilities Authority ("FPUA") for the County Airport Industrial Park on June 8, 1989, a copy of which application was recorded at Official Record Book 645, Page 1276 of the public records of St. Lucie County, Florida (the "Utility Service Application"). The Utility Service Application includes an agreement to annex the Airport Industrial Park property as set forth on Exhibit A to the Utility Service Application (the "Annexation Area Property"). FPUA and the County agree to amend the legal description in the Annexation Area Property set forth in Exhibit A of the Utility Service Application as it applies to the Annexation Area Property to read as follows:

AIRPORT INDUSTRIAL PARK

UNIT ONE, AS RECORDED IN PLAT BOOK 12, PAGE 40, PUBLIC RECORDS OF ST. LUCIE COUNTY, FLORIDA

BEGINNING AT THE NORTHEAST CORNER OF THE SOUTHEAST ¼ OF SECTION 29, TOWNSHIP 34 SOUTH, RANGE 40 EAST, ST. LUCIE COUNTY, FLORIDA, RUN NORTH 00 DEGREES 50 MINUTES WEST, ON THE EAST LINE OF SAID SECTION 29, A DISTANCE OF 1219.53 FEET TO A POINT, THENCE RUN S 89 DEGREES 13 MINUTES 35 SECONDS WEST, A DISTANCE OF 2,755.00 FEET TO A POINT, THENCE RUN S 00 DEGREES 47 MINUTES 10 SECONDS EAST, A DISTANCE OF 2,875.24 FEET TO A POINT, THENCE RUN SOUTH 89 DEGREES 09 MINUTES WEST, A DISTANCE OF 37.80 FEET TO A POINT, THENCE RUN SOUTH 00 DEGREES 53 MINUTES EAST, A DISTANCE OF 970.00 FEET TO THE NORTH RIGHT-OF-WAY OF AIRPORT ROAD, THENCE RUN NORTH 89 DEGREES 09 MINUTES EAST, ON SAID RIGHT-OF-WAY A DISTANCE OF 125.0 FEET, THENCE RUN NORTH 00 DEGREES 53 MINUTES WEST A DISTANCE OF 917.0 FEET TO A POINT, THENCE RUN NORTH 89 DEGREES 09 MINUTES EAST A DISTANCE OF 2,667.80 FEET, THENCE RUN NORTH 00 DEGREES 45 MINUTES WEST A DISTANCE OF 1,705.40 FEET TO THE **POINT OF BEGINNING**.

ALL THE ABOVE LAND LYING IN PART OF SECTION 29, TOWNSHIP 34 SOUTH, RANGE 40 EAST, ST. LUCIE COUNTY, FLORIDA.

TOGETHER WITH

A REPLAT OF LOTS 2 THRU 19 OF BLOCK 6 "AIRPORT INDUSTRIAL PARK"

UNIT ONE, AS RECORDED IN PLAT BOOK 20, PAGE 3, PUBLIC RECORDS OF ST. LUCIE COUNTY, FLORIDA

LEGAL DESCRIPTION

ALL OF LOTS 2 THROUGH 19, INCLUSIVE IN BLOCK 6, AIRPORT INDUSTRIAL PARK, UNIT ONE, AS RECORDED IN PLAT BOOK 12, PAGE 40 OF THE PUBLIC RECORDS OF ST. LUCIE COUNTY, FLORIDA. ALL THE ABOVE BEING IN THE EAST ½ OF THE EAST ½ OF SECTION 29, TOWNSHIP 34 SOUTH, RANGE 40 EAST.

LESS AND EXCEPT ROAD RIGHT-OF-WAY EASEMENT FOR STATE ROAD No.615, ALSO KNOWN AS 25TH STREET.

Except as amended with respect to the Annexation Area Property, Exhibit A to the Utility Service Application and all other provisions set forth in the Utility Service Application remain in full force and effect.

IN WITNESS WHEREOF, the parties hereto set their hand and seal this ____ day of _____, 2024.

ATTEST:

BOARD OF COUNTY COMMISSIONERS ST. LUCIE COUNTY, FLORIDA

_____
DEPUTY CLERK

BY: _____
CHAIR

APPROVED AS TO FORM AND CORRECTNESS:

BY: _____
COUNTY ATTORNEY

DRAFT

ATTEST:

FORT PIERCE UTILITIES AUTHORITY

_____
WITNESS

BY: _____
CHAIR

APPROVED AS

CORRECTNESS:

BY: _____
FPUA ATTORNEY

JOINDER AND CONSENT OF THE CITY OF FORT PIERCE

As additional consideration for the County to enter into this Amendment to Utility Service Agreement with FPUA, and in further consideration of St. Lucie County consenting to annexation by the City of Fort Pierce ("City") of certain County-owned property within TCERDA, the City joins in on and consents to this Amendment to Annexation Agreement, and further confirms and agrees with St. Lucie County that the City will not annex the property comprising the Treasure Coast International Airport into the City.

ATTEST:

CITY OF FORT PIERCE

_____
City Clerk

BY: _____
Mayor

APPROVED AS TO FORM AND CORRECTNESS

BY: _____
City Attorney

DRAFT

FIRST AMENDMENT TO
THE JUNE 1, 2010
INTERLOCAL AGREEMENT
(TCERDA)

THIS IS A FIRST AMENDMENT TO THE JUNE 1, 2010 INTERLOCAL AGREEMENT made and entered into this ____ day of_____, 2024, by and between **ST. LUCIE COUNTY**, a political subdivision of the State of Florida (the "County"), the **TREASURE COAST EDUCATION, RESEARCH AND DEVELOPMENT AUTHORITY,** an authority established pursuant to Chapter 159, Florida Statutes (the "TCERDA"), the **FORT PIERCE UTILITIES AUTHORITY**, an authority created and established by the City Commission of the City of Fort Pierce, Florida (the "FPUA"), and the **CITY OF FORT PIERCE**, a municipality organized under the laws of the State of Florida (the "City") collectively the ("Parties").

WHEREAS, the Parties entered into an Interlocal Agreement on June 1, 2010 which the Parties desire to amend as hereinafter stated.

NOW, THEREFORE, FPUA, County, TCERDA and City hereby agree and covenant on the terms and conditions of the First Amendment hereinafter stated.

1. Paragraph 3 "CONDITIONS OF ANNEXATION" is amended to read as follows:

3. **CONDITIONS OF ANNEXATION.**

If required by the City, the County agrees to sign the City's standard annexation agreement for those parcels owned by the County as identified in Exhibits "A" (legal description) and "B" (map). The County and TCERDA will not object to parcels identified in Exhibits "A" and "B" being annexed by the City regardless of contiguity. The City agrees that the City will not exercise any rights to annex the specific County owned parcels referenced in Exhibits "A" and "B" sooner than two (2) years from the date of this First Amendment.

If the City annexes a parcel within the Park into the jurisdiction of the City, the City agrees that it shall not prevent the operation of a Research Park without the express written consent of the County or unless the City is specifically required to do so by clear mandate of a State or Federal court or administrative agency.

2. Paragraph 5 "NOTICE" is amended to read as follows:

5. **NOTICE.**

All notices or other communications hereunder shall be in writing and shall be deemed duly given if delivered in person or sent by certified mail return receipt requested and addressed as follows:

If to County:

St. Lucie County Administrator
2300 Virginia Avenue, Annex
Fort Pierce, Florida 34982

With a copy to:

St. Lucie County Attorney
2300 Virginia Avenue, Annex
Fort Pierce, Florida 34982

Public Works Director
2300 Virginia Avenue, Annex
Fort Pierce, Florida 34982

If to City:

Fort Pierce City Manager
City of Fort Pierce, City Hall
Post Office Box 1480
Fort Pierce, Florida 34954

With a copy to:

Fort Pierce City Attorney
City of Fort Pierce, City Hall
Post Office Box 1480
Fort Pierce, Florida 34954

If to FPUA:

Director of Utilities
Fort Pierce Utilities Authority
206 South Sixth Street
Fort Pierce, Florida 34950

With a copy to:

FPUA Attorney
Fort Pierce Utilities Authority
206 South Sixth Street
Fort Pierce, Florida 34950

If to TCERDA:

Executive Director
Indian River Research & Education Center
University of Florida - IFAS
2199 South Rock Road
Fort Pierce, Florida 34945

With a copy to:

St. Lucie County Attorney
2300 Virginia
Fort Pierce, Florida 34982

3. FILING.

This First Amendment and any subsequent amendments thereto shall be filed with the Clerk of the Circuit Court of St. Lucie County pursuant to Section 163.01(11), Florida Statutes.

This section left blank intentionally

ATTEST:

BOARD OF COUNTY COMMISSIONERS
ST. LUCIE COUNTY, FLORIDA

BY: _____

Deputy Clerk

Chair

APPROVED AS TO FORM AND CORRECTNESS:

BY: _____

County Attorney

ATTEST:

Secretary

FORT PIERCE UTILITIES AUTHORITY

BY: _____
Chair

APPROVED AS TO FORM AND CORRECTNESS

BY: _____
FPUA Attorney

ATTEST:

Linda W. Cox

City Clerk

CITY OF FORT PIERCE

BY: Linda Hudson

Mayor

APPROVED AS TO FORM AND CORRECTNESS

BY: _____

City Attorney

TREASURE COAST EDUCATION, RESEARCH AND DEVELOPMENT AUTHORITY

BY: _____
Chair

APPROVED AS TO FORM AND CORRECTNESS

BY: _____
Attorney

EXHIBIT “A”

Parcel ID: 2310-341-0000-000-6

10 35 39 THAT PART OF S 1/4 LYG E OF TRNPK MPDAF: FROM SE COR OF SEC RUN N 48.5 FT FOR POB, TH W ON CANAL R/W TO E R/W TRNPK, TH NWLY ON R/W 1422.09 FT TO N LI OF S 1/4, TH E TO NE COR OF S 1/4, TH S TO POB (81.37 AC) (OR 1996-1879, 1883)

Parcel ID: 2311-330-0000-000-5

11 35 39 SW 1/4 OF SW 1/4 - LESS E28 AC- (12.96 AC) (OR 1996-1875)

Parcel ID: 2311-331-0002-000-2

11 35 39 W 14 AC OF E 28 AC OF SW 1/4 OF SW 1/4 (14.0 AC) (OR 1996-1865)

Parcel ID: 2311-331-0001-000-5

11 35 39 E 14 AC OF SW 1/4 OF SW 1/4 (14.0 AC) (OR 1996-1870, 1861)

Parcel ID: 2311-312-0003-000-0

11 35 39 THE S 1269.37 FT OF THE W 1/2 OF SE 1/4 OF SW 1/4 - LESS S 56.50 FT FOR CANAL (19.42 AC) (OR 2275-1109)

Parcel ID: 2314-120-0000-000-9

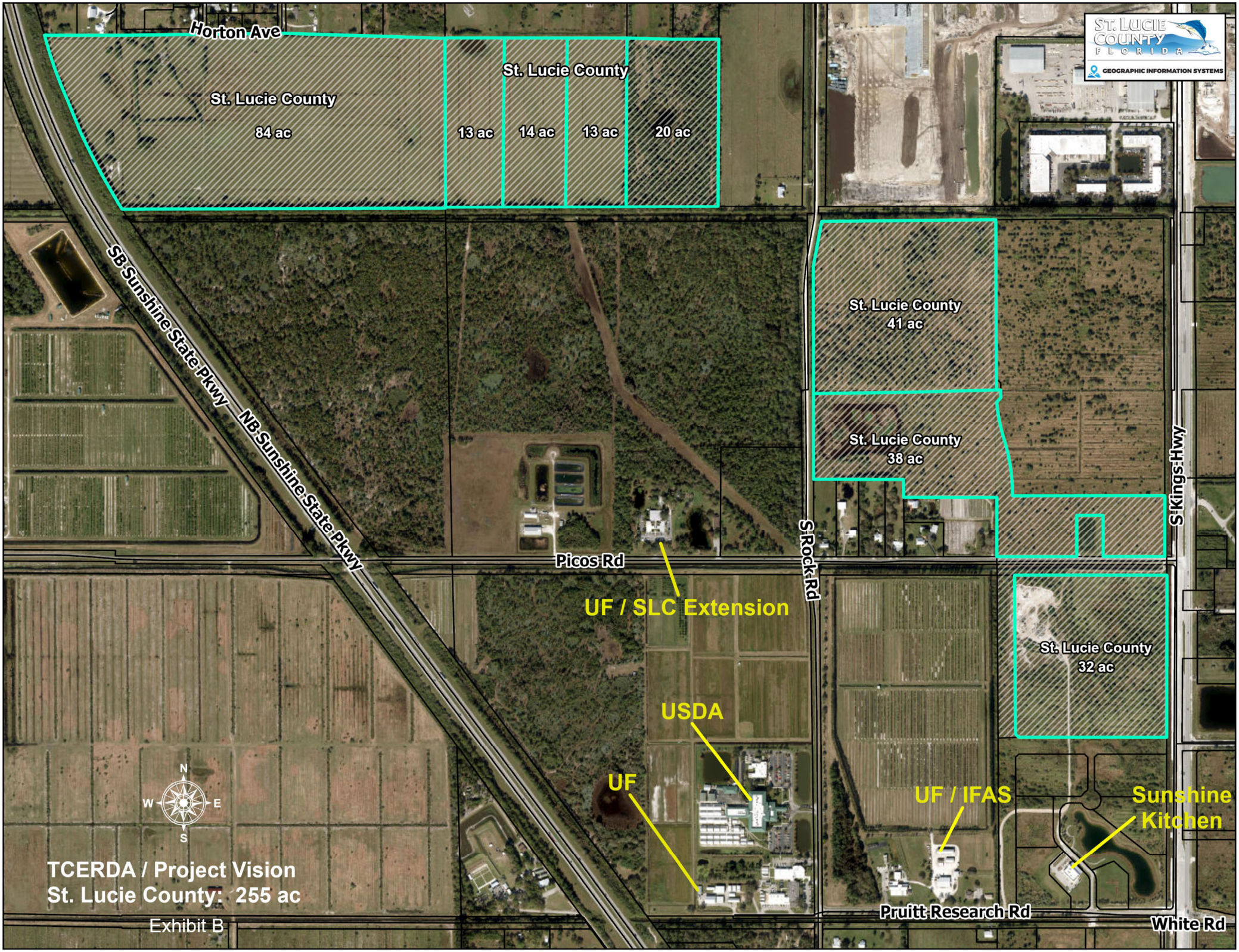
14 35 39 NW 1/4 OF NE 1/4 - LESS W 10 FT AND LESS N 53 FT AND LESS TRIANGULAR SHAPED PARCEL AS IN OR 101-50 - (40.58 AC) (OR 1961-2317)

Parcel ID: 2314-131-0000-000-3

14 35 39 E 1/2 OF SW 1/4 OF NE 1/4 - LESS N 452.44 FT OF S 542.44 FT - AND SE 1/4 OF NE 1/4 - LESS THAT PART OF SEC MPDAF: FROM SE COR OF NE 1/4 OF SEC RUN S 89 44 25 W ALG S LI OF NE 1/4 580.06 FT, TH N 00 15 34 W 90 FT TO POB, TH S 89 44 25 W 200 FT, TH N 15 34 W 315 FT, TH N 89 44 25 E 200 FT, TH S 00 15 34 E 315 FT TO POB - AND NW 1/4 OF SW 1/4 OF NE ¼ - LESS RD AND CANAL RS/W - AND LESS THAT PART OF SE 1/4 AS IN OR 3279-2965 - AND LESS ADDL RD R/W MPDAF: BEG INT OF WLY RD R/W LI OF KINGS HWY AND NLY RD R/W LI OF PICOS RD, TH S 89 43 44 W ALG NLY R/W LI 24.97 FT TO CURVE CONC NW, R OF 25 FT, TH NELY ALG ARC 39.24 FT TO WLY RD R/W LI OF KINGS HWY, TH S 00 12 19 E ALG R/W LI 24.97 FT TO POB (37.69 AC - 1,641,642 SF) (OR 1961-2323; 1896-1715: 1961-2373 : 1961-2343)

Parcel ID: 2314-800-0002-000-0

TREASURE COAST RESEARCH & EDUCATION PARK - CORE CAMPUS (PB 68-27) - QUAD IB (32.43 AC - 1,412,651 SF)


Horton Ave
St. Lucie County
84 ac
St. Lucie County
13 ac
14 ac
13 ac
20 ac
SB Sunshine State Pkwy
NB Sunshine State Pkwy
St. Lucie County
41 ac
St. Lucie County
38 ac
S Kings Hwy
Picos Rd
S Rock Rd
UF / SLC Extension
St. Lucie County
32 ac
USDA
UF
UF / IFAS
Sunshine Kitchen
Pruitt Research Rd
White Rd
N
W
E
S
TCERDA / Project Vision
St. Lucie County: 255 ac
Exhibit B

THE SUNRISE CITY
FORT PIERCE
CITY ATTORNEY'S OFFICE
Florida

TO: Linda Cox, Acting City Manager

FROM: Sara Hedges, City Attorney SH

RE: Interlocal Agreement for the Annexation of Airport Property

CAO RLS FILE: RLS 24-411

DATE: December 10, 2024

Upon reviewing the above Request for Legal Services (RLS) it was determined the document initially prepared and provided for review was not the most appropriate way to accomplish what the City and the County were attempting to accomplish. Per our discussion, I reached out to the County and worked with the County Attorney's Office to draft an appropriate document to accomplish the intended goals. Uploaded to Agenda Quick is an Agreement on Non-Annexation of Airport Property. It is approved as to form and correctness.

Please note, the County is working on Exhibit A, which will be the legal description. I will provide that to you once received. Additionally, you will need to attach the signed First Amendment to the 2010 Interlocal Agreement that the City Commission previously approved as Exhibit B.

If you have any questions, please do not hesitate to contact this Office via phone or e-mail.

Thank you.
SH

City Commission Regular Meeting **11. e.**

Meeting Date: 01/06/2025

Re: Kimley-Horn & Associates CO No. 2 (SA No. 4) - IRD Downtown Waterfront Corridor Improvements - Ref. RFQ No. 2019-027

Submitted For: John Andrews, Deputy City Manager - City Engineer, Engineering

SUBJECT:

Approval of Change Order No. 2 for Specific Authorization No. 4 with Kimley-Horn & Associates, Inc. in an amount not to exceed $49,980.00 for the Indian River Drive Historic Downtown Waterfront Corridor Improvements.

SUMMARY:

Additional professional engineering services are required relating to the required water and sewer facilities upgrades along the Indian River Drive corridor as further detailed within the attached Change Order No. 2. The upgrades will provide the required water/sewer facilities for future developments within this corridor in addition to the proposed Kings Landing Development.

This change order provides additional utility design services for the Indian River Drive Historic Downtown Waterfront Corridor Improvements.

RECOMMENDATION:

Staff recommends approval.

ALTERNATIVES:

Deny and have FPUA contract with a consultant for the design work.

RESPONSIBLE STAFF:

Engineering

COORDINATED WITH:

FPUA
FPRA

Fiscal Impact

Budgeted Y/N:	N/A
Fiscal Year:	24/25
Account:	0016000-563100
Amount:	$49,980

FISCAL IMPACT:

The $49,980.00 will be funded from the General Fund and fully reimbursed in accordance with the DEO Florida Job Growth Grant No. G0100.

Attachments

CO No. 2

CA Approval Memo

Form Review

Inbox	Reviewed By	Date
Finance Department	Johnna Morris	12/30/2024 04:41 PM
City Manager	Linda Cox	12/30/2024 05:16 PM
Form Started By: Tracy Telle		Started On: 12/19/2024 09:13 AM
Final Approval Date: 12/30/2024		

SPECIFIC AUTHORIZATION NO. 4

CHANGE ORDER NO. 2

CITY OF FORT PIERCE INDIAN RIVER DRIVE HISTORIC DOWNTOWN WATERFRONT CORRIDOR IMPROVEMENTS

RFQ No. 2019-027

Date: December 16, 2024

Consultant: Kimley-Horn & Associates, Inc.

ORIGINAL CONTRACT AMOUNT	:	$ 826,150.00
CURRENT CONTRACT AMOUNT INCLUDING PREVIOUS CHANGE ORDERS	:	$ 842,150.00
NET CONTRACT AMOUNT **INCREASE** RESULTING FROM THIS CHANGE ORDER	:	**$ 49,980.00**
PROPOSED CONTRACT AMOUNT INCLUDING THIS CHANGE ORDER	:	**$ 892,130.00**
CURRENT CONTRACT EXPIRATION DATE	:	December 31, 2024
PROPOSED CONTRACT EXPIRATION DATE	:	February 28, 2025

CHANGES ORDERED:

I. GENERAL:

This Change Order includes compensation for design and permitting services associated with the relocation of the existing water and sewer facilities located within the limits of the Indian River Drive reconstruction project described in Exhibit "A". The additional pay item is listed below. All CONDITIONS, SUPPLEMENTARY CONDITIONS, SPECIFICATIONS, and all parts of the Project Manual listed in Article 1, Definitions of the GENERAL CONDITIONS, apply to and govern all the Work under this Change Order.

II. REQUIRED CHANGES/COST ADJUSTMENTS:

Description	*Units*	*Quantity*	*Unit Price*	*Amount*
Utility Engineering Design and Specifications	1	LS	$39,540.00	$39,540.00
Utility Permitting	1	LS	$10,440.00	$10,440.00
			Total Change Order:	***$49,980.00***

A list of hourly rates for compensation is itemized in Exhibit "B".

III. JUSTIFICATION:

The design of the Indian River Drive Historic Waterfront Corridor Improvements requires the relocation of multiple existing potable water mains and an existing 18" force main in order to accommodate the proposed roadway improvements, as described in Exhibit "A".

IV. PAYMENT:

Funding of the additional $49,980.00 shall initially be encumbered from the City's Administrative General Account No. 0016000-563100 and subsequently reimbursed in full as per the criteria specified in the DEO Grant G0100.

V. APPROVAL AND CHANGE AUTHORIZATION:

Acknowledgments: The aforementioned change, and work affected thereby, is subject to all provisions of the original contract not specifically changed by this Change Order; and it is expressly understood and agreed that the approval of the Change Order shall have no effect on the original Contract other than the matters expressly provided herein.

RECOMMENDED BY:

John R. Andrews, P.E.
Deputy City Manager

By: _____
Signature

Date: 12/18/24

APPROVED AS TO FORM AND CORRECTNESS:

Sara Hedges
City Attorney

By: _____
Signature

Date: _____

APPROVED BY:

Linda Hudson
Mayor

By: _____
Signature

Date: _____

ACCEPTED BY:

Brian Good, P.E., Senior Vice President
Kimley-Horn & Associates, Inc.

By: Brian Good
Signature

Date: 12/17/24

EXHIBIT "A"
DETAILED DESCRIPTION OF THE PROJECT
AND
ENGINEER SCOPE OF SERVICES

CITY OF FORT PIERCE INDIAN RIVER DRIVE HISTORIC DOWNTOWN WATERFRONT CORRIDOR IMPROVEMENTS – UTILITY RELOCATION DESIGN

PROJECT DESCRIPTION:

The City desires to improve Indian River Drive within the historic downtown waterfront corridor between Avenue A and Seaway Drive, approximately 0.45 miles. The improvements are intended to support the economic recovery and revitalization of the downtown waterfront corridor by reconstructing and expanding pedestrian access to provide safer mobility along the corridor.

To support the above identified improvements, the City desires to design the relocation of Ft. Pierce Utility Authority (FPUA) utilities impacted by the contemplated improvements. The utility relocation plans will consist of the following:

- Extension of 8" water main from south of Moore's Creek to immediately north of the AE Backus Avenue intersection.
- Reconfiguring the 6" and 12" water mains at the Avenue E/ Indian River Drive intersection.
- Replacing the existing 18" force main beginning south of Avenue B to AE Backus Avenue intersection. To accommodate the replacement of the Indian River Drive bridge over Moore's Creek, a temporary 18" force main will need to be provided. In addition, the replacement of the 18" force main shall consider the planned improvements to FPUA master lift station 'A'.
- The proposed utility extensions/ replacements shall consider the utility improvements proposed with the King's Landing project.
- The relocation plans shall also consider adjustments required to support the proposed drainage improvements along Indian River Drive.

DESCRIPTION OF TASK DELIVERABLES:

The ENGINEER agrees to perform professional roadway design and related services in connection with the project as required and set forth in the following:

A. General:

1. The ENGINEER will endeavor not to duplicate any previous work done on the project. After issuance of written authorization to proceed, the ENGINEER shall consult with the CITY to clarify and define the requirements for the project and review available data.

2. The ENGINEER will attend conferences with the CITY and its representatives upon reasonable request.

3. In order to accomplish the work described under this Task Order in the time frames and conditions set forth, the ENGINEER will observe the following requirements:

    a. The ENGINEER will complete his work on the project within the time allowed by maintaining an adequate staff of registered engineers, draftsmen, and other employees on the work.

    b. The ENGINEER will design the project in such a manner as to be in reasonable conformance with applicable federal, state and local laws, and shall comply with the Florida Department of Transportation's Plans Preparation Manual Design Criteria, latest edition.

    c. The ENGINEER will prepare all necessary sketches and completed application forms to accompany the CITY's applications for required federal, state, or local permits.

    d. The ENGINEER will cooperate with the CITY in order that all phases of the work may be properly scheduled and coordinated.

    e. The ENGINEER will send a complete preliminary set of construction plans to any city, county, state, regional or federal regulatory agency from which a permit or other approval is required prior to final approval of the design by the City Engineer, and will coordinate the project design with all applicable agencies.

4. Compensation to the ENGINEER for basic services shall be in accordance with Section IV – Compensation, of this Agreement, as mutually agreed upon by the

ENGINEER and CITY.

B. Utility Relocation Plans:

1. The utility plan sheets will be drawn at a scale of 1" = 20' prepared on 24" x 36" sheets.

2. All quantities shall reference FDOT Pay Item Numbers.

3. All specifications shall reference the FDOT Specifications for Road and Bridge Construction and/ or FPUA Utility Standards. Any deviations or special specifications not included in specifications will be provided in the Technical Specifications.

The proposed utility improvements will be submitted to the CITY and FPUA for review and comment at Constructability (60%), Biddability (90%) and Production (100%) design submittal stages. Review submittals will consist of three (3) hard copies of utility plans along with an opinion of probable construction cost.

C. Utility Permits:

To support the above-described utility relocations, the ENGINEER will prepare and submit Florida Department of Environmental Protection (FDEP) Specific Permit to Construct Public Water Systems Components and a General Permit for Domestic Wastewater Collection/Transmission System Permit.

Permit agency coordination assumes one (1) request for additional information (RAI) to be received from FDEP associated with the applications. The ENGINEER has included the $900 FDEP application fees within the work order fee.

TIME OF PERFORMANCE:

Preliminary Construction Documents	1 months from NTP
Final Construction Documents	2 months from NTP
Bid and Specification Package	3 months from NTP

EXHIBIT "B"

COMPENSATION

The CITY agrees to pay and the ENGINEER agrees to accept for services rendered pursuant to fees in accordance with the following:

A. Professional Services Fee: The basic compensation mutually agreed upon by the ENGINEER and the CITY follows:

Lump Sum Tasks

Task Description	Fee
Utility Relocation Plans	$ 39,540
Utility Permits	$ 10,440
Grand Total	**$ 49,980**

Compensation will be computed at the hourly rates of

Project Manager	$	265.00
Assistant Project Manager	$	235.00
Senior Engineer	$	205.00
Engineer	$	185.00
Engineering Technician	$	165.00
Draftsperson	$	125.00
Secretary	$	70.00

THE SUNRISE CITY
FORT PIERCE
Florida
CITY ATTORNEY'S OFFICE

TO: Tracy Telle, Assistant City Engineer

FROM: Felicia Holloman, Assistant City Attorney FH

THROUGH: Sara Hedges, City Attorney SH

RE: Review of Kimley-Horn & Associates, Inc. CO No. 2 to SA No. 4

CAO RLS FILE: 24-453

DATE: December 16, 2024

I have reviewed the above Request for Legal Services related to Change Order No. 2 to Specific Authorization No. 4 for design and permitting services associated with the relocation of the water and sewer facilities located within the limits of the Indian River Drive reconstruction project. I have made minor proposed changes to the Change Order. A redlined copy is attached with proposed changes, as well as a clean copy with those changes accepted. The Change Order, with the proposed changes included, is approved as to form and correctness.

If you have any questions, please do not hesitate to contact this Office via phone or e-mail.

Thank you.

City Commission Regular Meeting **11. f.**

Meeting Date: 01/06/2025

Re: Service Pistol Purchase Award, Bid No. 2024-025

Submitted For: Eric Chan, Major, Police Department

SUBJECT:

Approval to award Bid No. 2024-025 for Police Department Service pistols to the lowest responsive bidder, Lawmen's & Shooter's Supply Inc., in an amount not to exceed $170,051.40.

SUMMARY:

The Fort Pierce Police Department is seeking to transition from the Glock 21 (.45 ACP) to the Glock 47 (9mm) Generation 5 MOS. The majority of the current Glock 21 service pistols have been in service for approximately 10-12 years. As service pistols age, they require maintenance to ensure functionality and reliability. Although Glock has no official policy in regards to the service life of their pistols, there are components of the firearm that need attention and periodic replacement. Based on the recommended guidelines for our Glock pistols, it would cost approximately $219.00 per pistol for the necessary components to keep them in service. This cost does not account for the labor associated with the actual refurbishment of the firearm.

Most law enforcement agencies have already moved away from the .45 caliber round due to its availability and cost. Other benefits that support the transition from .45 caliber round to the 9 mm round are that the 9 mm round allows for a higher magazine capacity and the recoil is significantly less than the .45 caliber, making the handling of the weapon more manageable for the majority of officers. As such, the Port St. Lucie Police Department and St. Lucie County Sheriff's Office, along with almost every other law enforcement agency at the federal, state and local level have already, or are in the process of transitioning to a 9 mm caliber pistol. Lastly, duty optics, like the 9 mm round, are quickly becoming the minimum standard for law enforcement officers. The Glock 47 comes optic ready, unlike our current inventory of Glock 21 pistols.

Duty optics allow the shooter to quickly and accurately acquire their target, providing a significant advantage over iron sights. It also allows the shooter to maintain a constant focus on the threat, rather than their sights, and eliminates the need to refocus for sight alignment or sight picture.

RECOMMENDATION:

It is recommended that Lawmen's & Shooter's supply Inc. be the approved vendor to purchase the new service pistols and associated equipment. There were two (2) bids received by the City of Fort Pierce and Lawman's Shooter's & Supply Inc. submitted the lowest bid at $170,051.40 versus GT Distributing, who submitted a bid for $183,184.65.

ALTERNATIVES:

The alternative would be to continue to use the currently issued Glock 21 pistol. However, doing so would only cause the City to incur other costs associated with the repair or maintenance of the current inventory of Glock 21 pistols. Additionally, the trade-in value of the current service pistol will continue to diminish over time, which would increase future costs to replace or transition to new pistols in the future.

RESPONSIBLE STAFF:

Major Eric Chan
Nancy Barboza

COORDINATED WITH:

Major Eric Chan
Nancy Barboza

Fiscal Impact

Budgeted Y/N:	y
Fiscal Year:	2025
Account:	0013002 - 564100
Amount:	170,051.40

FISCAL IMPACT:

The funding source will be from unused Public Works capital funds. However, the items will be a police department asset.

Attachments

Bid Recommendation
Bid Extension Letter
Lawmen's Completed Bid

Form Review

Inbox	Reviewed By	Date
Finance Department	Johnna Morris	12/30/2024 04:22 PM
City Manager	Linda Cox	12/30/2024 05:16 PM
Form Started By: Eric Chan		Started On: 12/20/2024 09:49 AM
Final Approval Date: 12/30/2024		

CITY OF FORT PIERCE
PURCHASING DIVISION
100 North U.S. Highway 1
Fort Pierce, FL 34950
(772) 467-3102
https://www.cityoffortpierce.com/187/Purchasing

Date: 10/14/2024

RECOMMENDATION FOR AWARD

Solicitation No: 2024-025

Solicitation Title: Service Pistol Purchase- Police Department

Solicitation Advertisement: August 14th, 2024

Solicitation Due Date: 3:00 PM, TUESDAY, OCTOBER 1, 2024

Award Authority:

- ☐ **City Commission**
- ☑ **City Manager**
- ☐ **Purchasing Manager**
- ☐ **Director of Finance**
- ☐ **Planning Board**
- ☐ **FPRA Board**

To: Gelencia Carter, Purchasing Manager

From: Sergeant, Sergeant of Police

Through: Diane Hobley-Burney, Chief of Police

The above cited for solicitation submittal documents have been reviewed and the apparent low responsive, responsible vendor is recommended for award:

Recommend Vendor(s) Name: Lawmen's & Shooter's Supply INC.

Initial Term Amount: $ 170,051.40

Contract Terms, if applicable:

Award is based on the following concurrence (s):

Lawmen's & Shooter's Supply INC. is the recommended vendor to purchase new service pistols and associated equipment for the police department at $170,051.40. Lawmen's & Shooter's Supply INC. can complete the order within120 days after being awarded the bid.

Gt. Distributing submitted a bid for $183,184.65. This bid is approximately $13,133.25 over Lawmen's & Shooter's Supply INC. bid.

THE SUNRISE CITY
FORT PIERCE
Florida
PURCHASING DEPARTMENT

December 9, 2024

Email: bids@lawmens.net

Lawmen's & Shooters' Supply Inc.
701 Columbia Blvd.
Titusville, FL 32780
Attn: Orlando Rioseco, LE/GOV'T Sales Rep

RE: Bid No. 2024-025 – Service Pistol Purchase – Police Department
Extension of Bid Notification

Dear Mr. Rioseco,

The City of Fort Pierce kindly request an extension of the bid prices submitted by your firm for an additional sixty (60) days to allow for a thorough evaluation and consideration of all bids received for the Service Pistol Purchase for the Police Department. With this extension, **your bid would be valid through February 7, 2025.**

This is necessary due to unforeseen circumstances and the complexity of the decision-making process. We genuinely appreciate the effort you have put into preparing your bid and would value your agreement to extend the validity of your bid prices.

Your acceptance of this extension must be signed, dated, and returned via email to purchasing@cityoffortpierce.com on or before **5:00 PM, Tuesday, December 10, 2024.**

Thank you for your cooperation and understanding.

Sincerely,

Madison White

Madison White
Purchasing Agent

ACCEPTED BY:

Signature

Orlando Rioseco

Print

Dec 9, 2024

Date

/mw

cc: Eric Chan, Police Major
Sgt. Steven Sobon, Road Patrol

DELIVER TO: City of Fort Pierce, Purchasing Division Room 101 100 North U.S. #1 Fort Pierce, FL 34950 **MAIL TO:** City of Fort Pierce Purchasing Division, Room 101 P.O. Box 1480 Fort Pierce, FL 34954-1480	**CITY OF FORT PIERCE** **INVITATION TO BID** **and** **BIDDER ACKNOWLEDGMENT**
Bid Writer: Madison White, 772-467-3102	Bid No: 2024-025
Pre- Bid Conference & Site-Visit: N/A	Bid Title: SERVICE PISTOL PURCHASE – POLICE DEPARTMENT
Site – Visit Location: N/A	Bid Opening Location: Purchasing Division Conference Room, Room 101 100 North U.S. #1, 1st Floor. Ft. Pierce, Florida 34950
Bid Due Date & Time: 3:00 PM, MONDAY, SEPTEMBER 9, 2024	If you need any reasonable accommodation for any type of disability in order to participate in this procurement, please contact this division as soon as possible.
Bidder Name: LAWMEN'S & SHOOTER'S SUPPLY INC. Mailing Address: 701 COLUMBIA BLVD.	*I hereby certify that this bid is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a bid for the same materials, supplies or equipment, and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this bid and certify that I am authorized to sign this bid for the bidder.* X _____ Authorized Signature (Manual)
City, State, Zip Code: TITUSVILLE, FL. 32780	Typed or Printed Name: ORLANDO RIOSECO
Type of Entity (Select one): Corporation ___X___ Partnership _____ Proprietorship _____	Title: LE/GOV'T SALES REP
Incorporated in the State of: FLORIDA Year: 1981	Delivery in 90-120 days, After Receipt Order
Phone Number: 321-360-3033	Payment Terms: Net 30 Days
Fax Number: 321-360-3049	FEIN or SS Number: 59-2223132
E-Mail Address: BIDS@LAWMENS.NET	Local Business: ___Y _X_N MWBE: ___Y ___N
Bid Security is attached, when required, in the amount of $ _____ F.O.B. DESTINATION	If returning as a "No Bid" state reason:
THIS PAGE MUST BE COMPLETED AND RETURNED WITH YOUR BID	

THE SUNRISE CITY
FORT PIERCE
Florida
PURCHASING DEPARTMENT

DRUG~FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087 hereby certified that LAWMEN'S & SHOOTER'S SUPPLY INC. does:

(Name of Business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.

2. Inform employees about the dangers of drug abuse in the workplace, the business policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.

3. Give each employee engaged in providing the commodities or contractual services that are proposed a copy of the statement specified in subsection (1).

4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.

5. Impose a sanction on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.

6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

Bidder's Signature

9/10/2024

Date

NON-COLLUSION AFFIDAVIT
FOR PRIME BIDDER

STATE OF FLORIDA

COUNTY OF BREVARD

ORLANDO RIOSECO, being first duly sworn, deposes and says:

That he is AGENT
(a partner or officer of the firm, etc.)

the party making the foregoing proposal or bid, that such proposal or bid is genuine and not collusive or sham; that said bidder has not colluded, conspired, connived or agreed directly or indirectly with any bidder or person, to put in a sham bid or to refrain from bidding, and has not in any manner, directly or indirectly sought by agreement or collusion, or communication or conference with any person, to fix the bid price of affiant or of any other bidder, or to fix any overhead, profit or cost element of said bid price, or of that of any other bidder, or to secure any advantage against the City of Fort Pierce, of the County of St. Lucie, or any person interested in the proposed contract; and that all statements in said proposal or bid are true.

LAWMEN'S & SHOOTER'S SUPPLY INC.
(Firm Name)

By: Orlando Rioseco

Title: LE/Gov't Sales Rep.

Subscribed and sworn to before me this 10TH

day of, SEPTEMBER 2024

Wendy Sullivan
Notary Public

My Commission expires:

Seal:
WENDY SULLIVAN
Notary Public-State of Florida
Commission # HH 346399
My Commission Expires
February 08, 2027

PUBLIC ENTITY CRIMES AFFIDAVIT
SWORN STATEMENT UNDER SECTION 287.133(3)(a),
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted by City of Fort Pierce
(Print name of the public entity).
by ORLANDO RIOSECO LE/ GOV'T SALES REP
(Print individual's name and title)
for LAWMENS & SHOOTER'S SUPPLY INC.

whose business address is 701 COLUMBIA BLVD. TITUSVILLE, FL. 32780

(If applicable) its Federal Employer Identification Number (FEIN) is 59-2223132

(If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement: On the attached sheet). Required as per the IRS Form W-9.

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.

3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

4. I understand that an "affiliate" as defined in paragraph 287.133(1)(a), Florida Statutes, means:

   a. A predecessor or successor of a person convicted of a public entity crime: or

   b. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

5. I understand that a "person" as defined in Paragraph 287.133(1)(c), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. **(Please indicate which statement applies.)**

__X__ Neither the entity submitted this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity nor affiliate of the entity have been charged with and convicted of a public entity crime subsequent to July 1, 1989.

_____ The entity submitting this sworn statement, or one or more of the officers, directors, executives, partners, shareholders, employees, member, or agents who are active in management of the entity, or an affiliate of the entity have been charged with and convicted of a public entity crime subsequent to July 1, 1989.

_____ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, member, or agents who are active in management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1,1989. However, there has been subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearing and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (**Attach a copy of the final order**)

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 (ONE) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES, FOR CATEGORY TWO OR ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

_____

(Signature)

9/10/2024

_____

(Date)

STATE OF FLORIDA

COUNTY OF BREVARD

PERSONALLY APPEARED BEFORE ME, the undersigned authority ORLANDO RIOSECO
(Name of individual signing)

Who, after first being sworn by me, affixed his/her signature in the space provided above on this

day 10TH of SEPTEMBER, 2024.

WENDY SULLIVAN
Notary Public-State of Florida
Commission # HH 346399
My Commission Expires
February 08, 2027

Wendy Sullivan
(NOTARY PUBLIC)

My Commission Expires: 02/08/2027

CERTIFICTION REGARDING SCRUTINZED COMPANIES LISTS

Respondent Name: LAWMEN'S AND SHOOTER'S SUPPLY INC.

Respondent's Authorized Representative Name and Title: ORLANDO RIOSECO

LE/ GOV'T SALES REP.

Address: 701 COLUMBIA BLVD

City: TITUSVILLE State: FLORIDA Zip: 32780

Phone Number: 321-360-3033 Respondent FEIN: 59-2223132

Email Address: BIDS@LAWMENS.NET

Section 287.135, Florida Statutes prohibits a company from bidding on, submitting a proposal for, or entering into or renewing a contract for goods or services of any amount if, at the time of contracting or renewal, the company is on the Scrutinized Companies that Boycott Israel List, created pursuant to Section 215.4725, Florida Statutes, or is engaged in a boycott of Israel. Section 287.135, Florida Statutes, also prohibits a company from bidding on, submitting a proposal for, or entering into or renewing a contract for goods or services of $1,000,000 or more, that are on either the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector Lists which were created pursuant to s. 215.473, Florida Statutes.

Certification:

As the person authorized to sign on behalf of Respondent, I hereby certify that the company identified above in the section entitled "Respondent Vendor Name" is not listed on either the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List. I further certify that the company is not engaged in a boycott of Israel. I understand that pursuant to section 287.135, Florida Statutes, the submission of a false certification may subject company to civil penalties, attorney's fees, and/or costs.

CITY OF FORT PIERCE
Affidavit Regarding the Use Coercion for Labor or Services

Vendor name: LAWMEN'S AND SHOOTER'S SUPPLY ONC.

Authorized Representative's Name and Title: ORLANDO RIOSECO LE/VOV'T SALES REP

Address: 701 COLUMBIA BLVD.

City: TITUSVILLE State: FLORIDA Zip Code: 32780

Phone Number: 321-360-3033 Email Address: BIDS@LAWMENS.NET

Section 787.06(13), Florida Statutes, requires all nongovernmental entities executing, renewing, or extending a contract with a governmental entity to provide an affidavit signed by an officer or representative of the nongovernmental entity under penalty of perjury that the nongovernmental entity does not use coercion for labor or services as defined in that statute. As the person authorized to sign on behalf of Vendor, I certify that the company identified does not:

1. Use or threaten to use physical force against any person;
2. Restrain, isolate, or confine or threaten to restrain, isolate, or confine any person without lawful authority and against her or his will;
3. Use lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt, the length and nature of the labor or services are not respectively limited and defined;
4. Destroy, conceal, remove, confiscate, withhold, or possess any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document,
   of any person;
5. Cause or threaten to cause financial harm to any person;
6. Entice or lure any person by fraud or deceit; or
7. Provide a controlled substance as outlined in Schedule I or Schedule II of section 893.03, Florida Statutes, to any person for the purpose of exploitation of that person.

Under penalties of perjury, I declare that I have read the foregoing document and that the facts stated in it are true.

By: _____ ORLANDO RIOSECO LE/GOV'T SALES REP 9/10/2024

Authorized Signature | Printed Name and Title | Date

STATE OF FLORIDA

COUNTY OF Brevard

Sworn (or affirmed) and subscribed before me by means of ☒ physical presence or ☐ online notarization this 10th day of September, 2024 by Orlando Blosco, who is ☒ personally known or ☐ produced identification (ID produced: _____).

Notary Public Signature: Wendy Sullivan (Seal)

Print Name: Wendy Sullivan

WENDY SULLIVAN
Notary Public-State of Florida
Commission # HH 346399
My Commission Expires
February 08, 2027

My Commission Expires: 02/08/2027

E-VERIFY
AFFIRMATION STATEMENT

Description: Bid No. 2024-025 – Service Pistol Purchase – Police Department

Pursuant to Section 448.095, Florida Statutes, Contractor/Proposer/Responder acknowledges and agrees:

(a) to register with and use the E-Verify System to verify the work authorization status of all persons employed by the Contractor/Proposer/Responder to perform employment duties during the term of the Contract, and

(b) to require any subcontractor (as defined in Section 448.095, Florida Statutes) assigned by Contractor/Proposer/Respondent to perform work pursuant to the Contract to register with and use the E-Verify System to verify the work authorization status of all persons employed by the subcontractor during the term of the Contract, and

(c) if Contractor/Proposer/Responder enters into a contract with a subcontractor, Contractor/Proposer/Responder shall obtain an affidavit from every subcontractor stating the subcontractor does not employ, contract with, or subcontract with an unauthorized alien and the Contractor/Proposer/Responder shall maintain a copy of such affidavit for the term of the Contract, and

(d) the Contractor/Proposer/Bidder shall use the E-Verify System during the term of the Contract, as a condition of the Contract.

Contractor/Proposer/Bidder Company Name: LAWMEN'S AND SHOOTER'S SUPPLY INC.

Authorized Company Person's Signature: _____

Authorized Company Person's Title: LE/ GOV'T SALES REP

Date: 9/10/2024

STATE OF FLORIDA
COUNTY OF Florida

Sworn (or affirmed) and subscribed before me by means of □ physical presence or □ online notarization this 10 day of SEPTEMBER, 2024 by ORLANDO RIOSECO, who is □ personally known or □ produced identification (ID produced: _____).

Signature: _____ (Seal)

NOTARY PUBLIC

My Commission Expires: 02/08/2027

WENDY SULLIVAN
Notary Public-State of Florida
Commission # HH 346399
My Commission Expires
February 08, 2027

Form **W-9**
(Rev. March 2024)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Go to *www.irs.gov/FormW9* for instructions and the latest information.

Give form to the requester. Do not send to the IRS.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See *Specific Instructions* on page 3.

1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)

Lawmen's & Shooters' Supply, Inc

2 Business name/disregarded entity name, if different from above.

3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only one of the following seven boxes.

☐ Individual/sole proprietor ☐ C corporation ☑ S corporation ☐ Partnership ☐ Trust/estate

☐ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) . . . . .

Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner.

☐ Other (see instructions)

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any)

Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any)

(Applies to accounts maintained outside the United States.)

3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions . . . . . ☐

5 Address (number, street, and apt. or suite no.). See instructions.

701 Columbia Blvd

Requester's name and address (optional)

6 City, state, and ZIP code

Titusville, FL 32780

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

			–			–				

or

Employer identification number

5	9	–	2	2	2	3	1	3	2

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here | **Signature of U.S. person** Wendy Sullivan | **Date** 03/13/24

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9*.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

August 30, 2024

CITY OF FORT PIERCE

SERVICE PISTOL PURCHASE – POLICE DEPARTMENT

BID NO. 2024-025

ADDENDUM NO. 1

The purpose of this addendum is to extend the due date and revise the statement of work for this bid.

Bid Due Date Extension
Please be advised, the due date and time has changed from **3:00 P.M, Monday, September 9, 2024,** to:

3:00 P.M, TUESDAY, OCTOBER 1, 2024

Revisions
The following item shall be removed shall be removed from Section III, Statement of Work and from the Bid Response Form:

> **(180) Glock G47 MOS7 9mm RMR HD AG/BOTF Glock- PA475S302MOS (includes RMR HD Suppressor Height Sights 3 magazines. Glock Package**

An additional addendum will be released with a suitable replacement and a revised Bid Response Form.

All other conditions of this bid remain the same.

Please acknowledge receipt of this addendum and include it with your submittal.

Signature: _____
Manual

Signature: ORLANDO RIOSECO
Typed or Printed

Company Name: LAWMEN'S AND SHOOTER'S SUPPLY INC.

Address: 701 COLUMBIA BLVD.

TITUSVILLE, FL. 32780

Date: 9/10/24

/mw

September 10, 2024

CITY OF FORT PIERCE

SERVICE PISTOL PURCHASE – POLICE DEPARTMENT

BID NO. 2024-025

ADDENDUM NO. 2

The purpose of this addendum is to revise the statement of work and bid response form.

Revisions

Addendum No. 1 removed the following item, from the statement of work and bid response form:
(180) Glock G47 MOS7 9mm RMR HD AG/BOTF Glock- PA475S302MOS (includes RMR HD Suppressor Height Sights 3 magazines. Glock Package

The replacement is as follows:
(180) Glock 47 PA475S302MOS6H2 - HOLOSUN 509T with suppressor height sights and three magazines.

Revised Bid Response Form

A revised Bid Response Form is attached.

All other conditions of this bid remain the same.

Please acknowledge receipt of this addendum and include it with your submittal.

Signature: _____
Manual

Signature: ORLANDO RIOSECO
Typed or Printed

Company Name: LAWMEN'S AND SHOOTER'S SUPPLY INC.

Address: 701 COLUMBIA BLVD

TITUSVILLE, FL. 32780

Date: 9/10/2024

/mw

2024 - 2025

BREVARD COUNTY BUSINESS TAX
NOTICE / RENEWAL

ACCOUNT NO.
180830

THE PERSON(S), OR ENTITY BELOW:

2 7 - 494

LAWMEN'S AND SHOOTERS SUPPLY INC
701 COLUMBIA BLVD
TITUSVILLE FL 32780-7902

LOCATION:
701 COLUMBIA BLVD
TITUSVILLE, FL 32780

SUBMIT COPY OF PROFESSIONAL LICENSE WITH RENEWAL

OWNED BY:
LAWMEN'S AND SHOOTERS SUPPLY INC

Make check payable to:

BREVARD COUNTY TAX COLLECTOR

INSTRUCTIONS ON REVERSE SIDE

LISA CULLEN, CFC
Brevard County Tax Collector
P O Box 2500
Titusville, Florida 32781-2500
(321) 264-6969 or (321) 633-2199

SAVE TIME RENEW ONLINE
WWW.BREVARDTC.COM

BUSINESS CLASSIFICATIONS, DISCLAIMERS, AND RELATED FEES:

	820005	RECEIPT AMT
Y	480260	FIREARMS - WEAPONS SHOP
	255	ZONING RESTRICTIONS APPLY-ZUP

Receipt Fee	$ 37.00
Hazardous Waste Fee	$ 0.00
Prior Year(s) Due	$ 0.00

LISA CULLEN, C.F.C. SEAL OF BREVARD COUNTY FLORIDA TAX COLLECTOR

IF CHANGES ARE NEEDED, PLEASE SEE REVERSE SIDE FOR FURTHER INSTRUCTIONS.
IF THERE ARE NO CHANGES, DETACH AND RETURN BOTTOM PORTION WITH PAYMENT.

2024 - 2025 BUSINESS TAX RENEWAL ACCOUNT: **180830**

LAWMEN'S AND SHOOTERS SUPPLY INC
701 COLUMBIA BLVD
TITUSVILLE, FL 32780

820005 RECEIPT AMT
Y 480260 FIREARMS - WEAPONS SHOP
255 ZONING RESTRICTIONS APPLY-ZUP

If Received By	Please Pay
Sep 30, 2024	$ 37.00
Oct 31, 2024	$ 40.70
Nov 27, 2024	$ 42.55
Dec 31, 2024	$ 44.40
Jan 31, 2025	$ 46.25

SAVE TIME RENEW ONLINE
WWW.BREVARDTC.COM

SUBMIT COPY OF PROFESSIONAL LICENSE WITH RENEWAL

7 00180830 2025 6

BTR-NOT/REN-03

CITY OF FORT PIERCE BIDDER'S CHECKLIST

This checklist is provided to assist each Bidder in the preparation of their bid response. Included in this checklist are important requirements, which is the responsibility of each Bidder to submit with their response in order to make their response fully compliant. This checklist is only a guideline, it is the responsibility of each Bidder to read and comply with the Invitation to Bid in its entirety.

Check "Yes" or "No" to each of the following:

	YES	NO
Is Invitation to Bid cover page (page 1) completed, signed and attached?	x	
Include proof of insurance as stated in bid documents.		x
Are all of the Required forms complete and included?	x	
Is each Addendum (when issued) signed and included?	x	
Have you checked your bid for proper organization, tabs are correct?	x	
Are you in compliance with the page limitations?	x	
Hard Copy Submissions. Confirmation of one (1) original and one (1) copy on USB Drive.		x
Did you submit your bid electronically?	x	
Have you made sure your corporate address matches your Sunbiz information?	x	
Are you registered on Demandstar to receive addendums?	x	

PLEASE SIGN AND RETURN WITH BID _____

REVISED
BID RESPONSE FORM

Bid Item	SERVICE PISTOL PURCHASE — POLICE DEPARTMENT		
Bid Number	2024-025	Due Date & Time	3:00 PM, TUESDAY, OCTOBER 1, 2024

The offeror agrees to furnish the following items to the City of Fort Pierce at the place specified, in accordance with specifications herein at the prices quoted below.

Bid prices must include delivery to the City of Fort Pierce. A trade-in allowance is mandatory for this bid. Bidder shall agree to accept the trade-in firearms "as is, where is". The final award amount will be determined based on the remaining price after deducting the trade-in allowance. Submission of this Bid response form signifies acknowledgment of these requirements.

ITEM NO.	BRAND AND ITEM DESCRIPTION	QTY	UNIT	UNIT PRICE	TOTAL
1.	Glock 47 PA475S302MOS6H2 - HOLOSUN 509T with suppressor height sights and three magazines.	180	EACH	$ 812.32	$ 146,217.60
2.	Glock 47 Spare Magazines	200	EACH	$ 19.00	$ 3,800.00
3.	SafariVault® HolsterS MID-RIDE, LEVEL III DUTY HOLSTER RMRHD/TLR1HL	180	EACH	$ 140.95	$ 25,371.00
4.	Safariland #77 Covered double magazine Pouch	165	EACH	$ 28.08	$4,633.20
5.	6304RDS-SP10 ALS/SLS® Single Strap Tactical Holster	25	EACH	$ 188.15	$ 4,703.75
6.	Safariland 775 - SLIMLINE OPEN TOP TRIPLE MAGAZINE POUCH 775-83 -13	25	EACH	$ 19.45	$ 486.25
7.	7378RDS – 7TS™ ALS® Concealment Paddle & Belt Loop Combo Holster	65	EACH	$ 77.60	$ 5,044.00

8.	Safariland MODEL 573 OPEN TOP MAGAZINE AND HANDCUFF POUCH Glock 17	65	EACH	$ 29.40	$ 1,911.00
9.	Safariland/Bianchi Ergotek Duty Belt, Plain finish model 7955	180	EACH	$ 51.20	$ 9,216.00
10.	Safariland Model 94 duty belt plain	180	EACH	$ 50.67	$ 9,120.60
11.	Safariland Handcuff pouch plain black Model 190	180	EACH	$ 24.70	$ 4,446.00
12.	Safariland Radio Pouch Model 761	180	EACH	$ 31.25	$ 5,625.00
13.	Safariland OC Pouch Model 38 plain black Mark 3	180	EACH	$ 23.65	$ 4,257.00
14.	Safariland Belt Keepers Model 7906 Plain Black	180	EACH	$ 11.20	$ 2,016.00
15.	Safariland ASP Holder Model 35 Plain	180	EACH	$ 23.65	$ 4,257.00
16.	Safariland Glove Pouch Plain Model 33-3	180	EACH	$ 15.65	$ 2,817.00
TOTAL AMOUNT FOR ITEMS NO. 1-16:				**$**	**233,921.40**

TRADE-IN ALLOWANCE

ITEM NO.	BRAND AND ITEM DESCRIPTION	QTY	UNIT	UNIT PRICE	TOTAL
1.	Glock 21SF	155	EACH	$ 300.00	$ 46,500.00
2.	Glock 30SF	49	EACH	$ 300.00	$ 14,700.00
3.	Safariland 6360/7360 holster	155	EACH	$ 5.00	$ 775.00
4.	Safariland Glock 21 double Magazine pouch	160	EACH	$ 3.00	$ 480.00
5.	Safariland 6378 Holsters	60	EACH	$ 5.00	$ 300.00

6.	Safariland MODEL 573 OPEN TOP MAGAZINE AND HANDCUFF POUCH	60	EACH	$ 4.00	$ 240.00
7.	Safariland 6305 ALS®/SLS TACTICAL HOLSTER W/ QUICK-RELEASE LEG STRAP	15	EACH	$ 5.00	$ 75.00
8.	Smith and Wesson 3000 12-gauge shotguns	3	EACH	$ 150.00	$ 450.00
9.	Remington 870 Wingmaster 12-gauge shotguns	2	EACH	$ 175.00	$ 350.00
TOTAL TRADE IN ALLOWANCE FOR ITEMS 1-9			**$**	**63,870.00**	

The award of the contract will be for the following amount:

TOTAL BID AMOUNT FOR FIREARMS AND ACCESSORIES REQUESTED IN LINES NO. 1-16 ***MINUS (-)*** **TOTAL TRADE-IN ALLOWANCE BID AMOUNT FOR ITEMS NO. 1-9**	**$ 170,051.40**

VENDOR INFORMATION

Vendor Name: LAWMEN'S AND SHOOTER'S SUPPLY INC.

Address: 701 COLUBBIA BLVD.

City, State, Zip Code: TITUSVILLE, FL. 32780

Email Address: BIDS@LAWMENS.NET

Typed Name & Title: ORLANDO RIOSECO LE/ GOV'T SALES REP

Signature: _____ **Date:** 9/10/2024

Telephone No.: 321-360-3033 **Fax No.:** 321-360-3049

(*Please include Remit to address on following page if different than address stated above)

Remit To: SAME AS ABOVE

Check block below for applicable minority indicator:

MINORITY	CHECK BOX
Asian Indian	
Black	
Asian Pacific	
Hispanic	
Native American	
Small Business	X
Women Owned	
Small Disadvantage Business	

City Commission Regular Meeting **11. g.**

Meeting Date: 01/06/2025

Re: Recommendations from Arts and Culture Advisory Board

Submitted For: Audria Moore, Special Projects Coordinator, City Manager

SUBJECT:

Recommendations from the Arts and Culture Advisory Board seeking approval of the Mayor and City Commission to include sponsorship of the Highwaymen Festival in the amount of $20,000 and soliciting bids for a mural on the Highwaymen Museum.

SUMMARY:

Recommendations from the Arts and Culture Advisory Board seeking the approval of the Mayor and City Commission. The fund balance for Art in Public Places is $149,230.98.

RECOMMENDATION:

Staff recommends approval.

ALTERNATIVES:

Staff will proceed as directed by the Commission.

RESPONSIBLE STAFF:

Audria V. Moore, Special Projects Coordinator

COORDINATED WITH:

City Manager's Office
Finance Department
Arts & Culture Board

Fiscal Impact

Budgeted Y/N: N

Fiscal Year: 2025

Amount: TBD

OTHER INFORMATION:

Funding for these initiatives will be allocated from the Art In Public Places account (100-1111-519-000-0000-549875).

Attachments

Recommendations

Form Review

Inbox	Reviewed By	Date

City Manager	Linda Cox	12/17/2024 02:22 PM
City Manager	Linda Cox	12/31/2024 04:23 PM

Form Started By: Audria Moore Started On: 12/09/2024 04:16 PM

Final Approval Date: 12/31/2024

TO : Honorable Mayor and Members of the City Commission

FROM : Arts and Culture Advisory Board

RE : Recommendations

DATE : December 17, 2024

Sponsorship Request for the Highwaymen Festival

The Board recommends approving a sponsorship request from the Original Florida Hall of Fame Highwaymen Inc. to sponsor the City of Fort Pierce Highwaymen Festival for an amount not to exceed $20,000. This sponsorship, to be funded through the Arts-in-Public Places Fund, supports a partnership between the Highwaymen organization and the City to plan and coordinate this event, which has been successfully held in past years. The festival provides an excellent opportunity to educate the public and commemorate the life and legacy of the Highwaymen while celebrating their impact on the City of Fort Pierce community. The first Highwaymen Festival was held in **2018**. It has since become an annual event residents and visitors look forward to celebrating along the Treasure Coast and beyond.

Funding Request a Highwaymen Museum Mural

The Board recommends that staff be directed to move forward with soliciting bids to paint a mural on the east exterior wall of the Highwaymen Museum, for future funding consideration through the Art in Public Places Program. Situated in the Lincoln Park Historic District, the museum will serve as a valuable cultural gathering space and contribute to the revitalization of this historic area. For many years, the citizens of Fort Pierce have long desired a museum to honor the legacy of these local African American artists. During the annual Florida Highwaymen Festival, this community-based, grassroots museum will move into its own home, showcasing their art, stories, and historical significance.

These recommendations align with the following City goal:
Goal 5: Enjoy Our Community – Value the arts and culture as a community asset.

City Commission Regular Meeting **12. a.**

Meeting Date: 01/06/2025

Re: Economic Development Ad Valorem Tax Abatement Ordinance

Submitted For: Shyanne Harnage, CRA Administrator, City Manager

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SUBJECT:

Legislative Hearing - Ordinance 25-001 - Economic Development Ad Valorem Tax Exemption. FIRST READING.

SUMMARY:

The Economic Development Ad Valorem Tax Exemption program was authorized by voters on August 23, 2022 to stimulate economic growth and attract new businesses to Fort Pierce. The Economic Development Ad Valorem Tax Exemption program aims to attract new investment, create jobs, and diversify the local economy by providing financial incentives to new and expanding businesses. This ordinance will formalize the existing incentive program, providing a clear framework for application, approval, and administration of tax exemptions for qualifying businesses.

RECOMMENDATION:

Approve Ordinance 25-001.

ALTERNATIVES:

Amend or deny Ordinance 25-001.

RESPONSIBLE STAFF:

Shyanne Harnage, CRA Administrator

COORDINATED WITH:

Linda Cox, Acting City Manager
Sara Hedges, City Attorney
Kev Freeman, Planning Director

Fiscal Impact

OTHER INFORMATION:

There is no fiscal impact at this time. Upon approval of an application for a tax exemption under this ordinance, the City Commission shall enter into a written tax exemption agreement.

Attachments

Ordinance 25-001

Business Impact Estimate

Election Summary Report
RLS Memo

Form Review

Inbox	Reviewed By	Date
City Manager	Linda Cox	12/19/2024 05:30 PM
City Manager	Linda Cox	12/19/2024 05:30 PM

Form Started By: Shyanne Harnage Started On: 12/19/2024 01:24 PM
Final Approval Date: 12/19/2024

ORDINANCE NO. 25-001

AN ORDINANCE OF THE CITY OF FORT PIERCE, FLORIDA; PROVIDING FOR THE **IMPLEMENTATION OF THE ECONOMIC DEVELOPMENT AD VALOREM TAX EXEMPTION** AS PROVIDED BY SECTION 3, ARTICLE VII, OF THE CONSITITUTION OF THE STATE OF FLORIDA; CREATING THE ECONOMIC DEVELOPMENT AD VALOREM TAX EXEMPTION REGULATIONS OF THE CITY OF FORT PIERCE; ESTABLISHING AN EXEMPTION OF CERTAIN AD VALOREM TAXATION FOR CERTAIN NEW AND EXPANDING BUSINESS PROPERTIES; PROVIDING DEFINITIONS AND REQUIREMENTS; PROVIDED FOR PROCEDURES FOR APPLICATION FOR EXEMPTION; SPECIFYING DUTIES OF THE PROPERTY APPRAISER IN CONNECTION WITH SUCH PROPERTY; REQUIRING A WRITTEN TAX EXEMPTION AGREEMENT; PROVIDING FOR A SUNSET CLAUSE; REPEALING ALL ORDINANCES OR PARTS THEREOF IN CONFLICT HEREWITH; PROVIDING FOR A SEVERABILITY CLAUSE; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, Article VII, Section 3, of the Constitution of the State of Florida and Section 196.1995, Florida Statutes, empower the City of Fort Pierce ("City") to grant economic development ad valorem tax exemptions to new businesses and expansions of existing businesses after the electors of the City, voting on the question in a referendum, authorize such exemptions; and

WHEREAS, pursuant to Section 196.1995(7), Florida Statutes, the authority to grant economic development ad valorem tax exemptions expires ten (10) years after the date such authority was approved in an election; and

WHEREAS, the City's authority to grant such tax exemptions may be renewed for subsequent ten-year periods if each ten-year renewal is approved by referendum; and

WHEREAS, on May 16, 2022, the City Commission called for a referendum to be placed on the August 23, 2022 Primary Election ballot; and

WHEREAS, the referendum of the electors of the City was held on August 23, 2022, at which election the electors authorized the City Commission to grant, pursuant to Section 3, Article VII, of the State Constitution, property tax exemptions to new businesses and expansions of existing businesses that are expected to create new, full-time jobs in the City; and

WHEREAS, by this Ordinance the City Commission hereby establishes the economic development ad valorem tax exemptions, pursuant to Article VII, Section 3, of the Constitution of the State of Florida and section 196.1995, Florida Statutes, and enacts regulations, policies, and procedures in the City's Code of Ordinances, Chapter 115, to implement the direction of the electors.

NOW, THEREFORE, BE IT RESOLVED by the City Commission of the City of Fort Pierce, Florida:

SECTION 1. The foregoing recitals are hereby ratified and confirmed as true and correct and are hereby made a part of this Ordinance.

SECTION 2. Chapter 115 Miscellaneous Provisions; Article III of the City's Code of Ordinances entitled "Economic Development Ad Valorem Tax Exemption Regulations" shall be created to read as follows:

ARTICLE III – <u>ECONOMIC DEVELOPMENT AD VALOREM TAX EXEMPTION</u>

REGULATIONS

Sec. 115-29. Purpose and Intent.

The public health, safety, comfort, economy, order, convenience and general welfare require the harmonious, orderly and progressive development of new businesses and the expansion of existing businesses within Florida and its incorporated municipalities and counties. In furtherance of this general purpose, municipalities are authorized and empowered to adopt, amend, or revise and enforce measures relating to economic development ad valorem tax exemptions for new businesses and the expansion of existing businesses. It is the intent of this article to secure or to ensure:

(1) The establishment of criteria for granting such exemptions to certain types of businesses or industries or for denying exemptions on a rational, non-arbitrary, non-discriminatory basis by the city commission.

(2) No precedent shall be implied or inferred by the granting of an exemption to a new or expanding business. Applications for exemptions shall be considered by the city commission on a case-by-case basis for each application, after consideration of the property appraiser's report on that application.

(3) Any exemption granted shall apply to up to 100 percent of the assessed value of all improvements to real property made by or for the use of a new business and all tangible personal property of such new business, or up to 100 percent of the assessed value of all added improvements to real property which additions are made to facilitate the expansion of an existing business and of the net increase in all tangible personal property acquired to facilitate such expansion of an existing business, provided that the improvements to real property are made or the tangible personal property is added or increased on or after the day the ordinance is adopted.

(4) Any exemption shall be up to a full ten-year period from the time the exemption is granted.

(5) No exemption shall be granted on the land on which new or expanded businesses are to be located.

(6) No exemption shall be granted on county ad valorem, school, or water management district taxes, or on taxes levied for payment of bonds or taxes authorized by a vote of the electors of the city pursuant to Sections 9 or 12, Article VII, of the State Constitution.

(7) This article is intended to be consistent with F.S. 196.1995 and any subsequent amendments thereto.

Sec. 115-30. Definitions.

The following words, phrases, and terms shall have the meanings attributed to them as indicated below, consistent with Florida Statutes and the Florida Administrative Code, as each may be amended, except where the context clearly indicates otherwise:

(1) *Applicant.* Any person or corporation submitting an economic development ad valorem tax exemption application to the city.

(2) *Business.* Any activity engaged in by any person, corporation, or company with the object of private or public gain, benefit, or advantage, either direct or indirect.

(a) *New business.*

1. A business or organization establishing ten (10) or more jobs to employ ten (10) or more full-time employees in the city, paying an average wage for such new jobs that is above the average wage in the area, which principally engages in any one or more of the following operations: manufactures, processes, compounds, fabricates, or produces for sale items of tangible personal property at a fixed location and which comprises an industrial or manufacturing plant; or is a target industry business as defined in F.S. 288.005, or as may be amended from time to time;

2. A business or organization establishing twenty-five (25) or more jobs to employ twenty-five (25) or more full-time employees in this city, the sales factor of which, as defined by F.S. 220.15(5), or as many be amended, for the facility with respect to which it requests an economic ad valorem tax exemption is less than 0.50 for each year the exemption is claimed; or

3. An office space in the city owned and used by a business or organization newly domiciled in the city; provided such office space houses fifty (50) or more full-time employees of such business or organization; provided that such business or organization office first begins operation on a site clearly separate from any other commercial or industrial operation owned by the same business or organization;

4. A business or organization located in an area designated as an enterprise zone pursuant to F.S. chapter 290 as of December 30, 2015, or brownfield area that first begins operation on a site clearly separate from any other commercial or industrial operation owned by the same business or organization; or

5. A business or organization that is situated on property annexed into the city and at the time of the annexation is receiving an economic development ad valorem tax exemption from the county under F.S. 196.1995; provided the exemption shall expire upon the expiration of the exemption granted by the county; provided the city may extend its exemption if the county renews its exemption; provided that the city's exemption may not extend beyond the duration of the county exemption.

(b) *Expansion of an existing business.*

1. A business or organization establishing ten (10) or more jobs to employ ten (10) or more full-time employees in the city, paying an average wage for such new jobs that is above the average wage in the area, which primarily engages in any one or more of the following: manufactures, processes, compounds, fabricates, or produces for sale items of tangible personal property at a fixed location and which comprises an industrial or manufacturing plant;

2. A business or organization establishing twenty-five (25) or more jobs to employ twenty-five (25) or more full-time employees in the city, the sales factor of which, as defined by F.S. 220.15(5), or as many be amended, for the facility with respect to which it requests an economic ad valorem tax

exemption is less than 0.50 for each year the exemption is claimed; provided that such business increases operations on a site located within the same county, municipality, or both co-located with a commercial or industrial operation owned by the same business or organization under common control with the same business or organization, resulting in a net increase in employment of not less than ten percent (10%) or an increase in productive output or sale of not less than ten percent (10%);

3. Any business or organization located in an area that was designated as an enterprise zone pursuant to F.S. chapter 290 as of December 30, 2025, or brownfield area that increases operations on a site located within the same zone or area co-located with a commercial or industrial operation owned by the same business or organization under common control with the same business or organization.

(3) *Department.* The Florida Department of Revenue.

(4) *Improvements.* Physical changes made to raw land, and structures placed on or under the land surface. All personal property acquired to facilitate an expansion of an existing business provided that the personal property is added or increased on or after the day the ordinance approving the exemption is adopted. However, personal property acquired to replace existing property shall not be considered to facilitate a business's expansion.

Sec. 115-31. General.

(a) The economic development ad valorem tax exemption is a local option tax incentive for new or expanding business which may be granted or refused at the sole discretion of the city commission. To apply for such an exemption, a new or expanding business in the city must file a written application on a form prescribed by the department with the city.

(b) Satisfactory proof that the business meets the criteria for exemption as a new business or expansion of an existing business as defined by this ordinance and F.S. 196.012, or as may be amended, must accompany the application.

(c) The application shall be filed on or before March 1 of the year in which an exemption is requested.

Sec. 115-32. Procedure.

(a) An application for an economic development ad valorem tax exemption must be filed with the city and must contain the following information provided by the applicant:

(1) The name and location of the new business or the expansion of an existing business;

(2) A description of the improvements to real property for which an exemption is requested and the date of commencement of construction of such improvements;

(3) A description of the tangible personal property for which an exemption is requested and the dates when such property was or is to be purchased;

(4) Proof, to the satisfaction of the city commission, that the applicant is a new business or an expansion of an existing business, as defined in this article and F.S. 196.012;

(5) The number of jobs the applicant expects to create along with the

average wage of the jobs and whether the jobs are full-time or part-time;

(6) The expected time schedule for job creation; and

(7) Other information deemed necessary or appropriate by the department or municipality.

(b) Before the city commission acts on an application, the city must submit the application to the property appraiser for review. After careful consideration, the property appraiser shall report to the city commission concerning the fiscal impact of granting the exemption.

(c) The property appraiser's report shall include the following:

(1) The total revenue available to the city for the current fiscal year from ad valorem tax sources, or an estimate of such revenue if the actual total revenue available cannot be determined;

(2) Any revenue lost to the City for the current fiscal year by virtue of exemptions previously granted under this article, or an estimate of such revenue if the actual revenue cannot be determined;

(3) An estimate of the revenue which would be lost to the city during the current fiscal year if the exemption applied for were granted had the property for which the exemption is requested otherwise been subject to taxation; and

(4) A determination as to whether the property for which an exemption is requested is to be incorporated into a new business or the expansion of an existing business, or into neither, which determination the property appraiser shall also affix to the face of the application. that the business meets the definition of a new or expanding business as defined in this article and F.S. 196.012. Upon request, the department and the city will provide the property appraiser such information as it may have available to assist in making this determination.

(d) When considering the issue of whether to grant an economic development ad valorem tax exemption, the city commission shall consider the following:

(1) The report of the property appraiser;

(2) The total number of net new jobs to be created by the applicant;

(3) The average wage of the new jobs;

(4) The capital investment to be made by the applicant;

(5) The type of business or operation and whether it qualifies as a targeted industry as may be identified from time to time by the city;

(6) The environmental impact of the proposed business or operation;

(7) The extent to which the applicant intends to source its supplies and materials within the applicable jurisdiction; and

(8) Any other economic-related characteristics or criteria deemed necessary by the city.

(f) Approval of an economic development ad valorem tax exemption shall be through an ordinance adopted by the city commission in the same manner as any other ordinance of the city. Such ordinance shall include the following information:

(1) The name and address of the new or expanding business;

(2) The amount of revenue available from ad valorem tax sources for the current fiscal year, revenue lost for the current fiscal year because of economic development ad valorem tax exemptions currently in effect, and the amount of estimated revenue which would be lost because of the exemption granted to the new or expanding business;

(3) The expiration date of the exemption, up to ten years;

(4) The percentage amount of the exemption, up to 100%; and

(5) A finding that the business meets the definition of a new business or an expansion of an existing business herein and as defined by F.S. 196.012, or as may be amended.

Sec. 115-34. Written tax exemption agreement.

Upon approval of an application for a tax exemption under this article, the city commission shall enter into a written tax exemption agreement, which shall include performance criteria and must be consistent with the requirements of F.S. 196.1995, or as it may be subsequently amended, or other applicable laws. The agreement shall:

(1) Require the applicant to report at a specific time before the expiration of the exemption the actual number of new, full-time jobs created and their actual average wage; and

(2) Grant authority to the city commission to revoke, in whole or in part, the exemption if the applicant fails to meet the expectations and representations described in this article and/or F.S. 196.1995(8), or as it may be subsequently amended.

Sec. 115-33. Fees.

Fees charged to offset the cost of processing the economic development ad valorem tax exemption application or any exemption ordinance shall be adopted by the city commission by resolution.

Sec. 115-35. Sunset provision.

Pursuant to the provisions of F.S. 196.1995(7), the Economic Development Ad Valorem Tax Exemption expires ten (10) years from the date approved by the electors, which shall be August 23, 2032. The Economic Development Ad Valorem Tax Exemption may be renewed for subsequent ten (10) year periods if each ten (10) year renewal is approved in a referendum called and held pursuant to F.S. 196.1995.

SECTION 4. All ordinances of parts of ordinances in conflict herewith are and the same shall be repealed and shall be of no further force or effect whatsoever.

SECTION 5. If any provision of this ordinance is held to be invalid, unconstitutional, or unenforceable for any reason by a court of competent jurisdiction, such invalidity shall not affect the validity of the remaining portions of this article, which shall be deemed separate, distinct, and independent provisions to the fullest extent possible.

SECTION 6. This ordinance shall become effective immediately upon adoption.

APPROVED AS TO
FORM AND CORRECTNESS:

_____
Sara K. Hedges
City Attorney

STATE OF FLORIDA COUNTY OF ST. LUCIE

WE, THE UNDERSIGNED, Mayor Commissioner and the City Clerk of the City of Fort Pierce, Florida, do hereby certify that the foregoing and above Ordinance No. 25-001 was duly advertised by title only in the St. Lucie News Tribune on December 27, 2024; copy of said Ordinance was made available at the Officeof the City Clerk to the public upon request; said Ordinance was duly introduced, read by title only, and passed on first reading by the City Commission of the City of Fort Pierce, Florida, on January 6, 2025;

and was duly introduced, read by title only, and passed on second and final reading on January 20, 2025, by the City Commission of Pierce, Florida.

IN WITNESS HEREWITH, we hereunto set our hands and affix the Official Seal of the City of Fort Pierce, Florida, this ___ day of January 2025.

_____
Linda Hudson, Mayor

ATTEST:

_____
Linda W. Cox
City Clerk

(SEAL)

BUSINESS IMPACT ESTIMATE

SUBMITTED BY:

SUBJECT:

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1. Summary of the proposed ordinance, including a statement of the public purpose to be served by the proposed ordinance, such as serving the public health, safety, morals, and welfare of the municipality.

2. Estimate of the direct economic impact of the proposed ordinance on private, for-profit businesses in the City:

   a. Estimate of direct compliance costs that businesses may reasonably incur if the ordinance is enacted.

   b. Identification of any new charge or fee on businesses subject to the proposed ordinance or for which businesses will be financially responsible.

   c. An estimate of the City's regulatory costs, including an estimate of revenues from any new charges or fees that will be imposed on businesses to cover such costs.

3. A good faith estimate of the number of businesses likely to be impacted by the ordinance.

4. Any additional information the Commission may find useful.

As approved as part of SB170 and effective October 1, 2023, pursuant to Section 166.041(4), Florida Statutes, the City is required to prepare a business impact estimate prior to enacting an ordinance, subject to exemptions noted in the Law.

This does not apply to the following types of ordinances:

1. Ordinances required for compliance with federal or state law or regulation;
2. Ordinances relating to the issuance or refinancing of debt;
3. Ordinances relating to the adoption of budgets or budget amendments, including revenue sources necessary to fund the budget;
4. Ordinances required to implement a contract or an agreement, including, but not limited to, any federal, state, local, or private grant, or other financial assistance accepted by a municipal government;
5. Emergency ordinances;
6. Ordinances relating to procurement; or
7. Ordinances enacted to implement the following:
    a. Part II of chapter 163, relating to growth policy, county and municipal planning, and land development regulation, including zoning, development orders, development agreements, and development permits;
    b. Sections 190.005 and 190.046; 351
    c. Section 553.73, relating to the Florida Building Code; or
    d. Section 633.202, relating to the Florida Fire Prevention Code.

Election Summary Report

Closed Primary

St Lucie County

August 23, 2022

Summary for: All Contests, All Districts, All Counting Groups

Precincts Reported: 60 of 60 (100.00%)

Registered Voters: 54,936 of 235,244 (23.35%)

Ballots Cast: 54,936

United States Senator (DEM) (Vote for 1)
DEM

Precincts Reported: 60 of 60 (100.00%)

	Total	
Times Cast	23,503 / 87,183	26.96%

Candidate	Party	Total	
Ricardo De La Fuente	DEM	751	
Val Demings	DEM	19,428	
Brian Rush	DEM	1,628	
William Sanchez	DEM	1,122	
Total Votes		22,929	

United States Representative, District 21 (REP) (Vote for 1)
REP

Precincts Reported: 60 of 60 (100.00%)

	Total	
Times Cast	24,940 / 79,384	31.42%

Candidate	Party	Total	
Jeff Buongiorno	REP	2,289	
Melissa Martz	REP	1,851	
Brian Mast	REP	20,389	
Ljubo Skrbic	REP	222	
Total Votes		24,751	

Governor and Lieutenant Governor (Vote for 1)
DEM

Precincts Reported: 60 of 60 (100.00%)

	Total	
Times Cast	23,503 / 87,183	26.96%

Candidate	Party	Total	
Charlie Crist		14,172	
Cadance Daniel		633	
Nicole "Nikki" Fried		7,851	
Robert L. Willis		583	
Total Votes		23,239	

Attorney General (Vote for 1)
DEM

Precincts Reported: 60 of 60 (100.00%)

	Total	
Times Cast	23,503 / 87,183	26.96%

Candidate	Party	Total	
Aramis Ayala	DEM	9,171	
Jim Lewis	DEM	6,697	
Daniel Uhlfelder	DEM	5,621	
Total Votes		21,489	

Commissioner of Agriculture for St Lucie County (REP) (Vote for 1)
REP

Precincts Reported: 60 of 60 (100.00%)

	Total	
Times Cast	24,940 / 79,384	31.42%

Candidate	Party	Total	
James W. Shaw		7,707	
Wilton Simpson		15,613	
Total Votes		23,320	

Commissioner of Agriculture for St Lucie County (DEM) (Vote for 1)
DEM

Precincts Reported: 60 of 60 (100.00%)

	Total	
Times Cast	23,503 / 87,183	26.96%

Candidate	Party	Total	
Naomi Esther Blemur		10,030	
J.R. Gaillot		4,308	
Ryan Morales		6,854	
Total Votes		21,192	

County Commissioner, District 4 (Vote for 1)
REP

Precincts Reported: 60 of 60 (100.00%)

	Total	
Times Cast	24,940 / 79,384	31.42%

Candidate	Party	Total	
Jamie Lee Fowler	REP	13,887	
Martha Hornsby	REP	9,399	
Total Votes		23,286	

Circuit Judge, Circuit 19 Group 1 (Vote for 1)

Precincts Reported: 60 of 60 (100.00%)

	Total	
Times Cast	54,936 / 235,244	23.35%

Candidate	Party	Total	
Christian Van Riper	NOP	15,069	
Rebecca White	NOP	35,206	
Total Votes		50,275	

Circuit Judge, Circuit 19 Group 2 (Vote for 1)

Precincts Reported: 60 of 60 (100.00%)

	Total	
Times Cast	54,936 / 235,244	23.35%

Candidate	Party	Total	
Leatha Dawn Mullins	NOP	28,991	
Alexander Stuart Nelson	NOP	20,339	
Total Votes		49,330	

School Board, District 1 (Vote for 1)

Precincts Reported: 60 of 60 (100.00%)

	Total	
Times Cast	54,936 / 235,244	23.35%

Candidate	Party	Total	
Brian K. Capp		23,346	
Debbie Hawley		27,897	
Total Votes		51,243	

School Board, District 3 (Vote for 1)

Precincts Reported: 60 of 60 (100.00%)

	Total	
Times Cast	54,936 / 235,244	23.35%

Candidate	Party	Total	
Donnita Graben		21,398	
Donna Mills		30,066	
Total Votes		51,464	

School Board, District 5 (Vote for 1)

Precincts Reported: 60 of 60 (100.00%)

	Total	
Times Cast	54,936 / 235,244	23.35%

Candidate	Party	Total	
Arndrea Pressley Dampier		21,169	
Troy Ingersoll		30,376	
Total Votes		51,545	

City of Port St Lucie Mayor (Vote for 1)

Precincts Reported: 34 of 34 (100.00%)

	Total	
Times Cast	34,570 / 154,057	22.44%

Candidate	Party	Total	
Chauncelor Howell		4,016	
Robert "Bobby" Johnson		4,043	
Shannon M. Martin		21,135	
Michael Moses		4,231	
Total Votes		33,425	

Port St. Lucie City Council D1 (Vote for 1)

Precincts Reported: 34 of 34 (100.00%)

	Total	
Times Cast	34,570 / 154,057	22.44%

Candidate	Party	Total	
Indony P. Jean Baptiste		6,065	
Stephanie Morgan		20,249	
Kevin Zimmerman		6,252	
Total Votes		32,566	

Fort Pierce District 2 (Vote for 1)

Precincts Reported: 9 of 9 (100.00%)

	Total	
Times Cast	3,638 / 14,417	25.23%

Candidate	Party	Total	
Michael Broderick		1,474	
James Clasby		1,588	
Uline Daniel		403	
Total Votes		3,465	

Fort Pierce Referendum (Vote for 1)

Precincts Reported: 7 of 7 (100.00%)

	Total	
Times Cast	2,342 / 11,142	21.02%

Candidate	Party	Total	
Yes - For authority to grant exemptions		1,313	
No - Against authority to grant exemptions		854	
Total Votes		2,167	

Fort Pierce Referendum (Vote for 1)

Precincts Reported: 9 of 9 (100.00%)

	Total	
Times Cast	3,638 / 14,417	25.23%

Candidate	Party	Total	
Yes -- For authority to grant exemptions		1,857	
No -- Against authority to grant exemptions		1,610	
Total Votes		3,467	

Economic Development Incentive for St. Lucie County (Vote for 1)

Precincts Reported: 60 of 60 (100.00%)

	Total	
Times Cast	54,936 / 235,244	23.35%

Candidate	Party	Total	
Yes For Authority to grant exemptions		27,023	
No- Against Authority to grant exemptions		23,233	
Total Votes		50,256	

THE SUNRISE CITY
FORT PIERCE
CITY ATTORNEY'S OFFICE Florida

TO: SHYANNE HARNAGE,

FROM: SARA HEDGES, CITY ATTORNEY *SH*

RE: ECONOMIC DEVELOPMENT AD VALOREM TAX ABATEMENT ORDINANCE

CAO RLS FILE: RLS 24-434

DATE: NOVEMBER 22, 2024

I have reviewed the above Request for Legal Services (RLS) related to an Ordinance establishing an Economic Development Ad Valorem Tax Exemption. I have made suggested changes to the Ordinance. I have completed some reorganizing of the Ordinance, made changes for consistency with the formatting of the Code of Ordinances, and made changes to the language based on the current wording of section 196.1995, Florida Statues. Most notably, I have moved this to Article III, to leave Article I intact and available for more general rules, as it is currently titled. Please review all changes carefully to ensure all wording is how you intended.

I have uploaded a track changes and clean copy version of the Ordinance for your review. With the suggested changes implemented, the Ordinance is approved as to form and correctness.

I have also uploaded the Application from the Department of Revenue for your utilization, as the Ordinance and statute require the Department of Revenue's Application to be used to apply for the exemption.

Finally, the Ordinance indicates the fees that are to be set for this application are to be established through Ordinance. If that has not been prepared, please do so for its adoption after second reading of this Ordinance.

If you have any questions, please do not hesitate to contact this Office via phone or e-mail.

Thank you.
SH

City Commission Regular Meeting **12. b.**

Meeting Date: 01/06/2025

Re: Proposed Ordinance - 25-007 Amending Chapter 103 - Building and Building Regulations, Article IX.

Submitted For: Paul Thomas, Building Official, Building

SUBJECT:

Legislative Hearing-Ordinance 25-007, Amending Chapter 103, Article IX - Buildings and Building Regulations, Providing for Public Access to the International Property Maintenance Code. FIRST READING

SUMMARY:

Ordinance proposes amendments to the applicable provisions of the International Property Maintenance Code to provide one copy of such Code shall be filed in the office of the Building Department and shall be available for inspection by the public during business hours.

RECOMMENDATION:

Staff recommends approval of Proposed Ordinance 25-007, Amending Chapter 103 - Buildings and Building Regulations, Article IX.

ALTERNATIVES:

Do not approve at this time.

RESPONSIBLE STAFF:

Paul Thomas, CBO, CFM, Director of Building

COORDINATED WITH:

Shaun Coss, Assistant Director of Building.

Fiscal Impact

OTHER INFORMATION:

None at this time.

Attachments

Memo City Attorney

Proposed Ord. 25-007

Form Review

Inbox	Reviewed By	Date
Building	Paul Thomas	12/20/2024 09:19 AM
City Manager	Linda Cox	12/20/2024 11:39 AM

Building	Paul Thomas	12/23/2024 01:35 PM
City Manager	Linda Cox	12/27/2024 11:33 AM

Form Started By: Karen Murphy Started On: 12/19/2024 01:41 PM

Final Approval Date: 12/27/2024

THE SUNRISE CITY
FORT PIERCE
Florida
CITY ATTORNEY'S OFFICE

TO: Shaun Goss, Assistant Director of Building

FROM: Felicia Holloman, Assistant City Attorney FH

THROUGH: Sara Hedges, City Attorney SH

RE: Ordinance 24-XXX - Public Access to Referenced Codes

CAO RLS FILE: 24-451

DATE: December 16, 2024

I have reviewed the proposed Ordinance for public access to referenced codes. The Ordinance has been split into two Ordinances since each was adopted separately and are in different Articles under the Code of Ordinances. A draft of the Ordinances with proposed edits is uploaded. Please note, the language originally included for the amendment to section 103-403 of the Code of Ordinances did not match the language in Municode. Corrections have been made. Please carefully review that Ordinance for accuracy to the existing Code language.

With the proposed edits to the Ordinances included, the Ordinances are approved as to form and correctness. Copies of the Ordinances with all edits included are uploaded for your utilization.

If you have any questions, please do not hesitate to contact this Office via phone or e-mail.

Thank you.

ORDINANCE NO. 25-007

AN ORDINANCE AMENDING THE CODE OF ORDINANCES OF THE CITY OF FORT PIERCE, FLORIDA; **AMENDING CHAPTER 103 – BUILDINGS AND BUILDING REGULATIONS, ARTICLE IX – PROPERTY MAINTENANCE ORDINANCE AND HOUSING CODE, SECTION 103-338 – PROPERTY MAINTENANCE ORDINANCE AND HOUSING CODE** TO PROVIDE FOR PUBLIC ACCESS TO THE INTERNATIONAL PROPERTY MAINTANENCE CODE; REPEALING ALL ORDINANCES OR PARTS OF ORDINANCES IN CONFLICT HEREWITH; PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, on January 3, 2017, Ordinance 16-025 was enacted, adopting the International Property Maintenance Code, as published by the International Code Council, with local amendments; and

WHEREAS, the Ordinance has been amended from time to time; and

WHEREAS, the City Commission of the City of Fort Pierce finds it is necessary and in the public interest of this community to provide for public access of all codes, regulations, and procedures adopted by reference.

NOW, THEREFORE, BE IT ORDAINED by the City Commission of the City of Fort Pierce, Florida:

SECTION 1. Chapter 103 – Buildings and Building Regulation, Article IX – Property Maintenance Ordinance and Housing Code, Section 103-338 of the Code of Ordinances, is hereby amended as follows:

Sec. 103-338. - Adoption.

Provisions of the International Property Maintenance Code (IPMC) as published by the International Code of Council, as set forth in section 103-339, are adopted and stand incorporated by reference herein and stand as the property maintenance ordinance and housing code for the city. Amendments to the applicable provisions of the International Property Maintenance Code are hereby adopted for use herein without the need for subsequent ratification. <u>One copy of such code shall be filed in the office of the building department and shall be available for inspection by the public during business hours of such office.</u>

SECTION 3. All ordinances or parts of ordinances in conflict herewith are and the same shall be repealed and shall be of no further force or effect whatsoever.

SECTION 4. This ordinance is and the same shall become effective immediately upon final passage hereof.

SECTION 5. If any provision of this Ordinance is held to be invalid, unconstitutional, or unenforceable for any reason by a court of competent jurisdiction, such invalidity shall not affect the validity of the remaining portions of this article, which shall be deemed separate, distinct and independent provisions to the fullest extent possible.

APPROVED AS TO FORM
AND CORRECTNESS:

_____
Sara K. Hedges
City Attorney

STATE OF FLORIDA
COUNTY OF ST. LUCIE

WE, THE UNDERSIGNED, Mayor Commissioner and the City Clerk of the City of Fort Pierce, Florida, do hereby certify that the foregoing and above Ordinance No. 24-XXX was duly advertised by title only in the St. Lucie News Tribune on XXXX; copy of said Ordinance was made available at the office of the City Clerk to the public upon request; said Ordinance was duly introduced, read by title only, and passed on first reading by the City Commission of the City of Fort Pierce, Florida, on Monday, XXX; and was duly introduced, read by title only, and passed on second and final reading on Monday, XXX, by the City Commission of the City of Fort Pierce, Florida.

IN WITNESS HEREWITH, we hereunto set our hands and affix the Official Seal of the City of Fort Pierce, Florida this XX day of XXXXXX, XXXX.

_____
Linda Hudson
MAYOR COMMISSIONER

ATTEST

_____
Linda W. Cox
CITY CLERK

(CITY SEAL)

City Commission Regular Meeting **12. c.**

Meeting Date: 01/06/2025

Re: Proposed Ordinance 25-008 - Amending Chapter 103 Buildings and Building Regulations, Article XI - Mobile and Manufactured Homes Ordinance

Submitted For: Paul Thomas, Building Official, Building

SUBJECT:

Legislative Hearing-Ordinance 25-008, Amending Chapter 103, Article XI, Buildings and Building Regulations - Mobile and Manufactured Homes Ordinance, Section 103-403, Providing for Public Access to the Mobile/Manufactured Home Repair and Remodeling Guidelines. FIRST READING

SUMMARY:

This proposed Ordinance would provide for public access to the mobile/manufactured home repair and remodeling guidelines, as promulgated by the Florida Department of Highway Safety and Motor Vehicles, Division of Motorist Services Manufactured Housing Section, Procedure # MHS-24. In the interest of the community, one copy of such guidelines shall be filed in the office of the Building Department and shall be available for inspection by the public during business hours of such office.

RECOMMENDATION:

Approved proposed Ordinance 25-008 - Amending Chapter 103 Buildings and Building Regulations, Article XI - Mobile and Manufactured Homes Ordinance, Section 103-403 - Mobile and Manufactured Homes.

ALTERNATIVES:

Do not approve at this time.

RESPONSIBLE STAFF:

Paul Thomas, CBO, CFM, Director of Building

COORDINATED WITH:

Shaun Coss, CFM, Assistant Director of Building

Fiscal Impact

OTHER INFORMATION:

None at this time.

Attachments

Memo - City Atty

Proposed Ord. 25-008

Form Review

Inbox	Reviewed By	Date
Building	Paul Thomas	12/20/2024 09:20 AM
City Manager	Linda Cox	12/20/2024 11:39 AM
Building	Paul Thomas	12/23/2024 01:35 PM
City Manager	Linda Cox	12/27/2024 11:34 AM

Form Started By: Karen Murphy Started On: 12/19/2024 02:09 PM

Final Approval Date: 12/27/2024

THE SUNRISE CITY
FORT PIERCE
Florida
CITY ATTORNEY'S OFFICE

TO: Shaun Goss, Assistant Director of Building

FROM: Felicia Holloman, Assistant City Attorney FH

THROUGH: Sara Hedges, City Attorney SH

RE: Ordinance 24-XXX - Public Access to Referenced Codes

CAO RLS FILE: 24-451

DATE: December 16, 2024

I have reviewed the proposed Ordinance for public access to referenced codes. The Ordinance has been split into two Ordinances since each was adopted separately and are in different Articles under the Code of Ordinances. A draft of the Ordinances with proposed edits is uploaded. Please note, the language originally included for the amendment to section 103-403 of the Code of Ordinances did not match the language in Municode. Corrections have been made. Please carefully review that Ordinance for accuracy to the existing Code language.

With the proposed edits to the Ordinances included, the Ordinances are approved as to form and correctness. Copies of the Ordinances with all edits included are uploaded for your utilization.

If you have any questions, please do not hesitate to contact this Office via phone or e-mail.

Thank you.

ORDINANCE NO. 25-008

AN ORDINANCE AMENDING THE CODE OF ORDINANCES OF THE CITY OF FORT PIERCE, FLORIDA; **AMENDING CHAPTER 103 – BUILDINGS AND BUILDING REGULATIONS, ARTICLE XI – MOBILE AND MANUFACTURED HOMES ORDINANCE, SECTION 103-403 – MOBILE AND MANUFACTURED HOMES ORDINANCE** TO PROVIDE FOR PUBLIC ACCESS TO THE MOBILE/MANUFACTURED HOME REPAIR AND REMODELING GUIDELINES; REPEALING ALL ORDINANCES OR PARTS OF ORDINANCES IN CONFLICT HEREWITH; PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, on May 17, 2021, Ordinance 21-012 was enacted, adopting the Mobile/Manufactured Home Repair and Remodeling Guidelines, as promulgated by the Florida Department of Highway Safety and Motor Vehicles, Division of Motorist Services Manufactured Housing Section, Procedure # MHS-24; and

WHEREAS, the Ordinance has been amended from time to time; and

WHEREAS, the City Commission of the City of Fort Pierce finds it is necessary and in the public interest of this community to provide for public access of all codes, regulations, and procedures adopted by reference.

NOW, THEREFORE, BE IT ORDAINED by the City Commission of the City of Fort Pierce, Florida:

SECTION 1. Chapter 103 – Buildings and Building Regulations, Article XI – Mobile and Manufactured Homes Ordinance, Section 103-403 – Adoption, of the Code of Ordinances of the City of Fort Pierce, is hereby amended as follows:

Sec. 103-403. – Adoption.

Provisions of the mobile/manufactured home repair and remodeling guidelines as approved by the state department of highway safety and motor vehicles, division of motorist services, manufactured housing section, as Procedure # MHS-24, are adopted and stand incorporated by reference herein and stand as the mobile and manufactured home repair and remodeling ordinance for the city. <u>One copy of such guidelines shall be filed in the office of the Building Department and shall be available for inspection by the public during business hours of such office.</u>

SECTION 3. All ordinances or parts of ordinances in conflict herewith are and the same shall be repealed and shall be of no further force or effect whatsoever.

SECTION 4. This ordinance is and the same shall become effective immediately upon final passage hereof.

SECTION 5. If any provision of this Ordinance is held to be invalid, unconstitutional, or unenforceable for any reason by a court of competent jurisdiction, such invalidity shall not affect the validity of the remaining portions of this article, which shall be deemed separate, distinct and independent provisions to the fullest extent possible.

APPROVED AS TO FORM
AND CORRECTNESS:

_____
Sara K. Hedges
City Attorney

STATE OF FLORIDA
COUNTY OF ST. LUCIE

WE, THE UNDERSIGNED, Mayor Commissioner and the City Clerk of the City of Fort Pierce, Florida, do hereby certify that the foregoing and above Ordinance No. 24-XXX was duly advertised by title only in the St. Lucie News Tribune on XXXX; copy of said Ordinance was made available at the office of the City Clerk to the public upon request; said Ordinance was duly introduced, read by title only, and passed on first reading by the City Commission of the City of Fort Pierce, Florida, on Monday, XXX; and was duly introduced, read by title only, and passed on second and final reading on Monday, XXX, by the City Commission of the City of Fort Pierce, Florida.

IN WITNESS HEREWITH, we hereunto set our hands and affix the Official Seal of the City of Fort Pierce, Florida this XX day of XXXXXX, XXXX.

_____
Linda Hudson
MAYOR COMMISSIONER

ATTEST

_____
Linda W. Cox
CITY CLERK

(CITY SEAL)

City Commission Regular Meeting **13. a.**

Meeting Date: 01/06/2025

Re:

Submitted For: City Clerk, Deputy City Clerk, City Clerk

SUBJECT:

Resolution 25-R01 Appointing Christopher Widing to the City of Fort Pierce Planning Board as Commissioner Broderick's appointee.

SUMMARY:

Uline Daniel submitted her resignation from the Planning Board, thus creating a vacancy for the seat appointed by Michael Broderick.

RECOMMENDATION:

Adopt the Resolution.

ALTERNATIVES:

Seek candidates.

RESPONSIBLE STAFF:

Linda W. Cox, City Clerk

COORDINATED WITH:

Commissioner Michael Broderick

Attachments

25-R01

Christopher Widing

Form Review

Form Started By: Tina Rel Started On: 12/18/2024 10:19 AM

Final Approval Date: 12/18/2024

RESOLUTION NO. 25-R01

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF FORT PIERCE, FLORIDA, **CERTIFYING THE APPOINTMENT OF A MEMBER TO THE CITY PLANNING BOARD**; PROVIDING FOR AN EFFECTIVE DATE.

BE IT RESOLVED that Christopher Widing be and is hereby appointed and/or reappointed by the City Commission to serve as a member of the City Planning Board; said term to commence upon adoption of this resolution and to run concurrently with the appointing Commissioner's term of office until removed or when a successor has been duly appointed.

Name:	Appointed by:
Christopher Widing	Michael Broderick

BE IT FURTHER RESOLVED that this Resolution shall become effective January 6, 2025.

IN WITNESS WHEREOF, this Resolution has been duly adopted this 6th day of January 2025.

_____
LINDA HUDSON
MAYOR COMMISSIONER

ATTEST:

_____
LINDA W. COX
CITY CLERK

(CITY SEAL)

APPROVED AS TO FORM
AND CORRECTNESS:

_____
SARA K. HEDGES
CITY ATTORNEY

Print

Application For Appointment/Reappointment - Submission #23407

Date Submitted: 12/17/2024

Name of Board or Boards for which you are applying:*

City Planning Board

Name:*

Christopher G. Widing

Home Address:*

2400 S. Ocean Drive #8100-B

City:* Fort Pierce

State:* Florida

Zip:* 34949

How long at this address?* 5+ Years

Telephone Number* 614.440.2625

If less than two years, provide prior address:

Are you a citizen of the United States? *

- [x] Yes
- [ ] No

Occupation: *

Retired - Financial Consultant

Employer:*

Retired - Wells Fargo Advisors

Do you own a business that operates within the City of Fort Pierce?*

- [ ] Yes
- [x] No

If yes, list the address and nature of said business:

Do you now or in the future plan to do business with the City of Fort Pierce or the Fort Pierce Utilities Authority(FPUA)?*

- [ ] Yes
- [x] No

If yes, in which organization and in what capacity?

Are you employed by a business that is located within the City of Fort Pierce?*

- [ ] Yes
- [x] No

If yes, state the business and location:

Do you have special training or knowledge in the area of:

Engineering:*

- [ ] Yes
- [x] No

Architecture:*

- [ ] Yes
- [x] No

Real Estate Brokering:*

- [ ] Yes
- [x] No

Finanace/Accounting:

- [x] Yes
- [ ] No

Contracting:*

- [ ] Yes
- [x] No

Land Development:*

- [ ] Yes
- [x] No

Utilities:

- [ ] Yes
- [x] No

Management:*

- [x] Yes
- [ ] No

Describe your professional background and what expertise you will bring to this Board. (Attach your resume or other applicable information below if desired) *

Retired Wealth Manager for a major securities firm which translated into the City of Upper Arlington Master Plan Revitalization Committee, the U.A. Unified Development Ordnance Committee, President of the city Community Improvement Corp., Elected to two terms to the U.A. board of education. In Fort Pierce - serving on the Ocean Village BOD (Treasurer), First Church Admin. Council, Sunrise Theatre Foundation Associate BOD, FP Redevelopment Agency - West Peninsula Charrette Host Committee.

Are you currently a member of a Commission-appointed board/committee?*

- [ ] Yes
- [x] No

If yes, please specify:

Have you ever been convicted of a felony?*

- [ ] Yes
- [x] No

If yes, what was the nature of the crime(s) you were convicted of:

If appointed, are you willing to attend a training session which could last several hours?*

- [x] Yes
- [ ] No

Referred by:*

Commissioner Michael Broderick

Applicant Email Address:*

cgwiding@gmail/com

Date:*

12/17/2024

Applicant's Signature:*

Christopher G. Widing

APPLICATIONS EXPIRE 6 MONTHS FROM THE DATE OF SUBMISSION. PLEASE REAPPLY AS OFTEN AS DESIRED.

For additional information, please contact the City Clerk's Office at 772.467.3065 or email lcox@cityoffortpierce.com.

Upload Resume (Optional)

CGW - Profile - 11.15.2024.docx

City Commission Regular Meeting **13. b.**

Meeting Date: 01/06/2025

REQUESTED ACTION

Resolution 25-R02 Asserting no objection to St. Lucie County abandoning portions of an unnamed rights-of-ways at or near the Southeast Corner of S US Highway 1 and South of E. South Market Avenue.

SUMMARY

- A property owner is proposing to acquire the ownership of un-named right-of-ways from St. Lucie County.
- The majority of the property owner's subject properties are located within the jurisdiction of the City of Fort Pierce.
- The property owner has been informed by St. Lucie County that because the majority of the parcels are located within the City Limits of the City of Fort Pierce, the City would need to approve a resolution that confirms that the City has no objection to the abandonment of the St. Lucie County Right-of-Ways.
- The City of Fort Pierce Planning Department and Engineering Departments have no objections to the proposed abandonments, of St. Lucie County Right-of-Ways.

LOCATION

Located at or near the Southeast Corner of S US Highway 1 and South of E. South Market Avenue in the City of Fort Pierce, FL.

RESPONSIBLE STAFF

Vennis Gilmore, Assitant Planning Director

RECOMMENDATION

Adopt Resolution 25-R02

Attachments

Resolution No. 25-R02

Location Map

SLC Petition for Abandonment Requirements

COFP Engineering Approval

RLS 24-395 Memo

Form Review

Form Started By: Vennis Gilmore Started On: 12/18/2024 01:32 PM

Final Approval Date: 12/20/2024

RESOLUTION NO. 25-R02

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF FORT PIERCE, FLORIDA, **ASSERTING NO OBJECTION TO ST. LUCIE COUNTY ABANDONING PORTIONS OF AN UNNAMED 25 FOOT RIGHT OF WAY, AN UNNAMED 50 FOOT RIGHT OF WAY, AND AN UNNAMED 60 FOOT RIGHT OF WAY WITHIN THE PLAT OF ST. JAMES PARK;** REPEALING ALL RESOLUTIONS IN CONFLICT HEREWITH; PROVIDING FOR A SEVERABILITY CLAUSE; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, Goose Development Fund, LLC ("Applicant") has requested St. Lucie County vacate and abandon portions of an existing unnamed 25-foot right of way, an existing unnamed 50-foot right of way, and an existing unnamed 60 foot right of way within the Plat of St. James Park, as more particularly described and depicted in Exhibit A and fully incorporated herein by reference ("ROWs"); and

WHEREAS, the ROWs are currently owned and maintained by St. Lucie County ("County") and lie within the city limits of the City of Fort Peirce ("City"); and

WHEREAS, the Applicant has requested the City provide its position to the County as to whether there is an objection to the County abandoning the ROWs; and

WHEREAS, the City's Planning and Engineering Departments have determined the ROWs are not needed for roadway or thoroughfare purposes by the City.

NOW, THEREFORE, BE IT RESOLVED by the City Commission of Fort Pierce, Florida, as follows:

1. Ratification of Recitals. The foregoing recitals are hereby ratified and confirmed as true and correct and hereby made a part of this Resolution.

2. No Objection. The City has no objection to the County's abandonment of those portions of the right of ways described and depicted in Exhibit A, attached hereto and fully incorporated herein by reference.

3. Conflict. Resolutions or parts of Resolutions in conflict herewith are hereby repealed.

4. Severability. The provisions of this Resolution are intended to be severable. If any part of this Resolution is determined to be void or is declared illegal, invalid, or unconstitutional by a Court of competent jurisdiction, the remainder of this Resolution shall remain in full force and effect.

5. Effective Date. This Resolution shall become effective immediately upon adoption.

IN WITNESS WHEREOF, this Resolution has been duly adopted this ____ day of _____ 20__.

_____
LINDA HUDSON, MAYOR

ATTEST:

_____
LINDA W. COX, CITY CLERK

(CITY SEAL)

APPROVED AS TO FORM
AND CORRECTNESS:

_____
Sara K. Hedges, City Attorney

EXHIBIT A

Sketch & Legal Description of Subject Property

PORTIONS OF THOSE CERTAIN UNNAMED 25' RIGHT OF WAY, UNNAMED 50' RIGHT OF WAY, AND UNNAMED 60' RIGHT OF WAY, ST. JAMES PARK, ACCORDING TO THE PLAT THEREOF, AS RECORDED IN PLAT BOOK 5, PAGE 58 OF THE PUBLIC RECORDS OF SAINT LUCIE, COUNTY, FLORIDA, BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

THAT CERTAIN UNNAMED 25' RIGHT OF WAY LYING ADJACENT TO AND DIRECTLY SOUTH OF BLOCK 6, BLOCK 7, & BLOCK 12 OF SAID ST. JAMES PARK PLAT, BEING BOUND ON THE EAST BY THE SOUTHERLY EXTENSION OF THE EAST LINE OF SAID BLOCK 12, AND BEING BOUND ON THE WEST BY THE SOUTHERLY EXTENSION OF THE EAST LINE OF BLOCK 1, OF SAID ST. JAMES PARK PLAT.

TOGETHER WITH:

THAT CERTAIN UNNAMED 60' RIGHT OF WAY LYING BETWEEN BLOCK 1, & BLOCK 6, OF SAID ST. JAMES PARK PLAT, BEING BOUND ON THE NORTH BY THE EASTERLY EXTENSION OF THE NORTH LINE OF SAID BLOCK 1, AND BEING BOUND OF THE SOUTH BY THE EASTERLY EXTENSION OF THE SOUTH LINE OF SAID BLOCK 1.

TOGETHER WITH:

THAT CERTAIN UNNAMED 60' RIGHT OF WAY LYING BETWEEN BLOCK 6, & BLOCK 7, OF SAID ST. JAMES PARK PLAT, BEING BOUND ON THE NORTH BY THE EASTERLY EXTENSION OF THE NORTH LINE OF SAID BLOCK 6, AND BEING BOUND OF THE SOUTH BY THE EASTERLY EXTENSION OF THE SOUTH LINE OF SAID BLOCK 6.

TOGETHER WITH:

THAT CERTAIN UNNAMED 60' RIGHT OF WAY LYING BETWEEN BLOCK 7, & BLOCK 12, OF SAID ST. JAMES PARK PLAT, BEING BOUND ON THE NORTH BY THE EASTERLY EXTENSION OF THE NORTH LINE OF SAID BLOCK 7, AND BEING BOUND OF THE SOUTH BY THE EASTERLY EXTENSION OF THE SOUTH LINE OF SAID BLOCK 7.

TOGETHER WITH:

ALL THAT CERTAIN UNNAMED 50' RIGHT OF WAY LYING BETWEEN BLOCKS 1 & 2, BLOCKS 5 & 6, BLOCKS 7 & 8, AND BLOCKS 11 & 12, OF SAID ST. JAMES PARK PLAT, BEING BOUND ON THE EAST BY THE NORTHERLY EXTENSION OF THE EAST LINE OF SAID BLOCK 12, AND BEING BOUND OF THE WEST BY LINE LYING 45' EAST OF AND PARALLEL WITH THE WEST LINE OF SAID BLOCK 1, ALSO BEING THE EAST RIGHT OF WAY LINE OF STATE ROAD 5 (US HIGHWAY 1) AS SHOWN ON FLORIDA DEPARTMENT OF TRANSPORTATION RIGHT OF WAY MAP SECTION 94010-2110 (2205) SHEET NUMBER 1 OF 1, LAST REVISED 02/01/1954.

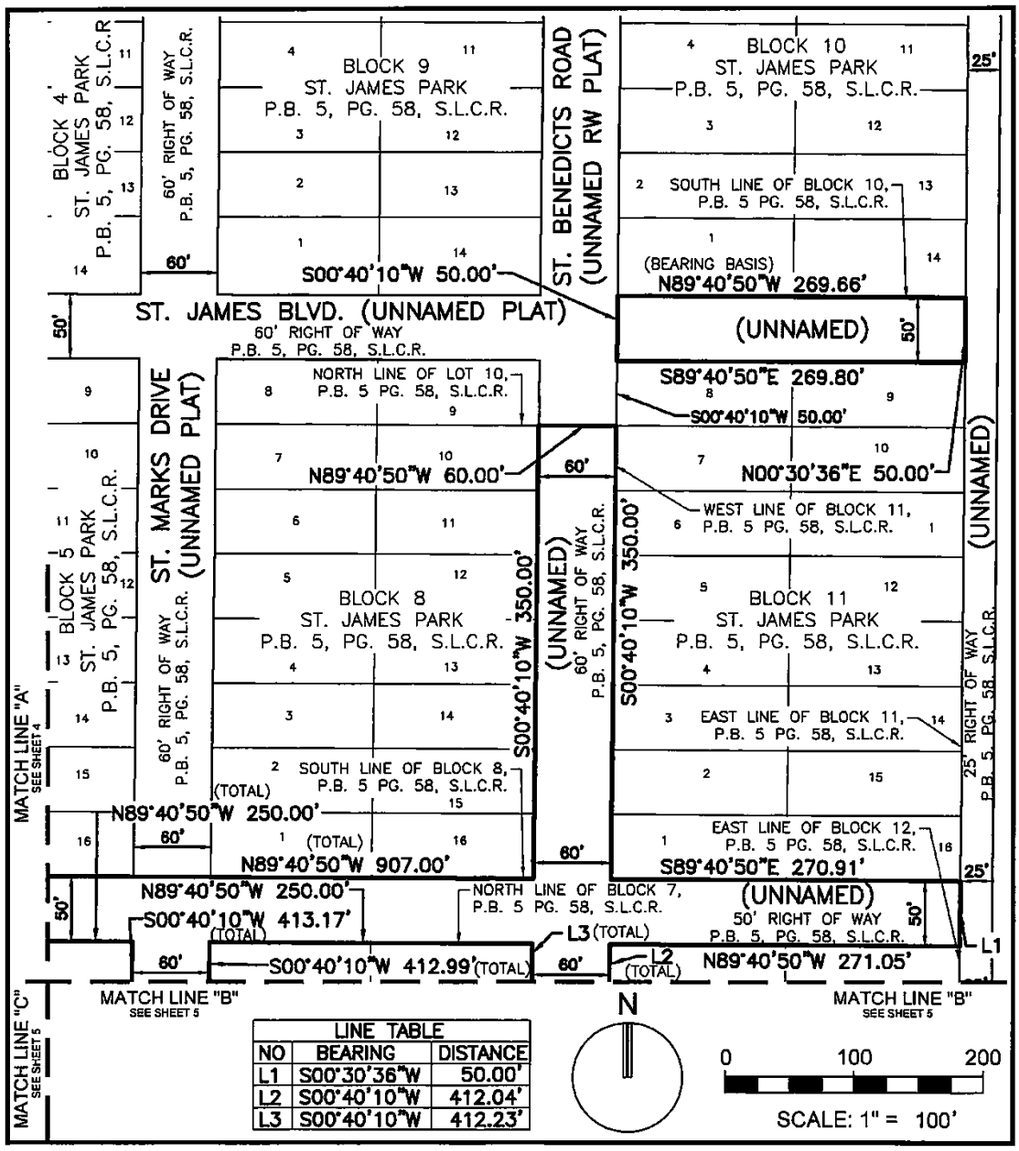
TOGETHER WITH:

THAT CERTAIN UNNAMED 60' RIGHT OF WAY LYING BETWEEN LOTS 10 THROUGH 16 INCLUSIVE BLOCK 8, AND LOTS 1 THROUGH 7 INCLUSIVE BLOCK 11, OF SAID ST. JAMES PARK PLAT, BEING BOUND ON THE SOUTH BY THE EASTERLY EXTENSION OF THE SOUTH LINE OF SAID BLOCK 8, AND BEING BOUND ON THE NORTH BY THE EASTERLY EXTENSION OF THE NORTH LINE OF SAID LOT 10, BLOCK 8.

TOGETHER WITH:

THAT CERTAIN UNNAMED 50' RIGHT OF WAY LYING BETWEEN BLOCK 10 & BLOCK 11, OF SAID ST. JAMES PARK PLAT, BEING BOUND ON THE EAST BY THE NORTHERLY EXTENSION OF THE EAST LINE OF SAID BLOCK 11, AND BEING BOUND ON THE WEST BY THE NORTHERLY EXTENSION OF THE WEST LINE OF SAID BLOCK 11.

ALL OF SAID RIGHT OF WAYS LYING IN ST. LUCIE COUNTY, FLORIDA.



LINE TABLE		
NO	BEARING	DISTANCE
L1	S00°30'36"W	50.00'
L2	S00°40'10"W	412.04'
L3	S00°40'10"W	412.23'

SKETCH & DESCRIPTION

PORTIONS OF THOSE 25', 50', & 60' UNNAMED RIGHT OF WAYS ST. JAMES PARK P.B. 5, PG. 58, S.L.C.R.

SAINT LUCIE COUNTY, FLORIDA

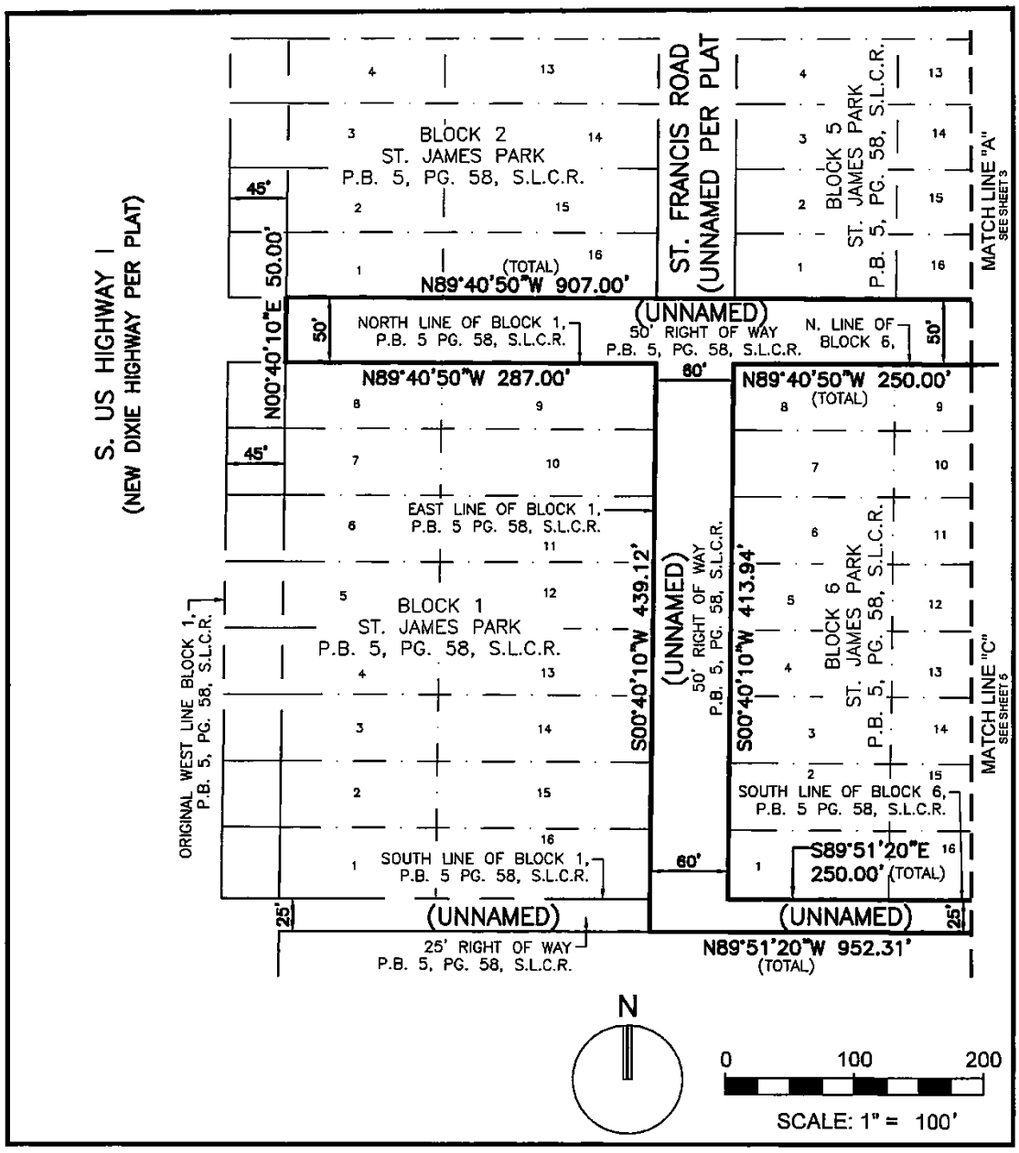
KEITH
301 EAST ATLANTIC BOULEVARD
POMPANO BEACH, FLORIDA 33060-6643
(954) 788-3400 FAX (954) 788-3500
EMAIL: mail@KEITHteam.com LB NO. 6860

SHEET 3 OF 5

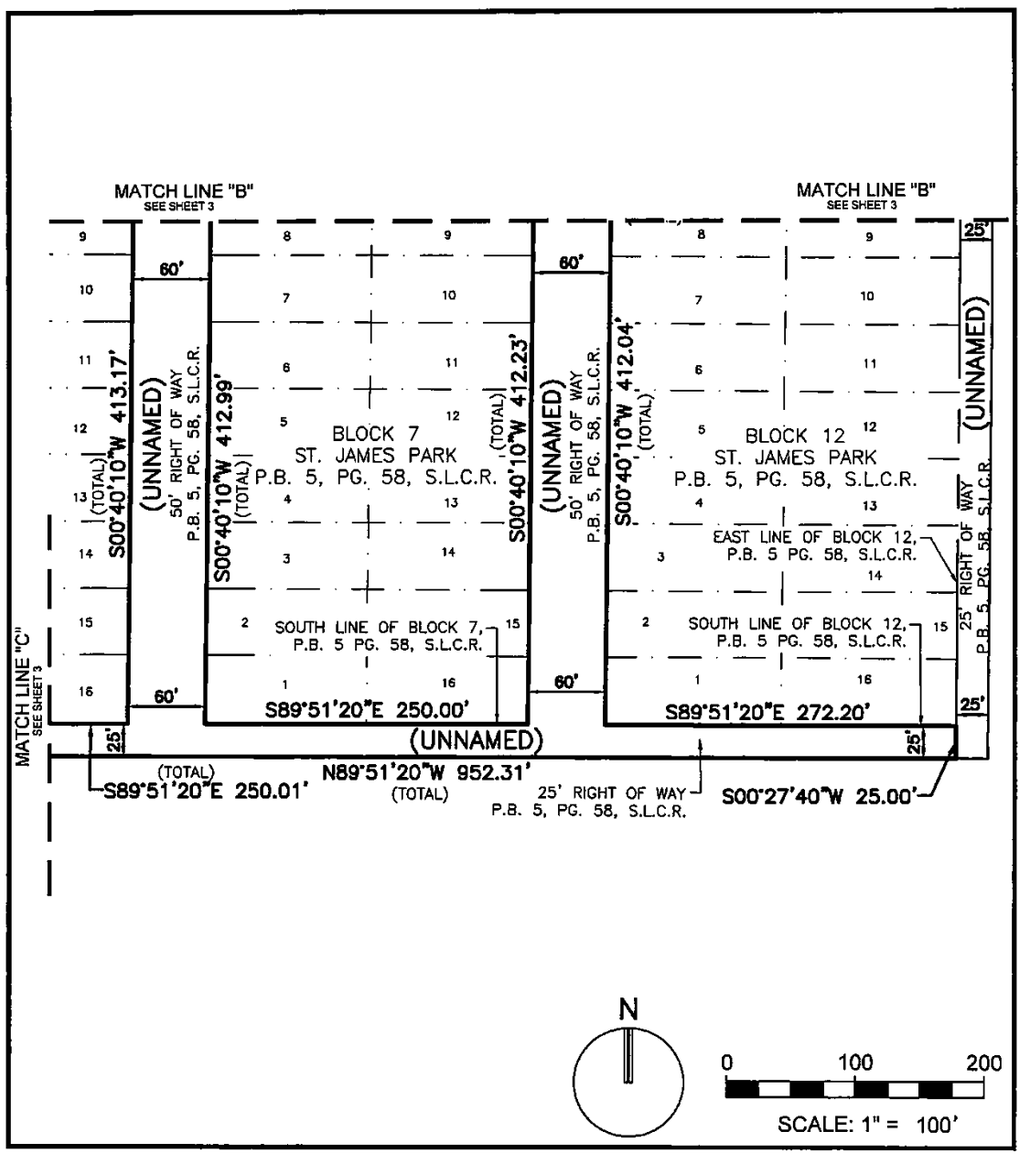
DRAWING NO. 13844.00 SK&D RW (ALL).dwg

DATE 09/27/24
SCALE AS SHOWN
FIELD BK. N/A
DWNG. BY DB
CHK. BY WA

DATE	REVISIONS



SKETCH & DESCRIPTION PORTIONS OF THOSE 25', 50', & 60' UNNAMED RIGHT OF WAYS ST. JAMES PARK P.B. 5, PG. 58, S.L.C.R. SAINT LUCIE COUNTY, FLORIDA	KEITH 301 EAST ATLANTIC BOULEVARD POMPANO BEACH, FLORIDA 33060-6643 (954) 788-3400 FAX (954) 788-3500 EMAIL: mail@KEITHteam.com LB NO. 6860 SHEET 4 OF 5 DRAWING NO. 13844.00 SK&D RW (ALL).dwg	DATE 09/27/24 SCALE AS SHOWN FIELD BK. N/A DWNG. BY DB CHK. BY WA	DATE / REVISIONS



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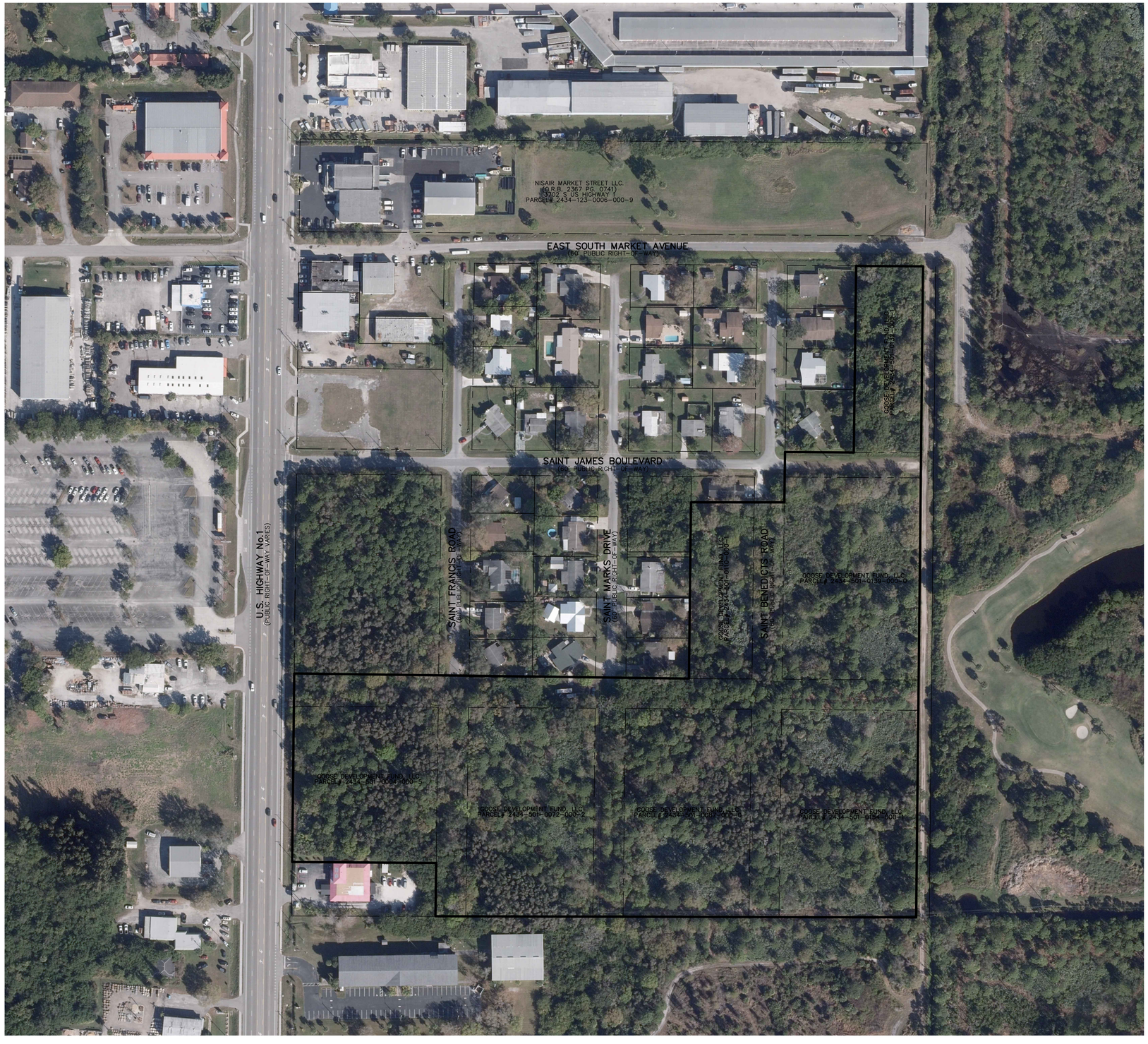
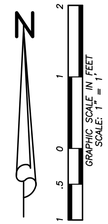
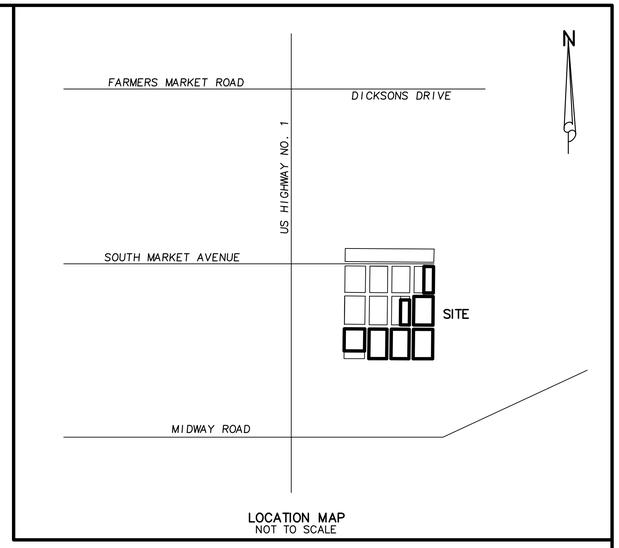






LOCATION MAP
NOT TO SCALE

SURVEY REPORT:

1. ALL MAPPED FEATURES SHOWN HEREON ARE UNDER THE DIRECT SUPERVISION AND RESPONSIBILITY OF ALEXANDER J. PIAZZA PSM, INC.
2. SURVEY MAP AND REPORT OR THE COPIES THEREOF ARE NOT VALID WITHOUT THE ORIGINAL SIGNATURE AND SEAL OF A FLORIDA LICENSED SURVEYOR AND MAPPER.
3. ADDITIONS OR DELETIONS TO THE SURVEY MAP OR REPORT BY OTHER THAN THE SIGNING PARTY OR PARTIES IS PROHIBITED WITHOUT THE WRITTEN CONSENT OF THE SIGNING PARTY OR PARTIES.
4. THE BEARINGS SHOWN HEREON ARE RELATIVE TO THE STATE PLANE COORDINATE SYSTEM OF THE NORTH AMERICAN DATUM OF 1983 (2007 ADJUSTMENT) AND ARE REFERENCED TO THE LENGEMANN OF FLORIDA'S L-NET GPS NETWORK DEVELOPED WHICH MEETS OR EXCEEDS THE FEDERAL GEODETIC CONTROL COMMITTEE (FGCC) GUIDELINES FOR "GEOMETRIC GEODETIC ACCURACY STANDARDS AND SPECIFICATIONS FOR USING GPS RELATIVE POSITIONING TECHNIQUES" AS WELL AS THE STANDARDS OF PRACTICE SET FORTH BY THE FLORIDA BOARD OF LAND SURVEYORS IN CHAPTER 5J-17.051 FLORIDA ADMINISTRATIVE CODE, PURSUANT TO CHAPTER 472.027 FLORIDA STATUTES.
5. THIS SURVEY IS PREPARED ONLY FOR THE PARTIES LISTED BELOW AND IS NOT ASSIGNABLE. CERTIFIED TO: GOOSE DEVELOPMENT FUND, LLC
6. © COPYRIGHT 2023 BY ALEXANDER J. PIAZZA PSM, INC.
THE SKETCH OF SURVEY AND SURVEY REPORT COMPRISE THE COMPLETE SURVEY.
THIS SURVEY IS NOT VALID UNLESS THE SKETCH AND REPORT ACCOMPANY EACH OTHER.
REPRODUCTIONS OF THIS SURVEY ARE NOT VALID WITHOUT THE ORIGINAL SIGNATURE AND SEAL OF A FLORIDA LICENSED SURVEYOR AND MAPPER EMPLOYED BY ALEXANDER J. PIAZZA PSM, INC.

LAST DATE OF DATA ACQUISITION: N/A

DATE OF SURVEY: 4-13-23

ALEXANDER J. PIAZZA PSM, INC.

ALEXANDER J. PIAZZA
PROFESSIONAL SURVEYOR AND MAPPER
FLORIDA CERTIFICATE NO. 6330

DATE:	REVISIONS:	BY:

ALEXANDER J. PIAZZA PSM, INC.
Surveying • Mapping • Consulting
619 SW Biltmore Street
Port St. Lucie, Florida 34983
Phone: (772) 340-7770
Fax: (772) 340-2250
LB#7280

EXHIBIT
SEA PINES VILLAGE
SEC 34, TWP 35S, RGE 40E
AS PREPARED FOR
GOOSE DEVELOPMENT FUND, LLC

CAD	K:\GOOSE\SEA PINES VILLAGE\23-9897EX2.DWG				
REF	K:\				
FLD	N/A	FB.	PG.	JOB	23-9897
OFF	AJP			DATE	4-13-23
CKD	AJP	SHEET	1 OF 1	DWG	D-0000

ST. LUCIE COUNTY

BOARD OF COUNTY COMMISSIONERS

PETITION FOR ABANDONMENT

TO: BOARD OF COUNTY COMMISSIONERS, ST. LUCIE COUNTY, FLORIDA

The undersigned **PETITIONER** hereby petitions the St. Lucie County Board of County Commissioners to vacate, abandon, discontinue and close, in whole or in part, specific public rights-of-way, easements, or subdivision plats, as more particularly described in this petition, and to renounce and disclaim any right of the County and the public in and to any land in connection therewith.

This petition is filed pursuant to law as more particularly set forth in Florida Statutes, Section 177.101, as amended, Florida Statutes, Sections 336.09 and 336.10, as amended, and St. Lucie County Land Development Code, Section 11.10.01 et. seq.

****

TYPE OF ABANDONMENT REQUESTED

(check one or more as applicable)
("*" indicates requirement for public hearing)

_____ A Plat (*) _____ A Portion of a Plat (*) _____ County Road Right-of-way (*)

_____ Drainage Easement **not** Affecting Road Drainage _____ Public Utility Easement

_____ Drainage Easement Affecting Road Drainage (*) _____ Other

_____ Public Interest in a Private Right-of-way or Easement

****

Petitioner hereby certifies that the filing fee of **$500.00** is enclosed or has been paid to St. Lucie County, and that petitioner hereby further certifies that petitioner understands that the filing fee is **non-refundable** and that there is no assurance that this petition will be granted, in whole or in part, and no such assurances have been made by any County employee.

This Petition shall contain an affidavit of the Petitioner attesting to the validity of the representations herein and its completeness to the best of Petitioner's knowledge and belief.

1. The Legal Description of the petition site is attached as **(EXHIBIT "A").**

   (Note: The petition site may lie upon property owned by Petitioner, i.e. an easement over Petitioner's property, or adjacent to Petitioners property, i.e. a public road right-of-way.)

2. Title or interest of the County and the Public in and to the petition site was acquired and is evidenced by:

   _____

   (Plat Book and identification, Deed, or other title evidence)

   recorded in:

   _____

   (Plat Book and Page, Deed Book and Page, or Official Record Book and Page) Public Records of St. Lucie County, Florida.

3. Attached hereto as **(EXHIBIT "B")** is a sketch, accurately drawn, depicting the petition site as described in (EXHIBIT "A"), showing boundaries of abutting properties, any encroachments, drainage and/or utility easements, any structures within the petition site, and property benefitting from the abandonment.

4. Attached hereto as **(EXHIBIT "C")** is a location map which clearly and legibly identifies the location of the petition site in relation to the nearest public right-of-way and all affected properties (properties within a minimum 500-foot radius of the petition site). A copy of a portion of the appropriate tax map (8 ½ x 11), obtainable from the Property Appraisers Office, may be used for this purpose.

5. Attached hereto as **(EXHIBIT "D")** is a list of property owners, including correct mailing addresses, property tax Identification number and legal descriptions of surrounding affected properties. (Note: County Staff may request additional information if it is determined that the proposed abandonment could have a negative effect on properties located more than 500 feet from the petition site.)

6. Attached hereto as **(EXHIBIT "E")** is a list of **abutting** property owners, including correct mailing addresses, property tax identification number and legal descriptions of the adjacent properties. Such owners of abutting properties have signed a notarized statement consenting to the abandonment of public right-of-way and such signed statements are attached hereto as **(EXHIBIT "E-1", "E-2", etc.)**

7. Attached hereto as **(EXHIBIT "F"), consecutively numbered "F-1", "F-2", etc.,** the signed consent of any affected utility providing service to or within the petition site and/or drainage district having jurisdiction over the petition site.

8. The Petitioner hereby certifies that in the event this petition is granted, the abandonment of the public right-of-way will not prevent other property owners from access to and from their property, and no other property owner in the vicinity will be adversely affected.

9. The Petitioner hereby certifies that the petition site is not a right-of-way which is part of or used for any State or Federal highway purposes; and that such right-of-way is under the control and jurisdiction of the St. Lucie County Board of County Commissioners.

10. The Petitioner hereby certifies that the petition site is not a public accessway to any publicly accessible waters in the County, or that if the petition site proposed to be abandoned does provide such access, Petitioner hereby offers to trade or give the County comparable land or lands necessary for public access to the same body of water.

11. The petitioner hereby certifies that petitioner is the owner of property underlying or adjacent to the petition site as evidenced by an instrument recorded in Official Record Book _____, Page _____, St. Lucie County, Florida, a copy of which is attached as **(EXHIBIT "G").**

12. The petitioner hereby certifies that all property taxes upon the Petition site, or petitioner's property adjacent to the petition site, are paid and current, or exempt from taxation, and a copy of a paid tax bill or statement of the County Tax Collector is attached hereto as **(EXHIBIT "H").**

13. The Petitioner hereby certifies: **(CIRCLE "a" OR "b" BELOW)**

    a) that the petition site to be abandoned is **NOT** within the limits of any municipality, OR

    b) that the petition site to be abandoned lies within the corporate limits of _____ and attached is their resolution of abandonment of the petition site as **(EXHIBIT "I").**

14. The Petitioner hereby submits a statement **(EXHIBIT "J")** in support of this petition which states Petitioner's reasons for requesting the abandonment and the use to which the Petitioner intends for the land.

15. The Petitioner hereby submits a statement **(EXHIBIT "K")** which states if the St. Lucie County Board of County Commissioners chooses to impose a privilege fee pursuant to Ordinance No. 06-022 the Petitioner will submit:

    a) an appraisal which shall determine the value that the petition site adds to the benefitting property. Such an appraisal shall be prepared in accordance with staff requirements and is subject to approval by the Board of County Commissioners, OR

    b) the averaged square foot land value of the abutting property, as established by the most current St. Lucie County Property Appraiser records and multiplying said square footage value by the number of square feet of the petition site. The County's interest shall be equal to 120% of this value. If the Board determines that the assessed value does not reflect the fair market value, the Board may, in its discretion, have an appraisal prepared to determine the fair market value.

16. Petitioner hereby certifies that a **NOTICE OF INTENT TO FILE A PETITION FOR ABANDONMENT** has been published **once weekly** for **two (2) consecutive weeks** in a newspaper of general circulation in the County. The name of the newspaper and dates of publication are as follows:

    _____
    (Name of newspaper in which Notice of Intent was published)

    _____ _____
    (First date published) (Second date published)

A COPY OF THE PROOF OF PUBLICATION SHALL BE ATTACHED TO THIS PETITION AS (EXHIBIT "L").

NOTICE TO PETITIONER: IF THE ABANDONMENT REQUESTED REQUIRES A PUBLIC HEARING PURSUANT TO LAW, PETITIONER SHALL BE GIVEN NOTICE TO POST A SIGN (17" x 24" OR 17" x 17") UPON THE PETITION SITE IN A CONSPICUOUS AND EASILY VISIBLE LOCATION, ABUTTING A PUBLIC THOROUGHFARE, WHEN POSSIBLE, AT LEAST TEN (10) DAYS PRIOR TO THE PUBLIC HEARING GIVING NOTICE OF THE TIME AND DATE OF THE PUBLIC HEARING ON THE PETITION TO ABANDON OR VACATE.

THIS PETITION MUST BE EXECUTED BEFORE A NOTARY PUBLIC

DATE: _____

_____
Petitioner's signature

_____
Type or print Petitioner's name

_____
Petitioner's Address

_____

_____
Petitioner's Phone Number

COUNTY OF _____

STATE OF _____

Before me this day personally appeared _____who, being duly sworn, deposes and says:

That _____ is (are) the Petitioner(s); and,

That all of the representations and information provided in the petition is true and accurate to the best of Petitioner's knowledge, information and belief.

The foregoing instrument was acknowledged before me by means of [ ] physical presence or [ ] online notarization, this _____ (date) by _____ (name of member, officer or agent) of _____, a Florida corporation, on behalf of the company, who is [ ] personally known to me or [ ] who has produced _____ (type of identification) as identification.

_____
Notary Public

THE SUNRISE CITY
FORT PIERCE
Florida
ENGINEERING
DEPARTMENT

To : Vennis Gilmore, Assistant Planning Director

From: Tracy Telle, Engineering Manager

Re : Sea Pine Village R/W Abandonment Request
SLC Unimproved Roadways

Date : October 30, 2024

This is to advise you that we have completed the review of the following documents as received by this office on October 28, 2024:

- ☒ R/W Abandonment Concurrence
- ☐ Construction Drawings
- ☐ Test Reports & Related Documents
- ☐ Executed Construction Contract
- ☐ Record Drawings
- ☐ Permits

Based on our reviews and appropriate site final inspection, we

- ☒ Do not Oppose
- ☐ Oppose
- ☒ R/W Abandonment
- ☐ Site Plan Approval
- ☐ C/O

Developer, Owner, Engineer, Contractor, and other members of the Development Team must be aware, the above recommendation is based only on the construction requirements of the engineering plans and other engineering documentation approved by this department. The Development Team shall be responsible for the compliance with other City department requirements and all approved documents, as well as Local, State and Federal regulations. The development requirements for this project may necessitate additional construction requirements that are not subject to this department's review for approval.

☒ See attached for advisory comments

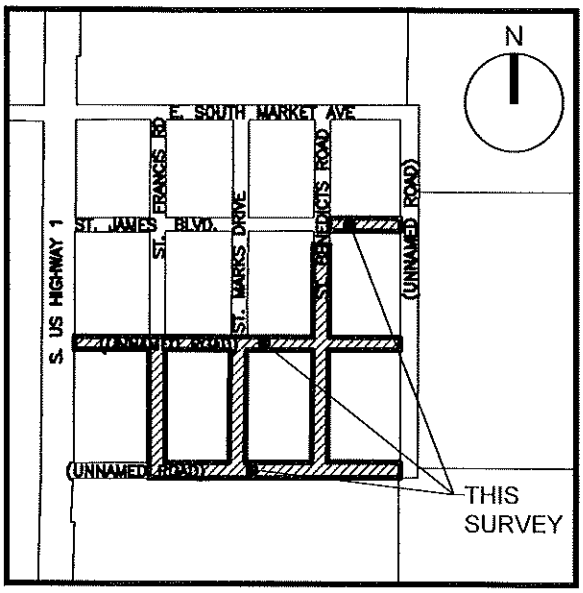
100 NORTH US 1, FORT PIERCE, FLORIDA 34950 • CITYOFFORTPIERCE.COM • TEL: 772.467.3000 • FAX: 772.460.6847

ADVISORY COMMENTS:

The land area for the proposed development of Sea Pine Village is situated within the limits of St. Lucie County and is proposed to be annexed into the City of Fort Pierce city limits. The development is comprised of six (6) parcels of land bordered by unimproved SLC roadways as shown on the attached sketch and description. This department was asked to review and provide their recommendation pertaining to the requested abandonments; see below information for staff's findings:

1. Based on City Code of Ordinances, land included in a R/W abandonment would be split between the two (2) adjacent property owners. This abandonment does not indicate whether 50% of the right-of-way would be dedicated to the adjacent parcels not under the ownership of the applicant.
2. There are concerns that the abandonments will provide multiple dead-end conditions which should be provided with applicable T-turnarounds or cul-de-sacs to accommodate service and emergency vehicles.

The above noted advisory comments are staff recommendations based on City of Fort Pierce Code requirements. However, being as the rights-of-way in question are owned by St. Lucie County, this department has no objection to the abandonment request.



LOCATION MAP:
NOT TO SCALE

SURVEY NOTES:

1. THE LEGAL DESCRIPTION SHOWN HEREON WAS PREPARED BY THE SURVEYOR.
2. KEITH AND ASSOCIATES, INC. CERTIFICATE OF AUTHORIZATION NUMBER IS L.B.#6860.
3. NOT VALID WITHOUT THE ORIGINAL SIGNATURE AND SEAL OR AN ENCRYPTED DIGITAL SIGNATURE OF A FLORIDA PROFESSIONAL SURVEYOR AND MAPPER.
4. IT IS A VIOLATION OF THE STANDARDS OF PRACTICE RULE 5J-17 OF THE FLORIDA ADMINISTRATIVE CODE, TO ALTER THIS SKETCH AND DESCRIPTION WITHOUT THE EXPRESSED PRIOR WRITTEN CONSENT OF THE SURVEYOR. ADDITIONS AND/OR DELETIONS MADE TO THE FACE OF THIS SKETCH AND DESCRIPTION WILL MAKE THIS DOCUMENT INVALID.
5. THIS SKETCH AND DESCRIPTION DOES NOT CONSTITUTE A BOUNDARY SURVEY.
6. BEARINGS SHOWN HEREON ARE BASED ON AN ASSUMED BEARING OF NORTH 89°40'50" WEST ALONG THE SOUTH LINE OF BLOCK 10 , ST. JAMES PARK, AS RECORDED IN PLAT BOOK 5, ON PAGE 58 , OF THE PUBLIC RECORDS OF ST. LUCIE COUNTY, FLORIDA.
7. LANDS SHOWN HEREON WERE NOT ABSTRACTED FOR RIGHTS OF WAY, EASEMENTS, OWNERSHIP, OR OTHER INSTRUMENTS OF RECORD.
8. THE INTENDED DISPLAY SCALE FOR THIS SKETCH IS 1"= 100' OR SMALLER.

CERTIFICATION:

I HEREBY CERTIFY THAT THE ATTACHED SKETCH & DESCRIPTION OF THE HEREON DESCRIBED PROPERTY IS DEPICTED TO THE BEST OF MY KNOWLEDGE AND BELIEF AND THE INFORMATION AS WRITTEN UNDER MY DIRECTION ON SEPTEMBER 27, 2024 MEETS THE STANDARDS OF PRACTICE RULE 5J-17 OF THE FLORIDA ADMINISTRATIVE CODE, PURSUANT TO SECTION 472.027, FLORIDA STATUTES, SUBJECT TO THE QUALIFICATIONS NOTED HEREON.

KEITH & ASSOCIATES, INC.
CONSULTING ENGINEERS

William A Arata
Digitally signed by William A Arata
DN: CN=William A Arata, c=Qualified=A01410D000001BF62EEBA4400054ADB, O=KEITH AND ASSOCIATES, C=US
Date: 2024.10.07 15:35:30-04'00'

WILLIAM ARATA, P.S.M.
FLORIDA REG. NO. 5082
(FOR THE FIRM)

SKETCH & DESCRIPTION

PORTIONS OF THOSE 25', 50', & 60' UNNAMED RIGHT OF WAYS
ST. JAMES PARK
P.B. 5, PG. 58, S.L.C.R.

SAINT LUCIE COUNTY, FLORIDA

KEITH
301 EAST ATLANTIC BOULEVARD
POMPANO BEACH, FLORIDA 33060-6643
(954) 788-3400 FAX (954) 788-3500
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SHEET 1 OF 5
DRAWING NO. 13844.00 SK&D RW (ALL).dwg

DATE 09/27/24
SCALE AS SHOWN
FIELD BK. N/A
DWNG. BY DB
CHK. BY WA

DATE	REVISIONS

LEGAL DESCRIPTION: (VACATION / ABANDONMENT)

PORTIONS OF THOSE CERTAIN UNNAMED 25' RIGHT OF WAY,UNNAMED 50' RIGHT OF WAY, AND UNNAMED 60' RIGHT OF WAY, ST. JAMES PARK, ACCORDING TO THE PLAT THEREOF, AS RECORDED IN PLAT BOOK 5, PAGE 58 OF THE PUBLIC RECORDS OF SAINT LUCIE, COUNTY, FLORIDA, BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

THAT CERTAIN UNNAMED 25' RIGHT OF WAY LYING ADJACENT TO AND DIRECTLY SOUTH OF BLOCK 6, BLOCK 7, & BLOCK 12 OF SAID ST. JAMES PARK PLAT, BEING BOUND ON THE EAST BY THE SOUTHERLY EXTENSION OF THE EAST LINE OF SAID BLOCK 12, AND BEING BOUND ON THE WEST BY THE SOUTHERLY EXTENSION OF THE EAST LINE OF BLOCK 1, OF SAID ST. JAMES PARK PLAT.

TOGETHER WITH:

THAT CERTAIN UNNAMED 60' RIGHT OF WAY LYING BETWEEN BLOCK 1, & BLOCK 6, OF SAID ST. JAMES PARK PLAT, BEING BOUND ON THE NORTH BY THE EASTERLY EXTENSION OF THE NORTH LINE OF SAID BLOCK 1, AND BEING BOUND OF THE SOUTH BY THE EASTERLY EXTENSION OF THE SOUTH LINE OF SAID BLOCK 1.

TOGETHER WITH:

THAT CERTAIN UNNAMED 60' RIGHT OF WAY LYING BETWEEN BLOCK 6, & BLOCK 7, OF SAID ST. JAMES PARK PLAT, BEING BOUND ON THE NORTH BY THE EASTERLY EXTENSION OF THE NORTH LINE OF SAID BLOCK 6, AND BEING BOUND OF THE SOUTH BY THE EASTERLY EXTENSION OF THE SOUTH LINE OF SAID BLOCK 6.

TOGETHER WITH:

THAT CERTAIN UNNAMED 60' RIGHT OF WAY LYING BETWEEN BLOCK 7, & BLOCK 12, OF SAID ST. JAMES PARK PLAT, BEING BOUND ON THE NORTH BY THE EASTERLY EXTENSION OF THE NORTH LINE OF SAID BLOCK 7, AND BEING BOUND OF THE SOUTH BY THE EASTERLY EXTENSION OF THE SOUTH LINE OF SAID BLOCK 7.

TOGETHER WITH:

ALL THAT CERTAIN UNNAMED 50' RIGHT OF WAY LYING BETWEEN BLOCKS 1 & 2, BLOCKS 5 & 6, BLOCKS 7 & 8, AND BLOCKS 11 & 12, OF SAID ST. JAMES PARK PLAT, BEING BOUND ON THE EAST BY THE NORTHERLY EXTENSION OF THE EAST LINE OF SAID BLOCK 12, AND BEING BOUND OF THE WEST BY LINE LYING 45' EAST OF AND PARALLEL WITH THE WEST LINE OF SAID BLOCK 1.

TOGETHER WITH:

THAT CERTAIN UNNAMED 60' RIGHT OF WAY LYING BETWEEN LOTS 10 THROUGH 16 INCLUSIVE BLOCK 8, AND LOTS 1 THROUGH 7 INCLUSIVE BLOCK 11, OF SAID ST. JAMES PARK PLAT, BEING BOUND ON THE SOUTH BY THE EASTERLY EXTENSION OF THE SOUTH LINE OF SAID BLOCK 8, AND BEING BOUND ON THE NORTH BY THE EASTERLY EXTENSION OF THE NORTH LINE OF SAID LOT 10, BLOCK 8.

TOGETHER WITH:

THAT CERTAIN UNNAMED 50' RIGHT OF WAY LYING BETWEEN BLOCK 10 & BLOCK 11, OF SAID ST. JAMES PARK PLAT, BEING BOUND ON THE EAST BY THE NORTHERLY EXTENSION OF THE EAST LINE OF SAID BLOCK 11, AND BEING BOUND ON THE WEST BY THE NORTHERLY EXTENSION OF THE WEST LINE OF SAID BLOCK 11.

ALL OF SAID RIGHT OF WAYS LYING IN ST. LUCIE COUNTY, FLORIDA.

SKETCH & DESCRIPTION

PORTIONS OF THOSE 25', 50', & 60' UNNAMED RIGHT OF WAYS
ST. JAMES PARK
P.B. 5, PG. 58, S.L.C.R.

SAINT LUCIE COUNTY, FLORIDA

KEITH
301 EAST ATLANTIC BOULEVARD
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(954) 788-3400 FAX (954) 788-3500
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SHEET 2 OF 5

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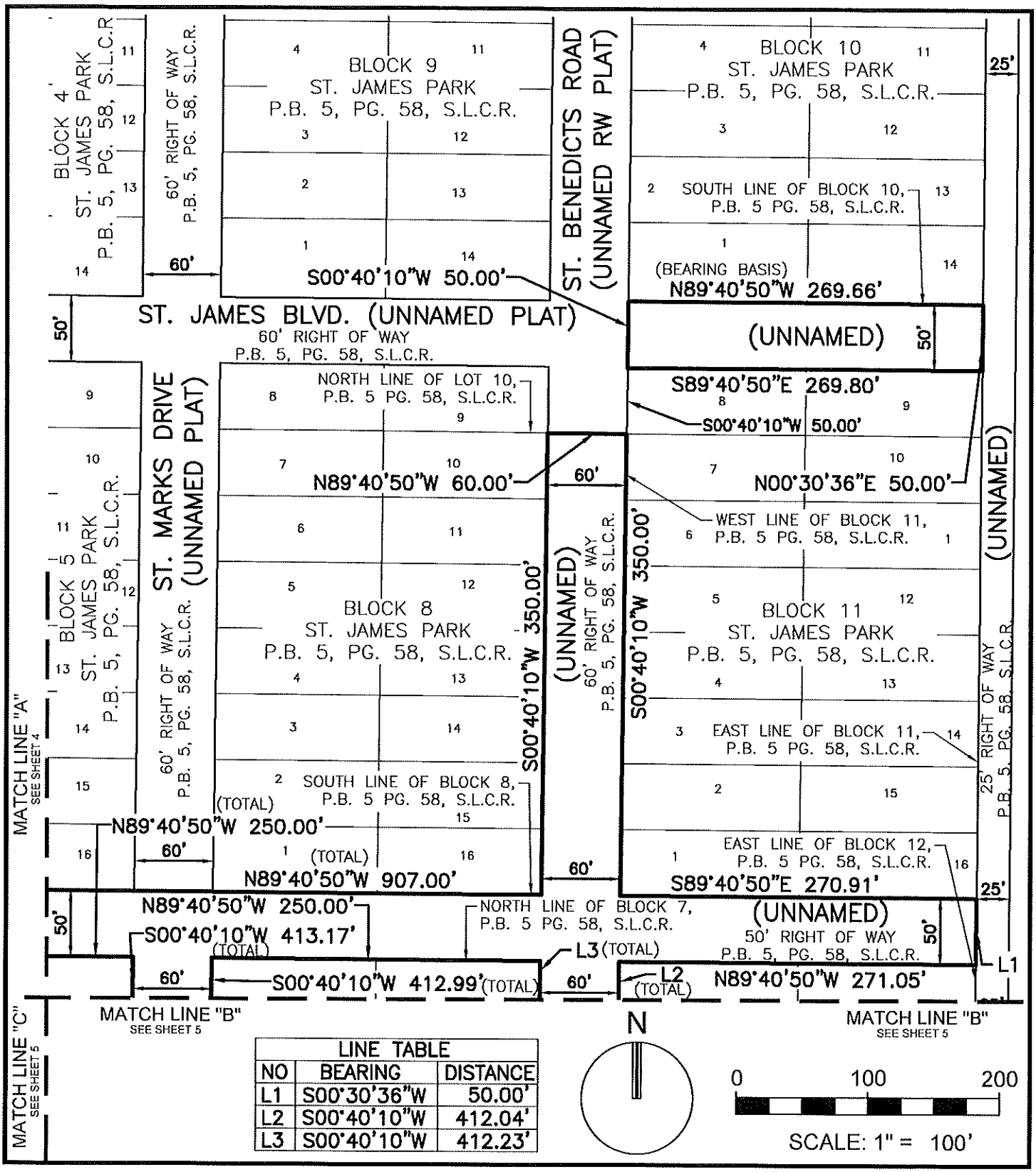

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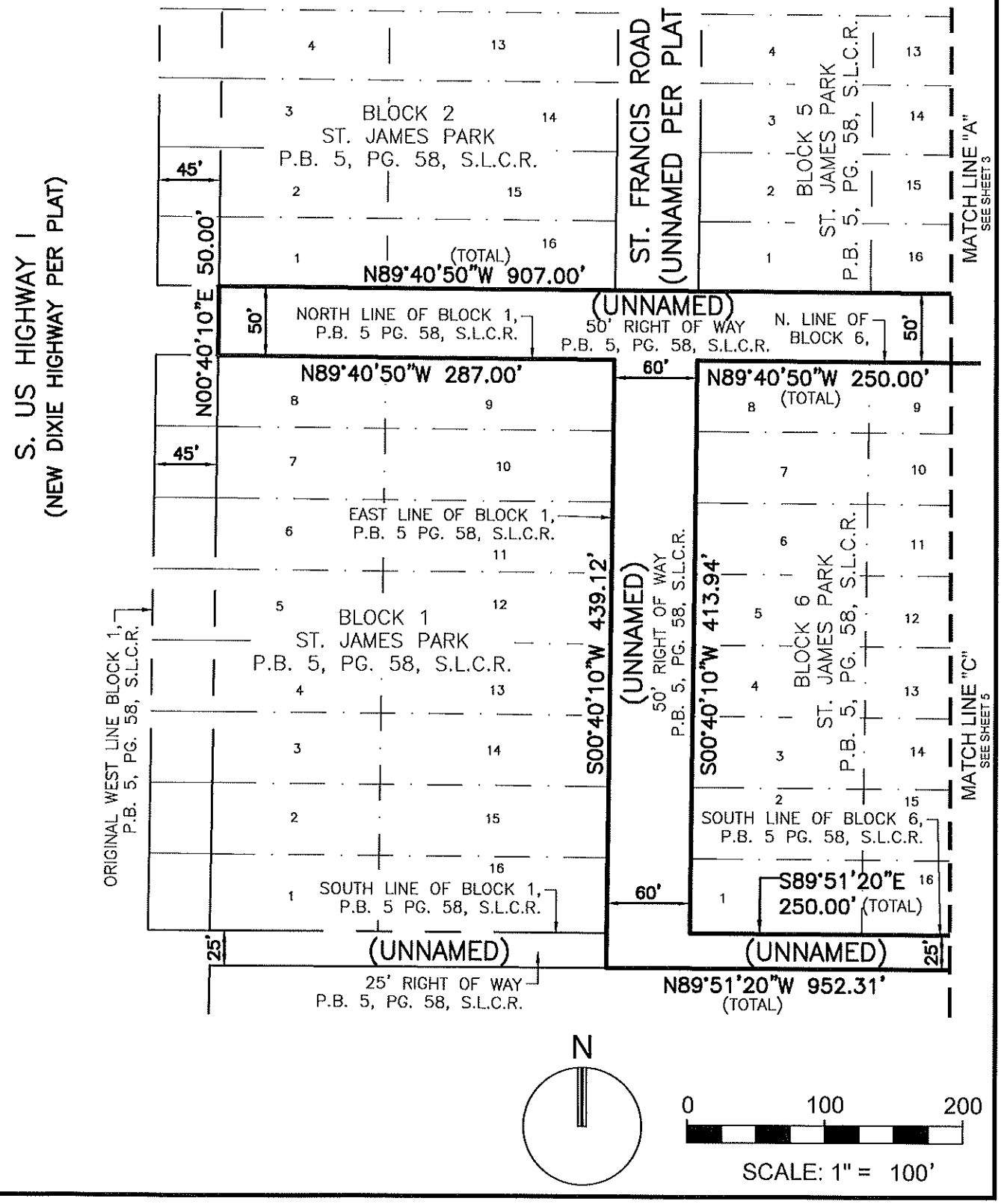
SHEET 3 OF 5

DRAWING NO. 13844.00 SK&D RW (ALL).dwg

DATE	09/27/24
SCALE	AS SHOWN
FIELD BK.	N/A
DWNG. BY	DB
CHK. BY	WA

DATE	REVISIONS



SKETCH & DESCRIPTION

PORTIONS OF THOSE 25', 50', & 60' UNNAMED RIGHT OF WAYS
ST. JAMES PARK
P.B. 5, PG. 58, S.L.C.R.

SAINT LUCIE COUNTY, FLORIDA

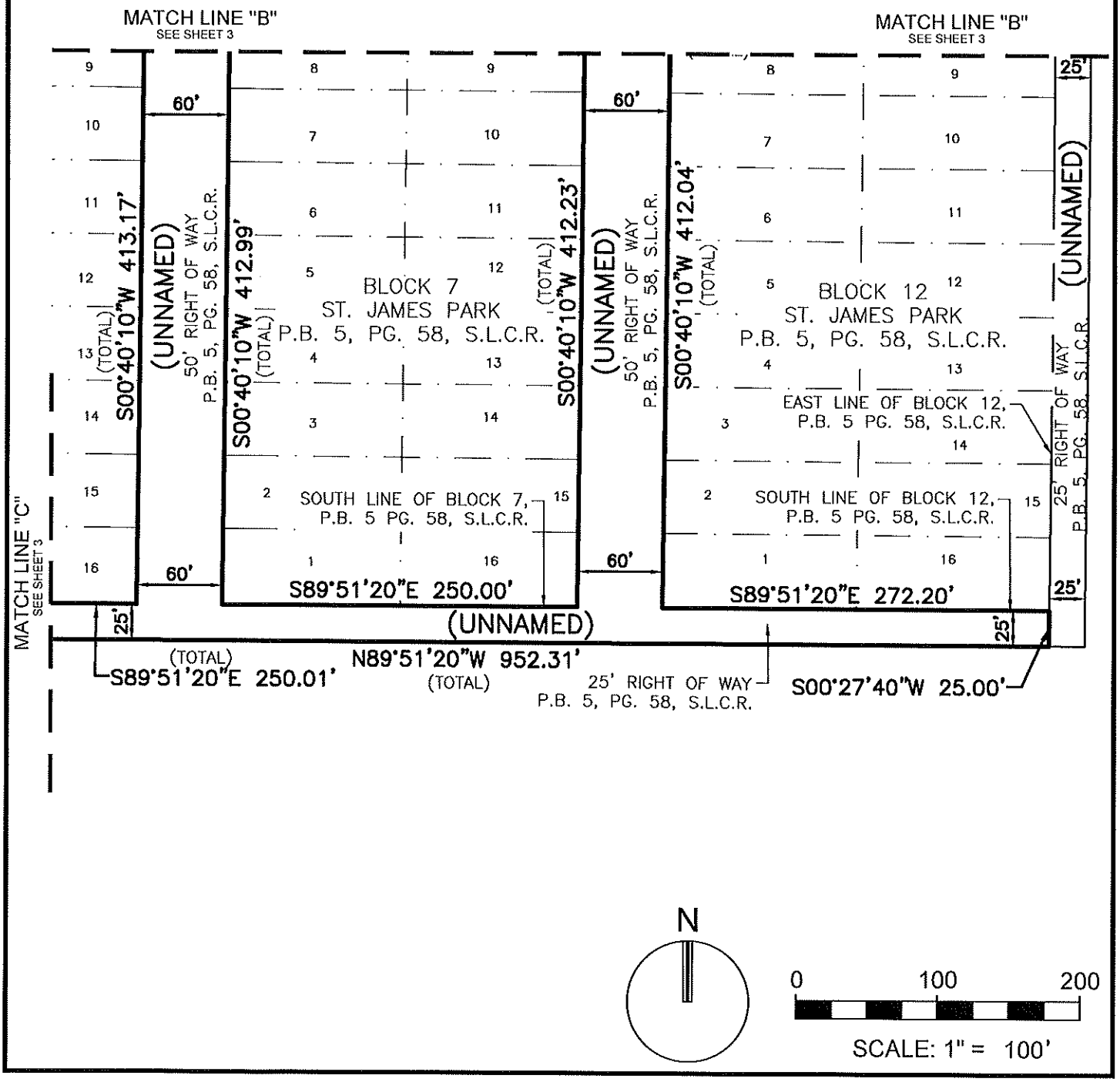
KEITH
301 EAST ATLANTIC BOULEVARD
POMPANO BEACH, FLORIDA 33060-6643
(954) 788-3400 FAX (954) 788-3500
EMAIL: mail@KEITHteam.com LB NO. 6860

SHEET 4 OF 5

DRAWING NO. 13844.00 SK&D RW (ALL).dwg

DATE 09/27/24
SCALE AS SHOWN
FIELD BK. N/A
DWNG. BY DB
CHK. BY WA

DATE	REVISIONS



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PORTIONS OF THOSE 25', 50', & 60' UNNAMED RIGHT OF WAYS
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SHEET 5 OF 5

DRAWING NO. 13844.00 SK&D RW (ALL).dwg

DATE	09/27/24
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DWNG. BY	DB
CHK. BY	WA

DATE	REVISIONS

THE SUNRISE CITY
FORT PIERCE
Florida
CITY ATTORNEY'S OFFICE

TO: VENNIS GILMORE, ASSISTANT PLANNING DIRECTOR

FROM: SARA HEDGES, CITY ATTORNEY SH

RE: SEA PINE VILLAGE - ROW ABANDONMENT FOR SLC

CAO RLS FILE: RLS 24-395

DATE: NOVEMBER 1, 2024

I have reviewed the above Request for Legal Services (RLS) related to the abandonment of right-of-way(s) within the City of Fort Pierce. The background information you provided indicates the County is requesting a Resolution. Your RLS requests direction on how to proceed.

Pursuant to Section 32-2 of the Code of Ordinances for the City of Fort Pierce an Ordinance ("Code") is required for this abandonment. In reviewing prior abandonments, an Ordinance has also been utilized. Further, Section 32-2 of the Code requires the Applicant to pay for the costs associated with the abandonment. No cost has been provided at this time. Such will need to be obtained to finalize the abandonment.

I have drafted and uploaded an Ordinance for you to use start for this abandonment. There are numerous blanks throughout the Ordinance that you will need to fill in, as I do not have the information to do so. I have also uploaded an example of a prior abandonment Ordinance for you to use as a reference.

Upon your completion of the Ordinance, you should confirm with the County it is sufficient for what is needed to complete their abandonments. If you would like me to assist with this by contacting the County Attorney's Office, please let me know. I have also uploaded the Engineering Department's Memo approving this abandonment you subsequently provided via email to Agenda Quick.

If you have any questions, please do not hesitate to contact this Office via phone or e-mail.

Thank you.
SH

City Commission Regular Meeting **13. c.**

Meeting Date: 01/06/2025

Re:

SUBJECT:

Resolution 25-R03 appointing an at-large position to serve on the FPUA Board, filling the unexpired term of Larry Lammers.

SUMMARY:

Larry Lammers, at-large term, resigned from the FPUA Board. Applications were solicited.

RECOMMENDATION:

Select a member.

ALTERNATIVES:

Seek additional applications.

RESPONSIBLE STAFF:

City Clerk

COORDINATED WITH:

Attachments

Ivel Sierra
Paul Pearson
Steven DiPalma
Jaimebeth Galinis
Brandon Nobile
Lavern Johnson
Pearl Davis
Resolution 25-R03
Ballots

Form Review

Form Started By: Tina Rel Started On: 12/27/2024 10:19 AM

Final Approval Date: 12/27/2024

Print

Application For Appointment/Reappointment - Submission #23391

Date Submitted: 12/14/2024

Name of Board or Boards for which you are applying:*

Fort Pierce Utilities Authority Board

Name:*

IVEL Sierra

Home Address:*

4407 BELLE GROVE DRIVE

City:* | **State:*** | **Zip:***

Fort Pierce | FL | 34981

How long at this address?* | **Telephone Number***

7 Years | 7729794565

If less than two years, provide prior address:

4407 Belle Grove Drive

Are you a citizen of the United States? *

- [x] Yes
- [ ] No

Occupation: *

Business Owner and Landlord

Employer:*

Self

Do you own a business that operates within the City of Fort Pierce?*

- [x] Yes
- [ ] No

If yes, list the address and nature of said business:

402 S. 5th St. Fort Pierce, FL Restaurant and Shipping

Do you now or in the future plan to do business with the City of Fort Pierce or the Fort Pierce Utilities Authority(FPUA)?*

- [ ] Yes
- [x] No

If yes, in which organization and in what capacity?

Fort Pierce

Are you employed by a business that is located within the City of Fort Pierce?*

- [x] Yes
- [ ] No

If yes, state the business and location:

Mervis' Cafe' and Grille & United States Postal Service Downtown CPU

Do you have special training or knowledge in the area of:

Engineering:*

- [ ] Yes
- [x] No

Architecture:*

- [ ] Yes
- [x] No

Real Estate Brokering:*

- [ ] Yes
- [x] No

Finanace/Accounting:

- [ ] Yes
- [x] No

Contracting:*

- [ ] Yes
- [x] No

Land Development:*

- [ ] Yes
- [x] No

Utilities:

- [ ] Yes
- [x] No

Management:*

- [x] Yes
- [ ] No

Describe your professional background and what expertise you will bring to this Board. (Attach your resume or other applicable information below if desired) *

I have been a Business Owner in the City of Fort Pierce for the past 16 years. I have also been a landlord in the City for the past 7 years. I have been living as a full time resident in the city and been part of this community for over 18 years. I have been a Business supervisor or manager since graduating from college with over 27 years of experience. I have been a member of Fort Pierce Utility Authority Advisory Committee for over a year and i have participated in other community organizations and events. Being a resident and business owner for so long in this community I have always been involved in some way, such as coaching kids in our city or being actively involved in my children's schools. I have been a part of this City's growth in a positive way for many years and want to continue to be a part of positive things to come.

Are you currently a member of a Commission-appointed board/committee?*

- [x] Yes
- [ ] No

If yes, please specify:

Fort Pierce Utility Authority Advisory Committee

Have you ever been convicted of a felony?*

- [ ] Yes
- [x] No

If yes, what was the nature of the crime(s) you were convicted of:

If appointed, are you willing to attend a training session which could last several hours?*

- [x] Yes
- [ ] No

Referred by:*

Fort Pierce Utility Authority Advisory Committee

Applicant Email Address:*

isierra561@aol.com

Date:*

12/14/2024

Applicant's Signature:*

Ivel Sierra

APPLICATIONS EXPIRE 6 MONTHS FROM THE DATE OF SUBMISSION. PLEASE REAPPLY AS OFTEN AS DESIRED.

For additional information, please contact the City Clerk's Office at 772.467.3065 or email lcox@cityoffortpierce.com.

Upload Resume (Optional)

Ivel_Sierra.pdf

IVEL SIERRA

BUSINESS OWNER & FPUA ADVISORY COMMITTEE MEMBER

PROFESSIONAL SUMMARY

Seasoned Business Owner/Operator at Mervis' Cafe & Grille and USPS Downtown Contract Unit since 2008, adept in operations management and exceptional customer service. Demonstrated success in personnel leadership and inventory control, enhancing vendor relations and client satisfaction. Proven track record in elevating business performance through strategic decision-making and meticulous attention to detail. Willing to serve as a Community Amassador.

EXPERIENCE

Business Owner/Operator
April 2008 - Present | Mervis' Cafe & Grille and USPS Downtown Contract Unit, FORT PIERCE, FL

- Managed all aspects of the daily operations including personnel, inventory control, marketing, budgeting, pricing.
- Provided friendly and engaging customer service to internal and external customers.
- Developed and maintained relationships with clients and suppliers
- Provided leadership, direction, and guidance to staff members
- Hired skilled personnel to handle challenges and obligations of business.

EDUCATION

Bachelor of Science (B.S.) in Business Administration
May 1997
University of Central Florida, Orlando, FL, US

CERTIFICATIONS

- Servsafe Manager Certification

VOLUNTEER EXPERIENCE

Committee Member

CONTACT

(772) 979-4565

isierra561@aol.com

Ft. Pierce, FL 34981

SKILLS

- Inventory control
- Operations management
- Personnel management
- Attention to detail
- Customer service
- Vendor relationship management
- Employee training

LANGUAGES

- **Spanish**
  Bilingual

June 2023 - Present | Fort Pierce Utility Advisory Committee, Fort Pierce, Florida

- Continuous learning of all aspects of FPUA, such as Wastewater, New Plant Construction Updates, Fpuanet,How to read a FPUA bill , Sunshine Law Training
- Helped create a Mission Statement for the FPUA Advisory Committee
- As an Ambassador, Attended Back to School Backpack Event
- Helped Create and Attended The First Annual FPUA Youth Career Event
- Participated actively in discussions, offering constructive feedback when appropriate.

AWARDS

- 2022 St. Lucie County Chamber of Commerce Business and Industry Award for Mervis' Cafe for Best Food and Beverage
- 2018 St. Lucie County Chamber of Commerce Business and Industry Appreciation Award for Mervis' Cafe' Food and Beverage

COMMUNITY ORGANIZATIONS

St. Lucie County Chamber of Commerce Member

Print

Application For Appointment/Reappointment - Submission #23352

Date Submitted: 12/10/2024

Name of Board or Boards for which you are applying:*

FPUA

Name:*

Paul Pearson

Home Address:*

1850 SANDHILL CRANE DR

City:*

FORT PIERCE

State:*

FL

Zip:*

34982

How long at this address?*

11 years

Telephone Number*

7724651585

If less than two years, provide prior address:

1850 SANDHILL CRANE DR

Are you a citizen of the United States? *

- [x] Yes
- [ ] No

Occupation: *

Retired

Employer:*

FPPD

Do you own a business that operates within the City of Fort Pierce?*

- [ ] Yes
- [x] No

If yes, list the address and nature of said business:

Do you now or in the future plan to do business with the City of Fort Pierce or the Fort Pierce Utilities Authority(FPUA)?*

- [ ] Yes
- [x] No

If yes, in which organization and in what capacity?

FORT PIERCE

Are you employed by a business that is located within the City of Fort Pierce?*

- [ ] Yes
- [x] No

If yes, state the business and location:

FL

Do you have special training or knowledge in the area of:

Engineering:*

- [ ] Yes
- [x] No

Architecture:*

- [ ] Yes
- [x] No

Real Estate Brokering:*

- [ ] Yes
- [x] No

Finanace/Accounting:

- [ ] Yes
- [ ] No

Contracting:*

- [ ] Yes
- [x] No

Land Development:*

- [ ] Yes
- [x] No

Utilities:

- [ ] Yes
- [ ] No

Management:*

- [x] Yes
- [ ] No

Describe your professional background and what expertise you will bring to this Board. (Attach your resume or other applicable information below if desired) *

Retired from FPPD since 2018. ,

Are you currently a member of a Commission-appointed board/committee?*

- [ ] Yes
- [x] No

If yes, please specify:

Have you ever been convicted of a felony?*

- [ ] Yes
- [x] No

If yes, what was the nature of the crime(s) you were convicted of:

If appointed, are you willing to attend a training session which could last several hours?*

- [x] Yes
- [ ] No

Referred by:*

N/A e-mail information

Applicant Email Address:*

paulhpearson@hotmail.com

Date:*

12/10/24

Applicant's Signature:*

Paul Pearson Sr.

APPLICATIONS EXPIRE 6 MONTHS FROM THE DATE OF SUBMISSION. PLEASE REAPPLY AS OFTEN AS DESIRED.

For additional information, please contact the City Clerk's Office at 772.467.3065 or email lcox@cityoffortpierce.com.

Upload Resume (Optional)

Choose File No file chosen

Print

Application For Appointment/Reappointment - Submission #23418

Date Submitted: 12/22/2024

Name of Board or Boards for which you are applying:*

FPUA

Name:*

Steven DiPalma

Home Address:*

3514 Carriage Pointe Circle

City:* | **State:*** | **Zip:***

Fort Pierce | FL | 34981

How long at this address?* | **Telephone Number***

5 | 7723707440

If less than two years, provide prior address:

3514 Carriage Pointe Circle

Are you a citizen of the United States? *

- [x] Yes
- [ ] No

Occupation: *

President / Office Manager

Employer:*

High Point of Fort Pierce Condominium Association Section One

Do you own a business that operates within the City of Fort Pierce?*

- [ ] Yes
- [x] No

If yes, list the address and nature of said business:

Do you now or in the future plan to do business with the City of Fort Pierce or the Fort Pierce Utilities Authority(FPUA)?*

- [ ] Yes
- [x] No

If yes, in which organization and in what capacity?

Fort Pierce

Are you employed by a business that is located within the City of Fort Pierce?*

- [ ] Yes
- [x] No

If yes, state the business and location:

Florida

Do you have special training or knowledge in the area of:

Engineering:*

- [ ] Yes
- [x] No

Architecture:*

- [ ] Yes
- [x] No

Real Estate Brokering:*

- [ ] Yes
- [x] No

Finanace/Accounting:

- [x] Yes
- [ ] No

Contracting:*

- [x] Yes
- [ ] No

Land Development:*

- [ ] Yes
- [x] No

Utilities:

- [x] Yes
- [ ] No

Management:*

- [x] Yes
- [ ] No

Describe your professional background and what expertise you will bring to this Board. (Attach your resume or other applicable information below if desired) *

Please see attached resume

Are you currently a member of a Commission-appointed board/committee?*

- [x] Yes
- [ ] No

If yes, please specify:

FPUA Advisory Committee

Have you ever been convicted of a felony?*

- [ ] Yes
- [x] No

If yes, what was the nature of the crime(s) you were convicted of:

If appointed, are you willing to attend a training session which could last several hours?*

- [x] Yes
- [ ] No

Referred by:*

Tom Perona

Applicant Email Address:*

steven.dipalma@yahoo.com

Date:*

12/23/2024

Applicant's Signature:*

Steven DiPalma

APPLICATIONS EXPIRE 6 MONTHS FROM THE DATE OF SUBMISSION. PLEASE REAPPLY AS OFTEN AS DESIRED.

For additional information, please contact the City Clerk's Office at 772.467.3065 or email lcox@cityoffortpierce.com.

Upload Resume (Optional)

Steven DiPalma Resume.docx

Steven DiPalma
Ft. Pierce, FL
Phone: 772-370-7440 | Email: steven.dipalma@yahoo.com

PROFESSIONAL SUMMARY

Experienced leader and community advocate with over 50 years of service to the Ft. Pierce area. Proven expertise in property management, budget oversight, contract negotiation, and team supervision. Demonstrated success in leading nonprofit organizations, working with local government agencies, and facilitating community growth. A semi-retired president and office manager with a strong record of volunteer leadership and civic involvement.

EXPERIENCE

President / Office Manager
High Point of Ft. Pierce Condominium Section One
Ft. Pierce, FL | 2009 – Present (15 Years)

- Oversee the day-to-day operations and management of the High Point Condominium Association, a 264-unit community with a $1.5 million budget.
- Approve all bills and payments, ensuring the proper financial health of the community.
- Negotiate contracts with vendors, service providers, and contractors, ensuring the best value for the association.
- Supervise a team of three employees and collaborate with real estate agents, mortgage companies, and title companies to facilitate property transactions.
- Manage a 7-member Board of Directors, guiding decision-making processes and implementing community policies.

Community Activist
Ft. Pierce, FL | 1982 – Present

- Dedicated to the betterment of Ft. Pierce through active leadership in numerous civic organizations.
- Serve as a key figure in local events, charity initiatives, and community development efforts.
- Past leadership roles in various organizations and boards, including Ft. Pierce Athletic League, St. Lucie Sheriff's PAL, and Kiwanis Club.

President
Ft. Pierce Athletic League
Ft. Pierce, FL | 2005 – Present

- Lead a nonprofit organization focused on youth sports and community recreation.

- Coordinate athletic programs and events, fostering a positive environment for young athletes in the community.

Past President
St. Lucie Sheriff's PAL (Police Athletic League)
Ft. Pierce, FL

- Provided leadership for the St. Lucie Sheriff's PAL, promoting positive interactions between law enforcement and youth through sports and community engagement.

Special Deputy
St. Lucie Sheriff's Department
Ft. Pierce, FL | 2009]

- Support local law enforcement efforts as a Special Deputy, helping to ensure public safety and community well-being.

Vice Chair
Fort Pierce Utilities Advisory Board
Ft. Pierce, FL | 2023 – Present

- Assist in providing advice to the Fort Pierce Utilities Authority on matters related to the city's utilities and infrastructure.

COMMUNITY LEADERSHIP & AFFILIATIONS

- **Past President**, *Ft. Pierce Downtown Kiwanis Club*
- **Past Chairperson**, *Civil Service Appeals Board*
- **Past Vice Chairman**, *Communitywide Council*
- **Committee Member**, *City of Ft. Pierce Advisory Board for FPUA*
- **Member**, *Ft. Pierce Elks Lodge 1520*
- **Member**, *Downtown Landlords Association*
- **Member**, *Fraternal Order of Police (FOP) #41*
- **Committee Member**, *Saint Lucie County Toy Run*
- **Special Deputy**, *St. Lucie County Sheriff's Department*
- **Honorary Deputy**, *St. Lucie County Sheriff's Department*
- **Vice Chairman,** *FPUA Advisory Committee*

EDUCATION & CERTIFICATIONS

- CAD (Computer Aided Design) Certificate
- Condominium Seminar Certificate
- CAM (Community Association Mangers) License

PERSONAL INFORMATION

- **Family**:
    - Sons: Steven DiPalma (St. Lucie County Fireman/Paramedic), Brian DiPalma (Chief Technology Officer at Nexus IT Services)
    - Grandchildren: Vincenzo (9 years old), Amelia Mae (4 years old)
- **Residence**: Ft. Pierce, FL (Resident for almost 50 years)

SKILLS & QUALIFICATIONS

- **Property Management**: Budget oversight, contract negotiation, team leadership
- **Community Engagement**: Leadership in local organizations, event coordination, volunteer management
- **Leadership & Team Management**: Board governance, employee supervision, cross-functional collaboration
- **Public Service**: Experience in law enforcement, youth advocacy, and public safety initiatives

---

References available upon request.

Print

Application For Appointment/Reappointment - Submission #23385

Date Submitted: 12/13/2024

Name of Board or Boards for which you are applying:*

Fort Pierce Utilities Authority (FPUA) Board

Name:*

Jaimebeth Galinis

Home Address:*

1710 Plover Ave

City:* | **State:*** | **Zip:***

Fort Pierce | FL | 34949

How long at this address?* | **Telephone Number***

15 years | 561-715-5317

If less than two years, provide prior address:

Are you a citizen of the United States? *

- [x] Yes
- [ ] No

Occupation: *

Sr Director Customer Experience and Operations

Employer:*

BD Medical (Becton, Dickinson and Company)

Do you own a business that operates within the City of Fort Pierce?*

- [x] Yes
- [ ] No

If yes, list the address and nature of said business:

ALG Homes, LLC (Property Management)

Do you now or in the future plan to do business with the City of Fort Pierce or the Fort Pierce Utilities Authority(FPUA)?*

- [ ] Yes
- [x] No

If yes, in which organization and in what capacity?

Are you employed by a business that is located within the City of Fort Pierce?*

- [ ] Yes
- [x] No

If yes, state the business and location:

Do you have special training or knowledge in the area of:

Engineering:*

- [x] Yes
- [ ] No

Architecture:*

- [ ] Yes
- [x] No

Real Estate Brokering:*

- [ ] Yes
- [x] No

Finanace/Accounting:

- [x] Yes
- [ ] No

Contracting:*

- [x] Yes
- [ ] No

Land Development:*

- [ ] Yes
- [x] No

Utilities:

- [ ] Yes
- [x] No

Management:*

- [x] Yes
- [ ] No

Describe your professional background and what expertise you will bring to this Board. (Attach your resume or other applicable information below if desired) *

I offer a breadth and depth of knowledge, both professionally and on select boards, for decision making, strategic planning, and tactical implementation which I am excited to bring to the FPUA team. My career history demonstrates my outstanding communication and leadership skills as well as my reputation for being organized and dependable. Further, my record for budgeting, quality control, team building and get-it-done-right attitude, has resulted in measurable benefits to companies' and boards like Becton Dickinson, Pelican Yacht Club, and Office Depot. I look forward to bringing my talents to this role to support my city and community

Are you currently a member of a Commission-appointed board/committee?*

- [x] Yes
- [ ] No

If yes, please specify:

Board of Adjustments

Have you ever been convicted of a felony?*

- [ ] Yes
- [x] No

If yes, what was the nature of the crime(s) you were convicted of:

If appointed, are you willing to attend a training session which could last several hours?*

- [x] Yes
- [ ] No

Referred by:*

Jaimebeth Galinis

Applicant Email Address:*

jaimegalinis@gmail.com

Date:*

12/13/2024

Applicant's Signature:*

Jaimebeth Galinis

APPLICATIONS EXPIRE 6 MONTHS FROM THE DATE OF SUBMISSION. PLEASE REAPPLY AS OFTEN AS DESIRED.

For additional information, please contact the City Clerk's Office at 772.467.3065 or email lcox@cityoffortpierce.com.

Upload Resume (Optional)

Jaimebeth Vicidomini Galinis Resume 2024.pdf

Jaimebeth Vicidomini Galinis

jaimegalinis@gmail.com • (561) 715-5317
• South Hutchinson Island, FL

Highly skilled and dynamic professional with over 20 years' experience developing and implementing innovative operations and product development strategies to boost revenue and drive business growth.

Accomplished at successfully managing project logistics, campaign development, and operations strategies to achieve business revenue objective and profit goals. Proficient in training and mentoring teams in accordance with relevant regulations and policies to drive corporate objectives. Able to utilize communication skills to cultivate fruitful relationships with customers, staff, vendors and management which establish development and business opportunities. Adept at analyzing consumer and industry trends to promote informed decisions, strategic planning, and marketing success.

Areas of Expertise

- Staff Leadership & Training
- Sales & Marketing Strategies
- Operational Excellence
- Project Management
- Campaign Development
- Forecasting & Budgeting
- Business Development & Integration
- Regulatory & Quality Assurance
- Financial Reporting & Management

Career Experience

BD (Becton, Dickinson, and Company) **2021 – Present**
Sr. Director of Customer Experience and Operations

Oversee strategic direction and operational management of multi-site customer service team. Assess and review processes and procedures to identify growth opportunities, enhance revenue, and streamline operations. Recruit, train, and mentor staff to ensure development of technical knowledge, project management, and customer related skills. Collaborate with cross-functional teams to drive business goals and align client strategies. Supervise and generate key performance indicator (KPI) and initiative progress reports for executive management. Determine appropriate balance of outsourced and in-sourced staffing and support for all business units, considering specific business unit needs, seasonality, and SLAs for agency customers. Develop and implement training programs and methodology for customer experience representatives.

- Additional responsibilities include all vendor negotiations, distribution management with 11 site 3PL provider, and providing support to external field selling resources located through the US

DeRoyal, Knoxville, TN **2014 – 2021**
Director of Marketing & Product Development

Directed marketing and product development planning for domestic and international projects. Oversaw product conversion and development, stakeholder engagement, forecasting, and digital design. Supervised and reported on project progression to senior management. Developed and implemented product pricing and sales and marketing strategies to drive profitability and promote products. Established operational goals and collaborate with cross-functional teams to ensure corporate objective success. Analyzed trends, operational processes, healthcare reform acts, and PDAC options to ensure company alignment with guidelines and reimbursement structures.

- Accomplished successful HCPC code change for broad spectrum of wound and therapy devices, which led to millions in annual Ostomy profit increase.

Liberty Medical/Medco, Port St. Lucie, FL **2010 – 2014**
Director of Marketing & Merchandising

Headed program logistics to ensure financial goal success. Designed and established consumer market communication strategies, programs, and budgets to drive profit objectives and identify business opportunities. Conducted strategic analyses of advertising and promotion activities, as well as financial, technological, and demographic trends to identify marketing opportunities and counteract competitor campaigns. Maintained portfolio approach to promote cost effective programs. Coordinated cross-functional collaboration by implementing internal communication strategies.

- Successfully boosted revenue by 40%, developed business, and decreased costs.

Office Depot, Boca Raton, FL 2003 – 2010
Senior Manager II, Online Marketing & Business Development, Commercial Division 2008 – 2010

Managed training and mentoring of 6-person team, as well as 25 additional resources. Created and implemented online marketing programs, reporting methods, and sales portal tracking systems to ensure operational efficacy and revenue goal success. Generated progression reports regarding online traffic, consumer behavior trends, advertising campaigns, and internet marketing links for tracking and ROI purposes. Established strategies to increase customer traffic, conversion rates, and ROI. Built trust relationships with vendors to promote business growth and market penetration.

- Strategically implemented innovative coupon systems, price increases, and new revenue streams promotions to ensure zero profit loss during recession and housing crisis.

Additional Experience

Senior Manager, Strategic Marketing & Business Solutions Division, Office Depot, Boca Raton, FL
Strategic Vendor Program Manager, Business Solutions Division, Office Depot, Boca Raton, FL
Insert Production Coordinator, Retail Division, Office Depot, Boca Raton, FL
Advertising Business Associate, Sports Nutrition Department, Rexall Sundown, Boca Raton, FL
Marketing and Public Relations Coordinator, Maritime Communications Network, Miramar, FL
Public Relations & Marketing Manager, All VideoNetwork.com, North Palm Beach, FL
Development Specialist, American Cancer Society, Boca Raton, FL

Education

Master of Science, School of Pharmacy, Temple University, Philadelphia, PA
Master of Business Administration, Operations Management, Florida Atlantic University, Boca Raton, FL
Bachelor of Arts, Political Science, University of Florida, Gainesville FL

Certifications

RAQA, Medical Devices, Temple University, School of Pharmacy
Business Administration, Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)

Patents

Pre-Cut Wound Dressing (Helix Design), D912832
Pre-Cut Wound Dressing, D12831

Awards

2019 RFID Automation Winner
NPWT Management Automation
AIM Global

Print

Application For Appointment/Reappointment - Submission #23364

Date Submitted: 12/11/2024

Name of Board or Boards for which you are applying:*

Fort Pierce Utilities Authority

Name:*

Brandon Nobile

Home Address:*

606 South 8th Street

City:*

Fort Pierce

State:*

FL

Zip:*

34950-8530

How long at this address?*

6

Telephone Number*

7723497015

If less than two years, provide prior address:

Are you a citizen of the United States? *

- [x] Yes
- [ ] No

Occupation: *

Business Owner

Employer:*

Remnant Construction, LLC

Do you own a business that operates within the City of Fort Pierce?*

- [x] Yes
- [ ] No

If yes, list the address and nature of said business:

201 S 2nd St, Suite 100, Fort Pierce - Construction Manager

Do you now or in the future plan to do business with the City of Fort Pierce or the Fort Pierce Utilities Authority(FPUA)?*

- [ ] Yes
- [x] No

If yes, in which organization and in what capacity?

Are you employed by a business that is located within the City of Fort Pierce?*

- [x] Yes
- [ ] No

If yes, state the business and location:

Remnant Construction - 201 S 2nd St, Suite 100, Fort Pierce

Do you have special training or knowledge in the area of:

Engineering:*

- [x] Yes
- [ ] No

Architecture:*

- [x] Yes
- [ ] No

Real Estate Brokering:*

- [x] Yes
- [ ] No

Finanace/Accounting:

- [x] Yes
- [ ] No

Contracting:*

- [x] Yes
- [ ] No

Land Development:*

- [x] Yes
- [ ] No

Utilities:

- [x] Yes
- [ ] No

Management:*

- [x] Yes
- [ ] No

Describe your professional background and what expertise you will bring to this Board. (Attach your resume or other applicable information below if desired) *

I have been in the commercial construction industry for almost 2 decades and over the last 7 years I have owned and managed Remnant Construction, which in addition to employing 30 staff members in the city of Fort Pierce has also completed or is currently working on roughly $250M in commercial construction in St. Lucie County. In addition to that I have held or currently hold positions on the following boards and committees: Sun Grove Montessori School St. Lucie County Education Foundation St. Lucie County Cultural Alliance Economic Development Council Chamber of Commerce Guardians for New Futures United Against Poverty Corporate Board City of Fort Pierce Board of Examiners of Contractors City of Fort Pierce Community Redevelopment Agency Advisory Committee

Are you currently a member of a Commission-appointed board/committee?*

- [x] Yes
- [ ] No

If yes, please specify:

City of Fort Pierce Board of Examiners of Contractors & City of Fort Pierce Community Redevelopment Agency Advisory Committee

Have you ever been convicted of a felony?*

- [ ] Yes
- [x] No

If yes, what was the nature of the crime(s) you were convicted of:

If appointed, are you willing to attend a training session which could last several hours?*

- [x] Yes
- [x] No

Referred by:*

City Email Blast

Applicant Email Address:*

bnobile@remnantconstruction.com

Date:*

12/11/24

Applicant's Signature:*

Brandon Nobile

APPLICATIONS EXPIRE 6 MONTHS FROM THE DATE OF SUBMISSION. PLEASE REAPPLY AS OFTEN AS DESIRED.

For additional information, please contact the City Clerk's Office at 772.467.3065 or email lcox@cityoffortpierce.com.

Upload Resume (Optional)

Choose File No file chosen

Print

Application For Appointment/Reappointment - Submission #23383

Date Submitted: 12/13/2024

Name of Board or Boards for which you are applying:*

FPUA

Name:*

Lavern Roché Johnson

Home Address:*

903 Bent Creek Drive

City:* | **State:*** | **Zip:***

Fort Pierce | FL | 34947

How long at this address?* | **Telephone Number***

4 years | 304-906-7994

If less than two years, provide prior address:

3802 Crossroads Parkway

Are you a citizen of the United States? *

- [x] Yes
- [ ] No

Occupation: *

Marketing

Employer:*

Atlantic Payroll Partners

Do you own a business that operates within the City of Fort Pierce?*

- [ ] Yes
- [x] No

If yes, list the address and nature of said business:

Do you now or in the future plan to do business with the City of Fort Pierce or the Fort Pierce Utilities Authority(FPUA)?*

- [x] Yes
- [ ] No

If yes, in which organization and in what capacity?

The only business relationship I have with FPUA is as a customer

Are you employed by a business that is located within the City of Fort Pierce?*

- [x] Yes
- [ ] No

If yes, state the business and location:

Atlantic Payroll Partners 3802 Crossroads Parkway

Do you have special training or knowledge in the area of:

Engineering:*

- [ ] Yes
- [x] No

Architecture:*

- [ ] Yes
- [x] No

Real Estate Brokering:*

- [ ] Yes
- [x] No

Finanace/Accounting:

- [ ] Yes
- [x] No

Contracting:*

- [ ] Yes
- [x] No

Land Development:*

- [ ] Yes
- [x] No

Utilities:

- [ ] Yes
- [x] No

Management:*

- [x] Yes
- [ ] No

Describe your professional background and what expertise you will bring to this Board. (Attach your resume or other applicable information below if desired) *

I've worked in Marketing and Communications for more than 10 years. A majority of my work is research driven to generate business or execute a new strategy that benefits clients. I also have a strong technical background and in addition to Marketing, I solve problems. The joke is that marketing is a small part of my job.

Are you currently a member of a Commission-appointed board/committee?*

- [ ] Yes
- [x] No

If yes, please specify:

Have you ever been convicted of a felony?*

- [ ] Yes
- [x] No

If yes, what was the nature of the crime(s) you were convicted of:

If appointed, are you willing to attend a training session which could last several hours?*

- [x] Yes
- [ ] No

Referred by:*

N/A

Applicant Email Address:*

l.rochejohnson@gmail.com

Date:*

12/13/2024

Applicant's Signature:*

L. Roché Johnson

APPLICATIONS EXPIRE 6 MONTHS FROM THE DATE OF SUBMISSION. PLEASE REAPPLY AS OFTEN AS DESIRED.

For additional information, please contact the City Clerk's Office at 772.467.3065 or email lcox@cityoffortpierce.com.

Upload Resume (Optional)

Choose File No file chosen

Print

Application For Appointment/Reappointment - Submission #23387

Date Submitted: 12/13/2024

Name of Board or Boards for which you are applying:*

Ft. Pierce Utilities Authority

Name:*

Pearl M Davis

Home Address:*

2006 AVENUE Q

City:*

Fort Pierce

State:*

FL

Zip:*

34950

How long at this address?*

20 Years

Telephone Number*

(772) 240-2328

If less than two years, provide prior address:

Are you a citizen of the United States? *

- [x] Yes
- [ ] No

Occupation: *

Retired

Employer:*

N/A

Do you own a business that operates within the City of Fort Pierce?*

- [ ] Yes
- [x] No

If yes, list the address and nature of said business:

Do you now or in the future plan to do business with the City of Fort Pierce or the Fort Pierce Utilities Authority(FPUA)?*

- [ ] Yes
- [x] No

If yes, in which organization and in what capacity?

Are you employed by a business that is located within the City of Fort Pierce?*

- [ ] Yes
- [x] No

If yes, state the business and location:

Do you have special training or knowledge in the area of:

Engineering:*

- [ ] Yes
- [x] No

Architecture:*

- [ ] Yes
- [x] No

Real Estate Brokering:*

- [x] Yes
- [ ] No

Finanace/Accounting:

- [x] Yes
- [ ] No

Contracting:*

- [x] Yes
- [ ] No

Land Development:*

- [x] Yes
- [ ] No

Utilities:

- [x] Yes
- [ ] No

Management:*

- [x] Yes
- [ ] No

Describe your professional background and what expertise you will bring to this Board. (Attach your resume or other applicable information below if desired) *

As a retired banker I bring a variety of applicable skills. I am the former Director of the Office of Conservatorship/Receivership Asset Management for the Federal Department of Insurance Corporation (FDIC), Resolution Trust Corporation. In that role I managed a multi billion dollar budget that controlled financial institutions within the southeast region of the United States. That role entailed converting insolvent banks to favorable organizations for sale to healthy institutions while protecting depositors and investors interest. As well, identifying and resolving waste, fraud, and abuse. Through maximizing the return on sale of assets held by the banks required extensive knowledge of multiple industries I.e. timeliness with converting investments, construction projects, and disposal of non-earning assets held by the institutions. Upon moving back to Ft. Pierce to care for elderly parents, the last 20 years of my career life were shared with Harbor Federal Savings & Loan and Seacoast National Bank as Senior Vice President, Director of Risk Management. Later, retired and continue to reside and serve this community in various capacities.

Are you currently a member of a Commission-appointed board/committee?*

- [x] Yes
- [ ] No

If yes, please specify:

I am an active member of the Fort Pierce Utilities Authority Advisory Committee, 1/2 tax Infrastructure Committee, and Civil Appeals Board for the City of Fort Pierce.

Have you ever been convicted of a felony?*

- [ ] Yes
- [x] No

If yes, what was the nature of the crime(s) you were convicted of:

If appointed, are you willing to attend a training session which could last several hours?*

- [x] Yes
- [ ] No

Referred by:*

City Commissioner, Curtis Johnson

Applicant Email Address:*

davisp7@aol.com

Date:*

December 13, 2024

Applicant's Signature:*

Pearl M. Davis

APPLICATIONS EXPIRE 6 MONTHS FROM THE DATE OF SUBMISSION. PLEASE REAPPLY AS OFTEN AS DESIRED.

For additional information, please contact the City Clerk's Office at 772.467.3065 or email lcox@cityoffortpierce.com.

Upload Resume (Optional)

Choose File No file chosen

RESOLUTION NO. 25-R03

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF FORT PIERCE, FLORIDA, **CERTIFYING THE APPOINTMENT OF AN AT-LARGE MEMBER OF THE FORT PIERCE UTILITIES AUTHORITY BOARD**; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, Larry Lammers resigned from the Fort Pierce Utilities Board on December 31st, 2024; and

NOW THEREFORE, BE IT RESOLVED By the City Commission of the City of Fort Pierce, Florida, that Pearl Davis be and is hereby appointed as an At-Large member of the Fort Pierce Utilities Authority Board to fill the unexpired term of Larry Lammers; said term to commence immediately upon adoption, and to expire on September 30, 2025, or when a successor has been duly appointed.

BE IT FURTHER RESOLVED that this Resolution shall become effective on 6th day of January, 2025.

IN WITNESS WHEREOF, this Resolution has been duly adopted this 6th day of January, 2025.

_____
LINDA HUDSON, MAYOR COMMISSIONER

ATTEST:

_____
LINDA W. COX, CITY CLERK

(CITY SEAL)

APPROVED AS TO FORM
AND CORRECTNESS:

_____
SARA HEDGES
CITY ATTORNEY

THE SUNRISE CITY
FORT PIERCE
CITY CLERK'S OFFICE
Florida

Fort Pierce Utilities Authority – January 2025

Applications submitted and attached to agenda item for at-large consideration are as follows:

Pearl Davis
Steven DiPalma
Jaimebeth Galinis
Lavern Johnson
Brandon Nobile
Paul Pearson
Ivel Sierra

Choice: PEARL DAVIS

Submitted by: M BEDDRICK

THE SUNRISE CITY
FORT PIERCE
CITY CLERK'S OFFICE
Florida

Fort Pierce Utilities Authority – January 2025

Applications submitted and attached to agenda item for at-large consideration are as follows:

Pearl Davis
Steven DiPalma
Jaimebeth Galinis
Lavern Johnson
Brandon Nobile
Paul Pearson
Ivel Sierra

Choice: Pearl Davis

Submitted by: Curtis Johnson

THE SUNRISE CITY
FORT PIERCE
CITY CLERK'S OFFICE
Florida

Fort Pierce Utilities Authority – January 2025

Applications submitted and attached to agenda item for at-large consideration are as follows:

Pearl Davis
Steven DiPalma
Jaimebeth Galinis
Lavern Johnson
Brandon Nobile
Paul Pearson
Ivel Sierra

Choice: Pearl Davis

Submitted by: Linda Hudson

THE SUNRISE CITY
FORT PIERCE
CITY CLERK'S OFFICE
Florida

Fort Pierce Utilities Authority – January 2025

Applications submitted and attached to agenda item for at-large consideration are as follows:

Pearl Davis
Steven DiPalma
Jaimebeth Galinis
Lavern Johnson
Brandon Nobile
Paul Pearson
Ivel Sierra

Choice: Pearl Davis

Submitted by: A. Gaines

THE SUNRISE CITY
FORT PIERCE
CITY CLERK'S OFFICE
Florida

Fort Pierce Utilities Authority – January 2025

Applications submitted and attached to agenda item for at-large consideration are as follows:

Pearl Davis

Steven DiPalma

Jaimebeth Galinis

Lavern Johnson

Brandon Nobile

Paul Pearson

Ivel Sierra

Choice: Ivel Sierra

Submitted by: TAYLOR

City Commission Regular Meeting **13. d.**

Meeting Date: 01/06/2025

Re: Sale of Plat of Villas at King's Landing

Submitted For: Sara Hedges, City Attorney, City Attorney

SUBJECT:

Resolution 25-R05 either granting approval or denying approval of the Sale of the Plat of Villas at King's Landing from Audubon Development, Inc to Kings Landing Ft Pierce, LLC.

SUMMARY:

Pursuant to the Amended and Restated Agreement for Development of King's Landing and the Amendments thereto ("Agreement"), the City has received Notice from Audubon Development, Inc. ("Audubon") of their intention to sell the land identified by the Plat of Villas at King's Landing to Kings Landing Ft Pierce, LLC pursuant to a Real Estate Pruchase and Sale Contract ("Sale Contract"). Per the Agreement, the City is required to provide written approval or denial of the Sale Contract to Audubon, and the City shall not unreasonably withhold approval.

RECOMMENDATION:

Staff will proceed as directed.

ALTERNATIVES:

Staff will proceed as directed.

RESPONSIBLE STAFF:

Sara Hedges, City Attorney

COORDINATED WITH:

Linda Cox, Acting City Manager

Fiscal Impact

OTHER INFORMATION:

N/A

Attachments

Resolution No. 25-R05
Exhibit A - Villas Sale Agreement
Amended and Restated Agreement
First Amendment
Second Amendment

Form Review

Inbox	Reviewed By	Date
City Manager	Linda Cox	12/30/2024 05:16 PM
City Manager	Linda Cox	12/31/2024 08:55 AM

Form Started By: Sara Hedges Started On: 12/12/2024 06:34 PM

Final Approval Date: 12/31/2024

RESOLUTION NO. 25-R05

A RESOLUTION OF THE CITY OF FORT PIERCE, FLORIDA, REGARDING THE CITY'S APPROVAL OR DENIAL OF THE SALE OF THE VILLAS PLAT AT KING'S LANDING; PROVIDING FOR A SEVERABILITY CLAUSE; REPEALING ALL RESOLUTIONS IN CONFLICT HEREWITH; AND PROVIDING AN EFFECTIVE DATE

WHEREAS, the City of Fort Pierce ("City") and Audubon Development, Inc ("Audubon") entered into an agreement for the sale of certain land known as King's Landing dated December 2, 2019 and recorded in Official Records Book 4353, Page 1200, as amended by that certain First Amendment to Agreement for Development of King's Landing, dated February 3, 2020 and recorded in Official Records Book 4382, Page 118, both of the Public Records of St. Lucie County Florida (collectively, the "Original Agreement for Development"); and

WHEREAS, the City and Audubon entered into an Amended and Restated Agreement for Development of King's Landing dated February 8, 2022, and recorded in Official Records Book 4775, Page 2707, of the Public Records of St. Lucic County (the "Amended and Restated Agreement"); and

WHEREAS, the Amended and Restated Agreement superseded the Original Agreement for Development; and

WHEREAS, Audubon and the City entered into a First Amendment to the Amended and Restated Agreement, dated November 28, 2022, and recorded in Official Records Book 4919, Page 632, of the Public Records of St. Lucie County (the "First Amendment"); and

WHEREAS, Audubon and the City entered into a Second Amendment to the Amended and Restated Agreement, dated August 13, 2024 and recorded in the Official Records Book 5192, Page 666, of the Public Records of St. Lucie County (the "Second Amendment"); and

WHEREAS, proper Notice, pursuant to the Amended and Restated Agreement and the amendments thereto was served to the City on December 27, 2024 of Audubon's intent and request to sell its interest in the villas plat of King's Landing to King's Landing Ft Pierce, LLC; and

WHEREAS, a copy of the Notice and the villas sale agreement are attached hereto as Exhibit "A" and incorporated herein by reference; and

WHEREAS, pursuant to the Amended and Restated Agreement and the amendments thereto, the City has fifteen (15) days from receipt of the notice to provide written approval or denial of the request to sell the Villas plat; and

WHEREAS, the City has reviewed the villas sale agreement for consistency with the development of the King's Landing Project in accordance with the Amended and Restated Agreement and the amendments thereto and the Site Plan.

NOW, THEREFORE, BE IT RESOLVED by the City Commission of the City of Fort Pierce, Florida:

SECTION 1. The above recitals are true and accurate and incorporated herein by reference.

SECTION 2. The sale of the villas plat of King's Landing by Audubon to King's Landing Ft Pierce, LLC, pursuant to the villas sale agreement attached at Exhibit "A", is hereby:

___ Approved, as the sale is consistent with the Amended and Restated Agreement and the amendments thereto and the Site Plan. Audubon or King's Landing Ft Pierce, LLC shall satisfy the bonding requirements set forth in Paragraph 10.d of the Amended and Restated Agreement by the posting of a performance bond.

____ Denied, as the sale is inconsistent with the Amended and Restated Agreement and the amendments thereto and the Site Plan.

SECTION 3. The provisions of this Resolution are declared to be severable and if any section, sentence, clause, or phrase of this Resolution shall, for any reason, be held to be invalid or unconstitutional, such decision shall not affect the validity of the remaining sections, sentences, clauses, and phrases of this Resolution, which shall remain in effect, it being the legislative intent that this Resolution shall stand notwithstanding the invalidity of any part.

SECTION 4. All resolutions or parts of resolutions in conflict herewith are hereby repealed.

SECTION 5. This Resolution shall become effective upon adoption.

IN WITNESS WHEREOF, this Resolution has been duly adopted this 6th day of January 2025.

_____
LINDA HUDSON, Mayor

ATTEST

_____
LINDA W. COX
City Clerk

APPROVED AS TO FORM
AND CORRECTNESS:

_____
SARA HEDGES
City Attorney

December 27, 2024

VIA HAND DELIVERY

Linda Cox – Acting City Manager

Sara Hedges, Esq. – City Attorney
City of Fort Pierce
100 N U.S. 1 Highway
Fort Pierce, FL 34950

Re: Audubon Development, Inc.'s Notice of Pending King's Landing Villa Assignment

To Whom It May Concern:

This letter is submitted on behalf of Audubon Development, Inc.

The purpose of this letter ("Notice") is to provide notice of Audubon's intention to assign its interest in the Villas component, of the Kings Landing Development Project, to the Purchaser ("Kings Landing Fort Pierce, LLC"). This assignment pertains solely to Audubon's interests as to the villas only.

This Notice is being delivered under the terms of the Second Amended and Restated Agreement for the Development of King's Landing ("Development Agreement").

The assignment to Purchaser is pursuant to the attached agreement.

Please confirm receipt of this Notice and the adequacy of this Notice. If there are any questions in this regard, please advise me and Lainey W. Francisco, Esq., forthwith.
Very truly yours,

JONES FOSTER P.A.

/s/ Scott G. Hawkins
Scott G. Hawkins

Florida Bar Board Certified Business Litigation Attorney

SGH:zsf

cc: Lainey W. Fransico, Esq.

#5940877 v1 33244-00001

Scott G. Hawkins
D 561 650 0460 O 561 659 3000
shawkins@jonesfoster.com

505 South Flagler Drive, Suite 1100 West Palm Beach, FL 33401
jonesfoster.com

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REAL ESTATE PURCHASE AND SALE CONTRACT

THIS REAL ESTATE PURCHASE AND SALE CONTRACT (this "**Contract**") is made and entered into as of the Effective Date (hereafter defined) by and between **AUDUBON DEVELOPMENT, INC.**, a Florida corporation ("**Seller**") and **KINGS LANDING FT PIERCE, LLC**, a Florida limited liability company ("**Buyer**"). Seller or Buyer may sometimes be referred to individually as a "**Party**" or collectively as "**Parties**". Escrow Agent (hereafter defined) joins in the execution of this Contract for the limited purposes below.

In consideration of the mutual covenants and agreements herein set forth, the Parties hereto agree as follows:

1. **PURCHASE AND SALE OF PROPERTY**. Seller agrees to sell and convey to Buyer, and Buyer agrees to purchase and acquire from Seller all of that certain real property (the "**Land**") identified by the Plat of Villas at Kings Landing, recorded in Plat Book 119, Pages 11 and 13, Official Records of St. Lucie County, Florida (the "**Plat**"), together with all of Seller's right, title and interest in, to and under: (a) any strips or gores adjacent thereto; (b) any lands underlying any adjacent streets or roads; (c) any covenants, conditions, restrictions, easements and other appurtenances encumbering or benefiting such Land; (d) any improvements on the Land; (e) any and all plans and permits, including, without limitation, any consumptive water permit and/or surface and water management and/or discharge permit, and/or permit applications affecting such Land; (f) any and all development rights, vested rights, entitlements, capacity enhancement agreements, benefits, rights, privileges, exemptions, impact fees, concurrency approvals (including, without limitation, utility capacities, storm water discharge, reserved water, waste water and school capacity), permits, approvals, licenses and authorizations benefitting or affecting the Land to the extent that the same may exist and are associated with ownership of the Land; (g) all rights, easements and appurtenances pertaining to the Land including, but not limited to, any right, title and interest of Seller in and to adjacent streets, roads, alleys and rights-of-way to the extent that the same may exist; (h) any wetland mitigation, offsite retention/detention, 100 year floodplain compensating storage or other use located on adjacent property that could benefit the Land; and (i) all rights, title and interest, in and to all oil, gas and other minerals or mineral rights in, on, under or produced from the Land, inclusive of all rights for entry and exploration (together with the Land, the "**Property**").

2. **PURCHASE PRICE AND PAYMENT**. The base purchase price to be paid for the Property shall be One Million and No/100 Dollars ($1,000,000.00) (the "**Purchase Price**"). The Purchase Price shall be paid at Closing (defined below) by Buyer to Seller by wire transfer or other immediately available funds, subject to the adjustments, credits, expenses, prorations, retainages and setoffs herein described.

3. **DEPOSIT**.

3.1 Initial Deposit. Within three (3) business days after the Effective Date, Buyer shall deliver to Godbold, Downing, Bill & Rentz, P.A. at 222 W. Comstock Ave., Suite 101, Winter Park, Florida 32789, attention Travis Rentz (in such capacity "**Escrow Agent**") the sum of One Hundred Thousand and No/100 Dollars ($100,000.00) (the "**Deposit**") by wire transfer of immediately available funds.

3.2 Application/Disbursement of Deposit. Escrow Agent shall place the Deposit in a noninterest bearing escrow account at an independent financial institution (which account the Parties acknowledge and agree is not insured by the FDIC or otherwise for amounts in excess of $250,000.00 or the applicable limit established by law from time to time), and hold and disburse the Deposit in accordance with this Contract. If this Contract is terminated during the Inspection Period for any reason, the Deposit shall be immediately refunded to Buyer. If this Contract is terminated as provided in Section 4.4, or upon election by Buyer in accordance with Sections 5.2(y) or 5.2(z)(B) below, the Deposit shall be immediately refunded to Buyer. Notwithstanding anything to the contrary contained in this Contract, if this Contract is

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terminated due to a default pursuant to Section 11, the Deposit shall be delivered by Escrow Agent to the non-defaulting Party, and the non-defaulting Party shall have such additional rights, if any, as are provided in Section 11 below. At Closing, the Deposit shall be (i) delivered by Escrow Agent (as to the portion of the Deposit then held by Escrow Agent) to Seller and the full amount of the Deposit shall be credited against the Purchase Price to be paid at the Closing.

3.3 Duties and Responsibilities of Escrow Agent. Escrow Agent shall hold and disburse the Deposit in accordance with this Contract. In performing any of its duties under this Contract, Escrow Agent shall not be liable for any loss, costs or damage which it may incur as a result of serving as Escrow Agent hereunder, except for any loss, cost or damages arising out of willful acts of malfeasance or gross negligence. Accordingly, Escrow Agent shall not incur any liability with respect to any action taken or omitted to be taken: (a) in good faith upon advice of its counsel given with respect to any questions relating to the duties and responsibilities of the Parties pursuant to this Contract; or (b) in reliance upon any document, including any written notice of instruction provided for in this Contract, not only as to its due execution and the validity and effectiveness of its provisions, but also to the truth and accuracy of any information contained therein, which Escrow Agent shall in good faith believe to be genuine, to have been signed or presented by a proper person or persons and to conform with the provisions of this Contract. Escrow Agent shall not be liable to either Party for damages or otherwise for any action taken in good faith; provided, however, that this release of liability shall not apply to willful acts of malfeasance or gross negligence by Escrow Agent. Upon written notification from Buyer and Seller that the contemplated sale is to be consummated, Escrow Agent shall deliver the Deposit held by Escrow Agent for the Closing, in accordance with Section 3.2 above. Escrow Agent agrees that, unless there is a dispute between the Parties, there shall be no charges for Escrow Agent's services under this Contract. In the event of a dispute between the Parties, or between either or both of the Parties and Escrow Agent, sufficient in the sole discretion of Escrow Agent to justify its doing so, Escrow Agent shall be entitled to tender the Deposit into the registry or custody of any court of competent jurisdiction together with such legal pleadings as its deems appropriate, and thereupon be discharged from its duties under this Contract. In any legal action involving Escrow Agent, including, without limitation, any interpleader action initiated by Escrow Agent, all reasonable legal expenses reasonably incurred by Escrow Agent, including, without limitation, all discovery and appeal expenses, shall be borne by the Party against which final judgment is rendered or as otherwise ordered by the court. Notwithstanding the foregoing, if this Contract is terminated pursuant to Sections 5.2, 7, or 11.2, Escrow Agent shall return the Deposit to Buyer without the need for joint written instructions. Escrow Agent shall have the right to resign at any time upon thirty (30) days' prior written notice to the Parties, and the Parties may identify a replacement Escrow Agent within such thirty (30) day period.

4. INSPECTIONS.

4.1 Inspection Period. Buyer has completed all due diligence inspections of the Property, and Buyer has confirmed the Property is suitable for development as a residential subdivision for construction and sale to the public of single-family units, together with associated subdivision improvements (the "**Intended Use**").

4.2 Buyer's Inspection of the Property. During the term of this Contract, Buyer, and Buyer's agents, employees, designees, contractors, surveyors, engineers, architects, attorneys and other consultants, shall have the right, at Buyer's expense, to make inquiries of, and meet with members of, governmental authorities regarding the Property and to enter upon the Property, at any time and from time to time, to perform any and all physical tests, inspections and investigations of the Property which Buyer may deem necessary, including, but not limited to, marketing, suitability and feasibility studies; transportation and roadway analysis; impact and concurrency analysis; soil investigations, borings and percolation tests; engineering, utilities and site planning studies; surveys (boundary and topographical); environmental studies and assessments; endangered species assessments; review of jurisdictional wetland

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lines, conditions and requirements; and review of zoning regulations and conditions. If Buyer elects to terminate this Contract in accordance with this Section, Buyer shall leave the Property in substantially the condition existing on the Effective Date, subject to such disturbance as was reasonably necessary or convenient in the testing and investigation of the Property and, to the extent practicable, shall repair and restore any damage caused to the Property by Buyer's testing and investigation. Prior to conducting any survey or inspection of the Property, Buyer shall provide Seller with an insurance certificate confirming that Buyer has comprehensive general liability insurance of not less than $2,000,000.00, with Seller being named as an additional insured. Buyer hereby indemnifies and holds harmless Seller from and against any and all claims, damage, liability, loss, cost and expense (including, without limitation, Attorneys' Fees) that may arise in connection with all claims arising out of the acts or omissions of Buyer or any of Buyer's representatives in connection with Buyer's due diligence and access to the Property. Notwithstanding the foregoing, such indemnification and hold harmless obligation shall not extend to the discovery or disturbance of pre-existing Hazardous Materials (defined below). To the extent that any of Buyer's inspections or tests disclose the presence of any hazardous substances or existing contamination on the Property, Buyer shall immediately cease any further testing and shall notify Seller of the existence of such hazardous substances or contamination and shall provide Seller with any and all information regarding same which may be within the possession or control of Buyer or any agent or independent contractor of Buyer. Any reporting or disclosure obligations with respect to all such hazardous substances or contamination shall be performed solely by Seller, on a timely basis and in accordance with applicable laws and governmental regulations, following Seller's receipt of information regarding same. Notwithstanding the foregoing, should Seller fail to comply with any such reporting or disclosure requirements on a timely basis; then, in such event, Buyer may then comply with any legal obligation that Buyer may have to make any such report or disclosure. Buyer shall, prior to any such compliance, give Seller five (5) days prior written notice of its intent to so comply, so that Seller may have the opportunity to comply with such requirements. The obligations of Buyer set forth in the preceding three (3) sentences shall survive either the termination of this Contract or Closing. Any and all environmental and other tests shall be performed by duly licensed professionals and in compliance with all applicable laws. Buyer's obligations under this Section shall survive the termination, expiration or Closing of this Contract.

4.3 Seller's Materials. Seller has made available via a virtual web-based ShareFile to Buyer true, correct and complete copies of all information (whether in draft or final form) concerning the Property ("**Seller's Materials**") upon execution of this Contract, as to Seller's Materials then in Seller's possession and/or control (and/or the possession and/or control of its agents). Seller's Materials include, without limitation, prior title reports, commitments or policies (with all title exceptions and other documents referenced therein); existing surveys and topographical maps; site development, soil, geotechnical, construction, engineering, land use and drainage plans and reports; site plans and plats; appraisals; wetland delineations and submittals; traffic studies; environmental studies or reports; endangered species evaluation reports; insurance policies; governmental notices, permits, licenses and approvals (including, without limitation, all documentation relating to any CDD or HOA); development agreements; leases, licenses and other occupancy agreements, including, without limitation, any cattle grazing leases; unrecorded agreements affecting the Property; recent real property tax bills (and paid receipts therefor); marketing materials for the project within which the Property is located (if applicable); and zoning approvals, conditions and certifications from the appropriate governmental authorities confirming the permitted use under the zoning classification. Seller's Materials shall be provided to Buyer solely as an accommodation to Buyer's own due diligence and investigations, and without representation or warranty as to the accuracy or completeness thereof or sufficiency for the purposes for which Buyer uses such materials. Notwithstanding the foregoing or anything to the contrary in this Agreement, Seller hereby represents and warrants that Seller has no actual knowledge that any of the facts, statements, findings, conclusions, or any other parts or provisions of any third-party reports is, or contains, any untrue statements of a material nature, or is otherwise incorrect or incomplete in any material respect.

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5. **TITLE/SURVEY**.

5.1 Title to be Conveyed. At Closing, Seller shall convey to Buyer, by special warranty deed complying with the requirements of the State of Florida and the Title Company (defined below), valid, good, marketable and insurable title in fee simple to the Property, free and clear of any and all liens, encumbrances, conditions, easements, assessments, restrictions and other conditions except only the following (collectively, the "**Permitted Exceptions**"): (a) general real estate taxes and special assessments for the year of Closing and subsequent years not yet due and payable; and (b) covenants, conditions, easements, dedications, rights-of-way and matters of record included on the Title Commitment or shown on the recorded subdivision plat to which Buyer fails to object, or which Buyer agrees to accept, pursuant to Section 5.2 and Section 5.3 hereof.

5.2 Title Review. Within fifteen (15) days of the Effective Date, Buyer shall obtain at Buyer's sole cost and expense an ALTA Owner's Title Insurance Commitment (the "**Title Commitment**") from Goldbold, Downing, Bill & Rentz, P.A., as agent for Fidelity National Title Insurance Company (the "**Title Company**"), at Buyer's expense, which shall cover the Property and propose to insure Buyer in the amount of the Purchase Price, together with complete and legible copies of all instruments identified as conditions or exceptions in Schedule B of the Title Commitment. Title Company shall also be the "**Closing Agent**" under this Contract. Buyer shall provide its objections to the Title Commitment to Seller within said 15-days, provided, however, that, prior to Closing, Seller shall discharge and release the Property (regardless of any title objections) from any mortgages, security interests and other monetary liens encumbering the Property (including, without limitation, claims and liens against the Property made by contractors, suppliers or workers for work performed upon, or materials supplied to, the Property by such claimants) (collectively, the "**Property Liens**"). With respect to all other objections to title (other than those described in the preceding sentence and those resulting from a violation of Seller's obligations under this Contract), the decision to cure the same shall be at the sole discretion of Seller.

If Seller agrees to attempt to cure such objections, Seller shall have until Closing (the "**Title Cure Period**") to cure or terminate any such defects or objections. If Seller: (i) fails to timely deliver to Buyer Seller's Title Response; (ii) declines to attempt to cure any title objections; or (iii) agrees to attempt to cure such title objections but fails to do so within the Title Cure Period, Buyer shall have the option, in Buyer's sole discretion, to: (x) waive Buyer's objections to title, and continue to proceed to any Closing in accordance with this Contract; or (y) terminate this Contract, in which case the Deposit shall be returned to Buyer as provided in Section 3.2 and neither Party shall have any further obligation or liability hereunder, except for those expressly provided herein to survive the termination of this Contract. If Seller is unable to cure the title objections within the Title Cure Period, Buyer shall have the right to (A) waive such uncured title objections and proceed with the Closing in accordance with this Contract; or (B) terminate this Contract, in which case the Deposit shall be returned to Buyer as provided in Section 3.2 and neither Party shall have any further obligation or liability hereunder, except for those that are expressly provided herein to survive the termination of this Contract.

5.3 Title Updates. Buyer shall have the right to cause the Title Company to issue an updated Title Commitment ("**Title Update**") covering the Property. If any Title Update contains any conditions which did not appear in the Title Commitment, and such items have not been approved or waived by Buyer in accordance with this Contract, Buyer shall have the right to object to such new or different conditions in writing prior to Closing. All rights and obligations of the Parties with respect to objections arising from the Title Update shall be the same as objections to items appearing in the Title Commitment, subject to the provisions of this Section.

5.4 No Encumbrances. Seller agrees that it will not record (or permit or suffer others to record) new instruments affecting the Property or otherwise encumber the Property (or Seller's interest therein) without Buyer's prior written consent, which consent Buyer may withhold in Buyer's sole and

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absolute discretion. Seller's recording (or permitting or suffering others to record) new instruments affecting the Property without Buyer's consent, and/or Seller encumbering the Property (or Seller's interest therein), shall each be a default of Seller under this Contract entitling Buyer to exercise all rights under Section 11.2.

5.5 Development Agreement. Buyer acknowledges that title to the Land shall be conveyed at Closing subject to the Development Agreement (as such term is defined in Section 9.3.1 below), including the terms and conditions of the Development Agreement that are binding upon or run with the Land, or are otherwise applicable to and/or govern the development of the Land, and the construction thereon of the Project Improvements (as such term is defined in Section 9.3.1 below). Promptly following the Effective Date of this Contract, Seller agrees to provide the City with written notice of the proposed sale of the Property to Buyer, and to submit to the City a true and correct copy of this Agreement for review and approval by the City in accordance with Section 12 of the Development Agreement. At Closing, Buyer and Seller shall execute a written instrument, pursuant to which Seller partially assigns, and Buyer partially assumes, the rights, duties and obligations of Seller under the Development Agreement to the extent applicable the development of the Land and the construction thereon of the Project Improvements; provided, however, notwithstanding the foregoing, it is the intent of Buyer and Seller that the scope of the assignment and assumption under such instrument be limited, to the greatest extent possible, to the Land and Project Improvements, and that Seller shall neither convey, nor shall Buyer assume any rights, duties or obligations that are inapplicable to the Land and Project Improvements, or which otherwise apply to other phases of the Kings Landing development. Prior to Closing, Buyer and Seller shall mutually agree upon the form of such assignment and assumption agreement.

6. **SELLER'S CONDITIONS TO CLOSING**. Seller shall not be obligated to close on the sale of the Property unless each of the following conditions (collectively, "**Seller's Conditions to Closing**") are either fulfilled, or waived by Seller in writing:

6.1 Buyer shall have delivered to Escrow Agent for payment to Seller the full amount of the Purchase Price.

6.2 Buyer shall have complied with all covenants to be performed by Buyer hereunder and all representatives and warranties of Buyer shall be true and correct as of the Closing Date in all material respects.

6.3 Seller shall have obtained releases satisfactory to Seller in its sole but reasonable discretion of the guaranty agreements delivered by Dale J. Matteson to each of the contract purchasers of Lots 9 and 10 respectively (as shown on the Plat).

6.4 The City shall have approved or be deemed to have approved the proposed sale contemplated by this Contract in accordance with Section 12 of the Development Agreement.

6.5 Seller shall not act or fail to act for the purpose or with the intention of permitting or causing any of the conditions set forth in this Section 6 to fail. If any of the conditions set forth in Section 6 are not satisfied or have not been so waived Seller on or prior to the Closing Date, as may be extended by Buyer, Seller shall have the right to (a) terminate this Contract without liability to Buyer by written notice to Buyer describing the condition or conditions that have not been satisfied or waived (whereupon Escrow Agent shall return the Deposit to Buyer), or (ii) if such failure arises from Buyer's breach of this Contract, avail itself of any remedies provided in Section 11.1.

7. **BUYER'S CONDITIONS TO CLOSING**. Buyer shall not be obligated to close on the purchase of the Property unless each of the following conditions (collectively, "**Buyer's Conditions to Closing**") are either fulfilled, or waived by Buyer in writing:

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7.1 Covenants/Representations. Seller shall have performed in all material respects all covenants, agreements and obligations, and complied with all conditions, required by this Contract to be performed or complied with by Seller prior to the Closing Date, and Seller's representations and warranties shall be true and correct. Notwithstanding that certain of Seller's representations and warranties may be limited to the extent of Seller's knowledge of the facts stated therein (or similar qualifier), this Condition to Closing shall not be so limited, and the satisfaction of this Condition to Closing shall depend on the actual correctness as of the Closing Date of the facts stated in all such representations and warranties.

7.2 Status of Title. The status of title to the Property shall be as required by this Contract, and the Title Company shall be prepared to issue an ALTA Owner's Title Insurance Policy in the amount of the Purchase Price, insuring Buyer's title to the Property described in this Contract consistent with the marked-up Title Commitment delivered at Closing, and deleting the standard exceptions for: (a) rights of parties in possession; (b) standard survey exception (by Seller's execution of a No Change Plat Affidavit) (c) taxes or assessments for prior years; and (d) construction, mechanics' and materialmen's liens which have not been filed of record but relate to work performed for or on behalf of Seller (or any person or entity claiming by, through or under Seller other than Buyer) before the Closing Date.

7.3 City Approval of Development Agreement. The City shall have approved or be deemed to have approved the proposed sale contemplated by this Contract in accordance with Section 12 of the Development Agreement.

7.4 Settlement Agreement. As of the Closing Date, Seller and the contract purchaser of Lot 10 (as reflected on the Plat) shall have executed a settlement agreement (the "**Lot 10 Settlement Agreement**") resulting in the dismissal with prejudice of the case pending in the Nineteenth Judicial Circuit in and for St. Lucie County, Florida, styled Deborah Phillips Downs vs. Audubon Development, Inc., Case No.: 2024CA001349 (hereinafter, the "**Downs Litigation**"). As part of the settlement of the Downs Litigation, Seller shall pay (either prior to or at Closing) to Deborah Phillips Downs all interest payments in arrears up through and including the Closing Date under that certain Purchase and Sale Agreement dated May 6, 2022, with Audubon Development, Inc., as seller, and Deborah Phillips Downs, as buyer.

7.5 Existing Purchase Agreements. As of the Closing Date, the contract purchaser of Lot 9 (as reflected on the Plat) shall have executed a termination of that certain Purchase and Sale Agreement dated September 19, 2023, with Audubon Development, Inc. (the "**Lot 9 Termination Agreement**"), and a replacement purchase and sale agreement for Lot 9 (the "**Lot 9 Replacement Agreement**"), the forms of which shall be satisfactory to Buyer. The contract purchaser of Lot 10 (as reflected on the Plat) shall have executed a termination of that certain Purchase and Sale Agreement dated May 6, 2022, with Audubon Development, Inc. (the "**Lot 10 Termination Agreement**"), and a replacement purchase and sale agreement for Lot 10 (the "**Lot 10 Replacement Agreement**"), the forms of which shall be satisfactory to Buyer. The Lot 9 Termination Agreement, the Lot 9 Replacement Agreement, the Lot 10 Termination Agreement and the Lot 10 Replacement Agreement shall be delivered to Closing Agent pursuant to an Escrow Agreement whereby the foregoing agreements become unequivocally effective as of the Closing Date under this Agreement, without further consent from any party, provided that all conditions of the Escrow Agreement are satisfied at Closing.

7.6 Intentionally Omitted.

7.7 HOA Rights. Seller shall assign at Closing all rights of Seller, including Developer/Declarant Rights (without assumption of any prior obligations or liability to Buyer), for the governing homeowner's association together with resignations of all board of directors and officers.

7.8 Assignment of Escrow Accounts. Seller shall assign to Buyer at Closing the current escrow amounts for Lot 9 and Lot 10 in the amount of $150,950.00, and Buyer agrees to credit the

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contract purchaser of Lot 9 an amount equal to the balance of the initial deposit made by the contract purchaser of Lot 9 under the purchase agreement executed by Seller and the contract purchaser of Lot 9.

7.9 No Litigation. As of the Closing Date, there shall be no litigation or administrative proceeding pending or threatened against or relating to either the Property or Seller which would preclude Buyer's purchase and Seller's sale of the Property in the manner and for the purposes specified and contemplated in this Contract.

7.10 Adverse Change. There shall have occurred no material adverse change in the physical, legal or financial condition of the Property from the conditions existing as of the expiration of the Inspection Period. The Property shall be free of all Hazardous Materials that violate Environmental Laws that were not otherwise present on the Property as of the Effective Date.

Buyer shall not act or fail to act for the purpose or with the intention of permitting or causing any of the Conditions to Closing set forth in this Section 7 to fail. If any of the conditions set forth in Section 7 is not satisfied or has not been waived by Buyer on or prior to the Closing Date, Buyer shall have the right to (i) terminate this Contract by written notice to Seller (and receive a return of the entire Deposit, free of any claim by Seller and without further consent of Seller, and neither party thereafter shall have any further rights or obligations to each other under this Contract, except as otherwise expressly provided in this Contract); or (ii) if such failure arises from Seller's affirmative, intentional and/or knowing breach of this Contract, avail itself of any remedies provided in Section 11.2.

8. CLOSING.

8.1 Closing Date. Buyer shall purchase the Property and complete the transaction contemplated by this Contract ("**Closing**") on the date that is five (5) business days after satisfaction of Sections 6.3, 6.4, 7.3, 7.4, 7.5 and 7.6 (the "**Closing Date**"), but in no event shall the Closing occur before December 27, 2024 or after January 15, 2025.

8.2 Closing Documents. The Closing Agent (except as expressly otherwise provided in this Section) shall prepare, and, at Closing, Seller (and Buyer where indicated) shall execute and deliver, the following documents ("**Closing Documents**") in a form and content acceptable to Buyer, the Title Company and Closing Agent. If Buyer's counsel is not the Closing Agent, copies of all Closing Documents shall be delivered to Buyer's counsel for review not less than five (5) Business Days prior to the Closing Date:

8.2.1 Deed. Special warranty deed (the "**Deed**") conveying to Buyer valid, good, marketable and insurable fee simple title to the Property being conveyed at Closing, free and clear of all liens, encumbrances and other conditions of title other than the Permitted Exceptions.

8.2.2 Seller's Affidavit. An affidavit from Seller attesting that: (a) no individual, entity or governmental authority (except as to work performed at the direction of Buyer) has any claim against the Property under the applicable construction lien law; (b) no individual, entity or governmental authority is either in possession of the Property or has a possessory interest or claim in the Property; and (c) no improvements to the Property have been made (except as to work performed at the direction of Buyer) for which payment has not been made, and containing information necessary to enable the Title Company to delete exceptions to the Title Commitment for matters appearing during the gap, parties in possession and boundary disputes. Seller shall indemnify, defend and hold harmless the Title Company from and against any claims, losses, expenses, demands and liabilities, including, but not limited to, Attorneys' Fees, arising from or relating to the inaccuracy of any such statement, and Seller's Affidavit shall so provide, and such obligation shall survive Closing.

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8.2.3 FIRPTA. A Non-Foreign Transferor Affidavit in accordance with Section 1445 of the Internal Revenue Code (the "**Code**"). Seller acknowledges that foreign transferors, as defined by the Internal Revenue Service, may be subject to withholding pursuant to Section 1445 of the Code, and Seller shall not be entitled to terminate this Contract or delay the Closing if Seller is subject to the withholding provisions of Section 1445.

8.2.4 Certificates/Approvals (if applicable). Estoppel certificates prepared and issued by any association, community development district or similar taxing authority having jurisdiction over the Property evidencing the payment of all assessments and fees applicable to the Property relating to periods prior to the Closing Date.

8.2.5 Formation Documents. Seller shall prepare and provide documents evidencing Seller's existence and good standing under the laws of the state in which Seller was incorporated or formed and the state in which the Property is located, and documents evidencing, in form and substance satisfactory to the Title Company, the authorization of the transactions herein contemplated by Seller and the authority of its representative(s) to execute and deliver this Contract and the Closing Documents. Buyer shall provide documents evidencing Buyer's existence and good standing under the laws of the state in which Buyer was incorporated or formed and the state in which the Property is located, and documents evidencing, in form and substance satisfactory to the Title Company, the authorization of the transactions herein contemplated by Buyer and the authority of its representative(s) to execute and deliver this Contract and the Closing Documents.

8.2.6 Closing Statement. A closing statement setting forth the Purchase Price, all credits, adjustments and prorations between Buyer and Seller, all costs and expenses to be paid at Closing, and the net proceeds due Seller, which Buyer shall also execute and deliver at Closing.

8.2.7 Corrective Documents. Documentation required to clear title to the Property of all liens, encumbrances and exceptions, if any, other than Permitted Exceptions.

8.2.8 Assignments. An assignment, in recordable form, of Seller's right, title and interest in and to the Development Permits, easements, permits, plans, designs and other documents and materials relating to the Property, together with the right to utilize, modify and reproduce the same; provided, however, that by accepting such assignment, Buyer shall not assume any obligations under any instrument or right assigned that accrued prior to the Closing Date.

8.2.9 Assignment of Impact Fees (if applicable). An assignment (in recordable form), and such other documentation as is necessary for Buyer to receive credit for any impact fees, capacity reservations or similar rights or benefits that pertain directly to the Property and may have been paid prior to Closing by Seller to the County, or any other governmental authority.

8.2.10 Certification of Seller's Representations and Warranties. A certificate stating that Seller's representations and warranties set forth in this Contract are true and correct as of the Closing Date.

8.2.11 Foreign Interests Affidavit. The Foreign Interests Affidavit (defined below) executed by Buyer.

8.2.12 Partial Assignment and Assumption Agreement. A partial assignment and assumption of the Development Agreement in accordance with Section 5.5 of this Contract.

8.2.13 Additional Documents. Such other documents as Buyer, the Title Company or Closing Agent may reasonably request that Seller execute and deliver, and any other

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documents required by this Contract or reasonably necessary in order to close this transaction and effectuate the terms of this Contract.

8.3 Prorations, Closing Costs and Closing Procedures.

8.3.1 Prorations. The following items shall be prorated and adjusted between Seller and Buyer as of the midnight preceding Closing, except as otherwise specified: (a) real property taxes based on amounts for the current year (with maximum discount, if any, taken), except that if tax amounts for the current year are not available, prorations shall be made based upon the taxes for the preceding year (with maximum discount, if any, taken); (b) if, at the Closing Date, the Property or any part thereof, shall be or shall have been affected by any certified, confirmed, and ratified special assessment liens, same shall be paid and discharged by Seller, and pending liens shall be assumed by Buyer; and (c) all other items required by any other provision of this Contract to be prorated or adjusted.

If, subsequent to Closing, the real property taxes for the year of Closing are determined to be higher or lower than as prorated, or if any re-assessment or re-billing is made for such taxes, a re-proration and adjustment will be made at the request of either party, upon presentation of actual tax bills and any payment required as a result of the re-proration to be made within thirty (30) days following demand therefor. All other prorations and adjustments shall be final. This provision shall survive Closing.

8.3.2 Closing Costs. Seller shall pay for the following items at the time of Closing: (a) Seller's prorations pursuant to this Section; (b) state and local transfer taxes and fees (other than recording fees) and documentary stamp tax on the Deed; (c) outstanding mortgages, security interests and liens against the Property, if any; (d) intentionally deleted; (e) title curative instruments, if any; (f) Seller's Attorneys' Fees; and (g) one-half of the commission due to the Broker (defined below). Buyer shall pay for the following items at the time of Closing: (i) Buyer's prorations in accordance with this Section; (ii) fees for recording the Deed; (iii) one-half of the commission due to the Broker (defined below); (iv) Buyer's Attorneys' Fees, and (v) ALTA Owner's Title Policy premium and Title Commitment fees. All such costs are in addition to other costs and expenses allocated to the Parties elsewhere in this Contract.

8.3.3 Closing Procedure. Buyer shall fund the Purchase Price to Closing Agent subject to the credits, offsets and prorations set forth herein. Seller and Buyer (as applicable) shall execute and deliver to Closing Agent the Closing Documents. The Title Company will endorse the Title Commitment to insure the gap, and the Closing Agent shall, at Closing: (a) disburse the sale proceeds to Seller; (b) deliver the Closing Documents and a marked-up Title Commitment to Buyer, and (c) promptly thereafter, record the Deed and other recordable Closing Documents in the appropriate public records. The Closing shall occur at the office of the Closing Agent.

8.3.4 Possession. On the Closing Date, Buyer shall be granted full, vacant possession of the Property in accordance with this Contract.

8.4 AS IS Conveyance. The Property will be conveyed to Buyer in its existing condition, "as is," without any representation or warranty as to its condition, except for the representations and warranties of Seller expressly set forth in this Contract and to be set forth in the documents delivered by Seller at Closing. Except for the representations and warranties of Seller expressly set forth in this Contract and in the documents to be delivered at Closing by Seller, Seller has not made, does not make, and specifically disclaims any representations and warranties of any kind whatsoever, whether express or implied, oral or written, past, present or future of, as to, concerning or with respect to (a) the nature, quality or condition of the Property and any and all improvements, including, without limitation, the water, soil, and geology and any other environmental condition of the Real Property, (b) the income to be derived from the Property; (c) the suitability of the Property for any and all activities and uses which Buyer may intend to conduct thereon; (d) the compliance of the Property or its operation with any laws, rules, ordinances or regulations of any governmental authority or body having jurisdiction; and (e) the merchantability or fitness

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of the Property for any particular purpose. Buyer shall not seek any recovery against Seller by reason of any of the matters set forth in clauses (a) through (e) above. Buyer, having been given the opportunity to inspect the Property, is relying solely on its own investigation of the Property and not on any information provided or to be provided by or on behalf of Seller or any statement, representation or other assertion made by Seller with respect to the Property, except for the representations and warranties of Seller expressly set forth in this Contract and to be set forth in the documents to be delivered at Closing by Seller. Seller has made no representation regarding the type or scope of development which Buyer may conduct on the Property. It is the sole responsibility of Buyer, during the Inspection Period, to determine the type and scope of development that may be conducted on the Property. The disclaimers, agreements and other statements set forth in this Section are an integral portion of this Contract and Seller would not agree to sell the Property to Buyer for the Purchase Price without the disclaimers, agreements, and other statements set forth in this Section.

9. **REPRESENTATIONS, COVENANTS AND WARRANTIES.**

9.1 Seller's Representations and Warranties. Seller hereby represents, covenants and warrants to Buyer, as of the Effective Date and as of the Closing Date, as follows:

9.1.1 Authority. The execution and delivery of this Contract by Seller and the consummation by Seller of the transaction contemplated by this Contract: (a) are within Seller's capacity and all requisite action has been taken to make this Contract valid and binding on Seller in accordance with its terms; (b) does not, and on the Closing Date will not (i) result in a breach of or default under any indenture, agreement, instrument or obligation to which Seller is a party and/or which affects all or any portion of the Property, or (ii) to Seller's knowledge, constitute a violation of any governmental requirement. This Contract represents a valid and binding obligation of Seller.

9.1.2 Title. Seller is, and will be on the Closing Date, the owner of valid, good, marketable and insurable fee simple title to the Property, free and clear of all liens, encumbrances and restrictions of any kind, except the Permitted Exceptions. Seller has no knowledge of any circumstance or event that may give rise to an attempt by any governmental authority to seize the Property under any civil or criminal law. The Property (and the use thereof) is subject to no: (a) commitments for contributions, dedications or assessments of money or land which are not set forth in the public records of the County; or (b) use agreements, easements, restrictions or claims, contracts, leases or other obligations except as set forth in the public records of the County. The Property has pedestrian and vehicular access, either direct or through dedicated permanent roads or easements, to a public right-of-way sufficient for the Intended Use.

9.1.3 Parties in Possession. There are no parties other than Seller in possession of, or claiming any right to possess, any portion of the Property as lessees, tenants, trespassers or otherwise.

9.1.4 No Hazardous Materials. Seller has not received any summons, citation, directive, letter or other communication or notice, written or oral, and except for that certain Subsurface Soil Exploration and Geotechnical Engineering Evaluation of Kings Landing Villas, Fort Pierce, St. Lucie County, Florida, dated October 6, 2022, prepared by Andersen Andre Consulting Engineers, Inc. (AACE File No. 22-287), Seller has no independent knowledge, that the Property, or other property within 1,000 feet of the Property, has ever been used by previous owners and/or operators and/or by Seller to generate, manufacture, refine, transport, treat, store (including, without limitation, in any storage tanks), handle, use or dispose of Hazardous Materials in violation of any applicable law, ordinance or requirement, or is, or has ever been, the subject of any release, spill, leak, emission, pumping, pouring, dumping or other Contamination (hereafter defined) by any Hazardous Materials. Each of Buyer and Seller agrees that it will not dispose of or release, or permit the disposal or release of, Hazardous Materials on the Property from the date hereof through the Closing Date. Seller has not obtained and is not required to obtain any permits,

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licenses, or similar authorizations to occupy, operate or use the Property by reason of any laws dealing with Hazardous Materials. For purposes of this Contract, "**Hazardous Material**" shall mean any flammable or explosive material, oil, petroleum or petroleum products or by-products, natural gas or synthetic gas usable for fuel, radioactive materials, asbestos, asbestos containing materials, polychlorinated biphenyl components (including, without limitation, those used in hydraulic oils, electric transformers or other equipment), heavy metals, hazardous wastes or substances or toxic wastes or substances, or any other substance the presence of which on the Property is regulated or prohibited by any law, ordinance or requirement, including, without limitation, any substances now or hereafter defined as or included in the definition of "hazardous substances," "hazardous wastes," "Hazardous Materials," "toxic materials" or "toxic substances" under any law, ordinance or requirements promulgated by any governmental authority. For purposes of this Contract, "**Contamination**" shall mean the presence, existence or threat of Hazardous Materials in, on, under or at the Property (including, without limitation, in building materials used on the Property) and/or any actual, alleged or perceived health issues applicable to the Property.

9.1.5 Pending Claims/Violations. To the best of Seller's knowledge, except for the Downs Litigation, there are no claims, actions, suits, investigations or proceedings of any type, pending, threatened or being asserted against or affecting the Property. Seller has not received written notice of any alleged violation of local, state or federal laws, ordinances, rules or regulations applicable to the Property.

9.1.6 FIPRTA. Seller is not a "foreign person" within the meaning of 1445(f) of the Internal Revenue Code and Seller is not, and, after making due inquiry, no person who owns a controlling interest in or otherwise controls Seller is, (a) listed on the Specially Designated Nationals and Blocked Persons List (the "**SDN List**") maintained by the Office of Foreign Assets Control ("**OFAC**"), Department of the Treasury, and/or on any other similar list ("**Other Lists**" and, collectively with the SDN List, the "**Lists**") maintained by the OFAC pursuant to any authorizing statute, Executive Order or regulation (collectively, "**OFAC Laws and Regulations**"); or (b) a person (a "**Designated Person**") either (i) included within the term "designated national" as defined in the Cuban Assets Control Regulations, 31 C.F.R. Part 515, or (ii) designated under Sections 1(a), 1(b), 1(c) or 1(d) of Executive Order No. 13224, 66 Fed. Reg. 49079 (published September 25, 2001) or similarly designated under any related enabling legislation or any other similar Executive Orders (collectively, the "**Executive Orders**"). Neither Seller nor any of its principals or affiliates (x) is a person or entity with which Buyer is prohibited from dealing or otherwise engaging in any transaction by any Anti-Terrorism Law or (y) is a person or entity that commits, threatens or conspires to commit or supports "terrorism" as defined in the Executive Orders or (z) is affiliated or associated with a person or entity listed in the preceding clause (x) or clause (y). To the best of Seller's actual knowledge, neither Seller nor any of its principals or affiliates, nor any brokers or other agents acting in any capacity in connection with the transactions contemplated herein (I) deals in, or otherwise engages in any transaction relating to, any property or interests in property blocked pursuant to the Executive Orders or (II) engages in or conspires to engage in any transaction that evades or avoids, or has the purpose of evading or avoiding, or attempts to violate, any of the prohibitions set forth in any Anti-Terrorism Law. As used herein, "**Anti-Terrorism Law**" means the OFAC Laws and Regulations, the Executive Orders and the Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act of 2001, Pub. L. No. 107-56, 115 Stat. 272 (2001), as amended.

9.1.7 Surviving Contracts. Except for that certain Standard Form of Agreement between Owner and Contractor (AIA Document A102-2017) dated September 13, 2023, between Seller (as owner) and Conkling and Lewis Construction, Inc. (as contractor) for the installation of site utilities upon the Land (the "**Site Utilities Contract**") there are no unrecorded contracts or agreements pertaining to the development of the Land and/or the construction thereon of the Project Improvements which will be binding upon Buyer or the Land after Closing. Seller represents and warrants that there are no defaults existing or alleged under the Site Utilities Contract, and that the Site Utilities Contract shall be in full force and effect at the Closing. Buyer shall have no obligation to assume the Site Utilities Contract.

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9.1.8 Creditors. There are no attachments, executions or assignments of the Property for the benefit of creditors and Seller has not filed, voluntarily or involuntarily, for bankruptcy relief within the last year under the laws of the United States Bankruptcy Code, nor has any petition for bankruptcy or receivership been filed against Seller within the past year nor, nor is Seller currently insolvent.

9.1.9 Tax Returns. Seller has filed all federal, state and local tax returns as required by law with respect to Seller and the Property.

9.1.10 Duty to Disclose. Seller shall promptly disclose to Buyer, in writing, any conditions or events that arise or occur subsequent to the Effective Date that become known to Seller, and which contradict or modify any representation of Seller set forth in this Contract, or otherwise have an adverse effect upon the Property or the development or use thereof, or on Seller's capacity or ability to perform its obligations under this Contract.

9.1.11 Survival. Seller's representations and warranties contained in this Section shall survive the Closing for a period of one (1) year and shall not be merged therein.

9.2 Buyer's Representations and Warranties. Buyer hereby represents and warrants to Seller, as of the Effective Date and as of Closing Date, that the execution and delivery of this Contract by Buyer and the consummation by Buyer of the transaction contemplated by this Contract: (a) are within Buyer's capacity and all requisite action has been taken to make this Contract valid and binding on Buyer in accordance with its terms; and (b) do not, and on the Closing Date will not result in a breach of or default under any indenture, agreement, instrument or obligation to which Buyer is a party and which affects all or any portion of the Property. The person executing this Contract on behalf of Buyer has been duly authorized to act on behalf of and to bind Buyer, and this Contract represents a valid and binding obligation of Buyer. The execution and delivery of this Agreement, consummation of the transaction described herein, and compliance with the terms of this Agreement will not conflict with, or constitute a default under, any agreement to which Buyer is a party, or by which Buyer is bound, or violate any regulation, law, court order, judgment, or decree applicable to Buyer. Buyer is not a party in any litigation and is not a debtor in any bankruptcy, reorganization or insolvency proceeding. Buyer is a knowledgeable and sophisticated Buyer and developer of real estate properties. Buyer has previously reviewed and considered the nature of this transaction and the Inspection Period will enable Buyer to thoroughly investigate the Property and all aspects of the transaction set forth herein. In electing to proceed with this transaction set forth herein beyond the Inspection Period, Buyer shall have determined that the Property is satisfactory to Buyer in all respects and is purchasing the Property in its "AS IS" "WHERE IS" condition and situation, "WITH ALL FAULTS" including the physical, environmental, and legal status of the Property, subject, however to Seller's continuing obligations, covenants and duties under this Contract, and the satisfaction or waiver (as applicable) of Buyer's Conditions to Closing. Buyer has and will rely solely on Buyer's own independent investigations and inspections, and Buyer has not relied and will not rely on any representation of Seller other than as expressly set forth in this Agreement or in any document executed and delivered by Seller in connection with the Closing.

9.3 Buyer's Covenants. Buyer hereby covenants and agrees with Seller as follows:

9.3.1 To construct upon the Land ten (10) townhome villas and all improvements, facilities, infrastructure, and amenities appertaining to the Villas at Kings Landing (the "**Project Improvements**"), in a manner consistent with all issued permits and approvals granted by all municipalities and governmental bodies or agencies with jurisdiction over the Land in place as of the Effective Date of this Contract (without amendment), and in accordance with all applicable provisions of that certain Second Amendment to Amended and Restated Agreement for the Development of Kings Landing dated August 13, 2024, and recorded in Official Records Book 5192, Page 666, Public Records of

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St. Lucie County, Florida (the "**Development Agreement**") (as the same may be amended and/or partially assigned to Buyer).

9.3.2 To construct the Project Improvements in accordance with the engineering and architectural drawings, plans and specifications for the Project Improvements (the "**Plans and Specifications**"), which include, without limitation, technical drawings, schedules, diagrams, engineering and architectural plans and specifications, elevations, floorplans, and elements of comparable and similar fit, finish and quality of the interiors and exteriors of the townhome villas to be constructed on the Land, subject to any revisions required by the City.

9.3.3 If Buyer elects to assume the Site Utilities Contract, to perform all obligations of the owner arising after the Closing Date under the Site Utilities Contract.

9.3.4 To make monthly payments of $8,000.00 each to Deborah Phillips Downs accruing after the Closing Date up through the date a certificate of occupancy (or its legal equivalent) is issued for the villa to be constructed on Lot 10.

9.3.5 To credit the contract purchaser of Lot 9 an amount equal to the balance of the initial deposit made by the contract purchaser of Lot 9 under the purchase agreement executed by Seller and the contract purchaser of Lot 9.

The covenants of Buyer contained in this Section shall survive the Closing and shall not be merged into the Deed delivered at Closing. Buyer shall indemnify, defend and hold harmless Seller from and against any claims, losses, expenses, demands and liabilities (asserted by third-parties unrelated to Seller), including, but not limited to, Attorneys' Fees, arising from or relating to a breach of the covenants of Buyer contained in this Section, and such obligation shall survive Closing.

10. **CONDEMNATION**. In the event that any governmental authority shall institute or threaten any proceedings which relate to the taking or proposed taking of any portion of the Property or access thereto by eminent domain or similar proceeding prior to Closing, or in the event of the taking of any portion of the Property or access thereto by eminent domain or similar proceeding prior to Closing, Seller shall, within two (2) Business Days after Seller's receipt of notification of a proposed or actual taking, notify Buyer. Buyer shall thereafter have the right and option to terminate this Contract by giving Seller written notice of Buyer's election to terminate within ten (10) days after receipt by Buyer of the notice from Seller. Should Buyer terminate (or be deemed, as hereinafter provided, to have elected to terminate) this Contract, notwithstanding anything to the contrary contained herein, the Deposit shall immediately be returned to Buyer and, thereafter, the Parties shall be released from their respective obligations and liabilities hereunder, except for those expressly provided to survive the termination of this Contract. Should Buyer elect not to terminate this Contract, the Parties shall proceed to Closing and, at Closing, Seller shall assign and convey all of its right, title and interest in all awards in connection with such taking to Buyer, or deliver such awards to Buyer if they have already been obtained by Seller. If Buyer fails to notify Seller of its election to purchase the Property within said 10-day period, Buyer will be deemed to have terminated this Contract.

11. **DEFAULT**.

11.1 Buyer's Default. In the event that this transaction fails to close due to a wrongful refusal or default on the part of Buyer, the Deposit actually then being held by Seller and/or Escrow Agent shall be retained by Seller and/or paid by Escrow Agent to Seller as agreed liquidated damages and, thereafter, neither Buyer nor Seller shall have any further obligation or liabilities under this Contract, except for those expressly provided to survive the termination of this Contract; provided, however, that Buyer shall also be responsible for the removal of any Hazardous Materials and all liens asserted against the Property by persons claiming by, through or under Buyer, but not otherwise. Buyer and Seller acknowledge that if

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Buyer defaults, Seller will suffer damages in an amount which cannot be ascertained with reasonable certainty on the Effective Date and that the amount of the Deposit being held by Seller and/or Escrow Agent most closely approximates the amount necessary to compensate Seller. Buyer and Seller agree that this is a bona fide liquidated damages provision and not a penalty or forfeiture provision. Seller waives all other rights or remedies including, without limitation, the right to recover damages in excess of the Deposit being held by Seller and/or Escrow Agent and the right to enforce specific performance; provided, however, the foregoing waiver shall not apply to Seller's right to recover damages in excess of the Deposit arising from Buyer's indemnification obligations of Seller under Section 4 of this Contract.

11.2 Seller's Default. In the event that Seller shall fail to fully and timely perform any of its obligations or covenants hereunder or if any of Seller's representations are untrue or inaccurate in any material respect, then, notwithstanding anything to the contrary contained in this Contract, Buyer may, at its option declare Seller's default under this Contract by notice delivered to Seller, in which event Buyer may (a) terminate this Contract and demand that the Deposit and any extension fee(s) paid by Buyer be refunded to Buyer; or (b) enforce specific performance of this Contract. Notwithstanding the foregoing, if Buyer elects to terminate the Contract under subsection (a) above due to the fact that the remedy of specific performance is unavailable due to the fact that Seller has sold the Property for value to a bona fide third party purchaser ("**Third Party Sale**") in violation of the terms of this Contract, then Buyer shall, in addition to receiving a full refund of the Deposit and any extension fee(s) paid by Buyer, be entitled to recover from Seller all damages occasioned by such default, including, without limitation, the difference, if greater than zero, of the Purchase Price to be paid under this Contract and the total purchase price or other value received by Seller as part of the Third Party Sale and a prompt reimbursement by Seller of the reasonable, third-party, costs and expenses actually incurred by Buyer in furtherance of this Contract including, without limitation, amounts spent by Buyer in its investigation of the Property, together with Attorneys' Fees, and other expenses of recovery.

11.3 Notice of Default. Prior to declaring a default and exercising the remedies described herein, the non-defaulting Party shall issue a notice of default to the defaulting Party describing the event or condition of default in sufficient detail to enable a reasonable person to determine the action necessary to cure the default. The defaulting Party shall have fifteen (15) days from delivery of the notice during which to cure the default, provided, however, that, as to a failure to close, the cure period shall only be three (3) Business Days from the delivery of notice and that no such notice or opportunity to cure shall interfere with Buyer's right to an extension of the Inspection Period or the Closing Date as otherwise provided in this Contract. If the default has not been cured within the aforesaid period, the non-defaulting Party may exercise the remedies described above.

11.4 Post-Closing Remedies. If either Party is in default after Closing with respect to an obligation that must be performed after Closing, including Buyer's obligations under Section 9.3 (and such failure by Buyer results in an actual claim or damages against Seller), the other Party may (1) avail itself of the self-help rights established in this Contract, (2) bring an action for specific performance (but not damages), or (3) if specific performance is not available, pursue any rights and remedies available at law or in equity (including actual damages). Any damages claim or damages award under this provision is limited to actual damages incurred plus reasonable attorneys' fees and costs, and (2) neither Buyer nor Seller will be liable to the other for, and each waives the right to seek or collect from the other Party, any first-party punitive, speculative, indirect, exemplary, incidental, special, consequential, statutory, or other similar damages; provided, however, the foregoing waiver shall not limit a Party's right to seek indemnity under this Contract from, against or for any punitive, speculative, indirect, exemplary, incidental, special, consequential, statutory, or other similar damages awarded to a third-party.

11.5 Survival. The provisions of this Section 11 shall survive the termination of this Contract.

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12. **BROKERS**. Each Party represents and warrants to the other that except for Howard Taylor (the "Broker") neither has dealt with any broker in connection with this Contract or the transaction contemplated hereby. Each Party shall indemnify, defend and save harmless the other Party from and against any and all claims, losses, damages, costs or expenses (including, without limitation, Attorneys' Fees) of any kind or character arising out of or resulting from any agreement, arrangement or understanding alleged to have been made by such Party or on its behalf with any broker or finder other than the Broker in connection with this Contract or the transaction contemplated hereby. At Closing, the Parties agree to each pay one-half of the commission ($60,000.000 total commission; $30,000.00 each) due to the Broker. The provisions of this Section shall survive the Closing or any termination of this Contract.

13. **NOTICES**. Any notice, request, demand, instruction or other communication to be given to either Party hereunder, except where required to be delivered at the Closing, shall be in writing and shall be hand-delivered, sent by FedEx or a comparable overnight mail or delivery service, mailed by U.S. certified mail, return receipt requested, postage prepaid, transmitted by email transmission of PDF copies to the Parties and their respective counsel at the following addresses and/or email addresses:

If to Seller:
Audubon Development, Inc.
P.O. Box 981
Palm Beach, Florida 33480
Attn: Dale Matteson
Email: dale@audubondevelopment.com

With a copy to:
Kirwin Norris, P.A.
2801 Ocean Drive, Suite 302
Vero Beach, FL 32963
Attn: Michael J. Kirwin
Email: mjk@kirwinnorris.com

If to Buyer:
KINGS LANDING FT PIERCE, LLC
3670 Maguire Blvd, Suite 210
Orlando, FL 32803
Attn: Jonathan Bell and Rainer Richter
Email: R.Richter@inbhomes.com and J.Bell@inbhomes.com

With a copy to:
Godbold, Downing, Bill and Rentz, P.A.
222 West Comstock Ave., Suite 101
Winter Park, FL 32789
Attn: Travis Rentz
Email: trentz@gdb-law.com

Any notice delivered as aforesaid shall be deemed delivered and received upon receipt or refusal of delivery of said notice, whichever is earliest. The addressees and addresses for the purpose of this Section may be changed by giving notice in accordance with the requirements of this Section. Unless and until such written notice is received, the last addressee and address stated herein shall be deemed to continue in effect for all purposes hereunder. Buyer's counsel and Seller's counsel are expressly permitted to execute and deliver notices for the Parties. Counsel for each of the Parties consent to the other Party's counsel communicating with their client for the limited purpose of providing notices required or authorized by this Contract.

14. **MARKETING OF PROPERTY**. Seller agrees that, during the term of this Contract, Seller shall not conduct any activities related to the marketing or sale of the Property to others, or negotiate or enter into any "back-up" contracts for the potential sale of the Property.

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15. **BINDING OBLIGATION/ASSIGNMENT**. The terms and conditions of this Contract are hereby made binding on, and shall inure to the benefit of, the successors and permitted assigns of the Parties hereto. Seller may not assign its interest in this Contract without the prior written consent of Buyer, which consent Buyer may withhold in Buyer's sole and absolute discretion. This Contract shall not be assignable by Buyer without Seller's prior written consent, which consent Seller may withhold in Seller's sole and absolute discretion. Notwithstanding the foregoing prohibition on assignment, Buyer shall be entitled to assign this Contract and the obligation to perform at Closing thereunder to a newly formed, affiliated entity, by notice to Seller and without the requirement of Seller's consent. An "affiliated entity", for purposes of this Section, is any entity in which the principals of Buyer either own, directly or indirectly through another entity a controlling ownership interest or an entity that any such principal of Buyer, either directly or indirectly through another entity, has a right to control by management or ownership.

16. **MISCELLANEOUS**.

16.1 General. This Contract, and any amendment hereto, may be executed in any number of counterparts, each of which shall be deemed to be an original and all of which shall, together, constitute one and the same instrument. For purposes of executing this Contract and any amendment hereto, a document signed and transmitted by facsimile or electronic means (including email transmission of a .pdf file) shall be deemed to be and be treated as an original document for all purposes, and shall be considered to have the same binding legal effect as an original signature or original document. The Section and paragraph headings herein contained are for the purposes of identification only and shall not be considered in construing this Contract. Reference to a Section shall be deemed to be a reference to the entire Section, unless otherwise specified. No modification or amendment of this Contract shall be of any force or effect unless in writing executed by both Parties. This Contract sets forth the entire agreement between the Parties relating to the Property and all subject matter herein and supersedes all prior and contemporaneous negotiations, understandings and agreements, written or oral, between the Parties. If either Party is comprised of more than one (1) person or entity, each shall be jointly and severally liable hereunder. This Contract shall be interpreted in accordance with the laws of the state in which the Property is located, both substantive and remedial, but without considering such state's conflict of laws rules. The Parties hereby consent and submit to the personal jurisdiction of any appropriate court sitting in the County for the limited purpose of any action arising out of this Contract or transaction, and stipulate that none will assert any objection to the court's personal jurisdiction over them, or to the convenience of the forum.

16.2 Computation of Time. For purposes of this Contract, "**Business Day**" shall mean any day, except Saturdays and Sundays, that the majority of banks in the County are open for business. Any time period provided for in this Contract which ends on a Saturday, Sunday, the day after Thanksgiving, or a legal holiday where one or more banks is closed in Orange County, Florida, shall extend to 5:00 p.m. on the next full Business Day, except the expiration of the Inspection Period, which shall extend to 11:59 p.m. on the next full Business Day. Time shall be determined by reference to the time in the County. Time is of the essence in the performance of all obligations by Buyer and Seller under this Contract. Time periods commencing with the Effective Date shall not include the Effective Date in the calculation thereof.

16.3 Waiver. No release, discharge or waiver of any provision hereof shall be enforceable against or binding upon a Party unless in writing and executed by such Party. Neither the failure of a Party to insist upon a strict performance of any of the terms, provisions, covenants, agreements and conditions hereof, nor the acceptance of any item by a Party with knowledge of a breach of this Contract by the other Party in the performance of their respective obligations hereunder, shall be deemed a waiver of any rights or remedies that a Party may have or a waiver of any subsequent breach or default in any of such terms, provisions, covenants, agreements and conditions. In addition, the Parties may grant such extensions of time as the Parties may deem proper under the circumstances without waiving their respective

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rights thereafter as set forth in this Contract. This paragraph shall survive termination of this Contract and Closing.

16.4 Construction of Contract. The Parties to this Contract have participated freely in the negotiation and preparation hereof and have had the opportunity to have an attorney involved in such review and negotiations. Neither this Contract nor any amendment hereto shall be more strictly construed against any of the Parties. As used in this Contract or any amendment hereto, the masculine shall include the feminine, the singular shall include the plural, and the plural shall include the singular, as the context may require. Nothing herein contained shall be deemed to: (1) create a relationship between Seller and Buyer as other than buyer and seller; or (2) create a fiduciary duty on the part of either Party to the other. Provisions of this Contract that expressly provide that they survive the Closing shall not merge into the Deed.

16.5 Attorneys' Fees. For purposes of this Contract, "**Attorneys' Fees**" shall mean all reasonable, third-party, out-of-pocket attorneys' and paralegals' fees actually incurred prior to trial, at trial, on appeal and/or as part of any bankruptcy proceeding, whether or not litigation is commenced.

16.6 Effective Date. The term "**Effective Date**" for purposes of this Contract shall mean the date on which the last of Buyer and Seller shall have executed this Contract and delivered an executed counterpart of the same to the other Party or such Party's counsel. In the event a Contract offer executed by one Party is modified in any manner by the other Party, the same shall not be considered an acceptance, but rather shall be considered a counter-offer, open for acceptance by the other Party for such period as may be prescribed by the Party making the modifications. In such event, the Effective Date shall be that date upon which the terms of the counter-offer are accepted, and the Parties shall enter said date on the signature page hereof.

16.7 Severability. This Contract is intended to be performed in accordance with and only to the extent permitted by all applicable laws, ordinances, rules and regulations. If any term, clause or provision of this Contract, or the application thereof to any person or circumstance, shall for any reason and to any extent be determined or held by a court of competent jurisdiction to be illegal, invalid or unenforceable, the remainder of this Contract and the application of such provision to other persons or circumstances shall not be affected thereby and shall be enforced to the maximum extent possible. In lieu of any such term, clause or provision of this Contract which is so determined or held by a court to be illegal, invalid or unenforceable, there shall, to the extent practicable and reasonable, given the circumstances, be inserted as a part of this Contract a term, clause or provision as nearly identical to that stricken from this Contract by virtue of such determination or holding which is not illegal, invalid or unenforceable. The provisions of this Section shall apply to any amendment of this Contract.

16.8 Non-Binding/Offer and Acceptance. Unless and until this Contract is fully executed and delivered by both Parties, any discussions, negotiations, correspondence or communications between Buyer and Seller and their respective attorneys, agents and representatives in connection or with respect to the subject matter of this Contract, including, without limitation, the delivery and exchange of unsigned draft copies of this Contract, are intended only as non-binding discussions, negotiations and communications (except to the extent otherwise expressly specified in writing therein) and either Party shall have the absolute right to withdraw from such discussions, negotiations and communications at any time without incurring any liability or obligation whatsoever to the other Party (except to the extent otherwise expressly specified in writing therein). Notwithstanding the foregoing, the execution by one Party of this Contract and delivery of such executed Contract to the other Party shall be deemed to be an offer open for acceptance by the other Party for ten (10) Business Days or such longer or shorter period provided in the transmittal letter of the Party which first executed this Contract. Acceptance shall be completed by the signing of this Contract by the second Party and the delivery of a signed counterpart to the second Party by the first Party, by the time and date set forth above.

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16.9 Entire Agreement. This Contract constitutes the entire agreement between the parties and there are no other agreements other than as set forth herein. This Contract may not be changed, altered or modified except by an instrument in writing signed by the party against whom enforcement of such change would be sought.

16.10 Conveyances To Foreign Buyers. Part III of Chapter 692, Sections 692.201 - 692.205, Florida Statutes, 2023 (the "**Act**"), in part, limits and regulates the sale, purchase and ownership of certain Florida properties by certain buyers who are associated with a "foreign country of concern", namely: the People's Republic of China, the Russian Federation, the Islamic Republic of Iran, the Democratic People's Republic of Korea, the Republic of Cuba, the Venezuelan regime of Nicolás Maduro, or the Syrian Arab Republic. At Closing, provided the Act remains in full force and effect, Buyer shall execute an affidavit that the Buyer is: (1) not a foreign principal, and (2) in compliance with the requirements of the Act (the "**Foreign Interests Affidavit**").

16.11 Inspection Period. Use of or references within this Contract to the term "Inspection Period" if any shall mean and refer to a period occurring prior to the Effective Date of this Contract, and the expiration of the Inspection Period shall occur simultaneously with the Effective Date of this Contract.

16.12 Mutual Indemnity Under Development Agreement. Buyer shall indemnify, defend and hold harmless Seller from and against any claims, losses, expenses, demands and liabilities (asserted by third-parties unrelated to Seller), including, but not limited to, Attorneys' Fees, arising from or relating to a breach by Buyer of the Development Agreement (as partially assigned to Buyer) occurring after the Closing Date. Seller shall indemnify, defend and hold harmless Buyer from and against any claims, losses, expenses, demands and liabilities (asserted by third-parties unrelated to Buyer), including, but not limited to, Attorneys' Fees, arising from or relating to (a) any continuing obligation or condition required of Seller under the Development Agreement that is not assigned to Buyer at Closing and that does not relate to the Project Improvements; or (b) a breach by Seller of the Development Agreement occurring prior to the Closing Date. The indemnification obligations of the Parties under this Subsection 16.12 shall survive Closing.

16.13 Post-Closing Assignment of Permits. Promptly following Closing, Seller and the record general contractor shall assign (or transfer via the online permitting system of the City of Fort Pierce) to Buyer all active, approved or applied for permits (including drainage tract permit, private access tract permit, and building permit applications) applicable to the Land and/or construction of the Project Improvements. Buyer will work diligently with Seller and the City to provide any information required of Buyer for the assignment to occur. The obligations of this subsection shall survive the Closing and shall not be merged into the Deed delivered at Closing.

[SIGNATURE PAGE FOLLOWS]

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IN WITNESS WHEREOF, the Parties have executed this Contract as of the Effective Date.

SELLER:

AUDUBON DEVELOPMENT, INC.,
a Florida corporation

By: Dale Matteson
Name: Dale Matteson
Title:
Date: 12/3/2024

BUYER:

KINGS LANDING FT PIERCE, LLC

By: Mark Rosenwasser
Name: Mark Rosenwasser
Title: Ceo
Date: 12/3/2024

JOINDER BY ESCROW AGENT

The undersigned hereby joins in the foregoing Contract to confirm its agreement to abide by and perform all duties and responsibilities of the Escrow Agent.

GODBOLD, DOWNING, BILL & RENTZ, P.A.

By: _____
Travis Rentz

Date: _____

MICHELLE R. MILLER, CLERK OF THE CIRCUIT COURT - SAINT LUCIE COUNTY
FILE # 4996647 OR BOOK 4775 PAGE 2707, Recorded 02/18/2022 11:34:46 AM

This Instrument Prepared By:
W. LEE DOBBINS, ESQ.
Dean, Mead, Minton & Moore
1903 South 25th Street, Suite 200
Fort Pierce, Florida 34947
(772) 464-7700

AMENDED AND RESTATED AGREEMENT FOR DEVELOPMENT OF KING'S LANDING

THIS AGREEMENT (the "Agreement") is made and entered into as of this 8th day of February, 2022, by and between AUDUBON DEVELOPMENT, INC., a Florida corporation ("Audubon"), whose mailing address is P.O. Box 981, Palm Beach, FL 33480, the CITY OF FORT PIERCE, a Florida municipal corporation (hereafter referred to as the "City of Fort Pierce"), whose mailing address is City Hall, 100 North U.S. 1, Fort Pierce, FL 34950 and the FORT PIERCE REDEVELOPMENT AGENCY, a community redevelopment agency established pursuant to Florida Statutes Chapter 163 (the "FPRA") (collectively, the City of Fort Pierce and the FPRA shall be referred to herein as the "City").

This Agreement hereby amends, restates and replaces that certain Agreement for Development of King's Landing executed by and between Audubon, the City of Fort Pierce and FPRA dated December 2, 2019 and recorded in Official Records Book 4353, Page 1200, as amended by that certain First Amendment to Agreement for Development of King's Landing, dated February 3, 2020 and recorded in Official Records Book 4382, Page 118, both of the Public Records of St. Lucie County Florida (collectively, the "Original Agreement for Development"). The parties hereto also agree that certain deadlines and time periods set forth in the Original Agreement for Development were tolled as set forth in that certain Memorandum of Understanding as to Agreement for Development of King's Landing, between the City or Fort Pierce, FPRA and Audubon (the "MOU"), executed on or about March 25, 2020. Audubon, the City of Fort Pierce and FPRA hereby acknowledge and agree that the terms, covenants and conditions of the foregoing Original Agreement for Development, shall hereinafter be deemed to be as set forth herein, The Effective Date of this Agreement shall be the Effective Date of the Original Agreement for Development: December 2, 2019.

W I T N E S S E T H:

WHEREAS, the City of Fort Pierce and the FPRA are the record owners, as their record interests may appear, of fee simple title to the unimproved real property described on **Exhibit "A"**, attached hereto and made a part hereof (the "Real Property"); and

WHEREAS, the City issued a request for proposals ("RFP") requesting that qualified developers submit proposals for the development of the Real Property; and

WHEREAS, after evaluating the responses submitted in the competitive procurement process in response to the City's RFP, the City found that Audubon has submitted the most advantageous proposal; and

WHEREAS, Audubon has proposed the development of a mixed use development on the Real Property referred to as King's Landing, including a hotel, condominiums, restaurants, retail, office, single family residences and apartments, as more generally set forth in the RFP (the "Project"); and

WHEREAS, the City and Audubon both desire to enter into an agreement, allowing Audubon to proceed with obtaining land development approvals more specifically setting forth the master plan and development standards for the Project, providing for the conveyance of the Real Property to Audubon subject to the terms and conditions hereof, and allowing for the construction of the Project on the Real Property in phases, as more specifically set forth herein; and

NOW, THEREFORE, for and in consideration of the mutual promises, covenants and agreements contained herein, and the mutual benefits hereunder, and for other good and valuable considerations, the receipt and sufficiency of which are hereby acknowledged, the parties hereto do covenant and agree as follows:

1. Agreement to Develop. The City agrees to convey the Real Property to Audubon and Audubon agrees to develop the Real Property in accordance with the terms and conditions set forth herein. The term "Property" shall include the Real Property described in **Exhibit "A"**, together with all right, title and interest, if any, of the City in and to (i) any improvements to the Real Property, (ii) any condemnation award relating to the Real Property, and (iii) all easements, rights-of-way and appurtenances benefitting or appurtenant to the Real Property.

2. Due Diligence Period. Audubon, its agents, employees and contractors shall have one-hundred and twenty (120) days from and after the Effective Date (which one-hundred and twenty (120) day period is hereinafter referred to as the "Due Diligence Period") within which to undertake engineering and other tests, borings, studies, investigations and assessments of and concerning the Property, at Audubon's sole cost and expense, as Audubon determines may be necessary or desirable in order to determine and evaluate (i) compliance of the Property with all zoning, environmental and other codes, ordinances, statutes, rules and regulations affecting the same, (ii) soil compaction, drainage and other physical characteristics of the Property, (iii) the feasibility of developing the Property for Audubon's intended use, including preparing draft site plans, drainage plans, utility plans and financial feasibility studies, and (iv) any other matters as shall be deemed by Audubon, in Audubon's sole and absolute discretion, to be necessary for Audubon to determine the feasibility of Audubon proceeding with the development of the Property. The City hereby grants to Audubon, its agents, employees, contractors and engineers, a right of entry upon the Property and any part thereof during the Due Diligence Period for the purposes of assisting such inspections and review, including environmental studies, soil compaction studies, soil borings and other physical inspections, and to show the Property to third parties (including, without limitation, architects, attorneys, insurers, financial institutions and other lenders or investors), and the City hereby agrees to cooperate with Audubon's studies and investigations, as reasonably required. Audubon shall be responsible for prompt payment for such inspections and for repair of damage to and restoration of the Property resulting from such studies and inspections. Audubon shall not subject the Property to any liens in connection with such studies and investigations and Audubon shall immediately discharge any liens which may be recorded against the Property resulting from such studies and investigations. Audubon agrees

to indemnify and hold harmless the City from all losses, damages, penalties, attorney's fees and costs arising out of property damage, personal injury or wrongful death caused by Audubon, or Audubon's agents or contractors, in connection with any inspections of the Property. No later than five (5) days after the end of the Due Diligence Period, Audubon may, at Audubon's sole discretion and for any reason, terminate this Agreement by giving written notice thereof to the City, in which event this Agreement shall be terminated, and all rights and liabilities of the parties pursuant to the Agreement shall be terminated. No later than fifteen (15) days after such termination of this Agreement, Audubon shall deliver to the City copies of any reports of studies and investigations procured by Audubon relative to the Property during the Due Diligence Period.

3. Copies of Reports. The City agrees to deliver to Audubon, within five (5) days following the Effective Date of this Agreement, copies of (a) any leases, lease amendments, contracts, licenses, governmental or quasi-governmental permits or permit applications, (b) all reports, studies and investigations (including, without limitation, any environmental, engineering or water quality assessments or reports, title abstracts and policies, permits, surveys and soil tests) and (c) specifically, any information evidencing the removal of the title encumbrance that provided a right of reverter in favor of the State of Florida, in the possession of the City relating to the Property or any part thereof. The City shall also, upon request by Audubon, provide any information in the possession of the City relating to the remediation of environmental contamination on the Property.

4. Land Development Approvals.

a. City Obligations. The City shall, at no cost or expense to Audubon, be responsible for completing the following tasks:

i. The City shall give its best efforts to support abandoning of the road right-of-way of the section of Avenue B, shown on **Exhibit "B"**, attached hereto and made a part hereof (the "Avenue B Parcel"), it being the intention of the parties hereto that the Avenue B Parcel shall be included in the Property conveyed to Audubon at Closing, for development by Audubon. The City shall be responsible for completing and filing any required applications, paying any filing fees and processing the approval of the foregoing abandonment. The foregoing abandonment of the public right-of-way of the Avenue B Parcel, so that it may be conveyed to Audubon at Closing, shall be a Condition to Closing which, if not completed, may result in the termination of this Agreement as more specifically set forth in Paragraph 4.c below.

ii. The City shall give its best efforts to support amending the Comprehensive Plan of the City of Fort Pierce to change the future land use designation of the Property to Central Business District (CBD). The City shall be responsible for completing and filing any required applications and paying any filing fees associated with processing the approval of the foregoing future land use amendment, both at the City level and at the State level. The foregoing change in the Property's future land use designation to CBD shall be a Condition to Closing which, if not completed, may result in the termination of this Agreement as more specifically set forth in Paragraph 4.c below.

iii. The City shall give its best efforts to support changing the zoning of the Property to Planned Development (PD), with an underlying zoning classification of Central Commercial Zone (C-4). (The term "Planned Development" as used in this Agreement shall refer to a Planned Development zoning category as defined in Section 22-40 of the City of Fort Pierce Code of Ordinances). The City shall be responsible for completing and filing any required applications and paying any filing fees associated with processing the approval of the foregoing zoning change. The foregoing change of the Property's zoning to Planned Development with an underlying zoning classification of Central Commercial Zone (C-4) shall be a Condition to Closing which, if not completed, may result in the termination of this Agreement as more specifically set forth in Paragraph 4.c below.

iv. The Florida Department of Environmental Protection ("FDEP") issued a Conditional Site Rehabilitation Order ("SRCO") dated May 22, 2018 to the City setting forth various conditions relating to the existing environmental contamination on the Property. The SRCO is attached hereto and made a part hereof as **Exhibit "C"**. Paragraph (c) on page 5 of the SRCO states that additional site rehabilitation may be required if the "level of risk is increased" due to "substantial changes in exposure conditions, such as a change in land use from nonresidential to residential use". The City shall provide such information and documents to Audubon relative to the SRCO as Audubon may request in order for Audubon to notify FDEP of the proposed Project. Audubon shall notify FDEP of the proposed Project, and shall obtain written confirmation from FDEP, in form reasonably satisfactory to Audubon, before the end of the Due Diligence Period, that development of the Project will not require that additional remediation be completed on the Property or that additional restrictions be placed upon the use or development of the Property. The City agrees to cooperate with Audubon's efforts to obtain such written confirmation from FDEP. In the event that FDEP does require additional remediation or additional restrictions not currently set forth in the SRCO, then Audubon and the City shall work in good faith to amend this Agreement to address such remediation and/or conditions. In the event that Audubon and the City do not reach agreement with respect to such amendment to this Agreement, either party shall have the right to terminate this Agreement by giving written notice to the other, in which event all rights and liabilities of the parties pursuant to this Agreement shall be terminated.

b. Audubon Obligations. Audubon shall, at Audubon's sole cost and expense, be responsible for completing the following tasks:

i. Apply to and obtain approval from the City of Fort Pierce of a Planned Development master site plan (the "Site Plan") and development standards for the Property, allowing for a mixed use development, including a hotel, condominiums, restaurants, retail, office and apartments, as more generally set forth in the RFP.

ii. Providing the City with financial information responding to the request for additional information set forth in the memo from WTL+a, attached hereto as **Exhibit "D"**.

c. Right to Terminate. If all of the foregoing tasks set forth in Paragraphs 4.a and 4.b above (collectively the "Conditions to Closing") have not been completed within two-hundred and seventy (270) days after the Effective Date, then either party to this Agreement may terminate this Agreement by giving written notice thereof to the other party, in which event this

Agreement shall be terminated, and all rights and liabilities of the parties pursuant to the Agreement shall be terminated.

5. Evidence of Title. Within thirty (30) days after the Effective Date, Audubon shall obtain, at Audubon's expense, a Title Insurance Commitment (the "Commitment") for an Owner's Title Insurance Policy (the "Policy") issued by a Florida licensed title insurer (the "Title Company") evidencing that the City of Fort Pierce and/or FPRA are vested with fee simple title to all of the Real Property, free and clear of all liens, encumbrances, exceptions or qualifications whatsoever save and except for: (a) "Permitted Exceptions" as defined hereinbelow; and (b) those exceptions to title which are to be discharged by the City at or before the Closing. The Commitment shall also evidence that upon the execution, delivery and recordation of the Deed to be delivered pursuant to the provisions of this Agreement and the satisfaction of all requirements specified in Schedule B, Section 1 of the Commitment, Audubon shall acquire fee simple title to the Real Property, subject only to the Permitted Exceptions.

Audubon shall have a period of fifteen (15) days after receipt of the Commitment within which to cause the same to be examined and to notify the City in writing of any objections that would render title to the Real Property unmarketable or would prevent development of the Project on the Real Property; provided, however, that in the event of any such notice by Audubon, Audubon shall provide the City with a copy of the Commitment together with Audubon's written objections. The City, upon written notification thereof within such fifteen (15) day period, shall use reasonable diligence to remove, discharge or correct such objections, and shall have a period of sixty (60) days after receipt of notice in which to do so. If the City shall be unable to remove or discharge such objections within the foregoing sixty (60) day period, then Audubon may, within ten (10) days from the expiration of the sixty (60) day period, give notice to terminate this Agreement or agree to accept a conveyance of title at Closing in its then existing condition. If Audubon shall elect to terminate this Agreement, then neither the City nor Audubon shall have any further rights or obligations hereunder. Any items shown in the Commitment which Audubon does not timely object to, or which Audubon agrees to accept, in accordance with this paragraph, shall be deemed to be "Permitted Exceptions." The foregoing notwithstanding, if title defects are in the nature of liens or encumbrances arising by, through or under the City which can be discharged by the payment of money and are liquidated in amount (i.e., not contingent or unliquidated), then Audubon shall have the option to pay and discharge the same at or prior to Closing, in which event, a credit for the cost thereof shall be given to Audubon as part of the adjustments and prorations at the Closing.

Audubon may, prior to the date of Closing, obtain an update of the Commitment, and may reexamine title to the Real Property and deliver to the City written objection to any matter revealed by such title reexamination ("Subsequent Title Defect") other than the Permitted Exceptions. In the event that Audubon gives the City written objection to a Subsequent Title Defect, then the provisions set forth in the foregoing paragraph shall apply from and after the date of Audubon's notice thereof to City.

6. Survey. Within ninety (90) days after the Effective Date, Audubon may, at Audubon's sole cost and expense, have the Property surveyed by a registered Florida surveyor (the "Survey"). Audubon shall have a period of fifteen (15) days after receipt of the Survey within which to cause the same to be examined and to notify the City in writing of any

encroachment or any matter which would prevent development of the Project on the Property; provided, however, that in the event of any such notice by Audubon, Audubon shall provide the City with a copy of the Survey together with Audubon's written objections. The Survey objections shall be treated in the same manner as title objections are treated in Paragraph 5 above. Audubon's failure to have the Property timely surveyed in accordance with this paragraph or deliver timely notice of survey objections shall be deemed a waiver of Audubon's rights to object to survey defects as provided in this paragraph.

7. Closing and Conveyance of Property. At Closing (as defined below), the City of Fort Pierce shall first convey its interest in the Property to FPRA, and then FPRA shall convey all of the Property to Audubon. The closing for the conveyance of the Property from FPRA to Audubon (the "Closing") shall be at a date, time and place mutually agreed to by the City and Audubon, but within the municipal limits of the City of Fort Pierce, no earlier than twenty (20) days after the Conditions to Closing, as defined in Paragraph 4 above, have all been satisfied and no later than sixty (60) days after the Conditions to Closing have all been satisfied. At the time of the Closing hereunder, FPRA shall convey fee simple title to the Property to Audubon by Special Warranty Deed, in the form attached hereto as **Exhibit "E"** (the "Deed"). The consideration for such conveyance of the Property to Audubon is the obligations of Audubon as set forth in this Agreement, and no additional monetary consideration shall be paid from Audubon to the City for the Property. The conveyance of the Property shall be free and clear of all liens, encumbrances, exceptions or qualifications whatsoever, save and except only the following:

a. Ad valorem real property taxes and assessments for the year of closing and subsequent years.

b. Local zoning ordinances and regulations.

c. Permitted Exceptions as defined in Paragraph 5 above.

d. The Reverter as defined in Paragraph 10 below, and as set forth in the Deed.

8. Closing Costs. Audubon shall pay for the cost of: (a) all documentary stamp taxes required to be paid with respect to the Deed and other instruments of conveyance, if any, it being understood that documentary stamp taxes may be due on the market value of the Property as of the date of Closing, (b) the Title Policy, it being understood that the title premium may be based on the market value of the Property as of the date of Closing, (c) all recording fees with respect to those closing documents which are to be recorded (not including, however, the cost of curative title instruments which are to be paid exclusively by the City), (d) any closing costs associated with third party financing, and (e) the Survey. The City shall pay all costs to obtain and record any documents required to cure any title defects or survey defects objected to by Audubon in accordance with Paragraphs 5 and 6 above. Any real property taxes and assessments shall be prorated as of the date of the Closing.

9. Development Timeline. The Project shall be constructed in phases, as such phases are identified below and in the Construction Schedule attached hereto and made a part

hereof as **Exhibit "F"** (the Construction Schedule). The dates set forth in the Construction Schedule and the Development Deadlines below assume that the date of the Closing will be November 1, 2021. However, all dates set forth in the Construction Schedule and the Development Deadlines below shall be automatically adjusted based upon the actual date of the Closing without any further action or agreement needed on the part of the parties hereto (i.e. for every day that the Closing is delayed after November 1, 2021, the dates set forth in the Construction Schedule and the Development Deadlines shall also be delayed by one day). The proposed site plan for the Project is attached hereto and made a part hereof for reference only as **"Exhibit H"** (the actual final Site Plan will be subject to approval by the City Commission). Subject to the foregoing, Audubon shall develop the Phases in accordance with the following (the deadlines set forth in Paragraphs 9.a through 9.e below shall be referred to as the "Development Deadlines"):

a. Phase 1. Audubon shall submit an application for building permit(s) for construction for Phase 1, no later than March 17, 2022. Audubon shall Commence Construction of Phase 1 no later than September 13, 2022. Construction of Phase 1 shall be completed no later than January 29, 2025.. Phase 1 shall include (i) infrastructure improvements serving the entire Project, including street paving, water and sewer facilities and drainage facilities (the "Infrastructure Improvements"), and (ii) construction of a hotel (Building E on Exhibit H), and may also include construction of the townhomes on A.E. Backus Ave at Audubon's option. Upon completion of the construction of the Infrastructure Improvements for Phase 1, the streets and all infrastructure improvements within such streets (but excluding the sidewalks), shall be conveyed to the City, as more specifically set forth in Paragraph 16 below.

b. Phase 2. Audubon shall submit an application for building permit(s) for construction of Phase 2 no later than March 12, 2023. Audubon shall Commence Construction of Phase 2 no later than June 10, 2023. Construction of Phase 2 shall be completed no later than November 25, 2025. Phase 2 shall include Buildings C, D, F and G on Exhibit H.

c. Phase 3. Audubon shall submit an application for building permit(s) for the construction of Phase 3, no later than September 27, 2024. Audubon shall Commence Construction of Phase 3 no later than November 26, 2024. Construction of Phase 3 shall be completed no later than November 25, 2025. Phase 3 shall include Buildings A and B on Exhibit H.

d. Phase 4. Audubon shall submit an application for building permit(s) for the construction of Phase 4 no later than five (5) years after Commencing Construction of Phase 1. Audubon shall Commence Construction of Phase 4 no later than ninety (90) days after the City issues the building permit(s) for the construction of Phase 4. Construction of Phase 4 shall be completed no later than six (6) years after Commencing Construction of Phase 1. Phase 4 shall include the "Future Development" area shown on Exhibit H, west of N. 2nd Street.

e. Commencement of Construction. For the purpose of determining the Development Deadlines set forth in this Paragraph 9, the terms "Commence Construction" or 'Commencing Construction" shall mean beginning substantial physical site work, such as clearing, excavating or grading the Property in preparation for pouring foundations and/or

installing utilities, or the installation of best management practices such as silt fences and turbidity barriers.

10. Default.

a. Possibility of Reverter. When the Property is conveyed by the City to Audubon at Closing, the Deed will contain language stating that the City will retain a "possibility of reverter", as more specifically set forth in **Exhibit "E"**, giving the City the right to re-enter and retake the property if Audubon defaults on its obligations set forth in this Agreement (the "Reverter").

b. Release of Reverter for Construction Loan. The construction loan for the Phase 1 Infrastructure Improvements will be secured by a mortgage on the entire Property, except the portion of the Property on which the hotel will be constructed (the "Hotel Parcel"). Upon the closing of the foregoing construction loan, the City will (a) review the loan documents to confirm to the City's reasonable satisfaction that the loan is for the construction of the Phase 1 Infrastructure Improvements for the Project, in accordance with the approved Site Plan for the Project, (b) confirm issuance of the performance bonds for the Infrastructure Improvements, as described in Paragraph 10.d below, and (c) sign an instrument releasing all of the Property, except the Hotel Parcel, from the encumbrance of the Reverter, which instrument will be recorded in the public record at the time of the closing of the construction loan, so that the construction lender will acquire a construction mortgage encumbering all of the Property except the Hotel Parcel, securing the Construction Loan free and clear of the City's Reverter.

c. Release of Reverter from Hotel Parcel. Prior to conveyance of the Hotel Parcel to a third party developer, that will construct the hotel (the "Hotel Developer"), Audubon shall obtain approval from the City of a subdivision plat making the Hotel Parcel a separate lot for the development of the hotel(the "Hotel"). Prior to the closing of the foregoing sale of the Hotel Parcel to the Hotel Developer, the City will have the right to review the purchase and sale agreement between Audubon and the Hotel Developer, as more specifically set forth in Paragraph 12 below, to confirm it is consistent with the development of the Project in accordance with this Agreement and the approved Site Plan. Upon the closing of the forgoing sale of the Hotel Parcel to the Hotel Developer, the City will sign an instrument releasing the Hotel Parcel from the encumbrance of the Reverter, which instrument will be recorded in the public record at the time of the closing of the foregoing sale of the Hotel Parcel to the Hotel Developer, so that the Hotel Developer will acquire the Hotel Parcel free and clear of the City's Reverter.

d. Performance Bond. Audubon shall obtain a performance bond for the construction of the Infrastructure Improvements that equals or exceeds the estimated cost of such construction (currently estimated to be $2.5 million). Audubon shall also obtain a performance bond for the construction of the first Phase of vertical construction (other than the Hotel) that equals or exceeds the estimated cost of such construction. The City shall be named as an additional obligee on the performance bond for the Infrastructure Improvements. As a condition of obtaining a building permit for each of the future Phases of the Project (Phases 2 through 4), Audubon shall obtain a performance bond for each such future Phase, in the amount of the estimated cost of the construction of such Phase.. Each bond shall be in substantially the form attached hereto as **Exhibit "G"**, unless Audubon and the City mutually agree to a different form.

Each bond shall be released at the time that a certificate of occupancy or certificate of completion is issued for the bonded construction project.

e. Default by Audubon. In the event of a default or breach of this Agreement by Audubon the City may proceed at law or in equity to enforce its rights under this Agreement against Audubon, including but not limited to the right of specific performance. In addition, the City may exercise its rights pursuant to the Reverter, as defined above, or its rights pursuant to the performance bonds described in Paragraph 10.d above..

f. Default by City. In the event of a default or breach of this Agreement by the City, Audubon may proceed at law or in equity to enforce its rights under this Agreement against the City, including, but not limited to, the right of specific performance.

g. Right to Cure. The foregoing provisions of this Paragraph 10 notwithstanding, neither the City nor Audubon shall be deemed to be in default and/or breach under this Agreement, unless (i) the party alleging such default and/or breach shall have provided written notice of the alleged default and/or breach to the other party, (ii) the alleged defaulting and/or breaching party shall have failed within a period of thirty (30) days after receipt of such notice to cure said default and/or breach and (c) the alleging party is in compliance with the provisions of this Agreement.

11. Successors and Assigns. The terms herein contained shall bind and inure to the benefit of the City and its successors and assigns, and Audubon and its successors and assigns. No assignment of this Agreement by Audubon shall be effective unless and until such assignment shall be approved by the City in writing. The foregoing notwithstanding, Audubon may collaterally assign its rights under this Agreement to any lender providing financing for the development of the Project, and the City shall execute any acknowledgement of such collateral assignment as may be reasonably required by such lender, in a form reasonably acceptable to the City.

12. Approval of Third Party Developers. Audubon intends to obtain approval from the City of a subdivision plat, subdividing the Property into several parcels, consistent with the approved Site Plan. Audubon may sell or ground lease some or all of the subdivided parcels to third party developers, or may enter into joint venture agreements with such third party developers, allowing such third party developers to develop such parcels; provided, however, that Audubon shall ensure that any such agreements for the sale, ground lease, or joint ventures with third party developers shall be in writing and be subject to applicable terms and conditions of this Agreement and the conditions of approval and development standards approved by the City pursuant to the Planned Development approval for the Project. If Audubon wishes to enter into an agreement for a sale, ground lease, or joint venture with third party developers, Audubon shall give the City written notice of any such sale, ground lease or joint venture agreement, and shall deliver a copy of such agreement or lease to the City, so that the City may review such agreement and confirm that it is consistent with the development of the Project in accordance with this Agreement and the Site Plan. The City shall have fifteen (15) days from receipt of the foregoing written notice to deliver to Audubon written approval or denial of Audubon's request, and such approval shall not be unreasonably withheld. If the City does not deliver written denial to Audubon within such fifteen (15) day period, the City shall be deemed to have approved such

request. Any sale, ground lease or joint venture, to or with an unrelated third party, with respect to a portion of the Property pursuant to this paragraph shall not relieve Audubon of its obligations under this Agreement, and such unrelated third party shall be required to develop same in accordance with the Site Plan and this Agreement. Furthermore, with respect to any sale, ground lease or joint venture, to or with an unrelated third party, with respect to a portion of the Property (excluding the Hotel Parcel) pursuant to this paragraph, the bonding requirements set forth in Paragraph 10.d above shall be required to be satisfied, by the posting of a performance bond by either Audubon or the third-party purchaser, ground lessee or joint venturer. In accordance with Paragraph 10.d, no performance bond shall be required with respect to the construction on the Hotel Parcel.

13. Tax Increment Financing. The FPRA collects certain tax increment revenue ("TIR") from the ad valorem real property taxes paid with respect to property located within the City of Fort Pierce Community Redevelopment Area. Audubon, or the then-owner or owners of the Property as the case may be, shall pay all ad valorem real property taxes, non-ad valorem real property taxes, special assessments and any other taxes on the Property as they become due and within the year in which they are first due. After confirming that such taxes have been paid with respect a parcel of the Property, FPRA shall rebate to Audubon, fifty percent (50%) of all TIR received by FPRA with respect to such parcel of the Property, during each of the first five (5) calendar years (January 1 through December 31) beginning the first year that vertical improvements to that property have received a certificate of occupancy or similar certificate of completion and have been added to the County tax rolls (i.e. excluding the Infrastructure Improvements). (For example, if construction of the Hotel on the Hotel Parcel is completed in 2022 and the value of the Hotel has been added to the tax assessed value of the Hotel Parcel for the 2023 calendar year, then the rebate shall apply to the Hotel Parcel for years 2023 through 2027). Such rebate payments shall be delivered to Audubon no later than thirty (30) days after FPRA receives from the County Tax Collector the applicable tax increment revenue for such property owner's parcel of the Property. Such rebate payments shall not exceed two hundred thousand dollars ($200,000.00) per year for the entire Property, and shall not exceed one million dollars ($1,000,000.00) cumulatively for the entire Property. If calculation of the rebates in any given year would result in a total rebate for the entire Property in excess of either of the forgoing limitations, then any required reduction in the rebates shall be applied in an equal percentage to all affected parcels of the Property. (For example, if the rebates for the entire Property would exceed $200,000 in a given year, because one parcel would otherwise be entitled to a $100,000 rebate and another parcel would otherwise be entitled to a $200,000 rebate, then the rebates for both parcels shall be reduced by 33.33%, resulting in a rebate of $66,666.67 for one parcel and $133,333.33 for the other parcel). Notwithstanding any covenant or provision to the contrary set forth herein, the right to receive TIR rebate payments set forth in this Paragraph shall benefit and be enforceable only by Audubon, and by any successor developer acquiring Audubon's rights and obligations under this Agreement, provided that Audubon assigns its right to receive TIR rebate payments to such successor developer (with respect to all or part of the Property) pursuant to a written instrument delivered to the FPRA and recorded in the public records of St. Lucie County. (For example, Audubon may assign its right to receive TIR rebates with respect to the Hotel Parcel to a future owner and developer of the Hotel Parcel, while retaining the right to receive TIR rebates with respect to the balance of the Property.) In the event that any part of the Property is subdivided pursuant a subdivision plat or divided into condominium units pursuant to

the Florida condominium statutes, Audubon, or any successor developer as set forth above, shall continue to have the right to receive the entire amount of the foregoing TIR rebate payments, unless and until such time as Audubon, or any such successor developer, no longer owns any portion of the Property. The owners of the platted lots or condominium units shall not have any right to receive any portion of the TIR rebate payments unless they are the successor developer of such property having been assigned such right to receive TIR rebate payments as set forth above.

14. Off Site Drainage. The SRCO (defined in Paragraph 4.a.iv above) and the Declaration of Restrictive Covenants recorded in Official Records Book 4111, Page 1502 of the Public Records of St. Lucie County, impose certain conditions and restrictions on the use and development of the Property. Such conditions and restrictions provide that construction of drainage swales or stormwater retention may only occur in the limited space outside of the groundwater restriction area identified therein. Therefore, the City will support Audubon's construction of off-site drainage and stormwater improvements on City land other than the Property, or within City rights of way, if Audubon determines that such off-site drainage and/or stormwater facilities would be beneficial to the Project, so that stormwater retention requirements for the Project may be met using such off site properties; provided, however, that the City retains sole and absolute discretion to designate such City land or City rights of way as well as the scheduling of Audubon's construction. This paragraph shall not require the City to purchase any land, and any such off site drainage or stormwater improvements shall be constructed at Audubon's sole cost and expense.

15. Moore's Creek/Street Trees. The City will support Audubon's efforts, at Audubon's sole cost and expense, to (a) construct a dock within Moore's Creek and/or a pedestrian bridge over Moore's Creek, and (b) install street trees along City streets adjacent to the Project, as Project amenities. The location of the dock, pedestrian bridge and/or street trees will be subject to review and approval by the City pursuant the process for approving the Planned Development master plan for the Project. Upon completion of construction, the dock within Moore's Creek and/or the pedestrian bridge over Moore's Creek shall become and remain property of the City in perpetuity and the City shall maintain such dock and/or pedestrian bridge. Audubon is expressly prohibited from installing any fencing or gates on such dock and/or pedestrian bridge which vary from such fencing/gates approved by the City, and Audubon is expressly prohibited from imposing any charges, costs, expenses, or similar fees to any member of the public to access or use such dock within Moore's Creek and/or the pedestrian bridge. Upon installation of the street trees, the trees shall become and remain property of the City in perpetuity and the City shall maintain such street trees.

16. Streets and Drainage. Upon completion of construction of the streets within the Property, Audubon shall convey the streets to the City, but Audubon shall retain ownership of, and shall maintain, any sidewalks located along such streets within the Property, and any landscaping, lighting or other improvements located within such sidewalks, and such sidewalks shall remain open to the public in perpetuity. Such streets shall be public rights-of-way and all improvements within such rights-of-way, shall become and remain property of the City in perpetuity and the City shall maintain such streets and improvements, subject to any easements for utilities, drainage or landscaping. Audubon may, at Audubon's option, reserve easements over such road rights-of-way for utilities, drainage facilities and/or landscaping serving or

benefitting the Project. The foregoing conveyance of the improved streets to the City shall be subject to any applicable provisions of the City code governing the construction, inspection and conveyance of road improvements to the City. Audubon shall have the right to name the streets within the Property, subject to approval by the City.

17. Force Majure. Neither Audubon nor the City shall be considered in breach of this Agreement to the extent that performance of their respective obligations is prevented by a Force Majeure Event (defined below) that arises after the Effective Date. Deadlines set forth in this Agreement, including the Development Deadlines set forth in Paragraph 9 above, shall be extended by a period of time equal to the period of interruption caused by the Force Majeure Event as provided herein. As used herein, a "Force Majeure Event" shall mean a governmental moratorium, pandemic, unavailability of utilities (e.g. power or water), unavailability of materials, fire (including wildfires), explosion or similar casualty, sabotage, theft, vandalism, riot or civil commotion, hurricane, tropical storm, tornado or flooding through no fault of the affected party. Any extension of any date or deadline set forth in this Agreement due to a Force Majeure Event shall be only for the delay in performance that is an actual and direct result of such Force Majeure Event. The party prevented from carrying out its obligations hereunder shall give notice to the other party of a Force Majeure Event as soon as practicable but in no event shall such notice exceed fifteen (15) business days after the Force Majeure Event for which such claim is being made (absent a catastrophic Force Majeure Event affecting both parties to this Agreement).

18. Covenants Running With the Land. The rights, agreements, duties and obligations set forth in this Agreement shall run with the Property and shall be binding upon and benefit the parties hereto as herein specified and their successors, assigns, legal representatives and successors-in-title. Any transferee of any portion of the Property shall automatically be deemed, by acceptance of the title to said property, to have assumed all obligations of this Agreement relating thereto to the extent of its interest in said property. The foregoing notwithstanding, no property owner shall have any liability for any breach of this Agreement by another property owner. A breach of this Agreement by one property owner shall not prevent another property owner from developing its property in compliance with this Agreement and the approved Site Plan. For example, if a property owner completes its construction in compliance with all time periods for the applicable phase of development as set forth in Paragraph 9 above, such property owner shall not be deemed in breach of this Agreement due to the failure of another property owner within the same phase to complete its construction within the applicable time periods for that phase. Furthermore, any successor-in-title shall only have the rights under this Agreement that specifically relate to such property owner's property, unless Audubon specifically assigns additional rights to such property owner.

19. Captions and Paragraph Headings. Captions and paragraph headings contained in this Agreement are for convenience of reference only and in no way define, describe, extend or limit the scope or content of this Agreement nor the intent of any provision hereof.

20. Notices. All notices to be given with respect to this Agreement shall be in writing. Each notice shall be sent by hand delivery, United States certified mail, postage prepaid, return receipt requested or by overnight courier service (e.g FedEx, UPS) to the party to be notified at the addresses set forth hereinbelow or at such other addresses as the parties shall designate to each other in the manner prescribed for notice herein:

To Audubon:

Audubon Development, Inc.
P.O. Box 981
Palm Beach, FL 33480
Attn: Dale Matteson

With a copy to:

Dean, Mead, Minton & Zwemer
1903 South 25th Street, Suite 200
Ft. Pierce, FL 34947
Attention: W. Lee Dobbins, Esq.

To City of Fort Pierce:

City of Fort Pierce
City Hall
100 North U.S. 1
Fort Pierce, FL 34950
Attn: City Manager

With a copy to:

City of Fort Pierce
City Hall
100 North U.S. 1
Fort Pierce, FL 34950
Attn: City Attorney

Any notice shall be deemed received on the date of actual receipt or refusal. Changes of address shall be effective when provided in writing to the other party in the manner described herein.

21. Governing Law and Binding Effect. The interpretation and enforcement of this Agreement shall be governed by and construed in accordance with the laws of the State of Florida and shall bind, and the benefits and advantages shall inure to and be enforceable by, Audubon and the City as well as their respective successors and assigns. Whenever used, the singular name shall include the plural, the plural the singular, and the use of any gender shall be applicable to all genders. EACH PARTY IRREVOCABLY AND UNCONDITIONALLY WAIVES, TO THE FULLEST EXTENT PERMITTED BY APPLICABLE LAW, ANY RIGHT IT MAY HAVE TO A TRIAL BY JURY IN ANY LEGAL ACTION, PROCEEDING, CAUSE OF ACTION OR COUNTERCLAIM ARISING OUT OF OR RELATING TO THIS AGREEMENT, INCLUDING ANY EXHIBITS ATTACHED TO THIS AGREEMENT OR THE TRANSACTIONS CONTEMPLATED HEREBY.

22. Survival of Obligations. This Agreement shall survive said Closing and shall not

merge with the delivery of the Deed and other closing documents.

23. Integrated Agreement, Waiver and Modifications. This Agreement represents the complete and entire understanding and agreement between and among the parties hereto with regard to all matters involved in this Agreement and supersedes any and all prior or contemporaneous agreements, representations, covenants, or memoranda, whether written or oral, made by any party hereto. This Agreement may not be modified or amended, nor may any provision contained herein be waived, except in writing signed by all parties hereto.

24. Interpretation. The parties hereto acknowledge and agree that this Agreement has been negotiated at arm's length and between parties equally sophisticated and knowledgeable in the matters dealt with in this Agreement, and that each party has been advised by counsel of its choosing with respect hereto. Accordingly, any rule of law or legal decision that would require interpretation of any ambiguities in this Agreement against the party that has drafted it is not applicable and is hereby waived. The terms of this Agreement shall be interpreted in a reasonable manner in order to effect the intent of the parties as set forth herein.

25. Computation of Time. Calendar days will be used when computing time periods, except time periods of 5 days or less. Time periods of 5 days or less will be computed without including Saturday, Sunday, or national legal holidays specified in 5 U.S.C. 6103(a). Any time period ending on a Saturday, Sunday, or national legal holiday will extend until 5:00 p.m. (where the Property is located) of the next business day. Time shall be of the essence as to all dates and times of performance under this Agreement.

26. Counterparts. This Agreement may be executed in any number of identical counterparts each of which shall be deemed to be an original for all purposes but all of which shall constitute one and the same instrument, and a copy of such signature received through telefax or electronic transmission shall bind the party whose signature is so received as if such signature were an original. In making proof of this Agreement, it shall not be necessary to produce or account for more of such counterparts than are required to show that each party hereto executed at least one such counterpart.

27. Removal of Buried Concrete. The FPRA has set aside $170,000 in escrow for the removal of buried concrete and other debris located on the Property. After the Closing, but before the commencement of construction on the Property, Audubon shall excavate and remove the buried concrete and other debris located on the Property, using Audubon's contractors, as may be needed for the construction of the Project in accordance with the approved Site Plan (the "Debris Removal"). Upon completion of the foregoing Debris Removal to Audubon's reasonable satisfaction, Audubon will give written notice of completion to the City, together with copies of invoices confirming the cost of the Debris Removal. Upon receipt of such written notice, FPRA shall promptly reimburse Audubon for the cost of the Debris Removal.

IN WITNESS WHEREOF, the parties have caused these presents to be executed as of the day and year first above written.

WITNESSES:

Alicia Cruz Rosselle
Print Name: ALICIA CRUZ-ROSSELLE

W. Lee Dobbins
Print Name: W. Lee Dobbins

"Audubon"

AUDUBON DEVELOPMENT, INC., a Florida corporation

By: _____
Print Name: DALE MATTESON
Title: PRESIDENT

STATE OF FLORIDA
COUNTY OF ST. LUCIE

The foregoing instrument was acknowledged before me this 23 day of SEPTEMBER, 2021, by DALE MATTESON as PRESIDENT of AUDUBON DEVELOPMENT, INC., a Florida corporation. Said person did not take an oath and (check one) ☒ is personally known to me, ☐ produced a driver's license issued by a state of the United States within the last five (5) years as identification, to wit:

ALICIA CRUZ-ROSSELLE
MY COMMISSION # GG216364
EXPIRES: May 10, 2022

Alicia Cruz Rosselle
Notary Public, State of Florida
Print Name: ALICIA CRUZ-ROSSELLE
Commission #: GG216364
My Commission Expires: 5/10/2022

[SIGNATURES CONTINUE ON FOLLOWING PAGES]

WITNESSES:

Print Name: Brittany Meredith

Print Name:

"City of Fort Pierce":

CITY OF FORT PIERCE, FLORIDA, a Florida municipal corporation

By: Linda Hudson
Linda Hudson, Mayor

APPROVED AS TO FORM AND CORRECTNESS:

By:
Tanya Earley, City Attorney

STATE OF FLORIDA
COUNTY OF St. Lucie

The foregoing instrument was acknowledged before me this 8th day of February, 2022, by LINDA HUDSON, as MAYOR, of CITY OF FORT PIERCE, a Florida municipal corporation. Said person did not take an oath and (check one) ☒ is personally known to me, ☐ produced a driver's license issued by a state of the United States within the last f ive (5) years as identification, to wit:

LINDA W. COX
Notary Public
State of Florida
Comm# HH167003
Expires 9/9/2025

Notary Public, State of Florida
Print Name:
Commission #:
My Commission Expires:

[SIGNATURES CONTINUE ON FOLLOWING PAGE]

WITNESSES:

Print Name: Brittany Meredith

Print Name: LaToya Ransom

"FPRA"

FORT PIERCE REDEVELOPMENT AGENCY, a community redevelopment agency established pursuant to Florida Statutes Chapter 163

By: Linda Hudson
Print Name: Linda Hudson
Title: Chairwoman

STATE OF FLORIDA
COUNTY OF St. Lucie

The foregoing instrument was acknowledged before me this 8th day of February, 2023, by Linda Hudson as Chairwoman of FORT PIERCE REDEVELOPMENT AGENCY, a community redevelopment agency established pursuant to Florida Statutes Chapter 163. Said person did not take an oath and (check one) ☒ is personally known to me, ☐ produced a driver's license issued by a state of the United States within the last five (5) years as identification, to wit:

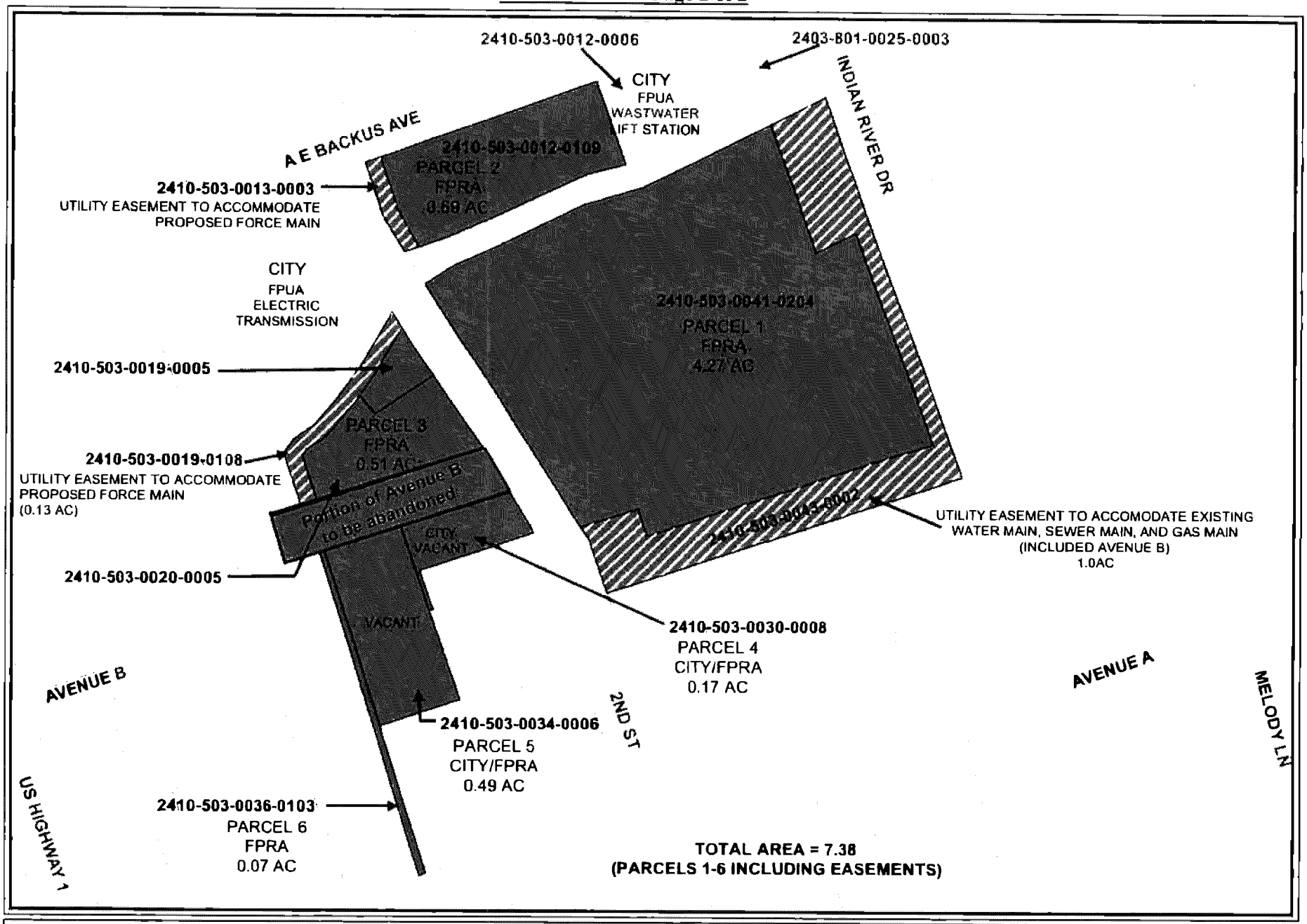
LINDA W. COX
Notary Public
State of Florida
Comm# HH167003
Expires 9/9/2025

Linda W. Cox
Notary Public, State of Florida
Print Name: _____
Commission #: _____
My Commission Expires: _____

EXHIBIT "A"
The "Property"
Parcels to be Conveyed by the City to Audubon
Page 1 of 2

Parcel 1	2410-503-0041-0204
Parcel 1	2410-503-0043-0002
Parcel 2	2410-503-0012-0109
Parcel 2	2410-503-0013-0003
Parcel 3	2410-503-0020-0005
Parcel 3	2410-503-0019-0005
Parcel 3	2410-503-0019-0108
Parcel 4	2410-503-0030-0008
Parcel 5	2410-503-0034-0006
Parcel 6	2410-503-0036-0103
Abandoned Portion of Avenue B	

EXHIBIT "A" - Page 2 of 2



FORT PIERCE ENGINEERING DEPARTMENT	DATE: OCT 11, 18 SCALE: 1" = 150'	**PROPOSED DEVELOPMENT AREA SITE 1** APPROXIMATELY 7.38 ACRES	KING PLANT REDEVELOPMENT

EXHIBIT "B"

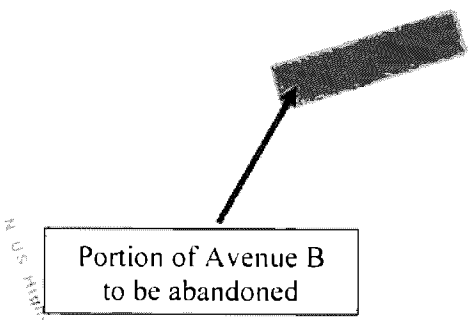


EXHIBIT "C"

Florida Department of Environmental Protection

Southeast District Office
3301 Gun Club Road, MSC 7210-1
West Palm Beach, FL 33406-3007
561-681-6600

Rick Scott
Governor

Carlos Lopez-Cantera
Lt. Governor

Noah Valenstein
Secretary

May 22, 2018

Via Email: lhudson@city-ftpierce.com

Mayor Linda Hudson, Chairwoman of the Fort Pierce Redevelopment Agency
A Dependent Special District of the City of Fort Pierce
100 North US Highway 1
Fort Pierce, FL 33494

Subject: Conditional Site Rehabilitation Completion Order (SRCO)
Former H.D. King Power Plant Site - Parcel 1
Former Address: 311 North Indian River Dr., & 322 North Second Street, Fort Pierce, St. Lucie County, FL 34950
Site Identification Numbers: COM_82363, BF561101001
Parcel Identification Number(s): 2410-503-0041-020-4

Dear Mayor Hudson:

The Southeast District has reviewed the Combined Document – Site Assessment Addendum and Source Removal Completion Report, dated November 20, 2016, prepared by Cardno, the Combined Document Addendum, dated January 9, 2018, and the Declaration of Restrictive Covenant (DRC), recorded by the Fort Pierce Redevelopment Agency, a Dependent Special District of the City of Fort Pierce, on March 22, 2018, in Official Record Book File 4415196, Book 4111, Pages 1502 - 1509, Public Records of Saint Lucie County, Florida, for the Former H.D. King Power Plant Site – Parcel 1, former address 311 North Indian River Dr. & 322 North Second Street, Fort Pierce, St. Lucie County, FL 34950. Maps showing the location of the Former H.D. King Power Plant Site – Parcel 1 and the location of the "contaminated site" for which this Order is being issued are attached as Exhibits 1 and 2 and are incorporated by reference herein. Failure to comply with the provisions of this order is a violation of section 376.302, Florida Statutes (F.S.). The contaminated site includes the following parcel or parts of parcel 410-503-0041-020-4 (collectively referred to as the property).

The contamination, which resulted from a discharge that was discovered in December 2007, consisted of Volatile Organic Compounds, Semi-Volatile Organic Compounds, Polychlorinated Biphenyls, Total Recoverable Petroleum Hydrocarbons, Aluminum, Arsenic, Barium, Cadmium, Chromium, Cobalt, Copper, Iron, Lead, Manganese, Mercury, Nickel, Thallium, Silver, Vanadium and Zinc. The discharge resulted from former operations of an electric power generation plant at the property since 1912, when a wood fired power plant began operation. That plant was removed from the site in the early 1930s after which the H.D. King Power Plant

(KP) was built. The KP was a 131-Megawatt electric generating plant that used a mix of petroleum and natural gas fuels to power the electricity generating units. Due to the age of the plant and external and business reasons, the Ft. Pierce Utilities Authority (FPUA) closed and decommissioned the KP. As part of the decommissioning process for the former power plant, the plant operator, FPUA had a Phase I Environmental Site Assessment (ESA) prepared (Beck, December 2007) to document potential areas of interest/concern prior to commencing demolition of the plant.

Demolition activities began in May 2008 and were completed in October 2009. A Brownfields Site Rehabilitation Agreement (BSRA) under the Florida Brownfields Redevelopment Act (Chapter 376.77 - 376.85, Florida Statutes) was executed by the Department on November 29, 2012. to address the contamination. The Combined Document – Site Assessment Addendum and Source Removal Completion Report is supported by earlier submittals, prepared pursuant to the requirements of Chapter 62-780, Florida Administrative Code (F.A.C.)., which can be found in the Department's document repository at: http://depedms.dep.state.fl.us/Oculus/servlet/login.

Based on the documentation submitted with the Combined Document – Site Assessment Addendum and Source Removal Completion Report and other submitted documents. the Department has reasonable assurance that the Fort Pierce Redevelopment Agency, a Dependent Special District of the City of Fort Pierce, the Person Responsible for Brownfields Site Rehabilitation, "PRFBSR"), has met the criteria in Chapter 62-780, F.A.C. and has met the terms of the BSRA, including the commitments set forth in the technical submittals with respect to the establishment, use and recordation of institutional controls. The technical submittals indicate that acceptable Soil Cleanup Target Levels (SCTL's) have been met and groundwater contaminants remaining at the contaminated site are managed with appropriate institutional controls. Therefore, you have satisfied the site rehabilitation requirements for the contaminated site and are released from any further obligation to conduct site rehabilitation at the contaminated site, except as set forth below. See attached tables (Exhibit 3), incorporated by reference herein, which includes information regarding the contaminants, affected media, applicable cleanup target levels for the contaminated site that is the subject of this Order.

Based upon the information provided concerning the property located at 311 North Indian River Dr. & 322 North Second Street, Fort Pierce, St. Lucie County, FL 34950, it is the opinion of the Florida Department of Environmental Protection that the Fort Pierce Redevelopment Agency, a Dependent Special District of the City of Fort Pierce, has successfully and satisfactorily implemented the approved brownfield site rehabilitation agreement schedule and, accordingly, no further action is required to assure that any land use identified in the brownfield site rehabilitation agreement is consistent with existing and proposed uses.
The following, including this Order, establish the institutional controls for the contaminated site and any change to the risk of exposure to any contamination or destabilization of any groundwater contamination that results from either failing to comply with the institutional controls or any change, amendment, revocation, or repeal of the institutional controls will result in the revocation of this Order.

Declaration of Restrictive Covenant (DRC).

A DRC was recorded by the Fort Pierce Redevelopment Agency, a Dependent Special District of the City of Fort Pierce, on March 22, 2018, in Official Record Book File 4415196, Book 4111, Pages 1502 - 1509, Public Records of Saint Lucie County, Florida, and is attached and incorporated by reference as Exhibit 4. The DRC applies to the portion of the property identified in said document as the Groundwater Restricted Area. Any current or future real property owner of the contaminated site must comply with the provisions contained within the DRC, (attached) recorded or otherwise established prior to the execution of this Order.

Groundwater Use Institutional Controls.

A permit is required by the South Florida Water Management District to do certain dewatering activities or install certain water production groundwater wells pursuant to Chapter 373, F.S. and the rules promulgated thereunder. The Department will rely upon these, to be collectively referred to as groundwater use institutional controls, to ensure that no contaminant exposure from using the groundwater as a potable drinking water source or using for irrigation or other non-potable water uses resulting in risk to human health, public safety or the environment will occur due to this contaminated site. As such, the PRFBSR must notify the Department if the PRFBSR becomes aware of the repeal or amendment of these groundwater use institutional controls, or if a violation occurs at the subject property of such groundwater use institutional controls such that the potential for exposure to contaminants resulting in risk to human health, public safety, and/or the environment is increased. Repeal, amendment, or violation of these groundwater use institutional controls or failure to notify the Department of such violation, amendment, or repeal may, in addition to other remedies available at law, result in proceedings to revoke this Order and require the immediate resumption of active cleanup or require that other approved institutional controls be implemented, unless demonstrated that the cleanup criteria under Subsection 62-780.680(1), F.A.C., have been achieved.

Dewatering.

The Department will rely on Rule 62-621.300, F.A.C., and the guidance incorporated therein, and prior Department Division of Waste Management review of any dewatering plan as the institutional control to ensure that no exposure to contaminated groundwater resulting in risk to human health, public safety or the environment will occur due to dewatering activities on the contaminated site. Department Rule 62-621.300, F.A.C., requires a permit when conducting dewatering in the area of a contaminated site. The Department Division of Waste Management can only approve a dewatering plan that ensures the appropriate handling, treatment, and disposal of any extracted groundwater that may be contaminated to avoid adversely impacting or increasing the potential for exposure to contaminants resulting in risk to human health, public safety or the environment. Unless it is demonstrated that the cleanup criteria under Subsection 62-780.680(1), F.A.C., have been achieved, the Department, in addition to other remedies available at law, may institute proceedings to revoke this Order and require the resumption of site rehabilitation activities if any dewatering activities are commenced without the Department's

Division of Waste Management's prior approval. See attached and incorporated by reference Exhibit 4.

Stormwater facilities.

The Department will rely on Department and / or South Florida Water Management District review of any plan to construct new, or modify existing, stormwater facilities to ensure that there is no exposure to contaminated groundwater entering in to new or expanded stormwater facilities resulting in risk to human health, public safety or the environment due to the contaminated site. Construction of stormwater swales, stormwater detention or retention facilities, or ditches on the property could destabilize the groundwater plume or increase potential for exposure to contaminants resulting in risk to human health, public safety, or the environment. For this reason, parties seeking to construct stormwater facilities on the property, should first consult with and receive approval from the Department's Division of Waste Management in addition to obtaining any authorizations that may be required by the Department's Division of Water Resource Management, the Water Management District, or other applicable law. Unless it is demonstrated that the cleanup criteria under Subsection 62-780.680(1), F.A.C., have been achieved, the Department, in addition to other remedies available at law, may institute proceedings to revoke this Order and require the resumption of site rehabilitation activities if any such stormwater facilities are constructed are commenced without the Department's Division of Waste Management's prior approval. See attached and incorporated by reference Exhibit 4.

Removal of controls.

Where the institutional control is a restrictive covenant, if the current or future real property owner of the contaminated site proposes to remove it, the real property owner shall obtain prior written approval from the Department. For all types of institutional controls, the removal of the controls shall be accompanied by the immediate resumption of site rehabilitation or implementation of other approved controls, unless it is demonstrated to the Department that the criteria of Subsection 62-780.680(1), F.A.C., are met.

Well abandonment.

Based on the documentation previously submitted, all monitoring wells have been removed. Accordingly, the submittal of a Well Plugging Report is not required.

Future owners and users of the property should be made aware of the existence and contents of this Order. Additionally, information about the contaminated site will be maintained on the Department's Search Portal at: http://prodenv.dep.state.fl.us/DepNexus/public/searchPortal and on the Institutional Controls Registry website at: https://floridadep.gov/waste/waste/content/institutional-controls-registry.

Further, in accordance with Section 376.30701(4), F.S., upon completion of site rehabilitation, additional site rehabilitation is not required unless it is demonstrated that:

(a) Fraud was committed in demonstrating site conditions or completion of site rehabilitation;
(b) New information confirms the existence of an area of previously unknown contamination which exceeds the site-specific rehabilitation levels established in accordance with Section 376.30701(2), F.S., or which otherwise poses the threat of real and substantial harm to public health, safety, or the environment;

(c) The level of risk is increased beyond the acceptable risk established under Section 376.30701(2), F.S., due to substantial changes in exposure conditions, such as a change in land use from nonresidential to residential use. Any person who changes the land use of the site, thereby causing the level of risk to increase beyond the acceptable risk level, may be required by the Department to undertake additional remediation measures to ensure that human health, public safety, and the environment are protected consistent with Section 376.30701, F.S.; or

(d) A new discharge of pollutants or hazardous substances occurs at the site subsequent to the issuance of this Order.

Legal Issues

The Department's Order shall become final unless a timely petition for an administrative hearing is filed under sections 120.569 and 120.57, F.S., within 21 days of receipt of this Order. The procedures for petitioning for a hearing are set forth below.

Persons affected by this Order have the following options:

A. If you choose to accept the Department's decision regarding this Conditional SRCO, you do not have to do anything. This Order is final and effective on the date filed with the Clerk of the Department, which is indicated on the last page of this Order.

B. If you choose to challenge the decision, you may do the following:

1. File a request for an extension of time to file a petition for hearing with the Department's Agency Clerk in the Office of General Counsel within 21 days of receipt of this Order. Such a request should be made if you wish to meet with the Department in an attempt to informally resolve any disputes without first filing a petition for hearing; or

2. File a petition for administrative hearing with the Department's Agency Clerk in the Office of General Counsel within 21 days of receipt of this Order.

Please be advised that mediation of this decision pursuant to section 120.573, F.S., is not available.

How to Request an Extension of Time to File a Petition for Hearing

For good cause shown, pursuant to Rule 62-110.106(4), F.A.C., the Department may grant a request for an extension of time to file a petition for hearing. Such a request must be filed (received) by the Agency Clerk in the Office of General Counsel of the Department at 3900 Commonwealth Boulevard, Mail Station 35, Tallahassee, Florida, 32399-3000, within 21 days of receipt of this Order. Petitioner, if different from the Fort Pierce Redevelopment Agency, a Dependent Special District of the City of Fort Pierce, shall mail a copy of the request to the Fort Pierce Redevelopment Agency, a Dependent Special District of the City of Fort Pierce, 100 North US Highway 1, Fort Pierce, FL 33494 at the time of filing. Timely filing a request for an extension of time tolls the time period within which a petition for administrative hearing must be made.

How to File a Petition for Administrative Hearing

A person whose substantial interests are affected by this Order may petition for an administrative hearing under sections 120.569 and 120.57, F.S. The petition must contain the information set forth below and must be filed (received) by the Agency Clerk in the Office of General Counsel of the Department at 3900 Commonwealth Boulevard, MS 35, Tallahassee, Florida, 32399-3000, within 21 days of receipt of this Order. Petitioner, if different from the Fort Pierce Redevelopment Agency, A Dependent Special District of the City of Fort Pierce, 100 North US Highway 1, Fort Pierce, FL 33494, shall mail a copy of the petition to the Fort Pierce Redevelopment Agency, a Dependent Special District of the City of Fort Pierce, 100 North US Highway 1, Fort Pierce, FL 33494, at the time of filing. Failure to file a petition within this time period shall waive the right of anyone who may request an administrative hearing under sections 120.569 and 120.57, F.S.

Pursuant to subsection 120.569(2), F.S., and Rule 28-106.201, F.A.C., a petition for administrative hearing shall contain the following information:

a) The name, address, and telephone number of each petitioner; the name, address, and telephone number of the petitioner's representative, if any; the site owner's name and address, if different from the petitioner; the DEP facility number; and the name and address of the facility;
b) A statement of when and how each petitioner received notice of the Department's action or proposed action;
c) An explanation of how each petitioner's substantial interests are or will be affected by the Department's action or proposed action;
d) A statement of the disputed issues of material fact, or a statement that there are no disputed facts;
e) A statement of the ultimate facts alleged, including a statement of the specific facts the petitioner contends warrant reversal or modification of the Department's action or proposed action;
f) A statement of the specific rules or statutes the petitioner contends require reversal or modification of the Department's action or proposed action; and
g) A statement of the relief sought by the petitioner, stating precisely the action petitioner wishes the Department to take with respect to the Department's action or proposed action.

This Order is final and effective on the date filed with the Clerk of the Department, which is indicated on the last page of this Order. Timely filing a petition for administrative hearing postpones the date this Order takes effect until the Department issues either a final order pursuant to an administrative hearing or an Order Responding to Supplemental Information provided to the Department pursuant to meetings with the Department.

Judicial Review

Any party to this Order has the right to seek judicial review of it under section 120.68, F.S., by filing a notice of appeal under rule 9.110 of the Florida Rules of Appellate Procedure with the Agency Clerk of the Department in the Office of General Counsel, Mail Station 35, 3900 Commonwealth Boulevard, Tallahassee, Florida 32399-3000, and by filing a copy of the notice of appeal accompanied by the applicable filing fees with the appropriate district court of appeal. The notice of appeal must be filed within thirty days after this order is filed with the clerk of the Department (see below).

Questions

Any questions regarding this Conditional Site Rehabilitation Completion Order, should be directed to Paul Alan Wierzbicki at the Department of Environmental Protection, Southeast District Office, 3301 Gun Club Road, MSC 7210-1, West Palm Beach, FL 33406-3007, telephone (561) 681-6677, e-mail: paul.wierzbicki@floridadep.gov. Questions regarding legal issues should be referred to the Department's Office of General Counsel at (850) 245-2242. Contact with any of the above does not constitute a petition for administrative hearing or request for an extension of time to file a petition for administrative hearing.

Sincerely,

Jennifer K. Smith
District Director
Southeast District

FILING AND ACKNOWLEDGMENT
FILED, on this date, pursuant to §120.52
Florida Statutes, with the designated
Department Clerk, receipt of which is
hereby acknowledged.

Mandaben Patel — May 22, 2018
Clerk — Date

Exhibit 1: Figure 1, Site Vicinity Map.

Exhibit 2: Parcel / Site Boundary Map, dated 11-1-2016

Exhibit 3 – Collective Maps and Tables, (12 pages).

Exhibit 4: Declaration of Restrictive Covenant, File 4415196, Book 4111, Pages 1502 – 1509, Recorded 03/22/2018.

cc: Michael O. Sznapstajler, Esq., Cobb Cole, Michael.Sznapstajler@Cobbcole.com
Laurie LaFavor, Laurie.Lafavor@cobbcole.com
Greg Schultz, Greg.Schultz@cardno.com
Barbara Alfano, US EPA, Region IV, Alfano.Barbara@epa.gov
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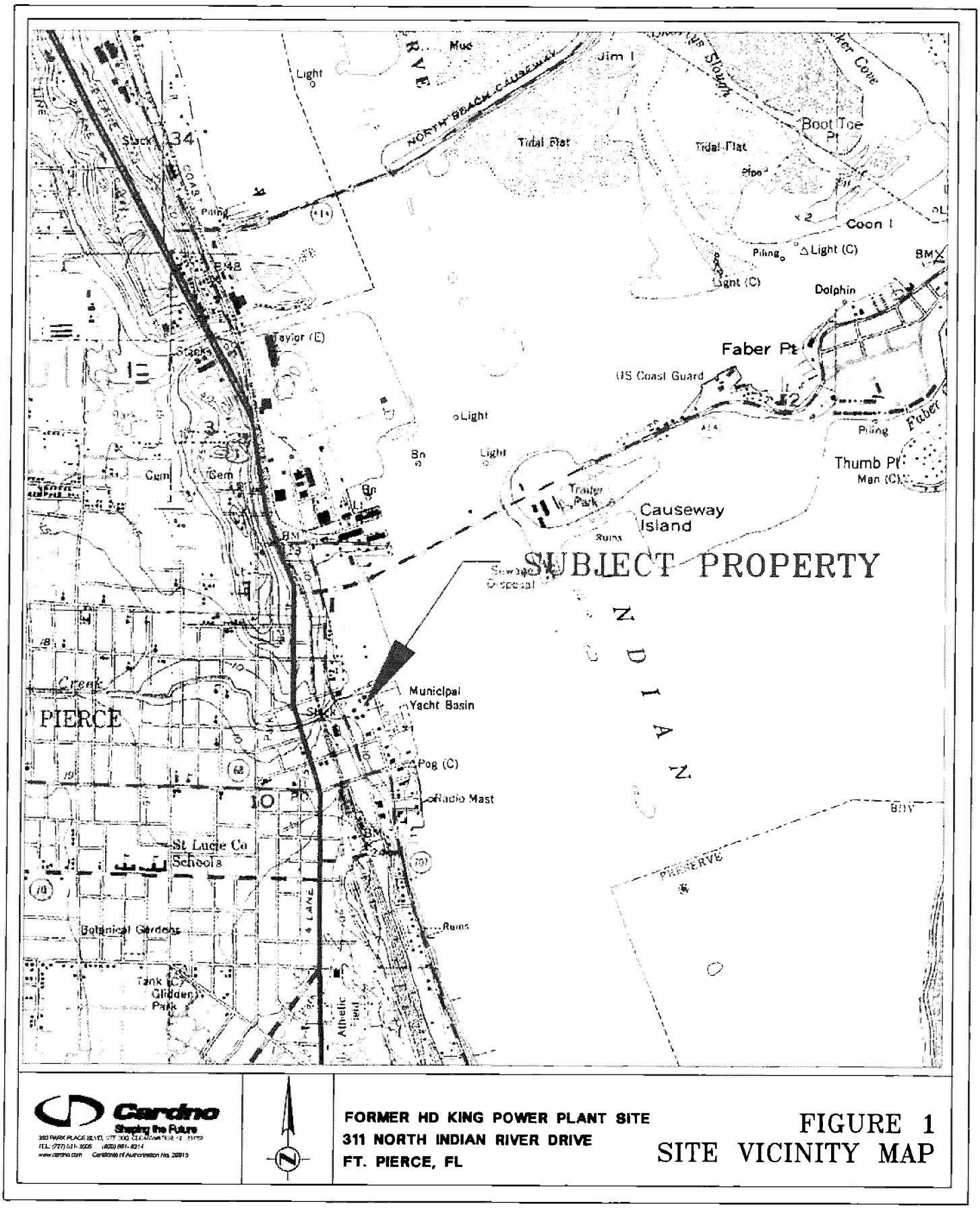
Chad Brcka, P.G., South Florida Water Management District, cbrcka@sfwmd.gov
Stephanie Heidt, AICP, Treasure Coast Regional Planning Council, sheidt@tcrpc.org
FDEP- Diane Pupa, Carrie L. Kruchell, Justin L. Cross, Lisa Duchene, Lea Crandall (Agency Clerk), Jordan Bennett, Brian Dougherty, Kent Edwards, Paul Wierzbicki

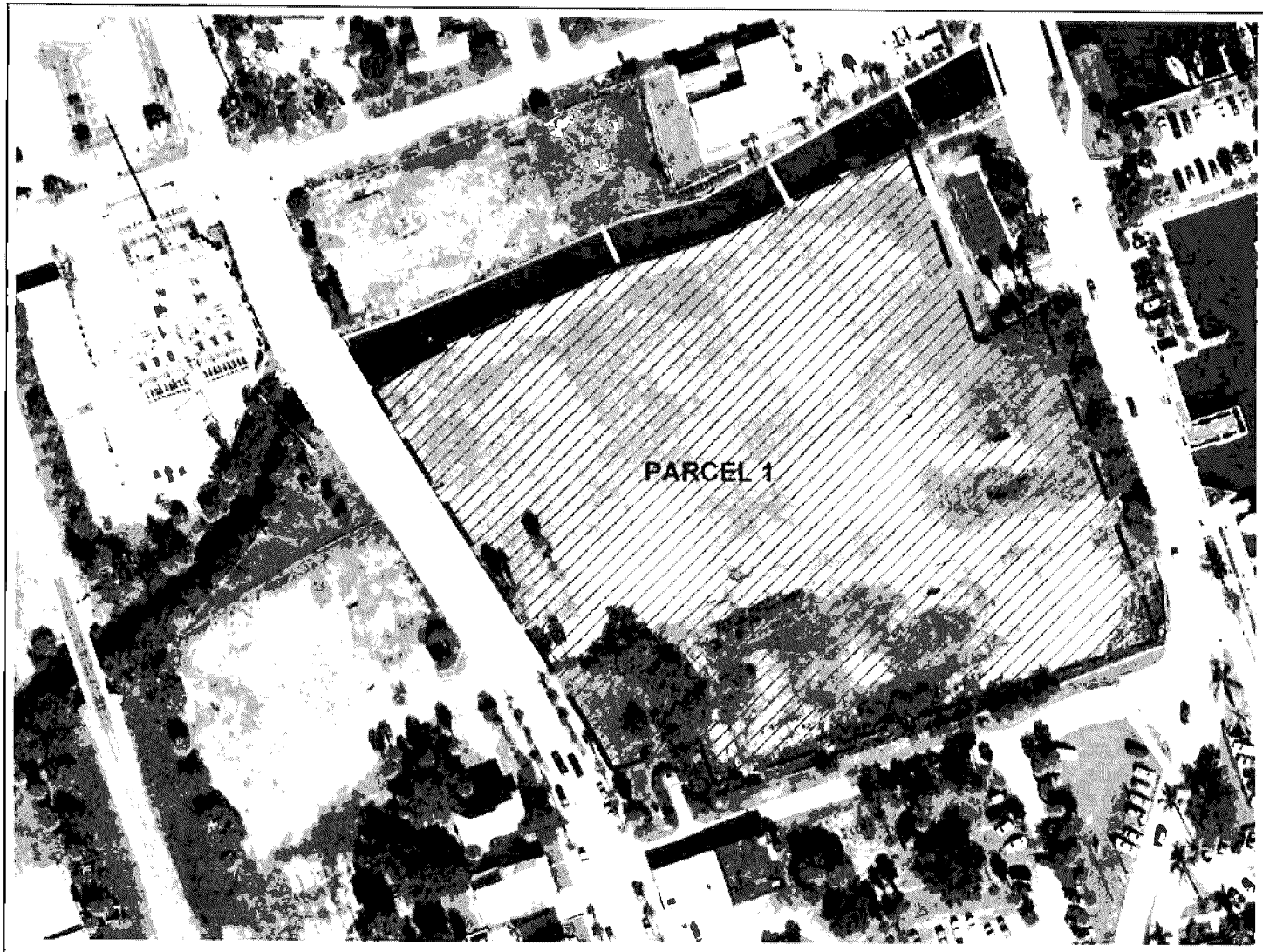


Cardno
Shaping the Future

FORMER HD KING POWER PLANT SITE
311 NORTH INDIAN RIVER DRIVE
FT. PIERCE, FL

FIGURE 1
SITE VICINITY MAP

EXHIBIT 1 FDEP Site ID No.: COM_82363, BF561101001



1" = 80'

LEGEND

SUBJECT SITE LOCATION

PARCEL 1: BF SITE ID #: BF561101001
322 N 2nd St., FORT PIERCE, FL

PARCEL ID #: 241050300410204

LEGAL DESCRIPTION:
AARON LEE'S MAP OF FORT PIERCE 10 35 40 BEG AT SW COR OF LOT 2 BLK F RUN NWLY ALG E RD R/W LI OF N 2 ST TO S BANK OF MOORE'S CREEK,TH ELY ALG S BANK OF MOORE'S CREEK TO E RD R/W LI OF IND RIV DR,TH SLY ALG IND RIV DR TO SE COR OF BULKHEAD OF RECREATION PIER,TH WLY TO INT OF ELY RD R/W LI OF N 2 ST AND SW COR OF LOT 2 AND POB-LESS E 20 FT AND LESS S 50 FT AND LESS N 165 FT OF E 75 FT AND LESS S 87 FT OF W 67 FT-(MAP 24/10B) (4.272 AC) (OR 3136-2650)

NO.	DESCRIPTION	BY	DATE

CITY OF FORT PIERCE AND TCRPC

H.D. KING POWER PLANT

Cardno
Shaping the Future

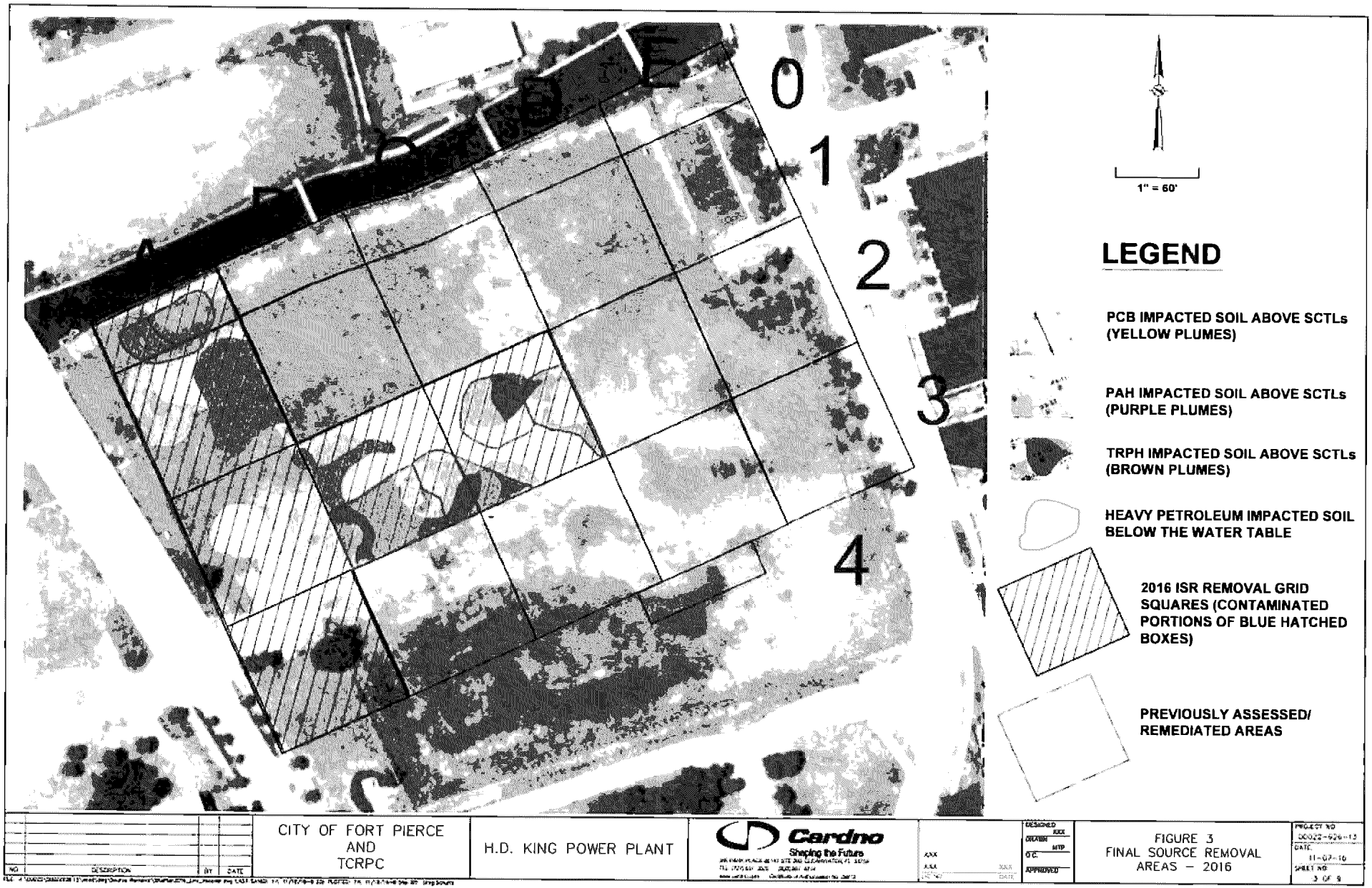
DESIGNED KAS
DRAWN MTP
CHECKED
APPROVED

FIGURE 2
PARCEL/SITE BOUNDARY MAP

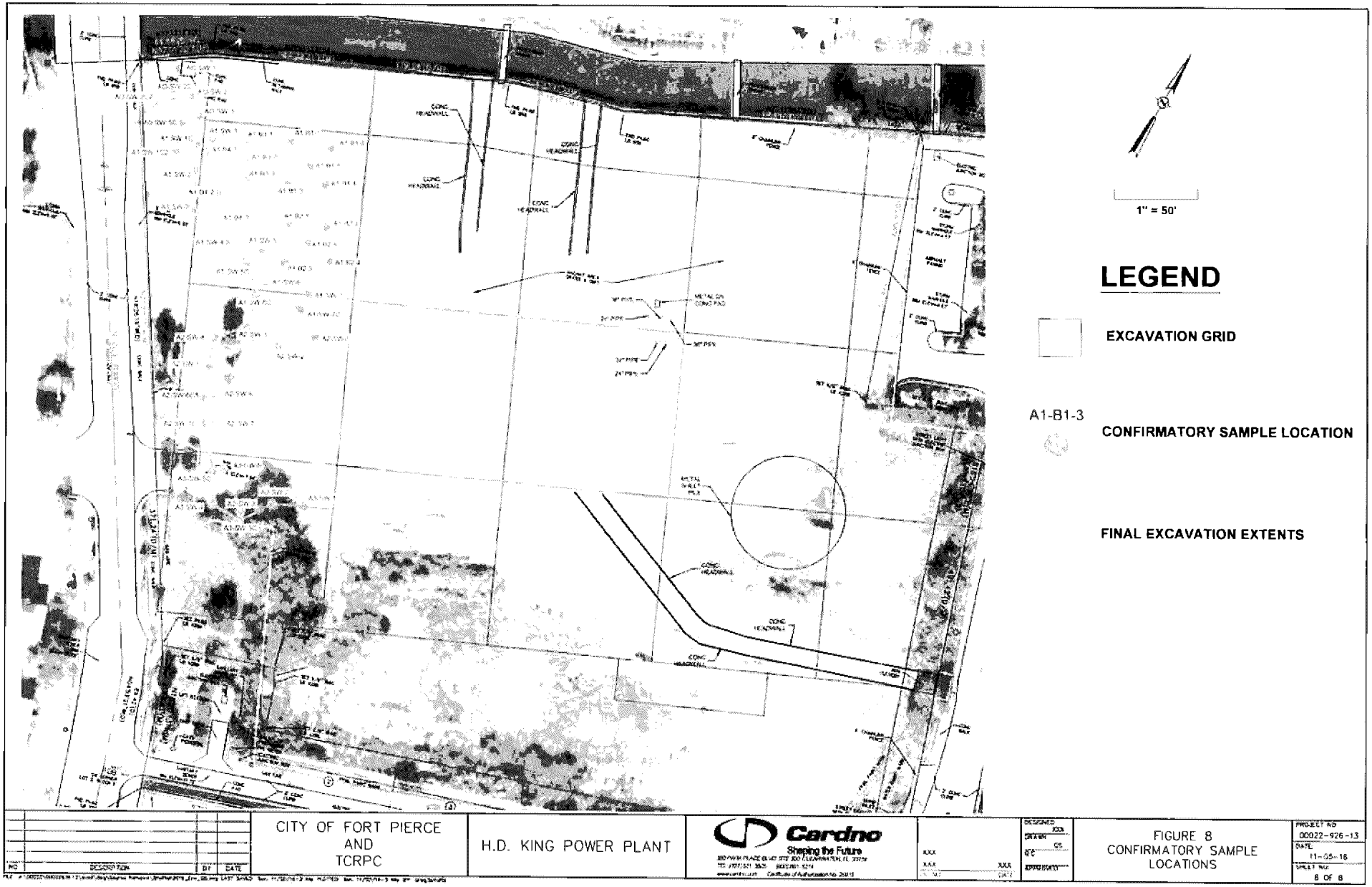
PROJECT NO. 000122-9276-13
DATE 11-1-16
SHEET NO. 2 OF 9

EXHIBIT 2 FDEP Site ID No.: COM_82363, BF561101001

OR BOOK 4775 PAGE 2736



OR BOOK 4775 PAGE 2737



OR BOOK 4775 PAGE 2738

H.D. King: 311 North Indian River Drive, Ft. Pierce, FL
Table 23: Overburden Stockpile - Sample Analytical Results - March 2016

Sample Location							A1 Overburden	
Collect Date							3/3/2016	
Method	Parameter	CAS No	Units	DE-Residential	DE-Comm./ Indust.	Leach. -GC	Result	Qualifier
FLPRO	Petroleum Range Organics		mg/kg	460	2700	340	**77**	
EPA 8270C Low Level PAH	1-Methylnaphthalene	90-12-0	mg/Kg dw	200	1800	3 1	0 115	U
EPA 8270C Low Level PAH	2-Methylnaphthalene	91-57-6	mg/Kg dw	210	2100	8 5	0 115	U
EPA 8270C Low Level PAH	Acenaphthene	83-32-9	mg/Kg dw	2400	20000	2 1	0 057	U
EPA 8270C Low Level PAH	Acenaphthylene	208-96-8	mg/Kg dw	1800	20000	27	0 057	U
EPA 8270C Low Level PAH	Anthracene	120-12-7	mg/Kg dw	21000	300000	2500	0.057	U
EPA 8270C Low Level PAH	Benz(a)Anthracene	56-55-3	mg/Kg dw	#	#	0.8	**0.081**	
EPA 8270C Low Level PAH	Benzo(a)pyrene	50-32-8	mg/Kg dw	0 1	0.7	8	**0.055**	
EPA 8270C Low Level PAH	Benzo(b)fluoranthene	205-99-2	mg/Kg dw	#	#	2 4	**0.08**	
EPA 8270C Low Level PAH	Benzo(g,h,i)perylene	191-24-2	mg/Kg dw	2500	52000	32000	**0.046**	
EPA 8270C Low Level PAH	Benzo(k)fluoranthene	207-08-9	mg/Kg dw	#	#	24	0.034	U
Calculation	BaP Equivalent	--	mg/Kg dw	0 1	0 7	8	**0.08**	
EPA 8270C Low Level PAH	Chrysene	218-01-9	mg/Kg dw	#	#	77	**0.07**	
EPA 8270C Low Level PAH	Dibenz(a,h)Anthracene	53-70-3	mg/Kg dw	#	#	0 7	0 0082	U
EPA 8270C Low Level PAH	Fluoranthene	206-44-0	mg/Kg dw	3200	59000	1200	**0.164**	
EPA 8270C Low Level PAH	Fluorene	86-73-7	mg/Kg dw	2600	33000	160	0 057	U
EPA 8270C Low Level PAH	Indeno(1,2,3-cd)pyrene	193-39-5	mg/Kg dw	#	#	6.6	**0.054**	
EPA 8270C Low Level PAH	Naphthalene	91-20-3	mg/Kg dw	55	300	1 2	0 115	U
EPA 8270C Low Level PAH	Phenanthrene	85-01-8	mg/Kg dw	2200	36000	250	0 057	U
EPA 8270C Low Level PAH	Pyrene	129-00-0	mg/Kg dw	2400	45000	880	**0.114**	
EPA 8082 PCB	Aroclor-1016	12674-11-2	mg/Kg dw				0.000554	U
EPA 8082 PCB	Aroclor-1221	11104-28-2	mg/Kg dw				0 000554	U
EPA 8082 PCB	Aroclor-1232	11141-16-5	mg/Kg dw				0 000554	U
EPA 8082 PCB	Aroclor-1242	53469-21-9	mg/Kg dw	0 5	2 6	17	0 000554	U
EPA 8082 PCB	Aroclor-1248	12672-29-6	mg/Kg dw				0.000554	U
EPA 8082 PCB	Aroclor-1254	11097-69-1	mg/Kg dw				0.000554	U
EPA 8082 PCB	Aroclor-1260	11096-82-5	mg/Kg dw				**0.12**	

Notes:

I = The reported value is between the laboratory limit of detection (MDL) and the laboratory limit of quantitation (PQL).

U = Indicates that a specific compound was analyzed for but not detected. The reported value shall be the MDL.

= Site concentrations for carcinogenic polycyclic aromatic hydrocarbons must be converted to Benzo(a)pyrene equivalents before comparison with the appropriate direct exposure SCTL

NA = Not Analyzed

NC = Not Calculated

Cardno **H.D. King: 311 North Indian River Drive, Ft. Pierce, FL**

Table 24: Confirmatory Soil Analytical Results

Sample Location							A0 SW 1		A0 SW 2		A0 SW-2C		A0 SW-2C2		A0 SW 3		A0 SW-3C		A1 B1 C		A1-B2 C		A1 B3 C		A1 B4-C		A1 SW 1		A1-SW 1C		A1 SW-1C2	
Collect Date							3/15/2016		3/15/2016		6/13/2016		6/22/2016		3/15/2016		6/13/2016		3/14/2016		3/14/2016		3/14/2016		3/14/2016		3/15/2016		6/13/2016		6/22/2016	
Method	Parameter	CAS No	Units	DE-Residential	DE-Comm / Indust	Leach -GC	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier
FLPRO	Petroleum Range Organics		mg/kg	460	2700	340	**45**		**254**		NA		NA		**120**		NA		**88**		**77**		**56**		**88**		**105**		NA		NA	
EPA 8270C Low Level PAH	Naphthalene	91-20-3	mg/Kg dw	55	300	1.2	0.112	U	0.105	U	0.102	U	0.108	U	0.105	U	0.104	U	0.113	U	0.112	U	0.142	U	0.11	U	0.104	U	0.102	U	0.105	U
EPA 8270C Low Level PAH	1-Methylnaphthalene	90-12-0	mg/Kg dw	200	1800	2.1	0.112	U	0.105	U	0.102	U	0.108	U	0.105	U	0.104	U	0.113	U	0.112	U	0.142	U	0.11	U	0.104	U	0.102	U	0.105	U
EPA 8270C Low Level PAH	2-Methylnaphthalene	91-57-6	mg/Kg dw	210	2100	8.6	0.112	U	0.105	U	0.102	U	0.108	U	0.105	U	0.104	U	0.113	U	0.112	U	0.142	U	0.11	U	0.104	U	0.102	U	0.105	U
EPA 8270C Low Level PAH	Acenaphthylene	83-32-9	mg/Kg dw	2400	20000	2.1	0.056	U	0.052	U	0.051	U	0.054	U	0.053	U	0.052	U	0.057	U	0.056	U	0.071	U	0.055	U	0.052	U	0.051	U	0.052	U
EPA 8270C Low Level PAH	Acenaphthene	208-96-8	mg/Kg dw	1800	20000	27	0.056	U	0.052	U	0.051	U	0.054	U	0.053	U	0.052	U	0.057	U	0.056	U	0.071	U	0.055	U	0.052	U	0.051	U	0.052	U
EPA 8270C Low Level PAH	Anthracene	120-12-7	mg/Kg dw	21000	300000	2500	0.056	U	0.052	U	0.051	U	0.054	U	0.053	U	0.052	U	0.057	U	0.061	U	0.071	U	0.055	U	0.052	U	0.051	U	0.052	U
EPA 8270C Low Level PAH	Benz(a)Anthracene	56-55-3	mg/Kg dw	#	#	0.8	0.034	U	**0.162**		0.032	U	**0.134**		0.031	U	**0.084**		**0.26**		0.043	U	**0.224**		**0.377**		**0.088**		0.031	U		
EPA 8270C Low Level PAH	Benzo(a)pyrene	50-32-8	mg/Kg dw	0.1	0.7	8	0.021	U	**0.148**		**0.188**		**0.037**		**0.119**		**0.02**		0.021	U	**0.157**		0.026	U	**0.156**		**0.239**		**0.098**		**0.039**	
EPA 8270C Low Level PAH	Benzo(b)fluoranthene	205-99-2	mg/Kg dw	#	#	2.4	0.029	U	**0.156**		**0.305**		**0.04**		**0.158**		0.027	U	0.029	U	**0.188**		0.037	U	**0.185**		**0.336**		**0.173**		**0.033**	
EPA 8270C Low Level PAH	Benzo(g,h,i)perylene	191-24-2	mg/Kg dw	2500	52000	32000	0.034	U	**0.154**		**0.213**		0.032	U	**0.121**		0.031	U	**0.043**		**0.126**		0.043	U	**0.128**		**0.2**		**0.1**		0.031	U
EPA 8270C Low Level PAH	Benzo(k)fluoranthene	207-08-9	mg/Kg dw	#	#	24	0.034	U	**0.079**		**0.092**		0.032	U	0.032	U	0.031	U	0.034	U	**0.107**		0.043	U	**0.109**		**0.187**		**0.051**		0.031	U
EPA 8270C Low Level PAH	Chrysene	218-01-9	mg/Kg dw	#	#	77	0.034	U	**0.151**		**0.215**		**0.054**		**0.159**		0.031	U	**0.087**		**0.251**		**0.044**		**0.242**		**0.383**		**0.116**		0.031	U
EPA 8270C Low Level PAH	Dibenzo(a,h)Anthracene	53-70-3	mg/Kg dw	#	#	0.7	0.0081	U	**0.039**		**0.032**		**0.017**		0.0076	U	0.0075	U	0.0082	U	0.0081	U	0.01	U	**0.04**		**0.068**		**0.019**		0.0075	U
EPA 8270C Low Level PAH	Fluoranthene	206-44-0	mg/Kg dw	3200	56000	1200	0.056	U	**0.253**		**0.321**		0.054	U	**0.205**		0.052	U	**0.208**		**0.566**		**0.095**		**0.586**		**0.902**		**0.16**		0.052	U
EPA 8270C Low Level PAH	Fluorene	86-73-7	mg/Kg dw	2600	33000	160	0.056	U	0.052	U	0.051	U	0.054	U	0.053	U	0.052	U	0.057	U	0.056	U	0.071	U	0.055	U	0.052	U	0.051 U		0.052	U
EPA 8270C Low Level PAH	Indeno(1,2,3-cd)pyrene	193-39-5	mg/Kg dw	#	#	8.8	0.034	U	0.112		0.171		0.032	U	**0.111**		0.031	U	**0.037**		**0.132**		0.043	U	**0.126**		**0.196**		**0.099**		**0.031**	
EPA 8270C Low Level PAH	Phenanthrene	85-01-8	mg/Kg dw	2200	36000	250	0.056	U	**0.079**		**0.113**		0.054	U	**0.14**		0.052	U	0.079	U	**0.319**		0.071	U	**0.311**		**0.446**		**0.072**		0.052	U
EPA 8270C Low Level PAH	Pyrene	129-00-0	mg/Kg dw	2400	45000	880	0.056	U	**0.182**		**0.333**		0.054	U	**0.235**		0.052	U	**0.166**		**0.424**		**0.074**		**0.435**		**0.663**		**0.185**		0.052	U
Calculation	Sum Pyrenes Benz		mg/Kg dw	0.1	0.7	8	NC		**0.23**		**0.29**		**0.06**		**0.16**		**0.03**		**0.028**		0.22		**0.02**		**0.3**		**0.4**		**0.15**		**0.05**	
EPA 8082 PCB	Aroclor-1016	12674-11-2	mg/Kg dw	0.5	3.8	17	0.000528	U	0.0564	U	0.0102	U	0.00054	U	0.0259	U	NA		0.000553	U	0.000538	U	0.000666	U	0.00055	U	0.0107	U	NA		NA	
EPA 8082 PCB	Aroclor-1221	11104-28-2	mg/Kg dw				0.00052	U	0.0564	U	0.0102	U	0.00054	U	0.0259	U	NA		0.000553	U	0.000538	U	0.000666	U	0.00055	U	0.0107	U	NA		NA	
EPA 8082 PCB	Aroclor-1232	11141-16-5	mg/Kg dw				0.000528	U	0.0564	U	0.0102	U	0.00054	U	0.0259	U	NA		0.000553	U	0.000538	U	0.000666	U	0.00055	U	0.0107	U	NA		NA	
EPA 8082 PCB	Aroclor-1242	53469-21-9	mg/Kg dw				0.000528	U	0.0564	U	0.0102	U	0.00054	U	0.0259	U	NA		0.000553	U	0.000538	U	0.000666	U	0.00055	U	0.0107	U	NA		NA	
EPA 8082 PCB	Aroclor-1248	12672-29-6	mg/Kg dw				0.000528	U	0.0564	U	0.0102	U	0.00054	U	0.0259	U	NA		0.000553	U	0.000538	U	0.000666	U	0.00055	U	0.0107	U	NA		NA	
EPA 8082 PCB	Aroclor-1254	11097-69-1	mg/Kg dw				0.000526	U	0.0564	U	0.0102	U	0.00054	U	0.0259	U	NA		0.000553	U	0.000538	U	0.000666	U	0.00055	U	0.0107	U	NA		NA	
EPA 8082 PCB	Aroclor-1260	11096-82-5	mg/Kg dw				**0.027**		**1.9**		**0.82**		0.061		**0.47**		NA		**0.1**		**0.093**		**0.059**		**0.064**		**0.18**		NA		NA	

Notes

J - The reported value is between the laboratory limit of detection (MDL) and the laboratory limit of quantitation (PQL)

U = Indicates that a specific compound was analyzed for but not detected. The reported value shall be the MDL

- Site concentrations for carcinogenic polycyclic aromatic hydrocarbons must be converted to Benzo(a)pyrene equivalents before comparison with the appropriate direct exposure SCTL

NA - Not Analyzed

NC= Not calculated due to lack of carcinogenic PAHs

EXHIBIT 3, Page 4 FDEP Site ID No.: COM_82363_BF561101001

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Table 24: Confirmatory Soil Analytical Results

Sample Location							A1-SW-2		A1-SW 3		A1-SW 4		A1 SW 4C		A1 SW 5		A1 SW 5C		A1 SW 6		A1-SW 6C		A1 SW 7		A1 SW 7C		A1 SW 7C2		A2 SW 1	
Collect Date							3/15/2016		3/15/2016		3/15/2016		6/15/2016		3/15/2016		6/15/2016		3/15/2016		6/15/2016		3/15/2016		6/15/2016		6/20/2016		6/20/2016	
Method	Parameter	CAS No	Units	DE-Residential	DE-Control Indust.	Leach -GC	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier
FLPRO	Petroleum Range Organics		mg/kg	460	2700	340	93.7		104		88.6		NA		463		37.8		186		NA		211		NA		NA		124	
EPA 8270C Low Level PAH	Naphthalene	91-20-3	mg/Kg dw	95	300	1.2	0.113	U	0.104	U	0.107	U	0.104	U	0.116	U	0.107	U	0.107	U	0.106	U	0.108	U	0.107	U	0.108	U	0.108	U
EPA 8270C Low Level PAH	1-Methylnaphthalene	90-12-0	mg/Kg dw	200	1800	3.1	0.113	U	0.104	U	0.107	U	0.104	U	0.116	U	0.107	U	0.107	U	0.106	U	0.108	U	0.107	U	0.108	U	0.108	U
EPA 8270C Low Level PAH	2-Methylnaphthalene	91-57-6	mg/Kg dw	210	2100	8.9	0.113	U	0.104	U	0.107	U	0.104	U	0.116	U	0.107	U	0.107	U	0.106	U	0.108	U	0.107	U	0.108	U	0.108	U
EPA 8270C Low Level PAH	Acenaphthene	83-32-9	mg/Kg dw	2400	20000	2.1	0.057	U	0.052	U	0.053	U	0.052	U	0.207		0.054	U	0.061		0.053	U	0.054	U	0.052	U	0.054	U	0.097	
EPA 8270C Low Level PAH	Acenaphthylene	208-96-8	mg/Kg dw	1800	20000	27	0.057	U	0.052	U	0.053	U	0.052	U	0.058	U	0.054	U	0.053	U	0.053	U	0.054	U	0.053	U	0.054	U	0.054	U
EPA 8270C Low Level PAH	Anthracene	120-12-7	mg/Kg dw	21000	300000	2500	0.057	U	0.052	U	0.053	U	0.052	U	0.447		0.054	U	0.112		0.053	U	0.078		0.053	U	0.054	U	0.054	U
EPA 8270C Low Level PAH	Benzo(a)anthracene	56-55-3	mg/Kg dw	#	#	0.5	0.083		0.031	U	0.209		0.031	U	1.82		0.032	U	0.347		0.095		0.3		0.589		0.617		0.676	
EPA 8270C Low Level PAH	Benzo(a)pyrene	50-32-8	mg/Kg dw	0.2	0.7	8	0.1		0.02	U	0.153		0.059	U	0.98		0.02	U	0.296		0.102		0.164		0.421		0.436		0.697	
EPA 8270C Low Level PAH	Benzo(b)fluoranthene	205-99-2	mg/Kg dw	#	#	2.4	0.1		0.027	U	0.2		0.0	U	1.2		0.0	U	0.283		0.165		0.26		0.857		0.701		1.04	
EPA 8270C Low Level PAH	Benzo(g,h,i)perylene	191-24-2	mg/Kg dw	2500	52000	12000	0.099		0.031	U	0.158		0.031	U	0.587		0.032	U	0.153		0.119		0.17		0.413		0.359		0.629	
EPA 8270C Low Level PAH	Benzo(k)fluoranthene	207-08-9	mg/Kg dw	#	#	24	0.034	U	0.031	U	0.101	U	0.031	U	0.542		0.032	U	0.052	U	0.052		0.134		0.227		0.335		0.524	
EPA 8270C Low Level PAH	Chrysene	218-01-9	mg/Kg dw	#	#	77	0.125		0.031	U	0.212		0.031	U	1.47		0.032	U	0.32		0.106		0.305		0.834		0.558		0.788	
EPA 8270C Low Level PAH	Dibenz(a,h)Anthracene	53-70-3	mg/Kg dw	#	#	0.7	0.0051	U	0.0075	U	0.038		0.0075	U	0.188		0.0077	U	0.011		0.0077	U	0.047		0.057	U	0.05	U	0.123	
EPA 8270C Low Level PAH	Fluoranthene	206-44-0	mg/Kg dw	3200	59000	1200	0.2		0.052	U	0.436		0.052	U	4.28		0.054	U	0.858		0.166		0.74		1.7		1.32		1.85	
EPA 8270C Low Level PAH	Fluorene	86-73-7	mg/Kg dw	2640	33000	160	0.057	U	0.052	U	0.053	U	0.052	U	0.126		0.054	U	0.053	U	0.053	U	0.054	U	0.053	U	0.054	U	0.062	
EPA 8270C Low Level PAH	Indeno(1,2,3-cd)pyrene	193-39-5	mg/Kg dw	#	#	9.6	0.088		0.031	U	0.128		0.031	U	0.688		0.032	U	0.178		0.099		0.151		0.347		0.343		0.554	
EPA 8270C Low Level PAH	Phenanthrene	85-01-8	mg/Kg dw	2200	36000	250	0.063		0.052	U	0.204		0.052	U	2.39		0.054	U	0.537		0.089		0.379		0.817		0.607		0.78	
EPA 8270C Low Level PAH	Pyrene	129-00-0	mg/Kg dw	2400	45000	880	0.167		0.052	U	0.324		0.052	U	2.83		0.054	U	0.573		0.175		0.527		1.29		1.1		1.55	
Caculation	BaP Equivalent		mg/Kg dw	0.1	0.7	8	0.1		NC		0.2		NC		1.5		NC		0.3		0.1		0.3		0.6		0.6		1.1	
EPA 8082 PCB	Aroclor-1016	12674-11-2	mg/Kg dw	0.5	2.6	17	0.000538	U	0.00051	U	0.0264	U	NA		0.000567	U	NA		0.038		NA		0.0053	U	NA		NA		0.027	U
EPA 8082 PCB	Aroclor-1221	11104-28-2	mg/Kg dw				0.000538	U	0.00051	U	0.0264	U	NA		0.000567	U	NA		0.000533	U	NA		0.0053	U	NA		NA		0.027	U
EPA 8082 PCB	Aroclor-1232	11141-16-5	mg/Kg dw				0.000538	U	0.00051	U	0.0264	U	NA		0.000567	U	NA		0.000533	U	NA		0.0053	U	NA		NA		0.027	U
EPA 8082 PCB	Aroclor-1242	53469-21-9	mg/Kg dw				0.000538	U	0.00051	U	0.0264	U	NA		0.000567	U	NA		0.000533	U	NA		0.0053	U	NA		NA		0.027	U
EPA 8082 PCB	Aroclor-1248	12672-29-6	mg/Kg dw				0.000538	U	0.00051	U	0.0264	U	NA		0.000567	U	NA		0.000533	U	NA		0.0053	U	NA		NA		0.027	U
EPA 8082 PCB	Aroclor-1254	11097-69-1	mg/Kg dw				0.000538	U	0.00051	U	0.0264	U	NA		0.000567	U	NA		0.000533	U	NA		0.0053	U	NA		NA		0.027	U
EPA 8082 PCB	Aroclor-1260	11096-82-5	mg/Kg dw				0.054		0.028		0.36		NA		0.028		NA		0.018		NA		0.17		NA		NA		0.41	

Notes:

I = The reported value is between the laboratory limit of detection (MDL) and the laboratory limit of quantitation (PQL)

U = Indicates that a specific compound was analyzed for but not detected. The reported value shall be the MDL

= Site concentrations for carcinogenic polycyclic aromatic hydrocarbons must be converted to Benzo(a)pyrene equivalents before comparison with the appropriate direct exposure SCTL

NA = Not Analyzed

NC= Not calculated due to lack of carcinogenic PAHs

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Cardno **H.D. King: 311 North Indian River Drive, Ft. Pierce, FL**

Table 24: Confirmatory Soil Analytical Results

Sample Location							A2-SW-2		A2-SW-3		A2-SW-4		A2-SW-5		A2-SW-6		A2-SW-6C		A2-SW-7		A2-SW-7C		A3-SW-1		A3-SW-2		A3-SW-3		A3-SW-3C	
Collect Date							6/22/2016		6/22/2016		6/22/2016		6/22/2016		6/22/2016		6/22/2016		6/22/2016		6/22/2016		6/21/2016		6/21/2016		6/22/2016		6/22/2016	
Method	Parameter	CAS No	Units	DE-Residential	DE Comm / Indust	Leach -GC	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier
FLPRO	Petroleum Range Organics		mg/kg	460	2700	340	**135**		**177**		**200**		**13**		**164**		NA		**42.3**		NA		10.5	U	10.6	U	**478**		**38.9**	
EPA 8270C Low Level PAH	Naphthalene	91-20-3	mg/Kg dw	12	300	1.2	0.107	U	0.107	U	0.105	U	0.105	U	0.108	U	0.103	U	0.108	U	0.104	U	0.105	U	0.106	U	0.105	U	NA	
EPA 8270C Low Level PAH	1-Methylnaphthalene	90-12-0	mg/Kg dw	200	1800	3.1	0.107	U	0.107	U	0.105	U	0.105	U	0.108	U	0.103	U	0.108	U	0.104	U	0.105	U	0.106	U	0.105	U	NA	
EPA 8270C Low Level PAH	2-Methylnaphthalene	91-57-6	mg/Kg dw	310	2100	8.5	0.107	U	0.107	U	0.103	U	0.105	U	0.108	U	0.103	U	0.108	U	0.104	U	0.105	U	0.106	U	0.105	U	NA	
EPA 8270C Low Level PAH	Acenaphthene	83-32-9	mg/Kg dw	2400	29000	2.1	**0.076**		0.054	U	0.051	U	0.052	U	0.054	U	0.052	U	0.054	U	0.052	U	0.052	U	0.053	U	0.052	U	NA	
EPA 8270C Low Level PAH	Acenaphthylene	208-96-8	mg/Kg dw	1800	20000	27	**0.065**		0.054	U	0.051	U	0.052	U	0.054	U	0.052	U	0.054	U	0.052	U	0.052	U	0.053	U	0.052	U	NA	
EPA 8270C Low Level PAH	Anthracene	120-12-7	mg/Kg dw	21000	300000	2500	0.053	U	0.054	U	0.051	U	0.052	U	0.054	U	0.052	U	0.054	U	0.052	U	0.052	U	0.053	U	0.052	U	NA	
EPA 8270C Low Level PAH	Benz(a)Anthracene	56-55-3	mg/Kg dw	#	#	0.8	**0.568**		0.032	U	0.031	U	**0.065**		**0.16**		**0.04**		**0.169**		0.031	U	0.031	U	0.032	U	0.031	U	NA	
EPA 8270C Low Level PAH	Benzo(a)pyrene	50-32-8	mg/Kg dw	0.1	0.7	8	**0.642**		**0.028**		0.019	U	**0.072**		**0.23**		**0.08**		**0.13**		**0.035**		0.019	U	**0.026**		0.019	U	NA	
EPA 8270C Low Level PAH	Benzo(b)fluoranthene	205-99-2	mg/Kg dw	#	#	2.4	**0.752**		**0.042**		0.027	U	0.062		**0.21**		**0.10**		**0.164**		**0.045**		0.027	U	0.027	U	0.027	U	NA	
EPA 8270C Low Level PAH	Benzo(g,h,i)perylene	191-24-2	mg/Kg dw	2500	52000	32000	**0.55**		0.032	U	0.031	U	**0.048**		**0.17**		**0.17**		**0.114**		**0.036**		0.031	U	**0.033**		**0.047**		NA	
EPA 8270C Low Level PAH	Benzo(k)fluoranthene	207-08-9	mg/Kg dw	#	#	24	**0.459**		0.032	U	0.031	U	**0.068**		**0.18**		**0.05**		**0.085**		0.031	U	0.031	U	0.032	U	0.031	U	NA	
EPA 8270C Low Level PAH	Chrysene	218-01-9	mg/Kg dw	#	#	77	**0.683**		0.032	U	0.031	U	**0.066**		**0.29**		**0.05**		**0.134**		0.031	U	0.031	U	0.032	U	0.031	U	NA	
EPA 8270C Low Level PAH	Dibenz(a,h)Anthracene	53-70-3	mg/Kg dw	#	#	0.7	**0.104**		0.0077	U	0.0074	U	0.0075	U	**0.05**		**0.03**		**0.026**		0.0075	U	0.0075	U	0.0076	U	0.0075	U	NA	
EPA 8270C Low Level PAH	Fluoranthene	206-44-0	mg/Kg dw	3200	59000	1200	**1.85**		0.054	U	0.051	U	**0.14**		**0.38**		**0.07**		**0.133**		0.052	U	0.052	U	0.053	U	0.052	U	NA	
EPA 8270C Low Level PAH	Fluorene	86-73-7	mg/Kg dw	2600	39000	160	0.053	U	0.054	U	0.051	U	0.052	U	0.054	U	0.052	U	0.054	U	0.052	U	0.052	U	0.053	U	0.052	U	NA	
EPA 8270C Low Level PAH	Indeno(1,2,3-cd)pyrene	193-39-5	mg/Kg dw	#	#	6.6	**0.513**		0.032	U	0.031	U	**0.051**		**0.16**		**0.087**		**0.1**		**0.035**		0.031	U	0.032	U	0.031	U	NA	
EPA 8270C Low Level PAH	Phenanthrene	85-01-8	mg/Kg dw	2200	36000	250	**0.722**		0.054	U	0.051	U	**0.083**		**0.25**		0.052	U	**0.07**		0.052	U	0.052	U	0.053	U	0.052	U	NA	
EPA 8270C Low Level PAH	Pyrene	129-00-0	mg/Kg dw	2400	45000	880	**1.4**		0.054	U	0.051	U	**0.238**		**0.51**		**0.11**		**0.18**		0.052	U	0.052	U	0.053	U	0.052	U	NA	
Calculation	BaP Equivalent		mg/Kg dw	0.1	0.7	8	**0.9**		**0.04**		NC		**0.1**		**0.3**		**0.1**		**0.2**		**0.05**		NC		**0.03**		**0.03**		NA	
EPA 8082 PCB	Aroclor-1016	12674-11-2	mg/Kg dw	0.5	2.6	3.1	0.000533	U	0.000537	U	0.000514	U	0.000524	U	0.000542	U	NA		0.000541	U	NA		0.000524	U	0.000528	U	0.000523	U	NA	
EPA 8082 PCB	Aroclor-1221	11104-28-2	mg/Kg dw				0.000533	U	0.000537	U	0.000514	U	0.000524	U	0.000542	U	NA		0.000541	U	NA		0.000524	U	0.000528	U	0.000523	U	NA	
EPA 8082 PCB	Aroclor-1232	11141-16-5	mg/Kg dw				0.000533	U	0.000537	U	0.000514	U	0.000524	U	0.000542	U	NA		0.000541	U	NA		0.000524	U	0.000528	U	0.000523	U	NA	
EPA 8082 PCB	Aroclor-1242	53469-21-9	mg/Kg dw				0.000533	U	0.000537	U	0.000514	U	0.000524	U	0.000542	U	NA		0.000541	U	NA		0.000524	U	0.000528	U	0.000523	U	NA	
EPA 8082 PCB	Aroclor-1248	12672-29-6	mg/Kg dw				0.000533	U	0.000537	U	0.000514	U	0.000524	U	0.000542	U	NA		0.000541	U	NA		0.000524	U	0.000528	U	0.000523	U	NA	
EPA 8082 PCB	Aroclor-1254	11097-69-1	mg/Kg dw				0.000533	U	0.000537	U	0.000514	U	0.000524	U	0.000542	U	NA		0.000541	U	NA		0.000524	U	0.000528	U	0.000523	U	NA	
EPA 8082 PCB	Aroclor-1260	11096-82-5	mg/Kg dw				0.095		**0.0076**		0.000514	U	**0.0029**		**0.007**		NA		**0.007**		NA		0.0027		0.005		0.000523	U	NA	

Notes

1 = The reported value is between the laboratory limit of detection (MDL) and the laboratory limit of quantitation (PQL)

U = Indicates that a specific compound was analyzed for but not detected. The reported value shall be the MDL

= Site concentrations for carcinogenic polycyclic aromatic hydrocarbons must be converted to Benzo(a)pyrene equivalents before comparison with the appropriate direct exposure SCTL

NA = Not Analyzed

NC = Not calculated due to lack of carcinogenic PAHs

EXHIBIT 3, Page 6 FDEP Site ID No.: COM_82363 (BF561101001)

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H.D. King: 311 North Indian River Drive, Ft. Pierce, FL
Table 24: Confirmatory Soil Analytical Results

Sample Location							A3 SW 4		A3-SW-5		A3 SW 5C	
Collect Date							6/7/2018		6/7/2018		6/7/2018	
Method	Parameter	CAS No	Units	DE-Residential	DE-Comm/ Industrial	Leach -GC	Result	Qualifier	Result	Qualifier	Result	Qualifier
FLPRO	Petroleum Range Organics		mg/kg	460	2700	340	136		394		30 1	
EPA 8270C Low Level PAH	Naphthalene	91 20-3	mg/Kg dw	55	300	1 2	0 105	U	0 106	U	NA	
EPA 8270C Low Level PAH	1 Methylnaphthalene	90 12 0	mg/Kg dw	290	1600	3 1	0 105	U	0 106	U	NA	
EPA 8270C Low Level PAH	2-Methylnaphthalene	91-57-6	mg/Kg dw	210	2100	8 5	0 105	U	0 106	U	NA	
EPA 8270C Low Level PAH	Acenaphthene	83 32 9	mg/Kg dw	2400	20000	2 1	0 053	U	0 053	U	NA	
EPA 8270C Low Level PAH	Acenaphthylene	208 96-8	mg/Kg dw	1800	20000	27	0 053	U	0 053	U	NA	
EPA 8270C Low Level PAH	Anthracene	120 12 7	mg/Kg dw	21000	300000	2500	0 053	U	0 053	U	NA	
EPA 8270C Low Level PAH	Benzo(a)Anthracene	56 55 3	mg/Kg dw	#	#	0 5	**0 031**		0 032	U	NA	
EPA 8270C Low Level PAH	Benzo(a)pyrene	50 32-8	mg/Kg dw	0 1	0 7	8	**0 049**		**0 064**		NA	
EPA 8270C Low Level PAH	Benzo(b)fluoranthene	205-99-2	mg/Kg dw	#	#	2 4	**0.055**		**0.081**		NA	
EPA 8270C Low Level PAH	Benzo(g,h,i)perylene	191 24 2	mg/Kg dw	2500	52000	32000	**0.057**		**0 08**		NA	
EPA 8270C Low Level PAH	Benzo(k)fluoranthene	207-08 9	mg/Kg dw	#	#	24	**0 032**		**0 051**		NA	
EPA 8270C Low Level PAH	Chrysene	218-01 9	mg/Kg dw	#	#	77	**0 045**		**0 088**		NA	
EPA 8270C Low Level PAH	Dibenz(a,h)Anthracene	53 70-3	mg/Kg dw	#	#	0 7	**0.022**		0 0076	U	NA	
EPA 8270C Low Level PAH	Fluoranthene	206 44 0	mg/Kg dw	3200	50000	1200	**0 054**		**0 084**		NA	
EPA 8270C Low Level PAH	Fluorene	86-73-7	mg/Kg dw	2600	33000	160	0 053	U	0 053	U	NA	
EPA 8270C Low Level PAH	Indeno(1,2,3-cd)pyrene	193 39-5	mg/Kg dw	#	#	6 6	**0 046**		**0 059**		NA	
EPA 8270C Low Level PAH	Phenanthrene	85 01-8	mg/Kg dw	2200	36000	250	0 053	U	0 053	U	NA	
EPA 8270C Low Level PAH	Pyrene	129-00-0	mg/Kg dw	2400	45000	880	**0 055**		**0 091**		NA	
Calculation	BaP Equivalent		mg/Kg dw	0 1	0 7	8	**0.00**		**0 08**		NA	
EPA 8082 PCB	Aroclor-1016	12674-11-2	mg/Kg dw				0 000526	U	0 000531	U	NA	
EPA 8082 PCB	Aroclor-1221	11104-28-2	mg/Kg dw				0 000526	U	0 000531	U	NA	
EPA 8082 PCB	Aroclor 1232	11141 16 5	mg/Kg dw				0 000526	U	0 000531	U	NA	
EPA 8082 PCB	Aroclor 1242	53469 21 9	mg/Kg dw	0 5	2 6	17	0 000526	U	0 000531	U	NA	
EPA 8082 PCB	Aroclor 1248	12672 29-6	mg/Kg dw				0 000526	U	0 000531	U	NA	
EPA 8082 PCB	Aroclor 1254	11097 69-1	mg/Kg dw				0 000526	U	0 000531	U	NA	
EPA 8082 PCB	Aroclor 1260	11096 82-5	mg/Kg dw				0 0018		0 0052		NA	

Notes

I = The reported value is between the laboratory limit of detection (MDL) and the laboratory limit of quantitation (PQL)

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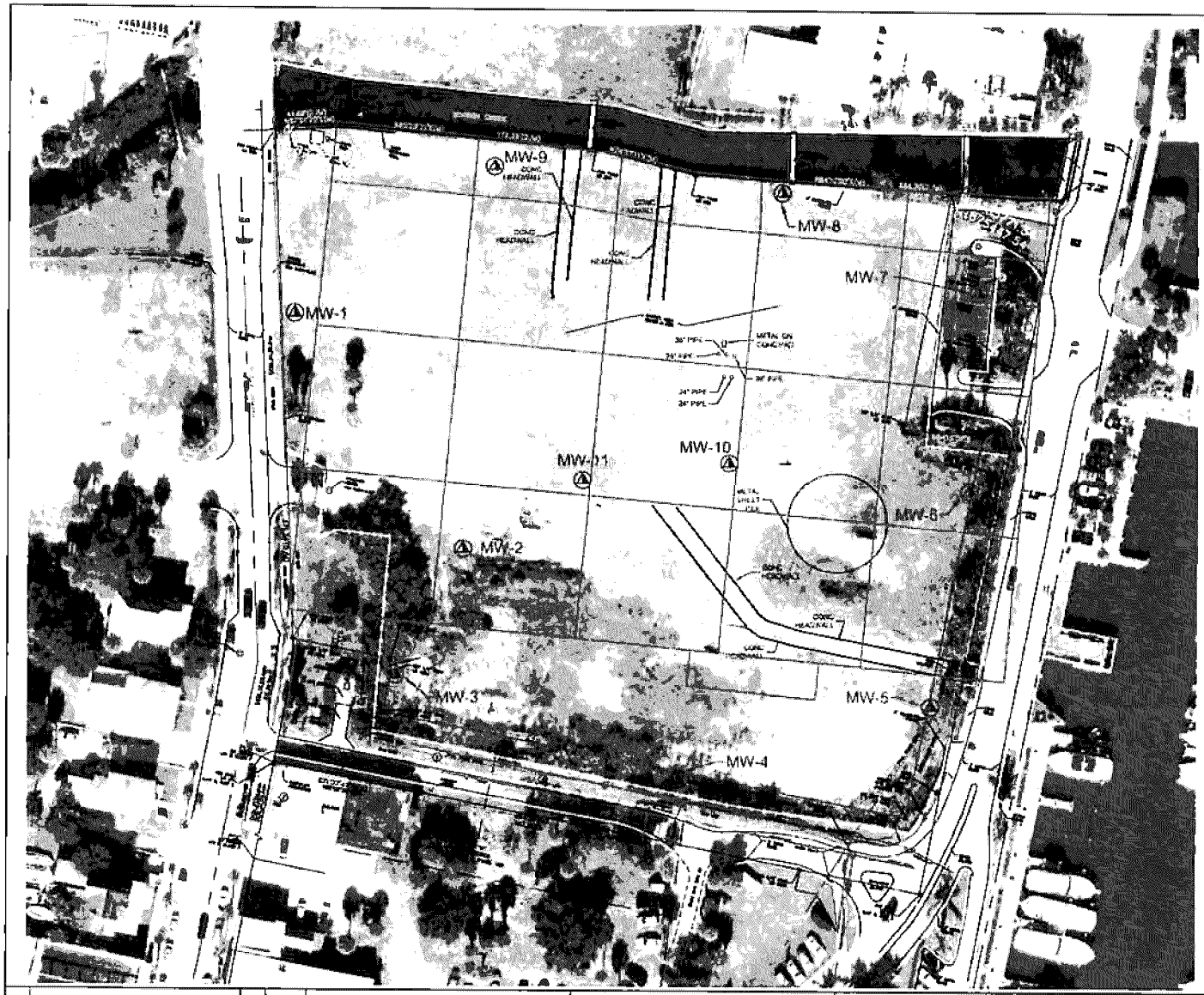
= Site concentrations for carcinogenic polycyclic aromatic hydrocarbons must be converted to Benzo(a)pyrene equivalents before comparison with the appropriate direct exposure SCTL

NA = Not Analyzed

NC= Not calculated due to lack of carcinogenic PAHs



1" = 70'

LEGEND

MW-6 — MONITOR WELL LOCATION

EXCAVATION GRID

EXHIBIT 3 Page 8

Fort Pierce Redevelopment Agency,
FDEP Site ID NO.: COM_82363,
BF561101001

NO.	DESCRIPTION	BY	DATE	CITY OF FORT PIERCE AND TCRPC	H.D. KING POWER PLANT	Cardno Shaping the Future	FIGURE 8 MONITOR WELL LOCATIONS

DESIGNED XXX
DRAWN MTP
CHK'D
APPROVED
PROJECT NO. 00022-926-11
DATE 8-10-15
SHEET NO. 8 OF 8

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Table 20: Groundwater Analytical Results June 2014, September 2014, & June 2015

H.D. King: 311 North Indian River Drive, Ft. Pierce, FL

Sample Location						MW-5						MW-6						MW-7						MW-8					
Collect Date						6/5/2014		9/17/2014		6/2/2015		6/5/2014		9/17/2014		6/2/2015		6/5/2014		9/17/2014		6/2/2015		6/5/2014		9/17/2014		6/2/2015	
Method	Parameter	CAS No	Units	GCTLs	NADC	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier
EPA 8260B	1,1,1,2-Tetrachloroethane	630-20-6	ug/L	1.3	130	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U
EPA 8260B	1,1,1-Trichloroethane	71-55-6	ug/L	200	2000	0.24	U	0.24	U	0.24	U	0.24	U	0.24	U	0.24	U	0.24	U	0.24	U	0.24	U	0.24	U	0.24	U	0.24	U
EPA 8260B	1,1,2,2-Tetrachloroethane	79-34-5	ug/L	0.2	20	0.17	U	0.17	U	0.17	U	0.17	U	0.17	U	0.17	U	0.17	U	0.17	U	0.17	U	0.17	U	0.17	U	0.17	U
EPA 8260B	1,1,2-Trichloroethane	79-00-5	ug/L	5	500	0.35	U	0.35	U	0.35	U	0.35	U	0.35	U	0.35	U	0.35	U	0.35	U	0.35	U	0.35	U	0.35	U	0.35	U
EPA 8260B	1,1-Dichloroethane	75-34-3	ug/L	70	700	0.22	U	0.22	U	0.22	U	0.22	U	0.22	U	0.22	U	0.22	U	0.22	U	0.22	U	0.22	U	0.22	U	0.22	U
EPA 8260B	1,1-Dichloroethene	75-35-4	ug/L	7	70	0.38	U	0.38	U	0.38	U	0.38	U	0.38	U	0.38	U	0.38	U	0.38	U	0.38	U	0.38	U	0.38	U	0.38	U
EPA 8260B	1,1-Dichloropropene	563-58-6	ug/L	No CTL	NE	0.31	U	0.31	U	0.31	U	0.31	U	0.31	U	0.31	U	0.31	U	0.31	U	0.31	U	0.31	U	0.31	U	0.31	U
EPA 8260B	1,2,3-Trichlorobenzene	87-61-6	ug/L	70	700	0.39	U	0.39	U	0.39	U	0.39	U	0.39	U	0.39	U	0.39	U	0.39	U	0.39	U	0.39	U	0.39	U	0.39	U
EPA 8260B	1,2,3-Trichloropropane	96-18-4	ug/L	0.02	2	0.34	U	0.34	U	0.34	U	0.34	U	0.34	U	0.34	U	0.34	U	0.34	U	0.34	U	0.34	U	0.34	U	0.34	U
EPA 8260B	1,2,4-Trichlorobenzene	120-82-1	ug/L	70	700	0.42	U	0.42	U	0.42	U	0.42	U	0.42	U	0.42	U	0.42	U	0.42	U	0.42	U	0.42	U	0.42	U	0.42	U
EPA 8260B	1,2,4-Trimethylbenzene	95-63-6	ug/L	10	100	0.32	U	0.32	U	0.32	U	0.32	U	0.32	U	0.32	U	0.32	U	0.32	U	0.32	U	0.32	U	1.4		2.1	
EPA 8260B	1,2-Dibromo-3-chloropropane	96-12-8	ug/L	0.2	20	0.81	U	0.81	U	0.81	U	0.81	U	0.81	U	0.81	U	0.81	U	0.81	U	0.81	U	0.81	U	0.81	U	0.81	U
EPA 8260B	1,2-Dibromoethane	106-93-4	ug/L	0.02	2	0.34	U	0.34	U	0.34	U	0.34	U	0.34	U	0.34	U	0.34	U	0.34	U	0.34	U	0.34	U	0.34	U	0.34	U
EPA 8260B	1,2-Dichlorobenzene	95-50-1	ug/L	600	6000	0.28	U	0.28	U	0.28	U	0.28	U	0.28	U	0.28	U	0.28	U	0.28	U	0.28	U	0.28	U	0.28	U	0.28	U
EPA 8260B	1,2-Dichloroethane	107-06-2	ug/L	3	300	0.29	U	0.29	U	0.29	U	0.29	U	0.29	U	0.29	U	0.29	U	0.29	U	0.29	U	0.29	U	0.29	U	0.29	U
EPA 8260B	1,2-Dichloropropane	78-87-5	ug/L	5	500	0.29	U	0.29	U	0.29	U	0.29	U	0.29	U	0.29	U	0.29	U	0.29	U	0.29	U	0.29	U	0.29	U	0.29	U
EPA 8260B	1,3,5-Trimethylbenzene	108-67-8	ug/L	10	100	0.25	U	0.25	U	0.25	U	0.25	U	0.25	U	0.25	U	0.25	U	0.25	U	0.25	U	0.25	U	0.25	U	0.81	J
EPA 8260B	1,3-Dichlorobenzene	541-73-1	ug/L	210	2100	0.48	U	0.48	U	0.48	U	0.48	U	0.48	U	0.48	U	0.48	U	0.48	U	0.48	U	0.48	U	0.48	U	0.48	U
EPA 8260B	1,3-Dichloropropane	142-28-9	ug/L	No CTL	NE	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U
EPA 8260B	1,4-Dichlorobenzene	106-46-7	ug/L	75	7500	0.46	U	0.46	U	0.46	U	0.46	U	0.46	U	0.46	U	0.46	U	0.46	U	0.46	U	0.46	U	0.46	U	0.46	U
EPA 8260B	2,2-Dichloropropane	594-20-7	ug/L	No CTL	NE	0.4	U	0.4	U	0.4	U	0.4	U	0.4	U	0.4	U	0.4	U	0.4	U	0.4	U	0.4	U	0.4	U	0.4	U
EPA 8260B	2-Butanone	78-93-3	ug/L	4200	42000	9.5	U	9.5	U	9.5	U	9.5	U	9.5	U	9.5	U	9.5	U	9.5	U	9.5	U	9.5	U	9.5	U	9.5	U
EPA 8260B	2-Chloroethyl vinyl ether	110-75-8	ug/L	No CTL	NE	2.9	U	2.9	U	2.9	U	2.9	U	2.9	U	2.9	U	2.9	U	2.9	U	2.9	U	2.9	U	2.9	U	2.9	U
EPA 8260B	2-Chlorotoluene	95-49-8	ug/L	140	1400	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U
EPA 8260B	2-Hexanone	591-78-6	ug/L	260	2600	1.3	U	1.3	U	1.3	U	1.3	U	1.3	U	1.3	U	1.3	U	1.3	U	1.3	U	1.3	U	1.3	U	1.3	U
EPA 8260B	4-Chlorotoluene	106-43-4	ug/L	140	1400	0.26	U	0.26	U	0.26	U	0.26	U	0.26	U	0.26	U	0.26	U	0.26	U	0.26	U	0.26	U	0.26	U	0.26	U
EPA 8260B	4-Isopropyltoluene	99-87-6	ug/L	No CTL	NE	0.33	U	0.33	U	0.33	U	0.33	U	0.33	U	0.33	U	0.33	U	18		0.33	U	0.33	U	1.4		2.9		4.1	
EPA 8260B	4-Methyl-2-Pentanone	108-10-1	ug/L	560	5600	3.8	U	3.8	U	3.8	U	3.8	U	3.8	U	3.8	U	3.8	U	3.8	U	3.8	U	3.8	U	3.8	U	3.8	U
EPA 8260B	Acetone	67-64-1	ug/L	6300	63000	20	U	20	U	20	U	20	U	20	U	20	U	20	U	290		32		37		20	U	20	U
EPA 8260B	Acetonitrile	75-05-8	ug/L	42	420	20	U	20	U	20	U	20	U	20	U	20	U	20	U	20	U	20	U	20	U	20	U	20	U
EPA 8260B	Benzene	71-43-2	ug/L	1	100	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U	0.62	J	1.1		1.5					
EPA 8260B	Bromobenzene	108-86-1	ug/L	No CTL	NE	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U
EPA 8260B	Bromochloromethane	74-97-5	ug/L	91	910	0.29	U	0.29	U	0.29	U	0.29	U	0.29	U	0.29	U	0.29	U	0.29	U	0.29	U	0.29	U	0.29	U	0.29	U
EPA 8260B	Bromodichloromethane	75-27-4	ug/L	0.6	60	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U
EPA 8260B	Bromoform	75-25-2	ug/L	4.4	440	0.6	U	0.6	U	0.6	U	0.6	U	0.6	U	0.6	U	0.6	U	0.6	U	0.6	U	0.6	U	0.6	U	0.6	U
EPA 8260B	Bromomethane	74-83-9	ug/L	9.8	98	0.53	U	0.53	U	0.53	U	0.53	U	0.53	U	0.53	U	0.53	U	0.53	U	0.53	U	0.53	U	0.53	U	0.53	U
EPA 8260B	Carbon Disulfide	75-15-0	ug/L	700	7000	0.37	U	0.37	U	0.37	U	0.37	U	0.37	U	0.37	U	0.37	U	0.37	U	0.37	U	0.37	U	0.37	U	0.37	U
EPA 8260B	Carbon Tetrachloride	56-23-5	ug/L	3	300	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U
EPA 8260B	Chlorobenzene	108-90-7	ug/L	100	1000	0.51	U	0.51	U	0.51	U	0.51	U	0.51	U	0.51	U	0.51	U	0.51	U	0.51	U	0.51	U	0.62	J	1.1		1.5	
EPA 8260B	Chloroethane	75-00-3	ug/L	12	1200	0.26	U	0.26	U	0.26	U	0.26	U	0.26	U	0.26	U	0.26	U	0.26	U	0.26	U	0.26	U	0.26	U	0.26	U
EPA 8260B	Chloroform	67-66-3	ug/L	70	700	0.6	U	0.6	U	0.6	U	0.6	U	0.6	U	0.6	U	0.6	U	0.6	U	0.6	U	0.6	U	0.6	U	0.6	U

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Table 20: Groundwater Analytical Results June 2014, September 2014, & June 2015

H.D. King: 311 North Indian River Drive, Ft. Pierce, FL

Sample Location						MW-5						MW-6						MW-7						MW-8					
Collect Date						6/26/2014		9/17/2014		6/2/2015		6/26/2014		9/17/2014		6/2/2015		6/26/2014		9/17/2014		6/2/2015		6/26/2014		9/17/2014		6/2/2015	
Method	Parameter	CAS No	Units	GCTLs	NADC	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier
EPA 8260B	Chloromethane	74-87-3	ug/L	2.7	270	1.2	U	1.2	U	1.2	U	1.2	U	1.2	U	1.2	U	1.2	U	1.2	U	1.2	U	1.2	U	1.2	U	1.2	U
EPA 8260B	Vinyl Chloride	75-01-4	ug/L	1	100	0.34	U	0.34	U	0.34	U	3		3.5		2.4		0.34	U	0.34	U	0.34	U	0.34	U	0.34	U	0.34	U
EPA 8260B	Bromomethane	74-83-9	ug/L	No GTL	NE	0.16	U	0.16	U	0.16	U	0.16	U	0.16	U	0.16	U	0.16	U	0.16	U	0.16	U	0.16	U	0.16	U	0.16	U
EPA 8260B	Dichlorodifluoromethane	75-71-8	ug/L	0.4	40	0.32	U	0.32	U	0.32	U	0.32	U	0.32	U	0.32	U	0.32	U	0.32	U	0.32	U	0.32	U	0.32	U	0.32	U
EPA 8260B	Chloroethane	75-00-3	ug/L	28	700	0.3	U	0.3	U	0.3	U	0.3	U	0.3	U	0.3	U	0.3	U	0.3	U	0.3	U	0.3	U	0.3	U	0.3	U
EPA 8260B	Trichlorofluoromethane	75-69-4	ug/L	1400	14000	2.5	U	2.5	U	2.5	U	2.5	U	2.5	U	2.5	U	2.5	U	2.5	U	2.5	U	2.5	U	2.5	U	2.5	U
EPA 8260B	Ethyl Ether	60-29-7	ug/L	600	6000	0.16	U	0.16	U	0.16	U	0.16	U	0.16	U	0.16	U	0.16	U	0.16	U	0.16	U	0.16	U	0.16	U	0.16	U
EPA 8260B	Ethylene Oxide	75-21-8	ug/L	30	300	0.23	U	0.23	U	0.23	U	0.23	U	0.23	U	0.23	U	0.23	U	0.23	U	0.23	U	0.46		1.2		1.5	
EPA 8260B	Methylene Chloride	75-09-2	ug/L	4.6	46	0.64	U	0.64	U	0.64	U	0.64	U	0.64	U	0.64	U	0.64	U	0.64	U	0.64	U	0.64	U	0.64	U	0.64	U
EPA 8260B	Tetramethylsilane	75-76-3	ug/L	1400	14000	1.7	U	1.7	U	1.7	U	1.7	U	1.7	U	1.7	U	1.7	U	1.7	U	1.7	U	1.7	U	1.7	U	1.7	U
EPA 8260B	Isobutanol	78-83-1	ug/L	2100	21000	26	U	26	U	26	U	26	U	26	U	26	U	26	U	26	U	26	U	26	U	26	U	26	U
EPA 8260B	Isopropylbenzene	98-82-8	ug/L	0.8	8	0.28	U	0.28	U	0.28	U	0.28	U	0.28	U	0.28	U	0.28	U	0.28	U	0.28	U	0.28	U	0.28	U	0.28	U
EPA 8260B	Methyl Methacrylate	80-62-6	ug/L	20	200	1.1	U	1.1	U	1.1	U	1.1	U	1.1	U	1.1	U	1.1	U	1.1	U	1.1	U	1.1	U	1.1	U	1.1	U
EPA 8260B	Methyl-tert-butyl ether	1634-04-4	ug/L	20	200	0.41	U	0.41	U	0.41	U	0.41	U	0.41	U	0.41	U	0.41	U	0.41	U	0.41	U	0.41	U	0.41	U	0.41	U
EPA 8260B	Methylene Chloride	75-09-2	ug/L	5	500	3.6	U	3.6	U	3.6	U	3.6	U	3.6	U	3.6	U	3.6	U	3.6	U	3.6	U	3.6	U	3.6	U	3.6	U
EPA 8260B	n-Butylbenzene	104-51-8	ug/L	No GTL	NE	0.28	U	0.28	U	0.28	U	0.28	U	0.28	U	0.28	U	0.28	U	0.28	U	0.28	U	0.28	U	1.6		0.28	U
EPA 8260B	n-Propylbenzene	103-65-1	ug/L	No GTL	NE	0.36	U	0.36	U	0.36	U	0.36	U	0.36	U	0.36	U	0.36	U	0.36	U	0.36	U	0.36	U	0.36	U	0.36	U
EPA 8260B	Naphthalene	91-20-3	ug/L	14	140	1	U	1	U	1	U	1	U	1	U	1	U	1	U	1	U	1	U	32		74		82	
EPA 8260B	Pentachloroethane	76-01-7	ug/L	No GTL	NE	0.52	U	0.52	U	0.52	U	0.52	U	0.52	U	0.52	U	0.52	U	0.52	U	0.52	U	0.52	U	0.52	U	0.52	U
EPA 8260B	Propanenitrile	107-12-0	ug/L	See GTL	NE	13	U	13	U	13	U	13	U	13	U	13	U	13	U	13	U	13	U	13	U	13	U	13	U
EPA 8260B	sec-Butylbenzene	135-98-8	ug/L	No GTL	2800	0.31	U	0.31	U	0.31	U	0.31	U	0.31	U	0.31	U	0.31	U	0.31	U	0.31	U	0.31	U	0.31	U	0.31	U
EPA 8260B	Styrene	100-42-5	ug/L	100	1000	0.22	U	0.22	U	0.22	U	0.22	U	0.22	U	0.22	U	0.22	U	0.22	U	0.22	U	0.22	U	0.22	U	0.22	U
EPA 8260B	tert-Butylbenzene	98-06-6	ug/L	No GTL	NE	0.36	U	0.36	U	0.36	U	0.36	U	0.36	U	0.36	U	0.36	U	0.36	U	0.36	U	0.36	U	0.36	U	0.36	U
EPA 8260B	Tetrachloroethene	127-18-4	ug/L	3	300	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U
EPA 8260B	Toluene	108-88-3	ug/L	40	400	0.7	U	0.7	U	0.7	U	0.7	U	0.7	U	0.7	U	0.7	U	0.7	U	0.7	U	1.5		1.9			
EPA 8260B	trans-1,2-Dichloroethene	156-60-5	ug/L	100	1000	0.23	U	0.23	U	0.23	U	0.23	U	0.23	U	0.23	U	0.23	U	0.23	U	0.23	U	0.23	U	0.23	U	0.23	U
EPA 8260B	trans-1,2-Dichloropropene	10061-02-6	ug/L	No GTL	NE	0.18	U	0.18	U	0.18	U	0.18	U	0.18	U	0.18	U	0.18	U	0.18	U	0.18	U	0.18	U	0.18	U	0.18	U
EPA 8260B	trans-1,4-Dichloro-2-butene	110-57-6	ug/L	No GTL	NE	1.2	U	1.2	U	1.2	U	1.2	U	1.2	U	1.2	U	1.2	U	1.2	U	1.2	U	1.2	U	1.2	U	1.2	U
EPA 8260B	Trichloroethene	79-01-6	ug/L	3	300	0.3	U	0.3	U	0.3	U	0.3	U	0.3	U	0.3	U	0.3	U	0.3	U	0.3	U	0.3	U	0.3	U	0.3	U
EPA 8260B	Vinyl Acetate	108-05-4	ug/L	88	880	2.1	U	2.1	U	2.1	U	2.1	U	2.1	U	2.1	U	2.1	U	2.1	U	2.1	U	2.1	U	2.1	U	2.1	U
EPA 8260B	Vinyl Chloride	75-01-4	ug/L	1	100	0.5	U	0.5	U	0.5	U	0.5	U	0.5	U	0.5	U	0.5	U	0.5	U	0.5	U	0.5	U	0.5	U	0.5	U
EPA 8260B	Xylenes, Total	1330-20-7	ug/L	20	200	0.83	U	0.83	U	0.9	U	0.83	U	0.83	U	0.9	U	0.83	U	0.83	U	0.9	U	2.4		4.2		5.2	
EPA 8270C Low Level PAH	1-Methylnaphthalene	90-12-0	ug/L	28	280	0.17	U	0.17	U	0.17	U	0.17	U	0.17	U	0.17	U	0.17	U	0.17	U	0.17	U	3.2		2		4.3	
EPA 8270C Low Level PAH	2-Methylnaphthalene	91-57-6	ug/L	28	280	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	3.4		1.8		5.5	
EPA 8270C Low Level PAH	Acenaphthene	83-32-9	ug/L	20	200	0.16	U	0.16	U	0.16	U	0.16	U	0.16	U	0.16	U	0.16	U	0.16	U	0.16	U	11		5.9		6.7	
EPA 8270C Low Level PAH	Acenaphthylene	208-96-8	ug/L	210	2100	0.15	U	0.15	U	0.15	U	0.15	U	0.15	U	0.15	U	0.15	U	0.15	U	0.15	U	0.15	U	0.15	U	0.15	U
EPA 8270C Low Level PAH	Anthracene	120-12-7	ug/L	2100	21000	0.11	U	0.11	U	0.11	U	0.11	U	0.11	U	0.11	U	0.11	U	0.11	U	0.11	U	1.1		0.11	U	0.11	U
EPA 8270C Low Level PAH	Benzo(a)anthracene	56-55-3	ug/L	0.05	5	0.1	U	0.1	U	0.1	U	0.1	U	0.1	U	0.1	U	0.1	U	0.1	U	0.1	U	0.1	U	0.1	U	0.1	U
EPA 8270C Low Level PAH	Benzo(a)pyrene	50-32-8	ug/L	0.2	20	0.1	U	0.1	U	0.1	U	0.1	U	0.1	U	0.1	U	0.1	U	0.1	U	0.1	U	0.1	U	0.1	U	0.1	U
EPA 8270C Low Level PAH	Benzo(b)fluoranthene	205-99-2	ug/L	0.05	5	0.08	U	0.08	U	0.08	U	0.08	U	0.08	U	0.08	U	0.08	U	0.08	U	0.08	U	0.08	U	0.08	U	0.08	U

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Table 20: Groundwater Analytical Results June 2014, September 2014, & June 2015

H.D. King: 311 North Indian River Drive, Ft. Pierce, FL

Sample Location						MW 5						MW 6						MW 7						MW 8					
Collect Date						6/26/2014		9/17/2014		6/2/2015		6/26/2014		9/17/2014		6/2/2015		6/26/2014		9/17/2014		6/2/2015		6/26/2014		9/17/2014		6/2/2015	
Method	Parameter	CAS No	Units	GCTLs	NADC	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier
EPA 8270C Low Level PAH	Benzo(g,h,i)perylene	191-24-2	ug/L	210	2100	0.05	U	0.05	U	0.05	U	0.05	U	0.05	U	0.05	U	0.05	U	0.05	U	0.05	U	0.05	U	0.05	U	0.05	U
EPA 8270C Low Level PAH	Benzo(k)fluoranthene	207-08-9	ug/L	0.5	50	0.18	U	0.18	U	0.18	U	0.18	U	0.18	U	0.18	U	0.18	U	0.18	U	0.18	U	0.18	U	0.18	U	0.18	U
EPA 8270C Low Level PAH	Chrysene	218-01-9	ug/L	4.8	480	0.1	U	0.1	U	0.1	U	0.1	U	0.1	U	0.1	U	0.1	U	0.1	U	0.1	U	0.1	U	0.1	U	0.1	U
EPA 8270C Low Level PAH	Dibenz(a,h)anthracene	53-70-3	ug/L	0.005	0.5	0.15	U	0.15	U	0.15	U	0.15	U	0.15	U	0.15	U	0.15	U	0.15	U	0.15	U	0.15	U	0.15	U	0.15	U
EPA 8270C Low Level PAH	Fluoranthene	206-44-0	ug/L	280	2800	0.11	U	0.11	U	0.11	U	0.11	U	0.11	U	0.11	U	0.11	U	0.11	U	0.11	U	1.8		1.8		3.4	
EPA 8270C Low Level PAH	Fluorene	86-73-7	ug/L	280	2800	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	3.8		1.6		3.1	
EPA 8270C Low Level PAH	Indeno(1,2,3-cd)pyrene	193-39-5	ug/L	0.05	5	0.06	U	0.06	U	0.06	U	0.06	U	0.06	U	0.06	U	0.06	U	0.06	U	0.06	U	0.06	U	0.06	U	0.06	U
EPA 8270C Low Level PAH	Naphthalene	91-20-3	ug/L	14	140	0.16	U	0.16	U	0.16	U	0.16	U	0.16	U	0.16	U	0.16	U	0.16	U	0.16	U	19		12		31	
EPA 8270C Low Level PAH	Phenanthrene	85-01-8	ug/L	210	2100	0.14	U	0.14	U	0.14	U	0.14	U	0.14	U	0.14	U	0.14	U	0.14	U	0.14	U	1.9		0.87		1.6	
EPA 8270C Low Level PAH	Pyrene	129-00-0	ug/L	210	2100	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.19	U	0.76		1		2	
FLPRO TRPH	TRPH	no CAS #	mg/L	5	50	0.55		0.37		0.31		0.82		0.46		0.37		0.72		0.68		0.45		1.9		1.8		1.2	
8270C	1,2,4-Trichlorobenzene	120-82-1	ug/L	70	700	1	U	1	U	1	U	1	U	1	U	1	U	1	U	1	U	1	U	1	U	1	U	1	U
8270C	1,2-Dichlorobenzene	95-50-1	ug/L	600	6000	1.1	U	1.1	U	1.1	U	1.1	U	1.1	U	1.1	U	1.1	U	1.1	U	1.1	U	1.1	U	1.1	U	1.1	U
8270C	1,3-Dichlorobenzene	541-73-1	ug/L	210	2100	0.98	U	0.98	U	0.98	U	0.98	U	0.98	U	0.98	U	0.98	U	0.98	U	0.98	U	0.98	U	0.98	U	0.98	U
8270C	1,4-Dichlorobenzene	106-46-7	ug/L	75	7500	1.1	U	1.1	U	1.1	U	1.1	U	1.1	U	1.1	U	1.1	U	1.1	U	1.1	U	1.1	U	1.1	U	1.1	U
8270C	2,4,5-Trichlorophenol	95-95-4	ug/L	3.7	37	0.7	U	0.7	U	0.7	U	0.7	U	0.7	U	0.7	U	0.7	U	0.7	U	0.7	U	0.7	UJ	0.7	U	0.7	U
8270C	2,4,6-Trichlorophenol	88-06-2	ug/L	32	320	0.81	U	0.81	U	0.81	U	0.81	U	0.81	U	0.81	U	0.81	U	0.81	U	0.81	U	0.81	UJ	0.81	U	0.81	U
8270C	2,4-Dichlorophenol	120-83-2	ug/L	2.1	21	0.58	U	0.58	U	0.58	U	0.58	U	0.58	U	0.58	U	0.58	U	0.58	U	0.58	U	0.58	UJ	0.58	U	0.58	U
8270C	2,4-Dimethylphenol	105-67-9	ug/L	140	1400	0.59	U	0.59	U	0.59	U	0.59	U	0.59	U	0.59	U	0.59	U	0.59	U	0.59	U	0.59	UJ	0.59	U	0.59	U
8270C	2,4-Dinitrophenol	51-28-5	ug/L	14	140	1	U	1	U	1	U	1	U	1	U	1	U	1	U	1	U	1	U	1	UJ	1	U	1	U
8270C	2,4-Dinitrotoluene	121-14-2	ug/L	0.05	5	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U
8270C	2,6-Dinitrotoluene	606-20-2	ug/L	0.05	5	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U
8270C	2-Chloronaphthalene	91-58-7	ug/L	560	5600	0.62	U	0.62	U	0.62	U	0.62	U	0.62	U	0.62	U	0.62	U	0.62	U	0.62	U	0.62	U	0.62	U	0.62	U
8270C	2-Chlorophenol	95-57-8	ug/L	35	350	0.51	U	0.51	U	0.51	U	0.51	U	0.51	U	0.51	U	0.51	U	0.51	U	0.51	U	0.51	UJ	0.51	U	0.51	U
8270C	2-Methylnaphthalene	88-74-4	ug/L	21	210	1.8	U	1.8	U	1.8	U	1.8	U	1.8	U	1.8	U	1.8	U	1.8	U	1.8	U	1.8	U	1.8	U	1.8	U
8270C	2-Methylphenol	95-48-7	ug/L	No GTL	350	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	UJ	1.4	U	1.4	U
8270C	2-Nitroaniline	88-74-4	ug/L	No GTL	NE	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	UJ	1.4	U	1.4	U
8270C	2-Nitrophenol	88-75-5	ug/L	No GTL	350	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	UJ	1.4	U	1.4	U
8270C	3,3'-Dichlorobenzidine	91-94-1	ug/L	0.08	8	1.9	U	1.9	U	1.9	U	1.9	U	1.9	U	1.9	U	1.9	U	1.9	U	1.9	U	1.9	U	1.9	U	1.9	U
8270C	3-Nitroaniline	99-09-2	ug/L	1.7	170	1.3	U	1.3	U	1.3	U	1.3	U	1.3	U	1.3	U	1.3	U	1.3	U	1.3	U	1.3	U	1.3	U	1.3	U
8270C	4,6-Dinitro-2-Methylphenol	534-52-1	ug/L	No GTL	NE	2.8	U	2.8	U	2.8	U	2.8	U	2.8	U	2.8	U	2.8	U	2.8	U	2.8	U	2.8	U	2.8	U	2.8	U
8270C	4-Bromophenyl-phenylether	101-55-3	ug/L	No GTL	700	0.64	U	0.64	U	0.64	U	0.64	U	0.64	U	0.64	U	0.64	U	0.64	U	0.64	U	0.64	U	0.64	U	0.64	U
8270C	4-Chloro-3-methylphenol	59-50-7	ug/L	63	630	0.82	U	0.82	U	0.82	U	0.82	U	0.82	U	0.82	U	0.82	U	0.82	U	0.82	U	0.82	U	0.82	U	0.82	U
8270C	4-Chloroaniline	106-47-8	ug/L	28	280	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U	0.45	U
8270C	4-Chlorophenyl-Phenylether	7005-72-3	ug/L	No GTL	NE	0.39	U	0.39	U	0.39	U	0.39	U	0.39	U	0.39	U	0.39	U	0.39	U	0.39	U	0.39	U	0.39	U	0.39	U
8270C	4-Nitroaniline	100-01-6	ug/L	5.7	570	1.5	U	1.5	U	1.5	U	1.5	U	1.5	U	1.5	U	1.5	U	1.5	U	1.5	U	1.5	U	1.5	U	1.5	U
8270C	4-Nitrophenol	100-02-7	ug/L	56	560	0.88	U	0.88	U	0.88	U	0.88	U	0.88	U	0.88	U	0.88	U	0.88	U	0.88	U	0.88	U	0.88	U	0.88	U
8270C	Acenaphthene 1,2 Ditrl	100-52-7	ug/L	3.3	33	0.56	U	0.56	U	0.56	U	0.56	U	0.56	U	0.56	U	0.56	U	0.56	U	0.56	U	0.56	U	0.56	U	0.56	U
8270C	Benzoic acid	65-85-0	ug/L	2900b	280000	6.2	U	6.2	U	6.2	U	6.2	U	6.2	U	6.2	U	6.2	U	6.2	U	6.2	U	6.2	U	6.2	U	6.2	U
8270C	Benzyl alcohol	100-51-6	ug/L	2100	21000	0.61	U	0.61	U	0.61	U	0.61	U	0.61	U	0.61	U	0.61	U	0.61	U	0.61	U	0.61	U	0.61	U	0.61	U
8270C	Bis(2-Chloroethoxy) Methane	111-91-1	ug/L	No GTL	NE	0.41	U	0.41	U	0.41	U	0.41	U	0.41	U	0.41	U	0.41	U	0.41	U	0.41	U	0.41	U	0.41	U	0.41	U

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Table 20: Groundwater Analytical Results June 2014, September 2014, & June 2015

H.D. King: 311 North Indian River Drive, Ft. Pierce, FL

Sample Location						MW-5						MW-6						MW-7						MW-8					
Collect Date						6/10/2014		9/17/2014		6/2/2015		6/10/2014		9/17/2014		6/2/2015		6/10/2014		9/17/2014		6/2/2015		6/10/2014		9/17/2014		6/2/2015	
Method	Parameter	CAS No	Units	GCTLs	RADC	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier	Result	Qualifier
8270C	Bis(2-chloroethyl)ether	111-44-4	ug/l	0.03	3	0.39	U	0.39	U	0.39	U	0.39	U	0.39	U	0.39	U	0.39	U	0.39	U	0.39	U	0.39	U	0.39	U	0.39	U
8270C	Bis(2-chloroisopropyl)ether	39638-32-9	ug/l	0.5	50	0.66	U	0.66	U	0.66	U	0.66	U	0.66	U	0.66	U	0.66	U	0.66	U	0.66	U	0.66	U	0.66	U	0.66	U
8270C	Bis(2-ethylhexyl)phthalate	117-81-7	ug/l	6	600	2.5	U	2.5	U	2.5	U	2.5	U	2.5	U	2.5	U	2.5	U	2.5	U	2.5	U	2.5	U	2.5	U	2.5	U
8270C	Butyl Benzyl Phthalate	85-68-7	ug/l	140	1400	0.73	U	0.73	U	0.73	U	0.73	U	0.73	U	0.73	U	0.73	U	0.73	U	0.73	U	0.73	U	0.73	U	0.73	U
8270C	Di-n-butylphthalate	84-74-2	ug/l	700	7000	0.82	U	0.82	U	0.82	U	0.82	U	0.82	U	0.82	U	0.82	U	0.82	U	0.82	U	0.82	U	0.82	U	0.82	U
8270C	Di-n-octyl phthalate	117-84-0	ug/l	140	1400	3	U	3	U	3	U	3	U	3	U	3	U	3	U	3	U	3	U	3	U	3	U	3	U
8270C	Dibenzofuran	132-64-9	ug/l	28	280	0.3	U	0.3	U	0.3	U	0.3	U	0.3	U	0.3	U	0.3	U	0.3	U	0.3	U	3.7		0.3	U	4.6	
8270C	Diethylphthalate	84-66-2	ug/l	5600	56000	0.51	U	0.51	U	0.51	U	0.51	U	0.51	U	0.51	U	0.51	U	0.51	U	0.51	U	0.51	U	0.51	U	0.51	U
8270C	Dimethylphthalate	131-11-3	ug/l	70560	705600	0.58	U	0.58	U	0.58	U	0.58	U	0.58	U	0.58	U	0.58	U	0.58	U	0.58	U	0.58	U	0.58	U	0.58	U
8270C	Hexachlorobenzene	118-74-1	ug/l	1	100	0.64	U	0.64	U	0.64	U	0.64	U	0.64	U	0.64	U	0.64	U	0.64	U	0.64	U	0.64	U	0.64	U	0.64	U
8270C	Hexachlorobutadiene	87-68-3	ug/l	0.4	40	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U	0.27	U
8270C	Hexachlorocyclopentadiene	77-47-4	ug/l	50	500	0.63	U	0.63	U	0.63	U	0.63	U	0.63	U	0.63	U	0.63	U	0.63	U	0.63	U	0.63	U	0.63	U	0.63	U
8270C	Hexachloroethane	67-72-1	ug/l	25	250	0.69	U	0.69	U	0.69	U	0.69	U	0.69	U	0.69	U	0.69	U	0.69	U	0.69	U	0.69	U	0.69	U	0.69	U
8270C	Isophorone	78-59-1	ug/l	37	3700	0.6	U	0.6	U	0.6	U	0.6	U	0.6	U	0.6	U	0.6	U	0.6	U	0.6	U	0.6	U	0.6	U	0.6	U
8270C	m-Cresol (3-methylphenol)	108-39-4	ug/l	35	350	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	UJ	1.4	U	1.4	U
8270C	n-Nitrosodimethylamine	621-64-7	ug/l	0.005	0.5	0.7	U	0.7	U	0.7	U	0.7	U	0.7	U	0.7	U	0.7	U	0.7	U	0.7	U	0.7	U	0.7	U	0.7	U
8270C	n-Nitroso-di-n-propylamine	621-64-7	ug/l	0.0007	0.07	0.22	U	0.22	U	0.22	U	0.22	U	0.22	U	0.22	U	0.22	U	0.22	U	0.22	U	0.22	U	0.22	U	0.22	U
8270C	n-Nitrosodiphenylamine	86-30-6	ug/l	7.1	710	0.78	U	0.78	U	0.78	U	0.78	U	0.78	U	0.78	U	0.78	U	0.78	U	0.78	U	0.78	U	0.78	U	0.78	U
8270C	Nitrobenzene	98-95-3	ug/l	3.5	35	0.38	U	0.38	U	0.38	U	0.38	U	0.38	U	0.38	U	0.38	U	0.38	U	0.38	U	0.38	U	0.38	U	0.38	U
8270C	o-Cresol (2-methylphenol)	95-48-7	ug/l	35	350	0.52	U	0.52	U	0.52	U	0.52	U	0.52	U	0.52	U	0.52	U	0.52	U	0.52	U	0.52	UJ	0.52	U	0.52	U
8270C	p-Cresol (4-methylphenol)	106-44-5	ug/l	3.5	35	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	U	1.4	UJ	1.4	U	1.4	U
8270C	Pentachlorophenol	87-86-5	ug/l	1	100	2.3	U	2.3	U	2.3	U	2.3	U	2.3	U	2.3	U	2.3	U	2.3	U	2.3	U	2.3	UJ	2.3	U	2.3	U
8270C	Phenol	108-95-2	ug/l	10	100	0.37	U	0.37	U	0.37	U	0.37	U	0.37	U	0.37	U	0.37	U	0.37	U	0.37	U	0.37	UJ	0.37	U	0.37	U
EPA 6010B	Lead	7439-92-1	mg/L	0.015	0.15	0.004	U	0.004	U	0.004	U	0.004	U	0.004	U	0.004	U	0.004	U	0.004	U	0.004	U	0.004	U	0.004	U	0.004	U
EPA 6010B	Arsenic	Arsenic	mg/L	0.01	0.1	0.0075	J	0.0042	J	0.004	U	0.004	U	0.004	U	0.004	U	0.004	U	0.004	U	0.004	U	0.004	U	0.0083	J	0.004	U
EPA 6010B	Vanadium	7440-62-2	mg/L	0.049	0.49	0.005	U	0.005	U	0.005	U	0.0053	J	0.1		0.06		0.0051	J	0.005	U	0.005	U	0.082		0.028		0.041	
8082	PCB 1016	1336-36-3	ug/l	0.5	50	0.13	U	0.13	U	NA		0.13	U	0.13	U	NA		0.13	U	0.13	U	NA		0.13	U	0.13	U	NA	
8082	PCB 1221	1336-36-3	ug/l	0.5	50	0.1	U	0.1	U	NA		0.1	U	0.1	U	NA		0.1	U	0.1	U	NA		0.1	U	0.1	U	NA	
8082	PCB 1232	1336-36-3	ug/l	0.5	50	0.054	U	0.054	U	NA		0.054	U	0.054	U	NA		0.054	U	0.054	U	NA		0.054	U	0.054	U	NA	
8082	PCB 1242	1336-36-3	ug/l	0.5	50	0.098	U	0.098	U	NA		0.098	U	0.098	U	NA		0.098	U	0.098	U	NA		0.098	U	0.098	U	NA	
8082	PCB 1248	1336-36-3	ug/l	0.5	50	0.12	U	0.12	U	NA		0.12	U	0.12	U	NA		0.12	U	0.12	U	NA		0.12	U	0.12	U	NA	
8082	PCB 1254	1336-36-3	ug/l	0.5	50	0.12	U	0.12	U	NA		0.12	U	0.12	U	NA		0.12	U	0.12	U	NA		0.12	U	0.12	U	NA	
8082	PCB 1260	1336-36-3	ug/l	0.5	50	0.1	U	0.1	U	NA		0.1	U	0.1	U	NA		0.1	U	0.1	U	NA		0.1	U	0.1	U	NA	

Notes:
NE = Not Established
I = The reported value is between the laboratory limit of detection (MDL) and the laboratory limit of quantitation (PQL)
J = Estimated value - may not be accurate
U = Indicates that a specific compound was analyzed for but not detected. The reported value shall be the MDL

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JOSEPH E. SMITH, CLERK OF THE CIRCUIT COURT - SAINT LUCIE COUNTY
FILE # 4415196 OR BOOK 4111 PAGE 1502, Recorded 03/22/2018 01:25:52 PM

This instrument prepared by:
Michael Sznapstajler, Esquire
Cobb Cole
149 S. Ridgewood Avenue, Suite 700
Daytona Beach, FL 32114

DECLARATION OF RESTRICTIVE COVENANT

THIS DECLARATION OF RESTRICTIVE COVENANT (hereinafter "Declaration") is made this 22 day of March, 2018, by Fort Pierce Redevelopment Agency, a dependent special district of the City of Fort Pierce (hereinafter "GRANTOR") and the Florida Department of Environmental Protection (hereinafter "FDEP").

RECITALS

A. GRANTOR is the fee simple owner of that certain real property situated in the County of St. Lucie, State of Florida, more particularly described in Exhibit "A" attached hereto and made a part hereof (hereinafter the "Groundwater Restricted Area");

B. The FDEP Facility Identification Number for the Groundwater Restricted Area is COM_82363 and BF561101001. The facility name at the time of this Declaration is Former H.D. King Power Plant Site – Parcel #1. This Declaration addresses contamination that was addressed by GRANTOR pursuant to the terms of a Brownfield Site Rehabilitation Agreement entered into between the GRANTOR and FDEP on November 29, 2012 (hereinafter the "BSRA");

C. The presence of vanadium and naphthalene in the Groundwater Restricted Area is documented in the following reports that are incorporated by reference:

1. *Interim Source Removal Report - 2014*, prepared by Cardno, dated October 31, 2014;

2. *Interim Source Removal Report - 2015*, prepared by Cardno, dated August 31, 2015; and

3. *Combined Document – Site Assessment Addendum and Source Removal Completion Report*, prepared by Cardno, dated November 20, 2016.

D. The reports noted in Recital C set forth the nature and extent of the contamination described in Recital C that is located in the Groundwater Restricted Area. These reports confirm that contaminated groundwater as defined by Chapter 62-780, Florida Administrative Code (F.A.C.), exists on the Groundwater Restricted Area. Also, these reports document that the groundwater contamination does not extend beyond the Groundwater Restricted Area boundary, that the extent of the groundwater contamination does not exceed 1/4 acres, and the groundwater contamination is not migrating.

E. It is the intent of the restrictions in this Declaration to reduce or eliminate the risk of exposure of users or occupants of the Groundwater Restricted Area and the environment to the contaminants and to reduce or eliminate the threat of migration of the contaminants.

F. FDEP has agreed to issue a Site Rehabilitation Completion Order with Conditions (hereinafter "Order") upon recordation of this Declaration. FDEP can unilaterally revoke the Order if the conditions of this Declaration or of the Order are not met. Additionally, if concentrations of naphthalene and vanadium increase above the levels approved in the Order, or if a subsequent discharge occurs at the Groundwater Restricted Area, FDEP may require site rehabilitation to reduce concentrations of contamination to the levels allowed by the applicable FDEP rules. The Order relating to FDEP Facility No. COM_82363 and BF561101001, can be obtained by contacting the appropriate FDEP district office or Tallahassee program area; and

G. GRANTOR deems it desirable and in the best interest of all present and future owners of the Groundwater Restricted Area that an Order be obtained and that the Groundwater Restricted Area be held subject to certain restrictions, all of which are more particularly hereinafter set forth.

NOW, THEREFORE, to induce FDEP to issue the Order and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged by each of the undersigned parties, GRANTOR agrees as follows:

1. The foregoing recitals are true and correct and are incorporated herein by reference.

2. GRANTOR hereby imposes on the Groundwater Restricted Area the following restriction:

a. There shall be no use of groundwater under the Groundwater Restricted Area. There shall be no drilling for water conducted on the Groundwater Restricted Area, nor shall any wells be installed on the Groundwater Restricted Area, other than monitoring wells pre-approved in writing by FDEP's Division of Waste Management (DWM), in addition to any authorizations required by the Division of Water Resource Management and the Water Management Districts. Additionally, there shall be no stormwater swales, stormwater detention or retention facilities, or ditches on the Groundwater Restricted Area. For any dewatering activities, a plan approved by FDEP DWM must be in place to address and ensure the appropriate handling, treatment, and disposal of any extracted groundwater that may be contaminated.

3. In the remaining paragraphs, all references to "GRANTOR" and "FDEP" shall also mean and refer to their respective successors and assigns.

4. For the purpose of monitoring the restrictions contained herein, FDEP is hereby granted a right of entry upon, over and through and access to the Groundwater Restricted Area at reasonable times and with reasonable notice to GRANTOR. Access to the Groundwater Restricted Area is granted by North Indian River Drive.

5. It is the intention of GRANTOR that this Declaration shall touch and concern the Groundwater Restricted Area, run with the land and with the title to the Groundwater Restricted Area, and shall apply to and be binding upon and inure to the benefit of GRANTOR and FDEP, and to any and all parties hereafter having any right, title or interest in the Groundwater Restricted Area or any part thereof. FDEP may enforce the terms and conditions of this Declaration by injunctive relief and other appropriate available legal remedies. Any forbearance on behalf of FDEP to exercise its right in the event of the failure of GRANTOR to comply with the provisions of this Declaration shall not be deemed or construed to be a waiver of FDEP's rights hereunder. This Declaration shall continue in perpetuity, unless otherwise modified in writing by GRANTOR and FDEP as provided in paragraph 7 hereof. These restrictions may also be enforced in a court of competent jurisdiction by any other person, firm, corporation, or governmental agency that is substantially benefited by these restrictions. If GRANTOR does not or will not be able to comply with any or all of the provisions of this Declaration, GRANTOR shall notify FDEP in writing within three (3) calendar days. Additionally, GRANTOR shall notify FDEP thirty (30) days prior to any conveyance or sale, granting or transferring the Groundwater Restricted Area or portion thereof, to any heirs, successors, assigns or grantees, including, without limitation, the conveyance of any security interest in said Groundwater Restricted Area.

6. In order to ensure the perpetual nature of this Declaration, GRANTOR shall record this Declaration, and reference these restrictions in any subsequent lease or deed of conveyance, including the recording book and page of record of this Declaration. Furthermore, prior to the entry into a landlord-tenant relationship with respect to the Groundwater Restricted Area, GRANTOR agrees to notify in writing all proposed tenants of the Groundwater Restricted Area of the existence and contents of this Declaration of Restrictive Covenant.

7. This Declaration is binding until a release of covenant is executed by FDEP Secretary (or designee) and is recorded in the public records of the county in which the land is located. To receive prior approval from the FDEP to remove any requirement herein, cleanup target levels established pursuant to Florida Statutes and FDEP rules must be achieved. This Declaration may be modified in writing only. Any subsequent amendments must be executed by both GRANTOR and FDEP and be recorded by GRANTOR as an amendment hereto.

8. If any provision of this Declaration is held to be invalid by any court of competent jurisdiction, the invalidity of that provision shall not affect the validity of any other provisions of the Declaration. All such other provisions shall continue unimpaired in full force and effect.

9. GRANTOR covenants and represents that on the date of execution of this Declaration that GRANTOR is seized of the Groundwater Restricted Area in fee simple and has good right to create, establish, and impose this restrictive covenant on the use of the Groundwater Restricted Area. GRANTOR also covenants and warrants that the Groundwater Restricted Area is free and clear of any and all liens, mortgages, or encumbrances that could impair GRANTOR'S rights to impose the restrictive covenant described in this Declaration.

[Remainder of Page Intentionally Blank - Signature Pages Begin on Next Page]

IN WITNESS WHEREOF, Fort Pierce Redevelopment Agency, has executed this instrument, this 21st day of February, 2018.

GRANTOR
Fort Pierce Redevelopment Agency, a dependent special district of the City of Fort Pierce
100 North US 1
Fort Pierce, FL 34954

By: Linda Hudson
Name: Linda Hudson
Chairwoman of the Fort Pierce Redevelopment Agency

Signed, sealed and delivered in the presence of:

Witness: _____ Date: 2/21/18
Print Name: _____

Witness: _____ Date: 2/21/18
Print Name: _____

STATE OF _____)
COUNTY OF _____)

The foregoing instrument was acknowledged before me this 21 day of February, 2018, by Linda Hudson as Chairwoman of the Fort Pierce Redevelopment Agency, a dependent special district of the City of Fort Pierce.

Personally Known ✓ OR Produced Identification _____.
Type of Identification Produced _____.

_____
Signature of Notary Public

APPROVED AS TO FORM AND CORRECTNESS
BY: _____
City Attorney

_____
Print Name of Notary Public

Linda W Cox
NOTARY PUBLIC
STATE OF FLORIDA
Comm# GG121327
Expires 9/9/2021

Commission No. _____

Commission Expires: _____

[Remainder of Page Intentionally Blank]

Approved as to form by the Florida Department of Environmental Protection, Office of General Counsel. _____ 3-21-18

IN WITNESS WHEREOF, the Florida Department of Environmental Protection has executed this instrument, this 22 day of March, 2018.

FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION

By: _____
Name: Jennifer K. Smith
Title: District Director
FDEP Southeast District
3301 Gun Club Road, MSC 7210-1
West Palm Beach, FL 33406

Signed, sealed and delivered in the presence of:
Witness: _____ Date: _____
Print Name: _____

Witness: _____ Date: 3/22/2018
Print Name: Rose Blackwood

STATE OF Florida)
COUNTY OF Palm Beach)

The foregoing instrument was acknowledged before me this 22nd day of March 2018, by Jennifer K. Smith as representative for the Florida Department of Environmental Protection.

Personally Known ✓ OR Produced Identification _____.
Type of Identification Produced _____

_____
Signature of Notary Public
Rose Blackwood
Print Name of Notary Public

Commission No. GG 105296
Commission Expires: 6/10/2021

APPROVED AS TO FORM AND CORRECTNESS
BY: _____
City Attorney

Notary Public State of Florida
Rose Blackwood
My Commission GG 105296
Expires 06/10/2021

(045227-001 ; KUHN/TUPKIN : 02109308.DOCX; 10)

EXHIBIT A
Legal Description and Sketch of the Groundwater Restricted Area

Exhibit A

LEGAL DESCRIPTION

BEING A PARCEL OF LAND LYING IN SECTION 10, TOWNSHIP 35 SOUTH, RANGE 40 EAST, CITY OF FT. PIERCE, SAINT LUCIE COUNTY, FLORIDA, MORE PARTICULARLY DESCRIBED AS FOLLOWS:

COMMENCE AT THE SOUTHWEST CORNER OF LOT 8, BLOCK F, ARRON LEE'S MAP OF FORT PIERCE; PROCEED NORTH 18°25'13" WEST, ALONG THE EAST RIGHT-OF-WAY OF NORTH 2ND STREET (FORMERLY KNOWN AS PINE STREET AS SHOWN ON ARRON LEE'S MAP OF FORT PIERCE) (A 60 FOOT WIDE RIGHT-OF-WAY) AND THE WEST LINE OF BLOCK F, A DISTANCE OF 323.41 FEET TO AN ANGLE POINT IN THE EAST RIGHT-OF-WAY LINE OF THE REALIGNED PORTION OF NORTH 2ND AVENUE; THENCE NORTH 31°58'11" WEST, ALONG SAID EAST RIGHT-OF-WAY LINE OF NORTH 2ND AVENUE (A 50 FOOT WIDE RIGHT-OF-WAY) A DISTANCE OF 371.24 FEET TO A POINT ON THE CENTERLINE OF A 2.6 FOOT CONCRETE BULKHEAD ON THE SOUTH TOP OF BANK OF MOORES CREEK (THE FOLLOWING 2 COURSES ARE ALONG THE CENTERLINE OF SAID CONCRETE BULKHEAD AND THE SOUTH TOP OF BANK OF MOORES CREEK) THENCE NORTH 57°01'20" EAST, DEPARTING SAID EAST RIGHT-OF-WAY LINE, A DISTANCE OF 44.68 FEET; THENCE NORTH 65°32'35" EAST, A DISTANCE OF 93.33 FEET TO THE POINT OF BEGINNING OF THE FOLLOWING DESCRIBED PARCEL;

THENCE SOUTH 68°48'59" EAST, A DISTANCE OF 503.79 FEET; THENCE NORTH 18°24'56" WEST, A DISTANCE OF 190.54 FEET; THENCE SOUTH 64°10'00" WEST, A DISTANCE OF 55.46 FEET; THENCE NORTH 18°24'56" WEST, A DISTANCE OF 166.39 FEET TO A POINT ON THE CENTERLINE OF A 2.6 FOOT CONCRETE BULKHEAD ON THE SOUTH TOP OF BANK OF MOORES CREEK (THE FOLLOWING 3 COURSES ARE ALONG THE CENTERLINE OF SAID CONCRETE BULKHEAD AND THE SOUTH TOP OF BANK OF MOORES CREEK); THENCE SOUTH 64°10'00" WEST, A DISTANCE OF 178.13 FEET; THENCE SOUTH 74°23'11" WEST, A DISTANCE OF 71.16 FEET; THENCE SOUTH 65°29'21" WEST, A DISTANCE OF 85.95 FEET TO THE POINT OF BEGINNING.

CONTAINING 1.352 ACRES, MORE OR LESS.

NOTE: THIS IS NOT A SKETCH OF SURVEY, BUT ONLY A GRAPHIC DEPICTION OF THE DESCRIPTION SHOWN HEREON. THERE HAS BEEN NO FIELD WORK, VIEWING OF THE SUBJECT PROPERTY OR MONUMENTS SET IN CONNECTION WITH THE PREPARATION OF THE INFORMATION SHOWN HEREON.

NOTE: LANDS SHOWN HEREON WERE NOT ABSTRACTED FOR RIGHT-OF-WAY AND/OR EASEMENTS OF RECORD.

THOMAS P. KIERNAN — DATE
Professional Surveyor & Mapper
Florida Certificate No. 5199

CULPEPPER & TERPENING, INC
CONSULTING ENGINEERS | LAND SURVEYORS
2980 SOUTH 25th STREET • FORT PIERCE, FLORIDA 34981
151 SW FLAGLER AVENUE • STUART, FLORIDA 34994
PHONE 772-464-3537 • FAX 772-464-0497 • www.ct-eng.com
STATE OF FLORIDA CERTIFICATION No. LB 454

GROUNDWATER RESTRICTED AREA
DESCRIPTION

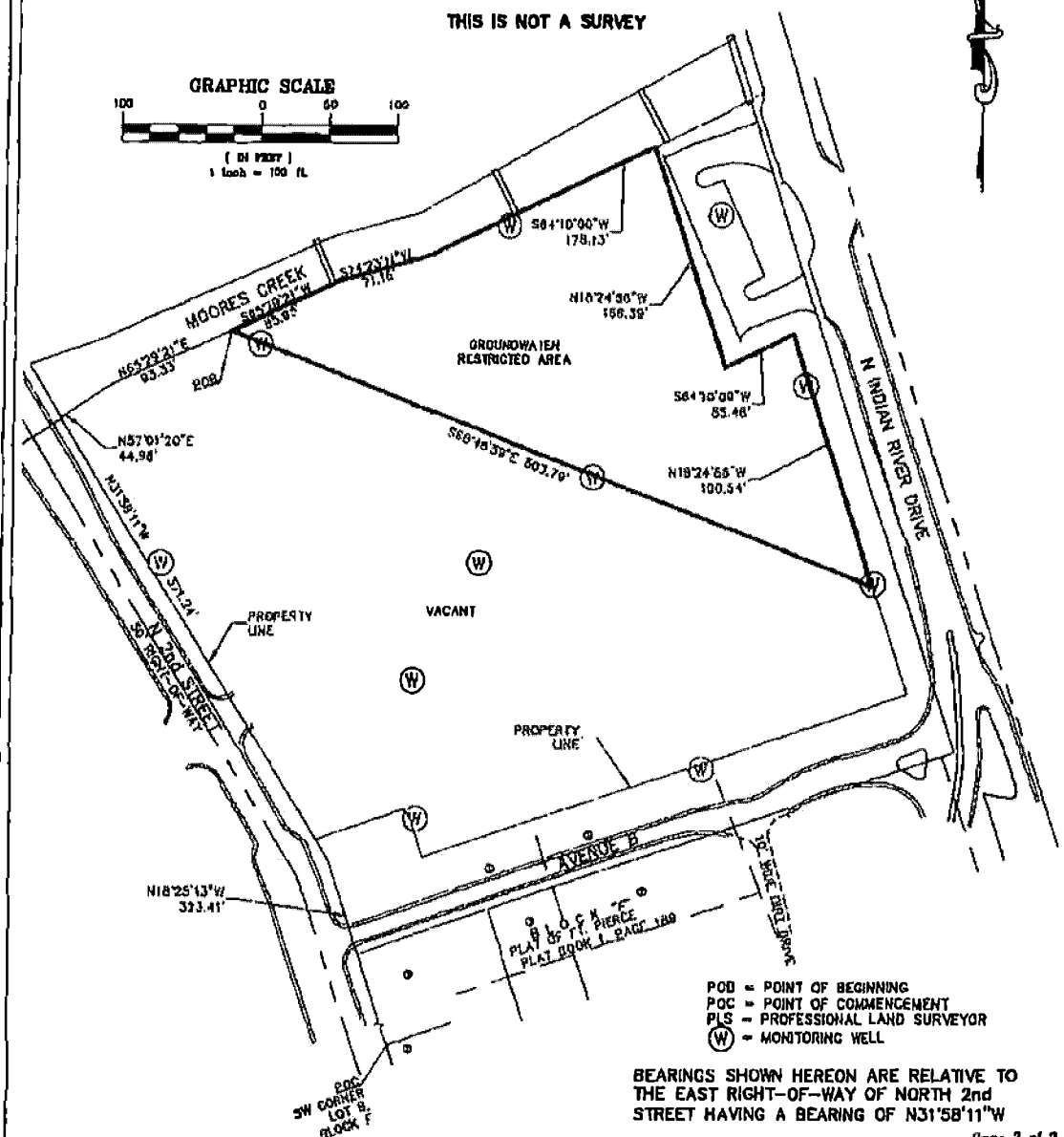
JOB NO: 13-071 sk1.dwg	SCALE: N/A
DRAWN BY: GLM	DATE: 3-17-2017

P:\Proj-2013\13-071 HD King Power Plant\Survey\13-071 sk1.dwg, 3/21/2017 3:45:20 PM

Exhibit A

SKETCH TO ACCOMPANY LEGAL DESCRIPTION

THIS IS NOT A SURVEY



Page 2 of 2

P:\Proj-2013\13-071 HD King Power Plant\Survey\13-071 sked.dwg, 3/21/2017 3:45:57 PM

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CONSULTING ENGINEERS | LAND SURVEYORS
2980 SOUTH 25th STREET • FORT PIERCE, FLORIDA 34981
151 SW FLAGLER AVENUE • STUART, FLORIDA 34994
PHONE 772-464-3537 • FAX 772-464-3497 • www.cet-eng.com
STATE OF FLORIDA CERTIFICATION No. LB 4746

GROUNDWATER RESTRICTED AREA

SKETCH OF DESCRIPTION

JOB NO: 13-071 sked.dwg	SCALE: 1"=100'
DRAWN BY: GLM	DATE: 3-17-2017

EXHIBIT "D"

Memo Regarding Financial Information

WTL+a

VIA E-MAIL: kdelaney@tcrpc.org

TO: **Kim Delaney, Ph.D.**
Director, Strategic Development & Policy
Treasure Coast Regional Planning Council

FROM: **WTL+a**

DATE: **August 9, 2019**

RE: **Summary Comments—Audubon Development Pro Forma Review**
H.D. King Site

WTL+a has conducted a review of the draft pro forma prepared by Audubon Development for its proposed redevelopment of the H.D. King site in downtown Fort Pierce. This review has been prepared as part of our scope of services for Treasure Coast Regional Planning Council (TCRPC) on behalf of the Fort Pierce Redevelopment Authority (FPRA).

Based on this review, it is our recommendation that the pro forma be restructured to allow a more accurate analysis of project performance as well as possible financial ramifications to the City. For example, it is industry-standard in any real estate cash flow analysis to prepare a forecast for a 10-year period with "reversion" (or sale) of the asset in year 10 in order to calculate investment rate-of-return (IRR). The Audubon pro forma forecast was for five (5) years only, with sale of the asset identified in year five of the analysis. We urge the City to understand why Audubon would seek such an exit strategy, with disposition of the asset in year five.

Development Program

- As we understand, Audubon Development will not develop the 120-room hotel, but intends to sell a 1.34-acre site to a third-party developer to construct a 107,159 sq. ft. property. The pro forma carries gross revenues of $1.5 million for disposition of this site to a third-party developer. However, the only revenue stream illustrated in the pro forma for the hotel is an annual reimbursement for common area maintenance

(CAM). As a result, WTL+a is unable to evaluate any financial aspect of the project's hotel component;

- As it is not known whether Audubon Development is in negotiations with a third-party developer for the hotel, the validity of the potential revenues generated by sale of the pad site cannot be determined; and
- **WTL+a previously requested information to verify/document potential deal terms associated with this transaction, such as a Letter of Intent (LOI) and/or a draft operating pro forma.** To date, nothing has been provided.

Sources & Uses of Funds

- Many of the inputs in Sources & Uses of Funds have been entered manually and not linked to specific inputs/assumptions. As a result, there is no way to verify how these inputs, such as hard and soft costs, were calculated or to be able to link these inputs to actual values/estimates;
- The pro forma identifies a contingency of $2,978,751. Based on hard and soft costs of $60,826,093, this would reflect a contingency of 4.9%. However, the pro forma notes the contingency is 8%. If the 8% factor is applied to the $60.8 million in hard and soft costs, this would be $4,866,000, not $2.97 million;
- In our experience, it is customary to estimate a 10% contingency. This is particularly critical today in light of rapidly-increasing construction costs for materials, significant uncertainties created by the administration's tariff policies, and increasing costs of construction labor due to labor shortages; and
- On the Sources & Uses of Funds tab, financing costs of $5,917,899 are illustrated and reflect the sum of mortgage broker fees and loan interest reserves. However, in the "Dev Budget Info" tab, total financing costs are actually $7,927,752. This reflects a difference of $2,009,752, which comprises the lender origination fee, the lender exit fee and other costs (survey, appraisal, title, recording fees, stamps, etc.). **We cannot determine how these additional costs are accounted for in the pro forma. These additional financing costs are likely to impact project results.**

Pro Forma

- WTL+a notes that there is no lease-up period illustrated in the pro forma, which results in the full rental revenues being reflected in year one. In mixed-use projects, full rental revenues generated by a project's multi-family units, office space and retail tenancies are typically not achieved until a "stabilized year" (typically defined as year three). It is unknown whether or not Audubon is accounting for "pent-up demand" as identified in the market study as well as the project's small size to justify full lease-up in year one. Nonetheless, we suggest using a lease-up period over a two- to three-year period to reflect the project's "untested" market location, particularly if the project's other (commercial) uses are not pre-leased;
- The pro forma assumes a standard vacancy allowance of 10% over the five-year cash flow. Typically, the industry-standard is 5%, so this would be considered a conservative metric; and
- **WTL+a notes that the pro forma assumes an annual TIF of $333,333 over the first three years of the cash flow.** As we understand, the development agreement calls for an annual TIF amount not to exceed $200,000 per year to a maximum of $1.0 million. By reducing the annual TIF payment to $200,000 per year and extending it over an additional two years, it reduces the project's stabilized year value (year three) by $2.2 million—from $48,651,100 to $46,449,000.

Profit Analysis

- We note that the pro forma assumes sell-out sales costs for the project's condominium component of 4%. At 4%, these costs are extremely underestimated. While a 4% sell-out cost may cover a blended broker commission rate, there are additional costs associated with marketing, property taxes, HOA, insurance, utilities, management fees, legal fees, and a warranty reserve. A 5% to 6% sell-out sales cost would be customary. This same issue is also applicable to the project's proposed single-family detached units;
- The pro forma also does not consider an annual absorption/sell-off of the condominium units. Similar to the multi-family rental units, the small number of

condominium units (60) may yield a more rapid sell-off. However, in an untested location such as the H.D. King site, we would recommend a longer absorption (sell-off) period to more conservatively reflect local market characteristics;

- The Profit Analysis also estimates the asset's proceeds upon sale. Interestingly, it uses the net operating income (NOI) in year 3 instead of the NOI in the last year of the pro forma (in this case, year five). As we discovered throughout the pro forma, this calculation was entered as a hard number ($3,600,000), instead of being linked to the actual NOI in year three;
- Moreover, by reducing the annual TIF payment—from $333,333 (in years 1—3) to $200,000 per year (in years 1—5) as identified in the draft development agreement, it reduces the project's reversion/sale value by approximately $1.7 million, but only $1.2 million in year five;
- The Profit Analysis also illustrates a return on the developer's initial equity investment (30%, or $19.1 million) of 10%. It is unclear whether this 10% Return-of-Equity factor is realized only upon reversion/sale of the asset in year five. Typically, there would be a guaranteed annual return payment but it is not clear from the pro forma; and
- Other performance metrics (e.g., capitalization/cap rates, commercial retail and office rents, multi-family rents and condominium unit pricing, etc.) are assumed to be indicative of local market conditions.

Given the concerns noted above, WTL+a is unable to provide a recommendation to the FPRA to proceed with negotiations until these outstanding issues are resolved and/or relevant data is provided.

EXHIBIT "E"

This Instrument Prepared By:
W. LEE DOBBINS, ESQ.
Dean, Mead, Minton & Zwemer
1903 South 25th Street, Suite 200
Fort Pierce, Florida 34947
(772) 464-7700

For Official Use Only
Tax Parcel Identification No.:_____

SPECIAL WARRANTY DEED

THIS SPECIAL WARRANTY DEED is made as of the ____ day of _____, 20___, by the FORT PIERCE REDEVELOPMENT AGENCY, a community redevelopment agency established pursuant to Florida Statutes Chapter 163 ("**Grantor**"), to AUDUBON DEVELOPMENT, INC., a Florida corporation, whose address is P.O. Box 981, Palm Beach, FL 33480 ("**Grantee**").

(Whenever used herein, the terms "Grantor" and "Grantee" include all the parties to this instrument and the heirs, personal representatives and assigns of individuals and the successors and assigns of corporations, limited liability companies, partnerships, governmental and quasi-governmental entities.)

W I T N E S S E T H:

THAT GRANTOR, for and in consideration of the sum of Ten Dollars ($10.00) and other valuable consideration, the receipt and sufficiency of which is hereby acknowledged, by these presents does grant, bargain, sell, alien, remise, release, convey and confirm unto Grantee, all that certain parcel of real property (the "**Land**") situate in St. Lucie County, Florida and more particularly described in **Exhibit "A"**, attached hereto and made a part hereof.

TOGETHER WITH all the tenements, hereditaments and appurtenances thereto belonging or in anywise appertaining.

TO HAVE AND TO HOLD the same in fee simple forever.

AND GRANTOR hereby covenants with Grantee that Grantor is lawfully seized of the Land in fee simple; that Grantor has good right and lawful authority to sell and convey Grantor's interest in and to the Land and hereby warrants the title to the Land and will defend the same against the lawful claims of all persons claiming by, through or under Grantor, but not otherwise. This conveyance is subject to taxes accruing subsequent to December 31, 20___, and to easements, restrictions, agreements, conditions, limitations, reservations and other matters of record, if any, but this reference to the foregoing shall not operate to reimpose the same.

PROVIDED THAT in the event that Grantee defaults on its obligations set forth in that certain Agreement for Development of King's Landing, by and between The City of Fort Pierce, the Fort Pierce Redevelopment Agency and Grantee, dated _____, 2019, and recorded in Official Records Book _____, Page _____, of the Public Records of St. Lucie County, Florida, then Grantor shall have the right to re-enter and retake possession of the Land, and fee simple title to such land shall revert to the Grantor.

IN WITNESS WHEREOF, the party referred to above as Grantor has caused this instrument to be executed and delivered in its name and has intended the same to be and become effective as of the day and year first above written.

Signed, sealed and delivered
in the presence of:

FORT PIERCE REDEVELOPMENT AGENCY, a community redevelopment agency established pursuant to Florida Statutes Chapter 163

_____
Print Name: _____

By: _____
Print Name: _____
Title: _____

_____
Print Name: _____

STATE OF FLORIDA
COUNTY OF ST. LUCIE

The foregoing instrument was acknowledged before me this _____day of _____, 20____, by _____ as _____ of FORT PIERCE REDEVELOPMENT AGENCY, a community redevelopment agency established pursuant to Florida Statutes Chapter 163. Said person did not take an oath and (check one) ☐ is personally known to me, ☐ produced a driver's license issued by a state of the United States within the last five (5) years as identification, to wit:

_____
Notary Public, State of Florida
Print Name: _____
Commission #: _____
My Commission Expires: _____

EXHIBIT "F" - CONSTRUCTION SCHEDULE

	Task Mode	Task Name	Duration	Start	Finish
1		"Complete Closing"	1 day	Mon 11/1/21	Mon 11/1/21
2		Phase One Work	1185 days	Tue 11/2/21	Wed 1/29/25
3		Complete Process for Site Work	583 days	Tue 11/2/21	Fri 6/9/23
4		Architectural Concept Confirmation Plans	60 days	Tue 11/2/21	Fri 12/31/21
5		M/E/P/FP Concept Drawings	30 days	Sat 1/1/22	Sun 1/30/22
6		Civil Design Documents from EDC	45 days	Mon 1/31/22	Wed 3/16/22
7		Civil Design Process for Site Improvements, Mobilization and Permitting	180 days	Thu 3/17/22	Sat 9/10/22
8		Site Work / Remove buried Concrete and Unknown Piping	145 days	Tue 11/1/22	Sat 4/1/23
9		Site Work Construction Duration	270 days	Tue 9/13/22	Fri 6/9/23
10		Complete Process for Townhouses	545 days	Thu 3/17/22	Tue 9/12/23
11		Design Duration thru CDs	120 days	Thu 3/17/22	Fri 7/15/22
12		Permit Process	90 days	Fri 7/15/22	Mon 10/17/22
13		Construction Duration	365 days	Tue 9/13/22	Tue 9/12/23
14		Complete Hotel Process "Building E"	1080 days	Tue 2/15/22	Wed 1/29/25
15		Design Process	300 days	Tue 2/15/22	Mon 12/12/22
16		Permit Process	120 days	Mon 12/12/22	Sat 4/8/23
17		Property Purchase to Main Sail Group	30 days	Sun 2/12/23	Mon 3/13/23
18		Construction Process	660 days	Tue 4/11/23	Wed 1/29/25
19		Phase 2	1415 days	Sat 3/12/22	Sat 1/24/26
20		Complete Process for Condos SE Building "C", NE Building "D" & Garage "Building F"	1415 days	Sat 3/12/22	Sat 1/24/26
21		Design Duration thru CDs and Condo Documents	365 days	Sat 3/12/22	Sun 3/12/23
22		Permit Process	90 days	Tue 3/14/23	Sat 6/10/23
23		Construction Duration	900 days	Sat 6/10/23	Tue 11/25/25
24		FFE & Closings	60 days	Wed 11/26/25	Sat 1/24/26
25		Phase 3	545 days	Thu 5/30/24	Tue 11/25/25
26		Courtyard Condos Building "A" and Restaurant Shell Building "B"	545 days	Thu 5/30/24	Tue 11/25/25
27		Design Process	120 days	Thu 5/30/24	Fri 9/27/24
28		Permit Process	60 days	Mon 9/30/24	Sat 11/30/24
29		Construction Process	365 days	Tue 11/26/24	Tue 11/25/25
30		Phase 4	545 days	Fri 5/30/25	Wed 11/25/26
31		West Parcel "Future Development"	545 days	Fri 5/30/25	Wed 11/25/26
32		Design Process	120 days	Fri 5/30/25	Sat 9/27/25
33		Permit Process	60 days	Sun 9/28/25	Wed 11/26/25
34		Construction Process	365 days	Wed 11/26/25	Wed 11/25/26

EXHIBIT "G"
Performance Bond Form

BOND NUMBER _____

AIA DOCUMENT A312-2010

Performance Bond

CONTRACTOR:
(Name, legal status and address)

SURETY:

OWNER:
(Name, legal status and address)

CONSTRUCTION CONTRACT
Date:

Amount:

Description: *(Name and Location)*

BOND
Date:

Amount:

Modifications to this Bond: ☐ None ☐ See Section 16

SAMPLE

CONTRACTOR AS PRINCIPAL		**SURETY**	
Company:	*(Corporate Seal)*	Company:	*(Corporate Seal)*
X: _____		X: _____	
Name and Title:		Name and Title:	

(Any additional signatures appear on the last page of this Performance Bond.)

(FOR INFORMATION ONLY—Name, Address and telephone

AGENT or BROKER:

OWNER'S REPRESENTATIVE:
(Architect, Engineer or Other Party)

§ 1 The Contractor and Surety, jointly and severally, bind themselves, their heirs, executors, administrators, successors and assigns to the Owner for the performance of the Construction Contract, which is incorporated herein by reference.

§ 2 If the Contractor performs the Construction Contract, the Surety and the Contractor shall have no obligation under this Bond, except when applicable to participate in a conference as provided in Section 3.

§ 3 If there is no Owner Default under the Construction Contract, the Surety's obligation under this Bond shall arise after

.1 the Owner first provides notice to the Contractor and the Surety that the Owner is considering declaring a Contractor Default. Such notice shall indicate whether the Owner is requesting a conference among the Owner, Contractor and Surety to discuss the Contractor's performance. If the Owner does not request a conference, the Surety may, within five (5) business days after receipt of the Owner's notice, request such a conference. If the Surety timely requests a conference, the Owner shall attend. Unless the Owner agrees otherwise, any conference requested under this Section 3.1 shall be held within ten (10) business days of the Surety's receipt of the Owner's notice. If the Owner, the Contractor and the Surety agree, the Contractor shall be allowed a reasonable time to perform the Construction Contract, but such an agreement shall not waive the Owner's right, if any, subsequently to declare a Contractor Default;

.2 the Owner declares a Contractor Default, terminates the Construction Contract and notifies the Surety; and

.3 the Owner has agreed to pay the Balance of the Contract Price in accordance with the terms of the Construction Contract to the Surety or to a contractor selected to perform the Construction Contract.

§ 4 Failure on the part of the Owner to comply with the notice requirement in Section 3.1 shall not constitute a failure to comply with a condition precedent to the Surety's obligations, or release the Surety from its obligations, except to the extent the Surety demonstrates actual prejudice.

§ 5 When the Owner has satisfied the conditions of Section 3, the Surety shall promptly and at the Surety's expense take one of the following actions:

§ 5.1 Arrange for the Contractor, with the consent of the Owner, to perform and complete the Construction Contract;

§ 5.2 Undertake to perform and complete the Construction Contract itself, through its agents or independent contractors;

§ 5.3 Obtain bids or negotiated proposals from qualified contractors acceptable to the Owner for a contract for performance and completion of the Construction Contract, arrange for a contract to be prepared for execution by the Owner and a contractor selected with the Owner's concurrence, to be secured with performance and payment bonds executed by a qualified surety equivalent to the bonds issued on the Construction Contract, and pay to the Owner the amount of damages as described in Section 7 in excess of the Balance of the Contract Price incurred by the Owner as a result of the Contractor Default; or

§ 5.4 Waive its right to perform and complete, arrange for completion, or obtain a new contractor and with reasonable promptness under the circumstances:

.1 After investigation, determine the amount for which it may be liable to the Owner and, as soon as practicable after the amount is determined, make payment to the Owner; or

.2 Deny liability in whole or in part and notify the Owner, citing the reasons for denial.

§ 6 If the Surety does not proceed as provided in Section 5 with reasonable promptness, the Surety shall be deemed to be in default on this Bond seven days after receipt of an additional written notice from the Owner to the Surety demanding that the Surety perform its obligations under this Bond, and the Owner shall be entitled to enforce any remedy available to the Owner. If the Surety proceeds as provided in Section 5.4, and the Owner refuses the payment or the Surety has denied liability, in whole or in part, without further notice the Owner shall be entitled to enforce any remedy available to the Owner.

SAMPLE

§ 7 If the Surety elects to act under Section 5.1, 5.2 or 5.3, then the responsibilities of the Surety to the Owner shall not be greater than those of the Contractor under the Construction Contract, and the responsibilities of the Owner to the Surety shall not be greater than those of the Owner under the Construction Contract. Subject to the commitment by the Owner to pay the Balance of the Contract Price, the Surety is obligated, without duplication, for

.1 the responsibilities of the Contractor for correction of defective work and completion of the Construction Contract;

.2 additional legal, design professional and delay costs resulting from the Contractor's Default, and resulting from the actions or failure to act of the Surety under Section 5; and

.3 liquidated damages, or if no liquidated damages are specified in the Construction Contract, actual damages caused by delayed performance or non-performance of the Contractor.

§ 8 If the Surety elects to act under Section 5.1, 5.3 or 5.4, the Surety's liability is limited to the amount of this Bond.

§ 9 The Surety shall not be liable to the Owner or others for obligations of the Contractor that are unrelated to the Construction Contract, and the Balance of the Contract Price shall not be reduced or set off on account of any such unrelated obligations. No right of action shall accrue on this Bond to any person or entity other than the Owner or its heirs, executors, administrators, successors and assigns.

§ 10 The Surety hereby waives notice of any change, including changes of time, to the Construction Contract or to related subcontracts, purchase orders and other obligations.

§ 11 Any proceeding, legal or equitable, under this Bond may be instituted in any court of competent jurisdiction in the location in which the work or part of the work is located and shall be instituted within two years after a declaration of Contractor Default or within two years after the Contractor ceased working or within two years after the Surety refuses or fails to perform its obligations under this Bond, whichever occurs first. If the provisions of this Paragraph are void or prohibited by law, the minimum period of limitation available to sureties as a defense in the jurisdiction of the suit shall be applicable.

§ 12 Notice to the Surety, the Owner or the Contractor shall be mailed or delivered to the address shown on the page on which their signature appears.

§ 13 When this Bond has been furnished to comply with a statutory or other legal requirement in the location where the construction was to be performed, any provision in this Bond conflicting with said statutory or legal requirement shall be deemed deleted here from and provisions conforming to such statutory or other legal requirement shall be deemed incorporated herein. When so furnished, the intent is that this Bond shall be construed as a statutory bond and not as a common law bond.

§ 14 Definitions

§ 14.1 Balance of the Contract Price. The total amount payable by the Owner to the Contractor under the Construction Contract after all proper adjustments have been made, including allowance to the Contractor of any amounts received or to be received by the Owner in settlement of insurance or other claims for damages to which the Contractor is entitled, reduced by all valid and proper payments made to or on behalf of the Contractor under the Construction Contract.

§ 14.2 Construction Contract. The agreement between the Owner and Contractor identified on the cover page, including all Contract Documents and changes made to the agreement and the Contract Documents.

§ 14.3 Contractor Default. Failure of the Contractor, which has not been remedied or waived, to perform or otherwise to comply with a material term of the Construction Contract.

§ 14.4 Owner Default. Failure of the Owner, which has not been remedied or waived, to pay the Contractor as required under the Construction Contract or to perform and complete or comply with the other material terms of the Construction Contract.

§ 14.5 Contract Documents. All the documents that comprise the agreement between the Owner and Contractor.

§ 15 If this Bond is issued for an agreement between a Contractor and subcontractor, the term Contractor in this Bond shall be deemed to be Subcontractor and the term Owner shall be deemed to be Contractor.

SAMPLE

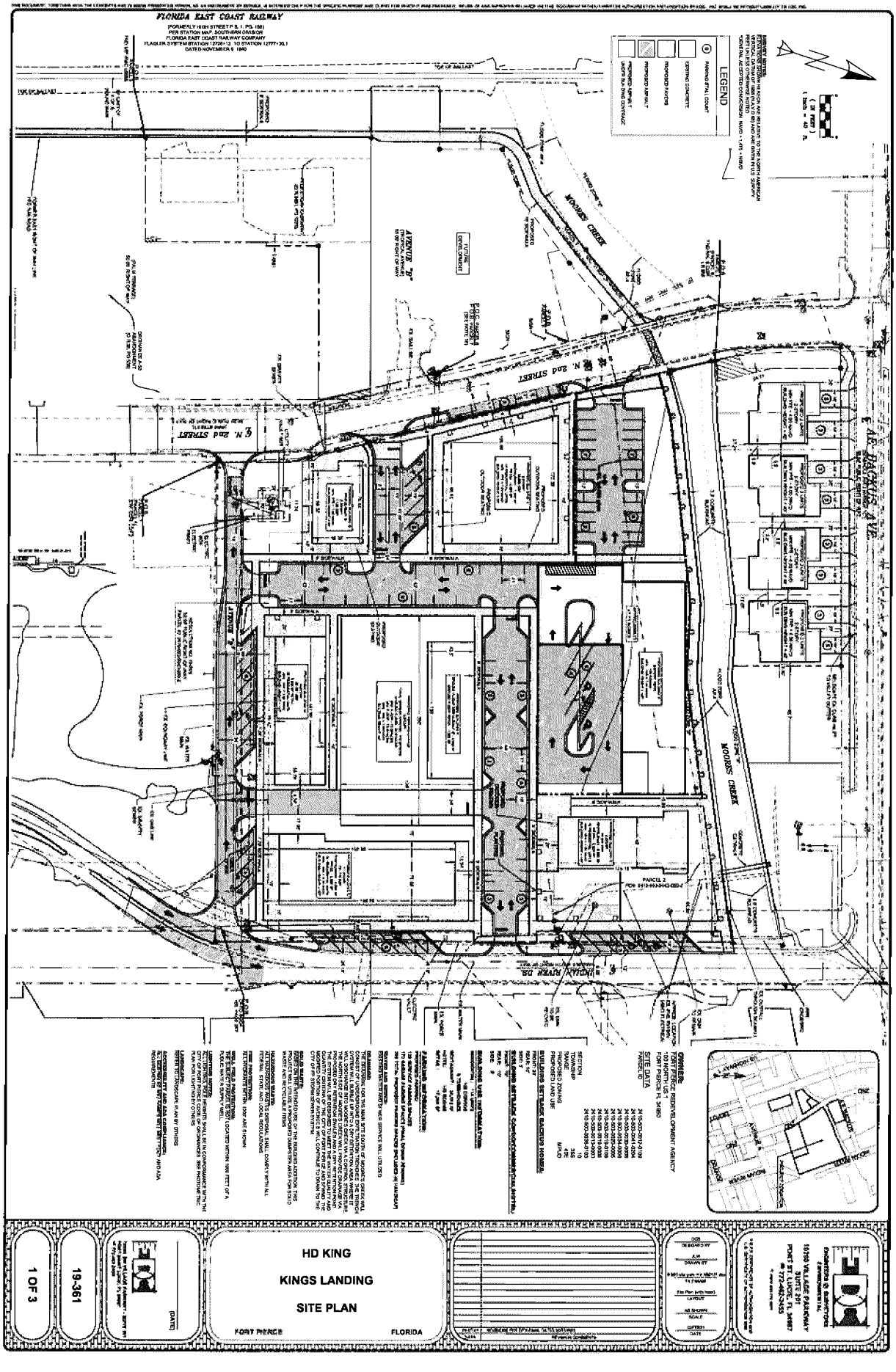
§ 16 Modifications to this bond are as follows:

SAMPLE

(Space is provided for additional signatures of added parties, other than those appearing on the cover page.)

CONTRACTOR AS PRINCIPAL		**SURETY**	
Company:	*(Corporate Seal)*	Company:	*(Corporate Seal)*
X:_____		X: _____	
Name and Title:		Name and Title:	

EXHIBIT "H"
CONCEPTUAL SITE PLAN



MICHELLE R. MILLER, CLERK OF THE CIRCUIT COURT - SAINT LUCIE COUNTY
FILE # 5125369 OR BOOK 4919 PAGE 632, Recorded 11/28/2022 12:58:42 PM

FIRST AMENDMENT TO AMENDED AND RESTATED AGREEMENT FOR DEVELOPMENT OF KING'S LANDING

THIS FIRST AMENDMENT TO AMENDED AND RESTATED AGREEMENT FOR DEVELOPMENT OF KING'S LANDING (the "Agreement") is made and entered into as of this 21st day of November, 2022, by and between AUDUBON DEVELOPMENT, INC., a Florida corporation ("Audubon"), whose mailing address is P.O. Box 981, Palm Beach, FL 33480, the CITY OF FORT PIERCE, a Florida municipal corporation (hereafter referred to as the "City of Fort Pierce"), whose mailing address is City Hall, 100 North U.S. 1, Fort Pierce, FL 34950 and the FORT PIERCE REDEVELOPMENT AGENCY, a community redevelopment agency established pursuant to Florida Statutes Chapter 163 (the "FPRA") (collectively, the City of Fort Pierce and the FPRA shall be referred to herein as the "City").

WITNESSETH:

WHEREAS, the City and Audubon entered into an agreement dated December 2, 2019 and recorded in Official Records Book 4353, Page 1200, as amended by that certain First Amendment to Agreement for Development of King's Landing, dated February 3, 2020 and recorded in Official Records Book 4382, Page 118, both of the Public Records of St. Lucie County Florida (collectively, the "Original Agreement for Development"); and

WHEREAS, the City and Audubon entered into an Amended and Restated Agreement for Development of King's Landing dated February 8, 2022 and recorded in Official Records Book 4775, Page 2707, of the Public Records of St. Lucie County (the "Amended and Restated Agreement"); and

WHEREAS, the Amended and Restated Agreement supersedes the Original Agreement for Development; and

WHEREAS, Audubon and the City have agreed to amend the Amended and Restated Agreement by extending certain deadlines reflected Section 9, related to the Development Timeline; and

WHEREAS, Audubon and the City have agreed to amend the Amended and Restated Agreement by revising Section 13, related to Tax Increment Financing;

NOW, THEREFORE, the undersigned parties to this Agreement do hereby amend the Amended and Restated Agreement as set forth herein:

1. **Recitals**. The recitals set forth above are incorporated herein by reference and made a part of this Agreement as if fully set forth herein verbatim.

2. **Effective Date.** This Agreement shall become effective immediately upon approval and execution by Audubon, the Fort Pierce City Commission and the FPRA Board, whichever is later.

3. **Development Timeline.** Paragraph 9 of the Amended and Restated Agreement provides that all dates set forth in the Construction Schedule and all Development Deadlines shall be automatically adjusted based upon the actual date of the Closing (i.e. for every day that the Closing was delayed after November 1, 2021, the dates set forth in the Construction Schedule and the Development Deadlines shall also be delayed by one day). The Closing date was April 7, 2022 (157 days after November 1, 2021), therefore all dates set forth in the Construction Schedule and all Development Deadlines were delayed by 157 days. The parties hereto agree that the dates set forth in the Construction Schedule and all Development Deadlines shall be further delayed by the number of days from the Closing date

of April 7, 2022 until the date of final approval of this Agreement by the FPRA Board on November 8, 2022 (an additional 215 days, or 372 days total (157 + 215 = 372)). Therefore, Paragraph 9 of the Amended and Restated Agreement is hereby amended as follows:

a. Phase 1. Audubon shall Commence Construction of Phase 1 no later than September 20, 2023 and shall complete construction of Phase 1 no later than February 5, 2026.

b. Phase 2. Audubon shall submit an application for building permit(s) or DPCR approval for construction of Phase 2 no later than March 18, 2024. Audubon shall Commence Construction of Phase 2 no later than June 16, 2024 and shall complete construction no later than December 2, 2026.

c. Phase 3. Audubon shall submit an application for building permit(s) or DPCR approval for construction of Phase 3 no later than October 4, 2025. Audubon shall Commence Construction of Phase 3 no later than December 3, 2025 and shall complete construction no later than December 2, 2026.

4. **Adjustments to Exhibit "F".** The dates in Exhibit "F" to the Amended and Restated Agreement shall adjust automatically to reflect the dates set forth in Paragraph 3, above.

5. **Economic Development Incentives**. Paragraph 13 of the Amended and Restated Agreement is deleted in its entirety and replaced with the following Paragraph 13:

13. **Tax Increment Financing and Other Incentives**. The FPRA collects certain tax increment revenue ("TIR") from the ad valorem real property taxes paid with respect to property located within the City of Fort Pierce Community Redevelopment Area. Audubon, or the then-owner or owners of the Property as the case may be, shall pay all ad valorem real property taxes, non-ad valorem real property taxes, special assessments, and any other taxes on the Property as they become due and within the year in which they are first due. After confirming that such taxes have been paid with respect a parcel of the Property, FPRA shall rebate to Audubon, or the then-owner of the respective parcel of the Property, TIR received by the FPRA as set forth below.

a. **The Hotel Parcel**. If Audubon or its successor-in-title presents to the City plans for the construction of a hotel of sufficient quality as determined by the City, in the City's reasonable discretion, the City will provide economic incentives specific to the Hotel Parcel, as set forth in **Exhibit "I"**, attached hereto and made a part hereof (the "Incentive Package"). Subject to such prior approval of the hotel plans, the City shall only commit to providing the portion of the Incentive Package which is within the jurisdiction and control of the City, but the City will cooperate with any other governmental agencies to the extent they are providing other portions of the Incentive Package. With respect to the Hotel Parcel, FPRA shall rebate TIR received by FPRA during each of the first ten (10) calendar years (January 1 through December 31) after the issuance of a certificate of occupancy or similar certificate of completion for vertical improvements and the addition of the improved Hotel Parcel to the County tax rolls. The FPRA shall begin to issue such rebates according to a sliding scale, beginning the first year after issuance of the certificate of occupancy or similar certificate of completion and the addition of the improved Hotel Parcel to the County tax rolls. The sliding scale shall be as follows: one hundred percent (100%) for the first five (5) years; then on a decreasing scale of ninety percent (90%), eighty percent (80%), sixty percent (60%), forty percent (40%), and twenty percent (20%) for each successive year. FPRA shall deliver such rebate payments no later than thirty (30) days after FPRA receives from the County Tax Collector the applicable

TIR for the Hotel Parcel. Such rebate payments shall not count toward the $200,000.00 annual limit and $1,000,000.00 five-year cumulative limit set forth in Paragraph 13(b), below.

b. **All Other Parcels**.
No TIR rebate shall be paid with respect to the residential parcels north of Moore's Creek on A.E. Backus Ave. (the "Backus Parcels"). With respect to all other parcels comprising the Property, excluding the Hotel Parcel and the Backus Parcels, FPRA shall rebate fifty percent (50%) of all TIR received by FPRA during each of the first five (5) calendar years (January 1 through December 31), beginning the first year after the issuance of a certificate of occupancy or similar certificate of completion for Phase 2 vertical improvements and the addition of said improved parcel(s) to the County tax rolls. Such rebate payments shall be delivered no later than thirty (30) days after FPRA receives from the County Tax Collector the applicable TIR for each parcel of the Property. Failure of one parcel owner to timely pay property taxes shall not delay the rebate payment of another parcel owner. Such rebate payments shall not exceed two hundred thousand dollars ($200,000.00) per year for the entire Property (excluding the Hotel Parcel and the Backus Parcels), and shall not exceed one million dollars ($1,000,000.00) cumulatively for all five (5) years for the entire Property (excluding the Hotel Parcel and the Backus Parcels). If calculation of the rebates in any given year would result in a total rebate for the entire Property (excluding the Hotel Parcel and the Backus Parcels) in excess of either of the forgoing limitations, then any required reduction in the rebates shall be applied in an equal percentage to all affected parcels. (For example, if the rebates for the entire Property, excluding the Hotel Parcel and the Backus Parcels, would exceed $200,000 in a given year, because one parcel would otherwise be entitled to a $100,000 rebate and another parcel would otherwise be entitled to a $200,000 rebate, then the rebates for both parcels shall be reduced by 33.33%, resulting in a rebate of $66,666.67 for one parcel and $133,333.33 for the other parcel).

c. **Rights and Obligations to Run with the Property**. The rights and obligations set forth in this Paragraph 13 shall run with the Property and shall benefit and be enforceable by successors-in-title to Audubon holding title to any portion of the Property (excluding the Backus Parcels), subject to the provisions of this paragraph. Notwithstanding any covenant or provision to the contrary set forth herein, the right to receive TIR rebate payments set forth in this Paragraph shall benefit and be enforceable only by Audubon, and by any successor developer acquiring Audubon's rights and obligations under this Agreement, provided that Audubon assigns its right to receive TIR rebate payments to such successor developer (with respect to all or part of the Property) pursuant to a written instrument delivered to the FPRA and recorded in the public records of St. Lucie County. (For example, Audubon may assign its right to receive TIR rebates with respect to the Hotel Parcel to a future owner and developer of the Hotel Parcel, while retaining the right to receive TIR rebates with respect to the balance of the Property.) In the event that any part of the Property is subdivided pursuant a subdivision plat or divided into condominium units pursuant to the Florida condominium statutes, Audubon, or any successor developer as set forth above, shall continue to have the right to receive the entire amount of the foregoing TIR rebate payments, unless and until such time as Audubon, or any such successor developer, no longer owns any portion of the Property. The owners of the platted lots or condominium units shall not have any right to receive any portion of the TIR rebate payments unless they are the successor developer of such property having been assigned such right to receive TIR rebate payments as set forth above.

6. **No Further Amendments**. Except as specifically modified and amended hereby, the Amended and Restated Agreement shall remain in full force and effect.

7. **Counterparts**. This Agreement may be executed in any number of identical counterparts each of which shall be deemed to be an original for all purposes but all of which shall constitute one and the same instrument, and a copy of such signature received through telefax or electronic transmission shall bind the party whose signature is so received as if such signature were an original. In making proof of this Agreement, it shall not be necessary to produce or account for more of such counterparts than are required to show that each party hereto executed at least one such counterpart.

IN WITNESS WHEREOF, the parties hereto have caused these presents to be executed as of the day and year first above written.

[SIGNATURES CONTINUE ON FOLLOWING PAGES]

WITNESSES:

"Audubon"

AUDUBON DEVELOPMENT, INC., a Florida corporation

By: _____
Print Name: Dale Matteson
Title: President / CEO

_____
Print Name: Laura A. Kenny

_____
Print Name: Linda M. Briglia

STATE OF FLORIDA
COUNTY OF St. Lucie

The foregoing instrument was acknowledged before me this 8th day of November, 2022, by Dale Matteson as President of AUDUBON DEVELOPMENT, INC., a Florida corporation. Said person did not take an oath and (check one) ☐ is personally known to me, ☒ produced a driver's license issued by a state of the United States within the last five (5) years as identification, to wit:

LINDA M. BRIGLIA
Commission # GG 364898
Expires September 1, 2023
Bonded Thru Troy Fain Insurance 800-385-7019

_____
Notary Public, State of Florida
Print Name: Linda M. Briglia
Commission #: GG364898
My Commission Expires: 9/1/23

[SIGNATURES CONTINUE ON FOLLOWING PAGES]

WITNESSES:

Print Name: Tina Rel

Print Name: Brittany Meredith

"City of Fort Pierce":

CITY OF FORT PIERCE, FLORIDA, a Florida municipal corporation

By: Linda Hudson
Linda Hudson, Mayor

APPROVED AS TO FORM AND CORRECTNESS:

By:
Tanya Earley, City Attorney

STATE OF FLORIDA
COUNTY OF St. Lucie

The foregoing instrument was acknowledged before me this 21ST day of November, 2022, by LINDA HUDSON, as MAYOR, of CITY OF FORT PIERCE, a Florida municipal corporation. Said person did not take an oath and (check one) ☒ is personally known to me, ☐ produced a driver's license issued by a state of the United States within the last five (5) years as identification, to wit:

Linda W. Cox
Notary Public, State of Florida
Print Name:
Commission #:
My Commission Expires:

LINDA W. COX
Notary Public
State of Florida
Comm# HH167003
Expires 9/9/2025

[SIGNATURES CONTINUE ON FOLLOWING PAGE]

WITNESSES:

Print Name: LaToya Ransom

Print Name: Brittany Meredith

"FPRA"

FORT PIERCE REDEVELOPMENT AGENCY, a community redevelopment agency established pursuant to Florida Statutes Chapter 163

By: Linda Hudson
Print Name: Linda Hudson
Title: Chairwoman

STATE OF FLORIDA
COUNTY OF St Lucie

The foregoing instrument was acknowledged before me this 8th day of November, 2022, by Linda Hudson as Chairwoman of FORT PIERCE REDEVELOPMENT AGENCY, a community redevelopment agency established pursuant to Florida Statutes Chapter 163. Said person did not take an oath and (check one) ☒ is personally known to me, ☐ produced a driver's license issued by a state of the United States within the last five (5) years as identification, to wit:

Linda W. Cox
Notary Public, State of Florida
Print Name: _____
Commission #: _____
My Commission Expires: _____

LINDA W. COX
Notary Public
State of Florida
Comm# HH167003
Expires 9/9/2025

St. Lucie EDC

EXHIBIT I

EXECUTIVE COMMITTEE
Robert Barfield, Treasurer, Seacoast Bank
Javier Cisneros, Fort Pierce Utilities Authority
Eric Goldman, HCA Florida Lawnwood Hospital
Chris Fogal, CPA, PA, Chair, Carr, Riggs, Ingram
Azlina Goldstein, Chair-Elect, GL Homes
Rob Lord, Past-Chair
Tim Moore, PhD, Indian River State College
Madhu Sasidhar, MD, MBA, FCCP , Cleveland Clinic Tradition Hospital
Peter Tesch, Economic Development Council
Shrita Walker, Secretary, MIDFLORIDA Credit Union

BOARD OF DIRECTORS
Mike Adams, Adams Ranch
Michael Ansorge, OCULUS Surgical
Nico Apfelbaum, Esq., Apfelbaum Law
Terissa Aronson, SLC Chamber of Commerce
Brian Bauer, CareerSource Research Coast
Russ Blackburn, City of Port St. Lucie
Ian Cotner, AT&T Florida
Peter Crane, Sansone Group
Marshall Critchfield, Florida Power & Light
Lee Dobbins, Esq., Dean Mead/TCMA
Phil Doumar, EDC EXCEL
Rod Kennedy, Engineering Design & Construction
Richard Kolleda, FACHE, Spherion
Leslie Kristof, Keiser University
Tammy Matthew, Bank of America
Nick Mimms, City of Fort Pierce
Neil Morgan, Comcast Business
Brandon Nobile, Remnant Construction
Cara Perry, Florida Atlantic University
Roxanne Peters, SouthState Bank
Jon Prince, PhD, St. Lucie Public Schools
Staci Storms, Broward, Palm Beaches & St. Lucie Realtors
Richard Tambone, Tambone Companies
Howard Tipton, St. Lucie County
Jeremy Wiernasz, PGA Golf Club
Kara Wood, Hi-Tide Boat Lifts
Amber Woods, Treasure Coast Lexus

August 26, 2022

[redacted]

Re: [redacted] Development Business Assistance and Incentive Package for Hotel Project at King's Landing

Dear [redacted]:

On behalf of the Economic Development Council of St. Lucie County (EDC), it is our pleasure to present this letter which contains a comprehensive suite of assistance and incentive programs for the abovementioned project. Along with our partners, the City of Fort Pierce, St. Lucie County and Fort Pierce Utilities Authority (FPUA), we would like to express our very strong desire to have this immensely important economic development project in our community.

As you recall, the EDC commissioned [redacted] last year to perform an Economic Impact Study which measured the estimated direct spending and economic output of a full service, 140 room boutique ([redacted]) hotel in the mixed-used development of King's Landing in Fort Pierce. With annual economic output of $20.8 M and direct spending of $13.3 M, the hotel project generates over 221 jobs and $6.7 M in supporting wages plus generating $2.0 M in state and local taxes. Hence, the tremendous direct fiscal benefits as well as very significant economic output potentially accruing to Fort Pierce and the County.

It is the EDC's opinion that to attract a high-end hotel project to Fort Pierce there will have to be an overall aggressive public private partnership approach featuring expedited permitting, a business assistance and incentive package and possibly, securing state and federal infrastructure grants to successfully complete this project. This will be a very significant undertaking, using the concerted efforts of the following entities:

- City of Fort Pierce
- St. Lucie County
- Fort Pierce Utilities Authority (FPUA)
- State & Federal Government Agencies
- Audubon Development
- [redacted]
- St. Lucie EDC
- Others

Proposed Business Assistance and Incentive Package:

The King's Landing property, a certified Brownfields site, is located in the City's Community Redevelopment District (CRA) and a Tax Increment Finance (TIF) area. The Fort Pierce Redevelopment Authority (FPRA) collects tax revenue from paid Ad valorem and tangible personal property (TPP) taxes generated in the CRA.

Based on the discussions with our partners in concert with Audubon Development, it is the EDC's recommendation that the following resources be arranged to entice [redacted] to make the appropriate investment on the property. The City of Fort Pierce will pursue a developer's agreement with your company which will prospectively feature the following incentives:

- *TIF Revenue Sharing Arrangement:* FPRA through the developer's agreement will provide a series of rebates over a ten-year period (5 years at 100% and a 5-year sliding scale of 90-80-60-40-20%). Based on the project's annual real property tax revenue generation, the rebate will be up to the assessed value of the hotel's ad valorem and TPP taxes for the city and county portion of tax bill. (Subject to provisions of FPRA's TIF in CRA district). With a very conservative assessed value estimate of $28.0 M, the hotel project would generate annually total ad valorem property and TPP taxes of roughly $730,353.00 with approximately $393,612.00 being the City and County portion. (EDC is using a hypothetical assessed value of hotel facility and fixtures/equipment at $28 M and $43M for demonstration purposes).

- *Impact Fee Mitigation/ Other Fees & Permits Reductions and Credits*: There are roughly $2.784 M in local government impact fees alone for both the hotel project ($723.8K) and King's Landing development. The City plans to credit or waive all City impact fees associated with the hotel project and it is our intent to have St. Lucie County credit their portion of these specific road impact fees pending FPRA approval of the incentive package on or after September 13th.

- *Utilities – Electric, Water/Sewer, Telecommunications Assistance:* Fort Pierce Utilities Authority will eliminate CIC charges as well as certain connection and impact fees relating water and sewer infrastructure. There are other electrical utility and telecommunications items in the form of cost savings. (Waiting for FPUA to confirm)

- *Federal and State Infrastructure Grants:* The City of Fort Pierce has applied to the State of Florida Department of Economic Opportunity's Florida Job Growth Grant Fund program for $2.74 M in road bridge and infrastructure improvements surrounding the King's Landing area. EDC has also suggested further exploration of New Market Tax Credits for the project and utilization of the State's Brownfields Redevelopment Tax Refund program based on the number of new permanent jobs created by the hotel. Details of these programs will be provided in separate correspondence.

- *Expedited Permitting:* The City will implement a formalized expedited permitting program for the project, establish a person responsible for facilitating the process and coordinate with other governmental agencies in the permitting and regulatory functions.

- *Audubon Development Contribution:* Dale Matteson has agreed to donate approximately 1.5 acres of King's Landing property to [redacted] for the development of the hotel. The estimated market value of the property is $1.5 M.

- *Other Financial and Cost Sharing Arrangements:* As indicated by the City staff, they have identified several conceptual cost sharing approaches between the developers and the City which could result in several mutually beneficial arrangements (parking garage, marina, Brightline train station, etc.) These items will be further articulated by the City.

[redacted] understands it must meet certain local government economic development performance standards which may include certain "clawback" provisions, if necessary. This would also include maintaining the intended use for the facility. Many of these standards are based on job creation, capital investment and other relevant factors. As you are aware, the proposed assistance and incentive package presented here is a suggested proposal and must be approved first by both the Fort Pierce City Commission and the St. Lucie County Board of County Commissioners.

The EDC very much appreciates the opportunity to work with you on this critical economic development project. We want you to know the City of Fort Pierce have an unwavering commitment to our community's economic growth including its quality of life and will do everything possible to help create sustainable jobs for our residents. [redacted] proposed hotel is an excellent opportunity for downtown Fort Pierce, and we look forward to making it a reality!

Sincerely,

Pete Tesch
President

Attachments

CC:
Dale Matteson, Audubon Development

MICHELLE R. MILLER, CLERK OF THE CIRCUIT COURT
SAINT LUCIE COUNTY
FILE # 5374068 08/14/2024 02:22:45 PM
OR BOOK 5192 PAGE 666 - 684 Doc Type: AGR
RECORDING: $163.00

SECOND AMENDMENT TO AMENDED AND RESTATED AGREEMENT FOR DEVELOPMENT OF KING'S LANDING

THIS SECOND AMENDMENT TO THE AMENDED AND RESTATED AGREEMENT FOR DEVELOPMENT OF KING'S LANDING (the "Agreement") is made and entered into as of this 13 day of August 2024, by and between AUDUBON DEVELOPMENT, INC., a Florida corporation ("Audubon"), whose mailing address is P.O. Box 981, Palm Beach, FL 33480, the CITY OF FORT PIERCE, a Florida municipal corporation (hereafter referred to as the "City of Fort Pierce"), whose mailing address is City Hall, 100 North U.S. 1, Fort Pierce, FL 34950 and the FORT PIERCE REDEVELOPMENT AGENCY, a community redevelopment agency established pursuant to Florida Statutes Chapter 163 (the "FPRA") (collectively, the City of Fort Pierce and the FPRA shall be referred to herein as the "City").

W I T N E S S E T H:

WHEREAS, the City and Audubon entered into an agreement dated December 2, 2019 and recorded in Official Records Book 4353, Page 1200, as amended by that certain First Amendment to Agreement for Development of King's Landing, dated February 3, 2020 and recorded in Official Records Book 4382, Page 118, both of the Public Records of St. Lucie County Florida (collectively, the "Original Agreement for Development");

WHEREAS, the City and Audubon entered into an Amended and Restated Agreement for Development of King's Landing dated February 8, 2022, and recorded in Official Records Book 4775, Page 2707, of the Public Records of St. Lucie County (the "Amended and Restated Agreement");

WHEREAS, the Amended and Restated Agreement supersedes the Original Agreement for Development;

WHEREAS, Audubon and the City entered into a First Amendment to the Amended and Restated Agreement, dated November 21, 2022, and recorded in Official Records Book 4919, Page 632, of the Public Records of St. Lucie County (the "First Amendment"); extending certain development deadlines reflected in Section 9, and revising Section 13, related to Tax Increment Financing;

WHEREAS, Audubon and the City made claims of default against the other;

WHEREAS, a disagreement between Audubon and the City arose regarding whether the City is obligated to reimburse Audubon's alleged $1,100,000 in costs for Debris Removal pursuant to Paragraph 27 of the Amended and Restated Agreement ("Debris Removal Claim");

WHEREAS, Audubon entered into a "Joint Venture Salient Terms" Agreement with Harbert Realty Services, LLC on July 25, 2024;

WHEREAS, Audubon and Harbert Realty Services, LLC, intend to finalize their joint venture agreement and to form a joint venture entity pursuant to the "Joint Venture Salient Terms" Agreement;

WHEREAS, the City finds the addition of a Joint Venture Partner with Audubon to be a necessary requirement to proceed in contract with Audubon and wishes to proceed in contract with Audubon if Harbert Realty Services, LLC is a Joint Venture Partner with Audubon;

WHEREAS, Audubon and the City have agreed to amend the Amended and Restated Agreement for Development and the First Amendment by extending certain deadlines reflected in Paragraph 3 of the First Amendment, related to the Development Timeline.

NOW THEREFORE, the undersigned parties to this Agreement do hereby amend the Amended and Restated Agreement and the First Amendment as set forth herein:

1. **Recitals.** The recitals set forth above are incorporated herein by reference and made a part of this Agreement as if fully set forth herein verbatim.

2. **Effective Date.** This Agreement shall become effective immediately upon approval and execution by Audubon, the Fort Pierce City Commission and the FPRA Board, whichever is later.

3. **Development Timeline.** The First Amendment, in part, amended Paragraph 9 of the Amended and Restated Agreement for Development by delaying the Construction Schedule and all Development Deadlines, to accommodate Closing delays. The parties hereto agree that the dates set forth in the Construction Schedule and all Development Deadlines shall be further delayed and amended as follows:

   a. Phase 1. Audubon shall complete construction of Phase 1 no later than July 11, 2028.

   b. Phase 2. Audubon shall submit an application for building permit(s) or DPCR approval for construction of Phase 2 no later than February 24, 2027. Audubon shall Commence Construction of Phase 2 no later than May 19, 2027, and shall complete construction no later than May 29, 2029.

   c. Phase 3. Audubon shall submit an application for building permit(s) or DPCR approval for construction of Phase 3 no later than August 23, 2028. Audubon shall Commence Construction of Phase 3 no later than November 15, 2028, and shall complete construction no later than November 13, 2029.

   Audubon's Updated Construction Schedule is attached hereto as Exhibit "A." Audubon shall comply with all Start and Finish Dates for each Task Name within Exhibit "A." The failure of Audubon to comply with any Start or Finish Date for any Task Name within Exhibit "A" shall a constitute a material breach of the Agreement.

4. **Adjustments to Exhibit "F".** The dates in Exhibit "F" to the Amended and Restated Agreement shall adjust automatically to reflect the dates set forth in Paragraph 3 and Exhibit "A."

5. **Progress Updates.** Audubon shall provide monthly Written Progress Updates to the City Commission and FPRA. The Written Progress Updates shall include information regarding Marriott franchisee approval and design processes and/or King's Landing project construction timelines and progress. Additionally, Audubon shall make quarterly Progress Update Presentations before the City Commission or the FPRA.

6. **Documentation Production.** Audubon shall produce documentation to the City showing a Franchise Application has been submitted to Marriott International no later than January 29, 2025. Audubon shall produce documentation to the City showing the approval or denial of the Franchise Application by Marriott within five (5) business days of the decision.

7. **Removal of Buried Concrete.** Paragraph 27 of the Amended and Restated Agreement for Development is hereby deleted and replaced with the below Paragraph 27 to clarify the intent of the Parties:

> 27. Removal of Buried Concrete. The FPRA set aside $170,000 in escrow for the removal of buried concrete and other debris located on the Property. After the Closing, but before the commencement of construction on the Property, Audubon shall excavate and remove the buried concrete and other debris located on the Property, using Audubon's contractors, as may be needed for the construction of the Project in accordance with the approved Site Plan (the "Debris Removal"). Upon completion of the foregoing Debris Removal to Audubon's reasonable satisfaction, Audubon will give written notice of completion to the City, together with copies of invoices confirming the cost of the Debris Removal. Upon receipt of such written notice, FPRA shall promptly reimburse Audubon for the cost of the Debris Removal in an amount up to, but not to exceed, $170,000.

8. **Debris Removal Payment.** Audubon hereby agrees the City has paid $170,000 to Audubon, the maximum required amount required under the Amended Paragraph 27. Audubon hereby agrees the City is in compliance with and has fully satisfied any and all obligations related to the Debris Removal.

9. **Waiver of Default Claims.** Audubon has made claims of default against the City, which the City denies. Audubon hereby expressly waives any and all claims related to its Debris Removal Claim against the City, including its claim for damages and compensation related to remediation of debris (concrete removal) and any misrepresentations related the development of the King's Landing site. Audubon additionally waives any and all claims relating to unclear title and any delays in the permit review or approval process that occurred prior to the execution of this Agreement.

10. **Joint Venture Partnership.** Pursuant to Paragraph 12 of the Amended and Restated Agreement for Development of King's Landing, the City hereby approves the Joint Venture Partnership between Audubon and Harbert Realty Services, LLC pursuant to their "Joint Venture Salient Terms" Agreement, attached hereto as Exhibit "B". If the "Joint Venture Salient Terms" Agreement between Audubon and Harbert Realty Services, LLC is breached or terminated, by either Audubon or Harbert Realty Services, LLC, prior to the finalization and formation of their joint venture agreement, such breach or termination shall be a material breach by Audubon under the Amended and Restated Agreement for Development of King's Landing. In the event of such breach or termination, the City may default Audubon pursuant to Paragraph 10 of the Amended and Restated Agreement for Development of King's Landing, and Audubon shall have thirty (30) days to present a cure to the City.

    The "Joint Venture Salient Terms" Agreement may be amended, prior to the formation and finalization of their joint venture agreement, upon approval by the City and FPRA.

    Audubon shall finalize its Joint Venture Partnership with Harbert Realty Services, LLC through the formation of a Delaware limited liability company within one hundred and eighty (180) days of the effective date of this Agreement. Failure to do so shall be a material breach by Audubon for which the City may default Audubon pursuant to Paragraph 10 of the Amended and Restated Agreement for Development of King's Landing, and Audubon shall have thirty (30) days to present a cure to the City.

11. **No Further Amendments.** Except as specifically modified and amended hereby, the Amended and Restated Agreement shall remain in full force and effect.

12. **Counterparts.** This Agreement may be executed in any number of identical counterparts each of which shall be deemed to be an original for all purposes but all of which shall constitute one and the same instrument, and a copy of such signature received through telefax or electronic transmission shall bind the party whose signature is so received as if such signature were an original. In making proof of this Agreement, it shall not be necessary to produce or account for more of such counterparts than are required to show that each party hereto executed at least one such counterpart.

IN WITNESS WHEREOF, the parties hereto have caused these presents to be executed as of the day and year first above written.

(REMAINDER OF PAGE INTENTIALLY LEFT BLANK)

WITNESSES:

"Audubon"

AUDUBON DEVELOPMENT, INC., a Florida corporation

By: Lainey Francisco
Print Name: Lainey Francisco
Address: 505 S. Flagler Dr. Suite 1100, West Palm Beach, FL

By:
Print Name: Dale Matteson
Title: President + CEO

By: Linda Cox
Print Name: Linda Cox
Address: 100 N US Hwy 1 Fort Pierce FL

STATE OF FLORIDA
COUNTY OF St. Lucie

The foregoing instrument was acknowledged before me this 13 day of August, 2024, by Dale Matteson as President & CEO of AUDUBON DEVELOPMENT, INC., a Florida corporation. Said person did not take an oath and (check one) ☒ is personally known to me, ☐ produced a driver's license issued by a state of the United States within the last five (5) years as identification, to wit:

LINDA W. COX
Notary Public
State of Florida
Comm# HH167003
Expires 9/9/2025

Linda W. Cox
Notary Public, State of Florida
Print Name:
Commission #:
My Commission Expires:

(SIGNATURES CONTINUE ON FOLLOWING PAGES)

WITNESSES:

By: Linda W Cox
Print Name: Linda Cox
Address: 100 N US Hwy 1 Fort Pierce FL

By: _____
Print Name: Latoya Ranson
Address: 100 N US Hwy 1 Fort Pierce FL

"City of Fort Pierce":

CITY OF FORT PIERCE, FLORIDA, a Florida municipal corporation

By: Linda Hudson
Linda Hudson, Mayor

APPROVED AS TO FORM
AND CORRECTNESS:

By: _____
~~Sara~~ Hedges, City Attorney

STATE OF FLORIDA
COUNTY OF St. Lucie

The foregoing instrument was acknowledged before me this 13 day of August, 2024, by LINDA HUDSON, as MAYOR, of CITY OF FORT PIERCE, a municipal corporation. Said that person did not take an oath and (check one) ☒ is personally known to me, ☐ produced a driver's license issued by a state of the United States within the last five (5) years as identification, to wit:

LINDA W. COX
Notary Public
State of Florida
Comm# HH167003
Expires 9/9/2025

Linda W. Cox
Notary Public, State of Florida
Print Name: _____
Commission #: _____
My Commission Expires: _____

(SIGNATURES CONTINUE ON FOLLOWING PAGE)

WITNESSES:

"FPRA"

FORT PIERCE REDEVELOPMENT AGENCY, a community redevelopment Agency established pursuant to Florida Statutes Chapter 163

By: Linda W Cox
Print Name: Linda Cox
Address: 100 N US Hwy 1 Fort Pierce FL

By: Linda Hudson
Linda Hudson, Chairwoman

By:
Print Name: Latoya Ransom
Address: 100 N US Hwy 1 Fort Pierce FL

APPROVED AS TO FORM
AND CORRECTNESS:

By:
Sara Hedges, City Attorney

STATE OF FLORIDA
COUNTY OF St. Lucie

The foregoing instrument was acknowledged before this 13 day of August, 2024 by Linda Hudson as Chair of FORT PIERCE DEVELOPMENT AGENCY, a community redevelopment agency established pursuant to Florida Statues Chapter 163. Said person did not take an oath and (check one) ☒ is personally known to me, ☐ produced a driver's license issued by a state of the United States within the last five (5) years as identification to wit:

Linda W Cox
Notary Public, State of Florida
Print Name:
Commission #:
My Commission Expires:

LINDA W. COX
Notary Public
State of Florida
Comm# HH167003
Expires 9/9/2025

EXHIBIT

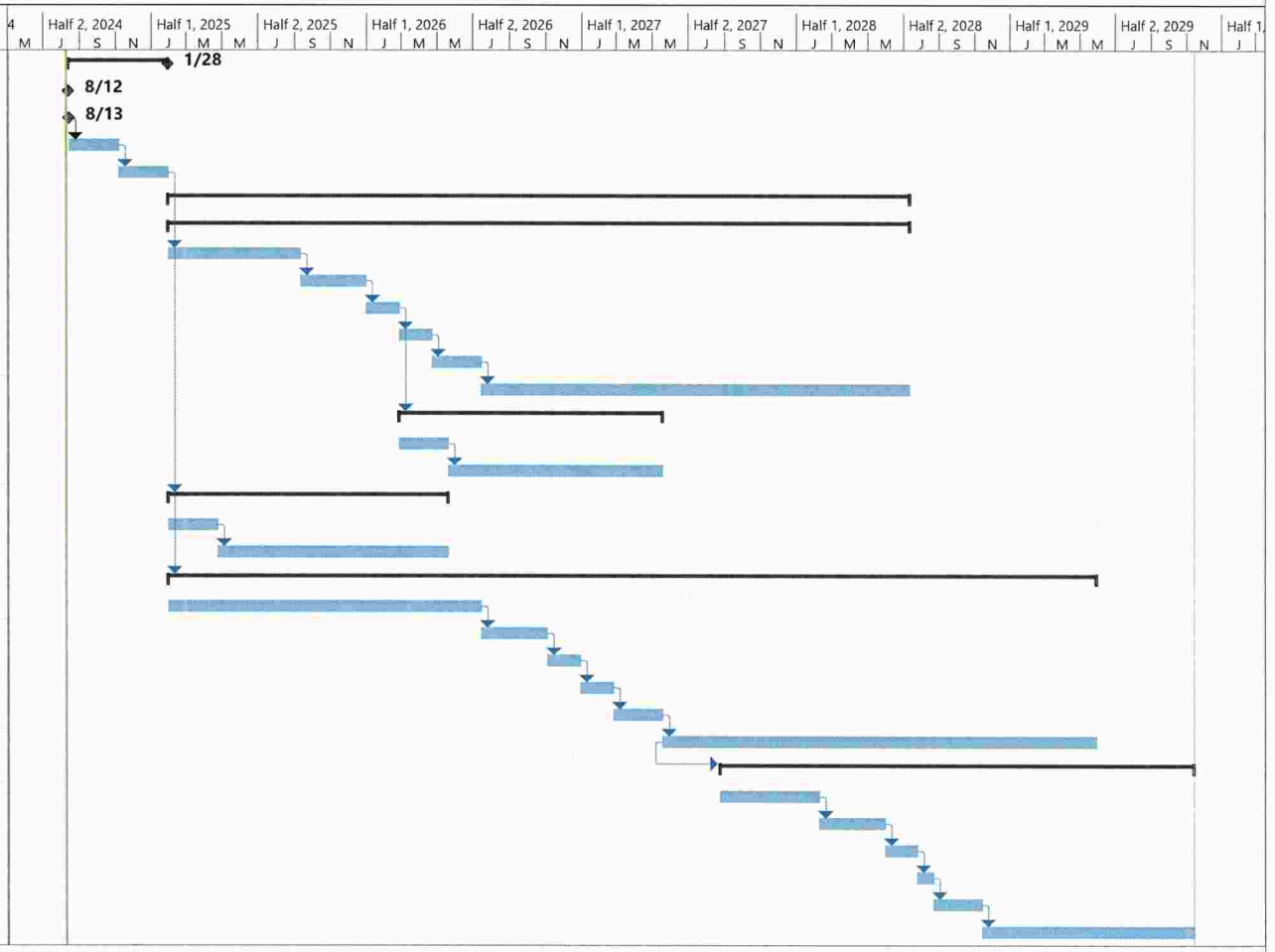
tabbies

A

AUDUBON DEVELOPMENT

KING'S LANDING

ID	Task Mode	Task Name	Start	Finish
1		**City Meetings & Approvals**	**Mon 8/12/24**	**Tue 1/28/25**
2		FPRA Meeting	Mon 8/12/24	Mon 8/12/24
3		City Council Meeting	Tue 8/13/24	Tue 8/13/24
4		Due Diligence Time - 90 days	Wed 8/14/24	Tue 11/5/24
5		Finalize City Approvals - 90 days	Wed 11/6/24	Tue 1/28/25
6		**Phase I**	**Wed 1/29/25**	**Tue 7/11/28**
7		**Hotel Timeframes**	**Wed 1/29/25**	**Tue 7/11/28**
8		Design Time (8mths)	Wed 1/29/25	Tue 9/9/25
9		Site Work DPCR Approval (4mths)	Wed 9/10/25	Tue 12/30/25
10		Site Work Permitting (2mths)	Wed 12/31/25	Tue 2/24/26
11		Vertical DPCR Approval (2mths)	Wed 2/25/26	Tue 4/21/26
12		Vertical Permitting (3mths)	Wed 4/22/26	Tue 7/14/26
13		Construction Timeframe (2yrs)	Wed 7/15/26	Tue 7/11/28
14		**Infrastructure Timeframes**	**Wed 2/25/26**	**Tue 5/18/27**
15		Mobilize/Procurment (3mths)	Wed 2/25/26	Tue 5/19/26
16		Construction Timeframe (1yr)	Wed 5/20/26	Tue 5/18/27
17		**Villas' Timeframes**	**Wed 1/29/25**	**Tue 5/19/26**
18		Mobilize/Procurment (3mths)	Wed 1/29/25	Tue 4/22/25
19		Construction Timeframe (14mths)	Wed 4/23/25	Tue 5/19/26
20		**Phase II**	**Wed 1/29/25**	**Tue 5/29/29**
21		Design Documents (1.6yr)	Wed 1/29/25	Tue 7/14/26
22		Site Work DPCR Approval (4mths)	Wed 7/15/26	Tue 11/3/26
23		Site Work Permitting (2mths)	Wed 11/4/26	Tue 12/29/26
24		Vertical DPCR Approval (2mths)	Wed 12/30/26	Tue 2/23/27
25		Vertical Permitting (3mths)	Wed 2/24/27	Tue 5/18/27
26		Construction Timeframe (2yrs)	Wed 5/19/27	Tue 5/29/29
27		**Phase III**	**Wed 8/25/27**	**Tue 11/13/29**
28		Design Documents (6mths)	Wed 8/25/27	Tue 2/8/28
29		Site Work DPCR Approval (4mths)	Wed 2/9/28	Tue 5/30/28
30		Site Work Permitting (2mths)	Wed 5/31/28	Tue 7/25/28
31		Verical DPCR Approval (2mths)	Wed 7/26/28	Tue 8/22/28
32		Vertical Permitting (3mths)	Wed 8/23/28	Tue 11/14/28
33		Construction Timeframe (1yr)	Wed 11/15/28	Tue 11/13/29



Fri 8/9/24

EXHIBIT
tabbies
B

HARBERT
REALTY SERVICES

JOINT VENTURE SALIENT TERMS

TO: Dale Matteson – Audubon Development

FROM: Harbert Realty Services, LLC

SUBJECT: King's Landing Mixed-Use Development in Ft. Pierce, Florida

DATE: July 25, 2024

This agreement ("Agreement") is a summary of salient business terms of a company structure that Harbert Realty Services, LLC. ("HRS") proposes to develop a mixed-use project known as King's Landing in Ft. Pierce, Florida ('Project') with Audubon Development (AD). This Agreement will serve as a guide to facilitate associated operative agreements for a Joint Venture structure, including exclusive development rights, due diligence period, and approval period.

1. Joint Venture: To be formed single-asset Delaware limited liability company ("JV") for the development of the project.

2. Purpose: JV will develop and own a Class A, mixed-use project to be known as King's Landing (the "Project") as an investment property. The JV will finance, develop, construct, market, sell/lease residential and commercial spaces and manage the Project.

3. Property: AD owns an approximate 6.8811 acre property located on North 2nd Street in Ft. Pierce, Florida ("Property") and AD shall contribute the property into the JV at a value of $6,100,000 as per below:
   - $4,600,000 allocated to the Project's uses, excluding the Hotel
   - $1,500,000 allocated to the Hotel

4. Project: King's Landing, a Mixed-Use Development in Fort Pierce, FL
   - 106 Condominium Units
   - ±140-Room Tribute Portfolio by Marriott Hotel
   - ±50,000 SF of Retail and Restaurants
   - Land for Future Development
   - 170-Space Structured Parking and 129 Surface Parking Spaces

5. Members: AD and HRS, or their respective affiliates shall be the Members of the JV. The Members ownership percentages shall be memorialized in the JV agreement and are more specifically outlined below. The

JV will be a Delaware limited liability company with HRS and AD acting as the company's Co-Managing Members of the JV.

6. Due Diligence:

Prior to the formation of the JV's, HRS shall have ninety (90) days to perform continued due diligence including further studies and discovery on: the updated City approved project development schedule (being reviewed for modification), the City Florida Job Growth Infrastructure Grant and Amendment One thereto, the residential condominiums, hotel, retail, and restaurant markets in Ft. Pierce and the Treasure coast of Florida, financial feasibility, confirmation of zoning, density, preliminary design cost, and state, county and local incentives. HRS acknowledges receipt of the survey, land appraisal, City approved initial site plan, as amended (being reviewed for modification), the City Florda Job Growth Infrastructure Grant and Amendment One thereto the Recorded Amended and Restated Agreement for Development of King's Landing, the First Amendment to Amended and Restated Agreement for Development of King's Landing, the initial AD project budget and proforma, and initial Hotel incentive package memorialized in the letter dated August 22, 2022 from St. Lucie EDC to Mainsail.

7. Exclusive, Approval Period:

For a period of six (6) months, including the Due Diligence Period, HRS will have the exclusive right to execute the JV with AD for the development of the Property and AD will not show or discuss the property to other prospects, developers or potential purchasers or partners. Following the Due Diligence Period, HRS and AD will have a period of three (3) months to submit and receive any and all required site plan and schedule modifications from the City, the ("Approval Period").

8. Fees:

The JV will compensate Members for their expertise and responsibilities per the JV Operating agreements. These fees will include but not be limited to the Development Fee, Financing/Guaranty Fee, Construction Management Fee, Brokerage and Management Fees. Proposed fees are outlined below and the payment of these fees and other fees will be memorialized in the JV agreement.

9. Capital Structure:

All amounts are approximate. Total development cost per AD is estimated to be approximately as follows:

Condos, Retail & Restaurants, and Parking:

• Land Acquisition Costs:	$6,100,000
• Hard Construction Costs:	93,540,000
• Soft Costs:	15,313,600
• TI and FF&E:	1,100,000
• Financing Costs:	2,000,000
• Interest Reserve:	9,225,000
Total, excluding the Hotel:	$127,278,600

Hotel: $55,000,000

10. Debt/Equity/Structure: Condominiums, Retail/Office/Restaurant and Parking

Assumptions:
$127,000,000 Estimated Budget
$ 82,550,000 Leveraged Debt – 65%
$ 44,450,000 Cash, Land – 35%

HRS and AD will be co-general partners (GP) in the above uses, which excludes the Hotel. HRS and AD will serve as co-managing members and HRS will have a GP interest of 60%, and AD will have a GP interest of 40%.

HRS will invest up to $2,667,000 of the GP equity in the form of cash; HRS commits to raise an additional $36,738,500 investor limited partners (LP) funds; AD will invest $1,778,000 GP equity in the form of the land, and $2,822,000 LP equity in the form of land. AD has paid approximately $2,000,000 in qualified project expenses. AD will have the option of being reimbursed these expenses, or contributing this amount as additional LP funds. If the construction loan proceeds differ, the GP and LP cash contributions will be modified accordingly. All cost overruns will be funded pro rata based on percentage of ownership. Credits from city incentives or development credits will adjust the GP and LP cash contributions accordingly.

Decision making within the GP will be shared 60% to HRS and 40% to AD.

a. ***Fees*** - Fees will be memorialized in the JV agreement and are subject to Lender approval.

b. ***Marketing & Sales*** – 4% of the Residential Condominium sales. This fee shall be allocated to AD via its newly formed entity licensed and bonded for this Project.

c. ***Development Fee*** - 5% of total design, engineering and construction cost. This fee shall be allocated 85% to HRS, and 15% to AD.

d. ***Guaranty*** – HRS and AD will be loan guarantors and each be paid a Loan and Completion Guaranty Fee of 0.75% of applicable costs, to be defined in the JV agreement, at loan closing and an annual Debt Guarantee fee of .025% of the loan balance until guarantee is retired or not required.

e. ***Construction Management Fee***: 1% of the total construction contracts for the project to be paid to HRS for services to be rendered.

11. Debt/Equity Structure

Hotel

Please see separate signed MOU between Mainsail Lodging and Development and HRS attached.

12. Promote:

The mixed-use components of the Project will be a promote structured pro rata to equity until the equity achieves an 8.0% IRR, then GP distributions increase to 30% thereafter.

13. Management Responsibilities:

Subject to the members of the JV preparing and agreeing to a roles and responsibilities matrix to be defined in the Operative Agreements.

14. Transfer Provision:

No Member will have the right to transfer all or any portion of its interest in JV without the prior unanimous written consent of the Members, provided however Members will be permitted to transfer their interest to affiliated entities.

15. Admission of Additional Members: No additional Members may be admitted to the Company without the prior unanimous written consent of the Members.

16. Buy/Sell Provisions: The Operating Agreement of the Company will include mutually agreeable buy/sell provisions.

17. Confidentiality: Prior to the finalization of the JV, HRS and AD agree to keep any information learned about the Property during its due diligence confidential (such information is referred to as the Confidential Information"). HRS agrees: (i) to maintain the Confidential Information in strict confidence, using at least the same degree of care that it would use in safeguarding its own confidential and proprietary information of a comparable degree of sensitivity, but in no event less than a reasonable degree to care; (ii) to use the Confidential Information only for the purpose of evaluating the Property's suitability for HRS's due diligence and formation of the JV with AD; and (iii) to disclose the Confidential Information only to those of its officers, employees and professional advisors who have a need to know such Confidential Information in connection with the Purpose.

18. Operative Agreements:

a. *Operating Agreement*: The Members will enter into an Operating Agreement based on the foregoing terms and additional terms agreeable to both Members.

b. *Development Agreements*: JV will enter into a Development Agreement with Members.

c. *Management Agreements:* The Company will enter into a property management agreement with Members and for the operation of the day-to-day activities of the Project.

d. *Leasing Agreement:* The Company will enter into a leasing agreement with Members to market, and lease retail and restaurant tenants in the Project.

e. *Sales Agreement*: The Company will enter into a marketing and sales agreement with Members to market and sell the Residential Condominiums.

f. *Guaranty Agreement:* The company will enter into a guaranty agreement with HRS and AD to provide a guaranty on the construction loan.

This Agreement contains the salient business terms of the parties. Both parties agree to work exclusively with the other in good faith to negotiate and execute Operating and Development Agreements.

Audubon Development

By: _____

Name: Dale Mathiason

Its: President - CEO

Date: 7/25/24

Harbert Realty Services. LLC:

By: _____

Name: David R. Williams

Its: President and CEO

Date: July 25, 2024

Exhibit B-1

MAINSAIL LODGING · DEVELOPMENT

HARBERT REALTY SERVICES

MEMORANDUM OF UNDERSTANDING

TO: Bill Ware – Harbert Realty Services

FROM: Joe Collier - Mainsail Lodging and Development

SUBJECT: King's Landing Mixed-Use Development in Ft. Pierce, Florida

DATE: July 19, 2024

This Memorandum of Understanding ("MOU") is an initial summary of a company structure that Harbert Realty Services, LLC. ("HRS") with Mainsail Lodging & Development ("Mainsail") proposes to develop a hotel in Ft. Pierce, Florida ('Project'). This MOU will serve as a guide to facilitate associated operative agreements for a Joint Venture structure and an exclusive due diligence period.

1. Joint Venture: To be formed, a single-asset limited liability company ("JV") for the project hotel.

2. Purpose: JV will acquire land, develop, and own an upscale full-service hotel (the "Project") as an investment property. The JV will develop, finance, construct and operate the Project.

3. Property: HRS controls an approximate 6.811-acres property located on North 2nd Street in Ft. Pierce, Florida ("Property") and Audubon Development (A.D.) shall contribute the property for the hotel into the JV at a value of $1,500,000 as a limited partnership contribution. This will be the imputed equity that is in the limited partnership.

4. The Project and Surrounding Development: King's Landing, a Mixed-Use Development in Fort Pierce, FL

- 106 Condominium Units
- ±140-Room Tribute Portfolio by Marriott Hotel
- ±50,000 SF of Retail and Restaurants
- Excess land that could be sold or developed
- 170-Space Structured Parking and 129 Surface Parking Spaces

5. Members: HRS, and Mainsail, or their respective affiliates shall be the Members of the JV. The Members ownership percentages shall be memorialized in the JV agreement and are more specifically outlined below. The JV will be a limited liability company with HRS and Mainsail as the company's Co-Managing Members of the JV.

6. Due Diligence: Prior to the formation of the JV, HRS and Mainsail shall have 60-days to perform due diligence including studies and discovery on:

the hotel, markets in Ft. Pierce and the Treasure coast of Florida, financial feasibility, zoning, density, preliminary design cost and state, county, and local incentives. The results of these studies will be presented to HRS to determine the need for additional or modified terms of the JV structure not outlined in the MOU. HRS and Mainsail acknowledge receipt of the survey, land appraisal, approved initial site plan (to be modified), and initial Hotel incentive package memorialized in the letter dated August 22, 2022, from St. Lucie EDC to Mainsail.

7. Exclusive/ No-Shop: During the Due Diligence period, HRS and Mainsail will have the exclusive right to JV with each other for the development of the Property.

8. Fees: The JV will compensate Members for their expertise and responsibilities per the JV Operating agreements. These fees will include but not be limited to the Development Fee, Financing/Guaranty Fee, Construction Management Fee, Brokerage and Management Fees. Proposed fees are outlined below and the payment of these fees and other fees will be memorialized in the JV agreement.

9. Capital Structure All amounts are approximate. Total development cost estimated to be approximately as follows:
Hotel: $55,000,000

Hotel
Mainsail (80%), HRS (20%) will be Co-GPs in the Hotel.

Kings Landing Capital Stack - Hotel				
GP Equity		**%**	**Equity $**	**Contribution**
HRS		20%	$385,000	Cash
Mainsail		80%	$1,540,000	Cash
	Total GP	100%	$1,925,000	
LP Equity		**%**	**Equity $**	**Contribution**
A.D.			$1,500,000	Land
Limited Partners			$15,825,000	Raise
	Total LP		$15,825,000	
Total Equity		35%	$19,250,000	
Debt		65%	$35,750,000	
Total Project	100%		$55,000,000	

Assumptions:

$55,000,000 Estimated Budget
$35,750,000 Leveraged Debt – 65%
$19,250,000 Cash, Land – 35%

Mainsail and Harbert will invest up to $2,000,000 in the form of cash. Mainsail will raise (LP) equity in the amount of $15,750,000. If the construction loan proceeds and/or incentives/development credits are received, the GP and LP cash contributions will be adjusted accordingly. All cost overruns will be funded pro rata.

Decision making within the GP will be 80% Mainsail, 20% HRS.

a. ***Development Fee*** - 4% of design, engineering, and construction costs. This fee shall be paid to 20% to HRS and 80% to Mainsail.

b. ***Opening and Technical Fees*** - Mainsail to receive $150,000, plus reimbursable expenses that are pre-approved by the Parties. Fee to be paid $10,000 at execution of the Hotel Management Agreement and $7,000 for the following twenty (20) months.

c. ***FF& E/OS&E Sourcing*** -to be a cost of the work and performed by a third-party entity.

d. ***Hotel Management Fees*** - Mainsail to receive a base management fee equal to 4.0% of annual gross revenues. Incentive management fee to be negotiated during final terms of the agreement.

11. Promote:

The Hotel component of the Project will be a promote structured pro rata to equity until the equity achieves an 8.0% IRR then GP distributions increase to 30% thereafter in agreed stack with limited partner.

12. Management Responsibilities:

Members to prepare responsibilities matrix.

13. Transfer Provision:

No Member will have the right to transfer all or any portion of its interest in JV without the prior unanimous written consent of the Members, provided however Members will be permitted to transfer their interest to affiliated entities.

14. Admission of Additional Members:

No additional Members may be admitted to the Company without the prior unanimous written consent of the Members.

15. Buy/Sell Provisions:

The Operating Agreement of the Company will include mutually agreeable buy/sell provisions.

16. Confidentiality:

Prior to the finalization of the JV, HRS and Mainsail agree to keep any information learned about the Property during its due diligence confidential (such information is referred to as the Confidential Information"). HRS and Mainsail agree: (i) to maintain the Confidential Information in strict confidence, using at least the same degree of care that it would use in safeguarding its own confidential and proprietary information of a comparable degree of sensitivity, but in no event less than a reasonable degree to care; (ii) to use the Confidential Information only for the purpose of evaluating the Property's suitability for HRS's and Mainsail's formation of the JV with AD; and (iii) to disclose the Confidential Information only to those of its officers, employees and professional advisors who have a need to know such Confidential Information in connection with the Purpose.

17. Operative Agreements:

a. *Operating Agreement*: The Members will enter into an Operating Agreement based on the foregoing terms and additional terms agreeable to both Members.

b. *Development Agreements*: JV will enter into Development Agreements with Members.

c. *Management Agreements:* The Company will enter into property management and hotel agreements with Members and for the operation of the day-to-day activities of the Project.

d. *Guaranty Agreement:* The company will enter into a guaranty agreement with HRS and Mainsail Lodging and Development to provide a guaranty on the construction loans.

This MOU contains the general understanding of the parties and is not a legally binding agreement. All legally binding obligations between the parties shall arise only upon the execution of Operating and Development Agreements except for Sections 5, 6 and 7 of the MOU, which shall be binding on both parties. Notwithstanding, both parties agree to work exclusively with the other in good faith to negotiate and execute Operating and Development Agreements.

Mainsail Lodging & Development:

By: J. C. Collins

Name: J. C. Collins

Its: Partner

Date: 7-19-24

Name: _____

Its: _____

Date: _____

Harbert Realty Services. LLC:

By: William E Ware

Name: WILLIAM E WARE

Its: VICE PRESIDENT - DEV.

Date: 7.19.24

City Commission Regular Meeting **13. e.**

Meeting Date: 01/06/2025

Re: Res. 25-R06 Lease Agreement with Congressman Mast

Submitted For: Linda Cox, City Clerk, City Clerk

SUBJECT:

Resolution 25-R06 Authorizing the Lease of Space in City Hall to Brian Mast, United States Representative

SUMMARY:

On June 21, 2021, the City Commission approved a lease agreement with Congressman Mast for space at Fort Pierce City Hall. The agreement stipulated a monthly rental payment of $250 and was effective from July 1, 2021, until its expiration on January 2, 2023. The lease agreement included an option for renewal for an additional two years.

Subsequently, on December 19, 2022, the City Commission approved the two-year renewal of the lease agreement. The renewed lease commenced on January 3, 2023, and will expire on January 2, 2025.

Congressional Representative Brian Mast has requested an extension of his current lease that is set to expire on January 2, 2025. The proposed Lease Agreement is effective as of January 3, 2025, until expiration on January 2, 2027. The monthly rental amount of $250 will remain the same.

RECOMMENDATION:

Staff recommends the adoption of the resolution leasing space at City Hall to Congressman Mast.

ALTERNATIVES:

Staff will proceed as directed by the City Commission.

RESPONSIBLE STAFF:

Linda W. Cox, Acting City Manager

COORDINATED WITH:

Sara Hedges, City Attorney

Fiscal Impact

Budgeted Y/N:	N
Fiscal Year:	2025
Account:	Revenue
Amount:	$3,000

OTHER INFORMATION:

Lease payments in the amount of $250 per month for a total of $3,000 per year in revenue to the General Fund.

Attachments

Resolution 25-R06
Office Space
Lease Agreement
CAO Memo

Form Review

Inbox	Reviewed By	Date
City Manager	Linda Cox	12/31/2024 04:24 PM

Form Started By: Jennifer Robinson
Started On: 12/16/2024 10:37 AM
Final Approval Date: 12/31/2024

RESOLUTION NO. 25-R06

A RESOLUTION OF THE CITY OF FORT PIERCE, FLORIDA AUTHORIZING THE **LEASE OF SPACE IN CITY HALL, 100 NORTH US HIGHWAY 1, FORT PIERCE, FL 34950 TO BRIAN MAST, UNITED STATES REPRESENTATIVE;** PROVIDING FOR A SEVERABILITY CLAUSE; REPEALING ALL RESOLUTIONS IN CONFLICT HEREWITH; PROVIDING AN EFFECTIVE DATE.

WHEREAS, Section 2-245(d) of the City of Fort Pierce Code of Ordinances allows for the United States, or any department or agency thereof, to apply to the City of Fort Pierce for lease of real property owned by the municipality for public or community interest and welfare; and

WHEREAS, the City may lease the property to the United States, or any department or agency thereof, if the City Commission is satisfied that the property is required for the purpose of public or community interest and welfare; and

WHEREAS, the purpose for which the property is to be used and the price or rent for the property must be set out in a resolution approving the lease; and

WHEREAS, Congressional District 21 United States Representative Brian Mast has requested a lease agreement for space in City Hall at 100 North US Highway 1, Fort Pierce, Florida, to be used as a governmental public office; and

WHEREAS, the City is satisfied that such property is available for use as a governmental public office for the purpose of public or community interest and welfare, is not needed for city purposes, and is appropriate to lease for $250.00 per month for a three (3) year term.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF FORT PIERCE, FLORIDA:

1. The City Commission does hereby authorize a Lease Agreement for the office space at City Hall as shown on Exhibit "A", attached hereto, with Congressional District 21 United States Representative Brian Mast for the purpose of a governmental public office and the rent shall be $250.00 per month.

2. The Mayor, City Clerk, and City Attorney are hereby authorized and directed to take all actions necessary to consummate the execution of the Lease Agreement, attached hereto at Exhibit “B”.

3. The provisions of this Resolution are declared to be severable and if any section, sentence, clause, or phrase of this Resolution shall for any reason be held invalid or unconstitutional, such decision shall not affect the validity of the remaining sections, sentences, clauses, and phrases of this Resolution, which shall remain in effect, it being the legislative intent that this Resolution shall stand notwithstanding the invalidity of any part.

4. All resolutions or parts of resolution in conflict herewith are hereby repealed.

5. This Resolution shall take effect upon approval by the City Commission.

IN WITNESS WHEREOF, this Resolution has been duly adopted on this 6th day of January 2025.

Linda Hudson, Mayor

ATTEST:

Linda W. Cox, City Clerk

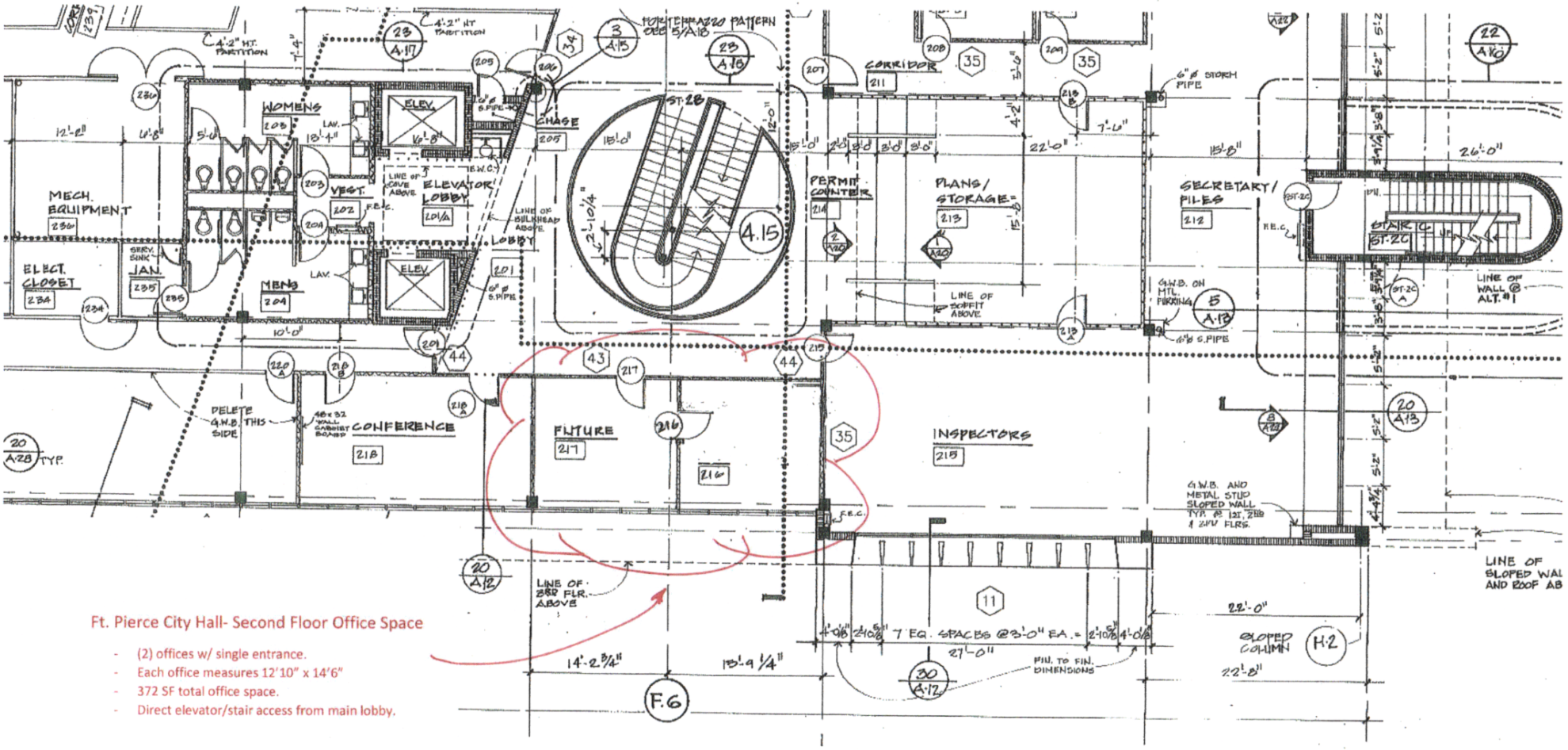
(CITY SEAL)

Approved as to Form
And Correctness

Sara K. Hedges
City Attorney

EXHIBIT A

NON-ASSIGNABLE
LEASE AGREEMENT FOR OFFICE SPACE AT CITY HALL



Ft. Pierce City Hall- Second Floor Office Space

- (2) offices w/ single entrance.
- Each office measures 12'10" x 14'6"
- 372 SF total office space.
- Direct elevator/stair access from main lobby.

EXHIBIT "A"

NON-ASSIGNABLE
LEASE AGREEMENT FOR OFFICE SPACE AT CITY HALL

This agreement (Lease) for certain office space located at City Hall, made and entered into effective as of January 3, 2025, between the City of Fort Pierce, a Florida municipal Corporation (Lessor) and Brian Mast as United States Representative, Congressional District 21, (Lessee).

1. LEASED PREMISES

Lessor hereby leases to Lessee certain office space located at City Hall, 100 N. US Highway One, Fort Pierce, Florida, 34950. That office space is more particularly described as approximately 372 square feet of floor area at City Hall, as identified on the sketch in Exhibit "A" as Room 216 and Room 217, attached hereto (Leased Premises). Lessor also hereby grants to Lessee and Lessee's employees, agents, invitees, licensees and vendors the nonexclusive right to use the common areas of the building, including, but not limited to the bathrooms and conference rooms.

2. USE

Lessee shall use and occupy the Leased Premises for the purpose of a governmental public office for a United States Representative, Congressional District 21, and for no other purpose.

3. TERM

The term of this lease shall commence on January 3, 2025 and shall continue until expiration on January 2, 2027 (the Term). Notwithstanding anything to the contrary contained herein, Lessee and Lessor shall each have the right to terminate this lease upon thirty (30) days written notice by the terminating party delivered as hereinafter set forth.

4. RENT

Lessee shall pay to Lessor in United States currency the sum of Two Hundred Fifty and 00/100 Dollars ($250.00) per month, payable in arrears by the last day of each rental month during the term of this lease.

Rent shall be paid to the following address:

City of Fort Pierce
c/o Finance Director
100 North US Highway 1
Fort Pierce, FL 34950

5. LESSEE AND LESSOR'S RESPONSIBILITIES

Lessee shall provide any office furnishings, pay for any telephones, computers or other accessory equipment and all electric services.

Lessor shall pay for all water, sewer, garbage and janitorial services. Lessor shall provide accessibility to the premises during normal business hours and shall provide access after hours.

6. LESSEE'S IMPROVEMENTS

All alterations, additions, improvements, decorations or installations, including but not limited to, railings, air-conditioning ducts or equipment, except moveable furniture, partitions and fixtures put in at the expense of the Lessee which can be removed by Lessee without causing any structural damages to the building and where Lessee reasonably repairs any damages to the Leased Premises due to removal of the fixture(s), shall become the property of the Lessor at the termination of this lease. Lessee shall pay the cost of any and all office improvements. Lessee shall obtain prior written consent from Lessor as to any alterations of the Leased Premises.

7. NOTICES

All notices or other communications hereunder shall be in writing and shall be deemed duly given in person or sent certified mail, return receipt requested, first class, postage prepaid and addressed as follows unless written notice of a change of address is given pursuant to the provisions of this Article.

IF TO LESSEE:

Brian Mast
United States Representative, Congressional District 21

IF TO LESSOR:

City Manager
City of Fort Pierce
100 North US Highway 1
Fort Pierce, FL 34950

With a copy to:
City Attorney
100 North US Highway 1
Fort Pierce, FL 34950

8. ENTIRE AGREEMENT

It is understood and acknowledged there are no oral agreements between the parties hereto affecting this lease and House of Representatives District Office Lease Agreement and this lease and House District Lease Attachment supersedes and cancels any and all previous negotiations, arrangements, brochures, agreements and understandings, if any, between the parties hereto or displayed by Lessor to Lessee with respect to the lease specifically incorporated herein.

9. MODIFICATION OF LEASE

This lease may be modified only by mutual written agreement of both parties, and shall be non-assignable.

10. GOVERNING LAW

Federal law and the laws of the State of Florida shall govern the validity, performance and enforcement of this lease. Should either party institute legal action to enforce any provisions contained herein, it is agreed the venue of such action shall be in St. Lucie County, Florida; and both parties hereby waive any defenses to the contrary. This lease shall not be construed either for or against Lessee or Lessor, but shall be interpreted in accord with the general tenor of this language.

11. COMPLIANCE WITH LAW

Lessor covenants and warrants the building and the Leased Premises and any use or intended use thereof by Lessor presently complies with, and will continue throughout the term of this lease to comply with all applicable restrictive covenants, applicable zoning and subdivision ordinances and building codes, all applicable health and environmental laws and regulations, and all other applicable laws, rules and regulations including but not limited to the American with Disabilities Act of 1990, 42 USC 12101, et. seq. If Lessor receives notice from federal, state or other government body that they are not in compliance with any such covenant, ordinance, code, law or regulation, Lessor will promptly provide the Lessee with a copy of such notice and with a statement of Lessor's intended action to bring the building and the Leased Premises and Lessor's use thereof into compliance. The provisions of this paragraph 11 are material terms of this lease.

12. INSURANCE, INDEMNITY, AND LIABILITY

Tenant shall, at its own expense, procure and maintain throughout the term of this Lease Agreement, with insurers acceptable to Landlord, the types and amounts of insurance conforming to the minimum requirements set forth herein. Tenant shall not occupy the Leased Premises until the required insurance is in force and evidence of insurance acceptable to Landlord has been provided to, and approved by, Landlord.

Property Insurance. LESSEE shall provide all risk property insurance coverage in an amount no less than the replacement cost of any and all improvements on the Premises and LESSEE's personal property. Such insurance shall be written on an "agreed value" basis without the application

of any coinsurance clause. LESSOR shall be included as an additional insured on LESSEE's Property insurance.

Workers' Compensation/Employers' Liability. Such insurance shall be no more restrictive than that provided by the latest edition of the standard Workers' Compensation Policy, as filed for use in Florida by the National Council on Compensation Insurance (NCCI), without any restrictive endorsements other than any endorsements required by NCCI or the State of Florida. In addition to coverage for the Florida Workers' Compensation Act, where appropriate, coverage is to be included for the Federal Employer's Liability Act and any other applicable Federal or State law.

The minimum amount of coverage (inclusive of any amount provided by an umbrella or excess policy) shall be:

Part One: "Statutory"

Part Two: $500,000 Each Accident

$500,000 Disease – Policy Limit

$500,000 Disease – Each Employee

The Workers' Compensation Policy must be endorsed to waive the insurer's right to subrogate against FPRA and the CITY and their respective members, officials, officers, and employees in the manner which would result from the attachment of the NCCI Waiver Of Our Right To Recover From Others Endorsement (Advisory Form WC 00 03 13) with LESSOR and their respective members, officials, officers, and employees scheduled thereon.

Commercial General Liability Insurance. Such insurance shall be no more restrictive than that provided by the latest edition of the standard Commercial General Liability Form (Form CG 00 01) as filed for use in the State of Florida by the Insurance Services Office (ISO), without any restrictive endorsements other than those which are required by the State of Florida or those which under an ISO filing must be attached to the policy (i.e., mandatory endorsements).

LESSOR and their respective members, officials, officers, and employees shall be included as "Additional Insureds" on a form no more restrictive than ISO form CG 20 11 (Additional Insured – Managers or Lessors of Premises).

The minimum limits (inclusive of amounts provided by an umbrella or excess policy) shall be:

General Aggregate	$3,000,000
Products/Completed Operations Aggregate	$1,000,000
Personal and Advertising Injury	$1,000,000
Each Occurrence	$3,000,000
Damage to Property Rented to you	$1,000,000

Automobile Liability Insurance:

Such insurance shall be no more restrictive than that provided by Section II (Liability Coverage) of the most recent version of the standard Business Auto Policy (ISO Form CA 00 01) without any restrictive endorsements, including coverage for liability contractually assumed. The policy shall cover all owned, non-owned, and hired autos used in connection with the performance of the work.

Such insurance shall not be subject to any aggregate limit and the minimum limits (inclusive of any amounts provided by an umbrella or excess policy) shall be:

Each Occurrence Bodily Injury and	
Property Damage Liability Combined	$1,000,000

General Conditions. (i) The insurance provided by the LESSEE shall apply on a primary basis to any insurance maintained by LESSOR. Any insurance, or self-insurance, maintained by LESSOR shall be in excess of, and shall not contribute with the insurance provided by LESSEE.

(ii) Except where prior written approval has been obtained hereunder, the insurance maintained by LESSEE shall apply on a first dollar basis without application of a deductible or self-insured retention. LESSEE shall pay on behalf of LESSOR or their members, officials, officers, and employees any deductible or self-insured retention applicable to a claim against LESSOR or their members, officials, officers, and employees.

(iii) All policies of insurance provided by the LESSEE shall be endorsed to provide that the Insurer waives its rights against LESSOR and their members, officials, officers, and employees.

(iv.) Compliance with these insurance requirements shall not limit the liability of LESSEE. Any remedy provided to the FPRA and the CITY by the insurance provided by LESSEE shall be in addition to and not in lieu of any other remedy (including, but not limited to, as an indemnitee of LESSEE) available to LESSOR under this Agreement or otherwise.

(v.) Neither approval nor failure to disapprove insurance furnished by LESSEE shall relieve LESSEE from the responsibility to provide insurance as required by this Agreement.

(vi.) All insurance policies provided by the contractor shall be endorsed to provide LESSOR with thirty (30) days' prior written notice of cancellation.

(vii.) All required policies of insurance must be written by an insurance company or insurance companies qualified to write insurance in the State of Florida, and acceptable to LESSOR.

Certificates of Insurance must be completed as follows:

1. Certificate Holder

The City of Fort Pierce
Attention: Risk Manager
100 N. U.S. Hwy 1

Fort Pierce, FL 34954-1480

2. Additional Insured for General Liability City of Fort Pierce, and their respective officials, officers, and employees.

Per the website of the United States House of Representatives' official website, if the lessee is unable to provide a certificate of insurance as requested above, the lessee can provide a letter explaining the protections of the Federal Tort Claims Act (FTCA) asking the letter to be accepted in lieu of a certificate of insurance.

INDEMNIFICATION. LESSEE SHALL INDEMNIFY, DEFEND, AND HOLD HARMLESS LESSOR and THEIR SUCCESSORS, ASSIGNS, EMPLOYEES, CONTRACTORS, PARTNERS, DIRECTORS, OFFICERS, AFFILIATES AND ATTORNEYS (COLLECTIVELY, THE "INDEMNIFIED PARTIES") FROM AND AGAINST ALL FINES, SUITS, LOSSES, COSTS, LIABILITIES, CLAIMS, DEMANDS ACTIONS, AND JUDGEMENTS OF EVERY KIND OR CHARACTER (A) ARRISING FROM TENANT'S FAILURE TO PERFORM ITS COVENANTS HEREUNDER, (B) RECOVERED FROM OR ASSERTED AGAINST ANY OF THE INDEMNIFIED PARTIES ON ACCOUNT OF ANY LOSS (DEFINED BELOW) TO THE EXTENT THAT ANY SUCH LOSS MAY BE INCIDENT TO, ARISE OUT OF, OR BE CAUSED, EITHER PROXIMATELY OR REMOTELY, WHOLLY OR IN PART, BY LESSEE's PARTY (DEFINED BELOW) OR ANY OTHER PERSON ENTERING UPON THE PREMISES UNDER OR WITH A LESSEE PARTY'S EXPRESS OR IMPLIED INVITATION OR PERMISSION, (C) ARISING FROM OR OUT OF THE OCCUPANCY OR USE BY A LESSEE PARTY OR ARISING FROM OR OUT OF ANY OCCURRENCE IN THE PREMISES, HOWSOEVER CAUSED, OR (D) SUFFERED BY, RECOVERED FROM OR ASSERTED AGAINST ANY OF THE INDEMNIFIED PARTIES BY A LESSEE PARTY, REGARDLESS OF WHETHER THE FPRA AND THE CITY'S NEGLIGENCE CAUSED A PORTION OF, OR WAS ONLY PARTLY TO THE CAUSE OF, SUCH LOSS OR DAMAGE. AS USED HEREIN, THE TERM "LOSS' INCLUDES INJURY TO OR DEATH OF ANY PERSON OR PERSON'S, OR DAMAGE TO OR THEFT, DESTRUCTION, LOSS, OR LOSS OF USE OF ANY PROPERTY, INCONVENIENCE, OR ANY EXPENSE OR LIABILITY.

SURRENDER UPON TERMINATION. LESSEE covenants and agrees to and with LESSOR that upon expiration of the Term, or earlier termination of this Agreement, LESSEE shall surrender and deliver to repair any property installed on the Premises by the CITY and repair any portion of the Premises for which insurance proceeds are not paid to the CITY . Nothing in this provision shall authorize abatement or reduction of Fees, termination of this Agreement, because of total or partial destruction arising out of the negligent or willful acts of omission or commission by LESSEE or those owning, employed by, under contract to, or guests or invitees of LESSEE.

a. Neither this agreement or other arrangement between LESSOR and LESSEE, nor shall the same ever be construed, so as to (i) create a partnership with the CITY and LESSEE, (ii) make LESSOR and LESSEE joint ventures.

b. The prevailing party shall be entitled to reasonable attorneys' fees through and including all trial and appellate levels and all other costs incurred in any action taken by or against it relating to a claim, controversy or dispute arising from the terms, conditions or provisions of this Agreement.

c. Time is of the essence in the performance of all obligations set forth in this Lease.

d. This Agreement shall be governed by the laws of the State of Florida and venue with respect to any litigation shall be Fort Pierce, Florida.

e. No waiver of any breach of any covenant, agreement or provision of this Agreement shall be construed to be held to waiver of any other breach or waiver, acquiescence or as consent to any further or succeeding breach of the same covenant, agreement, or provision.

f. If any provision or provisions of this Agreement should be held invalid or unenforceable by any court or competent jurisdiction, such ruling shall not affect the validity or unenforceability of the remainder of this Agreement and the Agreement, as so modified, shall remain in full force and effect.

g. This Agreement has been mutually negotiated by the parties and this Agreement shall not be construed more strictly against either party by virtue of which party prepared this Agreement.

LESSOR:
CITY OF FORT PIERCE

Witness

Linda Hudson, Mayor

Witness

LESSEE:

Witness

Brian Mast
United States Representative
Congressional District 21

Witness

APPROVED AS TO FORM AND CORRECTNESS

City Attorney

THE SUNRISE CITY
FORT PIERCE
Florida
CITY ATTORNEY'S OFFICE

TO: Jennifer Robinson, Executive Assistant to the City Manager

FROM: Sara Hedges, City Attorney SH

RE: Resolution 24-RXX - Lease Agreement with Congressman Brian Mast

CAO RLS FILE: RLS 24-452

DATE: December 30, 2024

I have reviewed the above Request for Legal Services (RLS) related to a Lease Agreement with Congressman Brian Mast and an accompanying Resolution. Suggested changes have been made to both documents. Most notably, Paragraph 12 has been added to the Lease Agreement pursuant to the request of the Risk Management Division. This will need to be provided to Congressman Mast for his review.

In the Lease Agreement, no address was included in the Notices paragraph for Congressman Mast. You will need to obtain that address and include it in the document.

Track changes and clean copy versions of both documents have been uploaded to Agenda Quick for your utilization. The clean copy versions, with the above correction to the Notices paragraph included in the Lease Agreement, are approved as to form and correctness.

If you have any questions, please do not hesitate to contact this Office via phone or e-mail.

Thank you.
SH

City Commission Regular Meeting **13. f.**

Meeting Date: 01/06/2025

Re: Mayor Pro Tem

Submitted For: Linda Cox, City Clerk, City Clerk

SUBJECT:

Selection of Mayor Pro Tem pursuant to Section 23 of the City Charter which requires the City Commission to select one (1) of their number as Mayor Pro Tem at the first regular meeting following January 1.

SUMMARY:

The individual elected shall act as mayor-commissioner and have all of the powers and duties of that office during the absence or disability of the said mayor-commissioner.
The following have served as Mayor Pro Tem:

2024 Commissioner Broderick, Seat 4
2023 Commissioner Gaines, Seat 5
2022 Commissioner J. Johnson, Seat 2
2021 Commissioner C. Johnson, Seat 3

RECOMMENDATION:

Using the traditional rotation, Commissioner Johnson, Seat 3, would be the next in line to serve as Mayor Pro Tem.

ALTERNATIVES:

Select another Commissioner

RESPONSIBLE STAFF:

Linda W. Cox, City Clerk

COORDINATED WITH:

n/a

Form Review

Form Started By: Linda Cox Started On: 12/27/2024 09:14 AM
Final Approval Date: 12/27/2024

City Commission Regular Meeting **13. g.**

Meeting Date: 01/06/2025

Re: City Manager Applicant Review and Shortlist Interview Selection

Submitted For: Jared Sorensen, Human Resources Manager, Administrative Services

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SUBJECT:

City Manager Applicant Review and Shortlist Interview Selection.

SUMMARY:

We have attached all pertinent information for all applicants who applied for the City Manager Position. We have organized them into three categories: 1. Qualified applicants that have completed the questionnaire, 2. Qualified applicants who did not complete the questionnaire, and 3. Applicants that did not meet the minimum requirements for the position.

RECOMMENDATION:

Staff recommends narrowing the applicants down to a shortlist of 6 to 8 applicants for one-on-one interviews.

ALTERNATIVES:

Seek additional applicants.

RESPONSIBLE STAFF:

Jared Sorensen, Human Resources Manager.

COORDINATED WITH:

Sara Hedges, City Attorney.

Fiscal Impact

Budgeted Y/N: Y

Fiscal Year: 2025

OTHER INFORMATION:

This is a budgeted position.

Attachments

Summary

Bell, Troy

Butson, Gwendolyn

Carlisle, Chanal

Carter, Andrea

Carranza, Daniel
Chess, Richard
Cox, Linda
Dapelo, Brian
Forde, Holly
Harris, Freddie
Keuroglian, Dicran
Lawrence, William
Luckett, Terrence
Marshall, Ellie
Mascaro, John
Minus II, Benjamin
Romero, Rudy
Tiernan, Keil
Scrapchansky, Derek
Qualified did not complete questionnaire
Did not meet minimum requirements

Form Review

Form Started By: Jared Sorensen
Started On: 12/31/2024 02:50 PM
Final Approval Date: 12/31/2024

Executive Summary

City Manager Recruitment

I. Overview

The following summarizes the current status of the City of Fort Pierce's recruitment of their new City Manager. At the beginning of the posting of the position, there were a couple of applicants who were having difficulties applying through the City's new recruitment platform. Human Resource's staff worked with each applicant individually to resolve their issue and to date all applicants have been able to apply and upload any pertinent documents to their application.

Within the recruitment process timeline, Human Resources is recommending that City Commission conduct one-on-one interviews instead of public interviews. These interviews will occur over a one-to-two-day period and will be coordinated by Human Resources. Each applicant will have an individual 45-minute interview with each Commissioner. In addition, Human Resources also recommends that City Commission shortlists applicants at their February 3, 2025, City Commission meeting, and makes final appointment or provide further direction at their February 18, 2025, City Commission meeting. However, Human Resources will move forward with whatever direction City Commission deems necessary.

II. Recruitment Process Timeline

a. Recruitment period: 11/15/2024 – 12/15/2024
b. HR candidate assessment: 12/16/2024 – 1/3/2025
c. Qualified applicant pool presentation to City Commission for interview selection: 1/6/2025
d. One-on-One Interviews: 1/13/2025 – 1/24/2025 (Specific Day TBD)
e. City Commission shortlist: 2/3/2025
f. Final decision/appointment: 2/18/2025

III. Recruitment Platform Analytics

a. City of Fort Pierce website
b. Indeed
c. Governmentjobs.com
d. International City/County Management Association (ICMA)
e. ICMA – Job Center Landing Social Media
f. The National Association of County Administrators (NACA)
g. LinkedIn

IV. Applicant Analytics

a. Total applicants to date: **65 (had 66 but 1 applicant withdrew)**
b. Total in-state applicants: **60**
c. Total out of state applicants: **5**
d. Total internal applicants: **1**
e. Qualified applicants who completed questionnaire: **19**

i. Geographics of applicants: **3** out of state (CO, NM, and Kansas); **9** local (Port St. Lucie, Vero, and Fort Pierce); **7** non-local (Jupiter, Leesburg, Pembrooke Pines, Fort Lauderdale, Coral Gables, Jacksonville, and West Palm Beach)

f. Qualified applicants who did not complete questionnaire: **5**

g. Applicants who did not meet the minimum qualifications of the position**: 41**

Cover Letter

Troy Bell, ICMA-CM,
MPA, MS Finance
Nov 2024

I am a multilingual manager with a diverse blend of successful and innovative leadership work across multiple fields of finance, accounting, and management; economic development and attainable housing; public works and utilities; IT; labor; Public Safety; strategic planning and municipal governance; and K-12 educational entities. I am seeking opportunities to pursue new public service - Capital Improvement Programs Manager or Management Deputy, Assistant, or CEO - positions within municipal or non-profit entities. In addition to accomplishing a unique breadth of professional work, academically I have completed the required coursework for a PhD in an interdisciplinary program at Purdue University focused on the collaboration intersection between management of Government Systems and Education Systems. This is study and research is supplemented by the completion of two master's degrees – one in Public Administration and one in Finance (completed simultaneously at a separate university during PhD program).

Just as a brief introduction of myself…. My Father is a retired Army General Officer, and my Mother whose family is from Central America was a PhD and career Special Education Teacher and College Professor – my parents retired in the DC area. I believe my parents' legacy created a natural tendency towards leadership, an inherent depth, and a well-rounded variety in a personal, academic, and professional background that is **now built on the foundation of *their* commitment to public service**. It is this interpersonal flexibility and resilient resolve that helps make me an ideal candidate to tackle the most complex challenges of public service. Above all, **I hold Honor, Loyalty, Ethics, and Character** in the highest regard. I am someone who is self-motivated and sees and understands the big picture, but also has the ability to analyze and assess the critical pieces necessary to help make the Managers and the Team's vision become reality. I am highly adaptive and flexible with years of cross-disciplinary experience, creating departments, strategic and general planning, developing policy, structuring, and implementing new innovative ERP technology initiatives. I am a "Can-do" out-of-the-box thinker and highly energetic manager who listens intently, roles up his sleeves, and leads by example. My success often stems from the ability to assess departments, empower staff, and rapidly activate high quality service delivery to our residents.

I have the kind of versatility that has helped me in achieving broad and diverse community engagement, and the right balance of attainable housing, infrastructure improvements, tourism, and business needs in growing diversifying communities to advance the directives of the administration, advocate for inclusive and restorative policies and practices, and further expand service networks to meet the needs of the city's underserved or immigrant populations. My team achieved this through **intentionality in transparency, inclusiveness, and sustainability**. To achieve this required having distinct competence and a passion for people coupled with a willingness towards having difficult conversations and making courageous decisions. I have worked in, and led, infrastructure operations and facility construction in one of the more economically diverse counties in America. In fact, I worked as a police officer to pay for college prior to joining Miami-Dade County (MDC) as a MDC WASD engineer, so I understand the value of safety and security to long-term prosperity. Subsequent to Miam-Dade, I worked as the Deputy Chief of Staff (mentioned above) for the regional water authority (SFWMD) where I gained **County and Regional** collaborative experience, managed Board Operations, Grant Writing, the Clerk's Office, IT, **the District's $1.07B Budget**, and Public Works. And in addition to my senior **leadership experience with IBM** (in state, local gov. sectors) my teams have always delivered phenomenal service, **never compromising transparency or integrity**.

And… with regard to my academic and professional research (temporarily on hold), I am working to center my analysis on the importance of community engagement using collaboration regime theory (breaking down and bridging silos) – techniques to maximize productivity thru the 3 spaces of… education,

government, and stakeholder engagement to achieve equity, attainable housing, and efficiencies in emerging communities. These areas of exploration that **focus on DEI integrated teamwork and empowering staff in participatory decision making** are designed specifically to enhance **interdepartmental efficiency and interorganizational collaboration.**

As for **my leadership style**, I am a forward-thinking principle-based, team-oriented, hands-on, strong, servant-leader who believes passionately in the value of investing in, and building**, genuine, authentic, *non-transactional relationships* with staff *and* stakeholders.** My approach to leading is well noted as being open, engaging, friendly, good humored, and consistently invoking of a sense of calm, yet action-oriented demeanor**.** Though I hold staff accountable, I don't work from behind a desk and yet I don't micro-manage. I believe my expertise and success in a wide range, allows me to add value in communities seeking assistance from creative, **innovative**, bridge-building, systems and process operations managers. As a skilled generalist, able to rise above criticism yet listen to input, I have a commanding depth in the key areas identified. My **passion for challenges drives my eagerness for rounded continuous personal growth**; it spurs my desire to create a positivity that invests in staff development and mentors growth. As a mantra, I strive for both – to be a *great manager* who must maintain organizational stability, while always raising the bar in customer service, and to be a *great leader* who must embrace the value of change, build on current success, and address acute deficiencies.

But overall, my candidacy is **more than what I have done**, it is also **so much more about who I have grown to be**. Through a career of success *and* limited setbacks, life has taught me how to manage and to lead, but *not to be afraid to seek input or assistance*. I have **experienced and overcome considerable adversity** and many instances of discrimination where I had to face down gross untruths with grace and fortitude while maintaining a commitment to the Code of Conduct. In this process, I learned to garner resourcefulness and exhibit the resilience needed to get up, dust myself off, only to grow stronger *because* of the learning experience. **This is the spirit I endeavor to impart to the organization and community I serve; this is the edge that I feel enables me to be a more effective manager than most other candidates**. Because of this spirit to succeed, I have worked to become a skilled communicator, effective at collaboration, and successful at developing strong inclusive partnerships with staff and colleagues. Thus, throughout my career I have been extremely effective in fluid, fast changing, and high-pressure environments. Whether managing hierarchical or matrix-styled organizations, I lead my employees with integrity and "all-ways" value internal/external stakeholders. To this day, the collaborative efforts of staff working with or under my leadership reflect high morale and good customer service.

My goal is always to provide the **highest quality of performance** to support the vision of the organization and the leadership team. It is very important to me to drive exceptional excellence in the organization and the community by doing my part to deliver **extra ordinary professionalism, competence, and top-notch service** to the team, and those I may lead. Thus, with the leadership style and focus on teamwork that I hope to have in this role, my goal is to create the necessary **thought-partnership to be efficient and effective**. I am confident that I have the knowledge, experience, and "what it takes" to academically, professionally, and personally excel at any challenge my team and I may encounter. *Hence, I humbly request the chance to interview for this role, to share more about myself, my family, and my leadership style and to show how I believe I can be a great fit for this position.*

Darryl LeTroy Bell (aka Troy Bell)

LeTroy.Bell@gmail.com • (317) 410-4500

Summary

Multilingual manager with a diverse blend of successful and innovative leadership work across multiple fields of finance, accounting, and management; economic development and attainable housing; public works and utilities; IT; labor; Public Safety; strategic planning and municipal governance; and K-12 educational entities. Seeking opportunities to pursue public service Manager or CEO positions – municipal or non-profit entities. In addition to the unique breadth of work, I have completed coursework for a PhD in an interdisciplinary program focused on the collaboration intersection between management of Government Systems and Ed Systems from Purdue University. This is supplemented by the completion of two master's degrees – one in Public Administration and one in Finance (completed simultaneously at a separate university during PhD program). A sample of these areas of expertise and experience include:

- City Management, ICMA Credentialed
- Executive Leadership Training Certificates
- Housing, Community/Economic Development
- Water District Deputy/IBM - IT Professional
- Multiple Executive Leadership Roles for Schools
- Water and Sewer/Infrastructure Management
- Finance and HR Management Professional
- Former Police Officer

Education

- **Purdue University, West Lafayette IL.** Coursework completed for PhD interdisciplinary program in education and government management, **2017-** (yet to complete prelim exams and dissertation).
- **University of Miami, Coral Gables FL.** Master of Science-Finance (A+), **2019**.
- **City University of New York (CUNY) – Bernard Baruch, New York NY.** Master's degree in Public Administration (MPA), 2012.
- **University of Miami, Coral Gables, FL.** Dual Bachelors - Major: Economics and Sociology (2005) w/eq in Applied Phys, Mechanical Engineering, and Finance. (Student Body President)
- **Miami Dade College, Florida Law Enforcement Academy, Miami FL.** Graduated top of the class. State Certification Exam Completed (Jan 1996)

Short-Term CM Turnaround Assignments | Sept 2023 – Sept 2024 |

City Manager
City of Palatka, FL | 201 N 2nd Street, Palatka FL 32177
Managed a city of 11,000 residents with $72M budget, 10 direct reports (incl City Attorney, Airport and Golf Course) and 144 city employees. Responsible for Full-service water front city - budget direct management and all services, departments, and city divisions.

Interim City Manager
City of Charlotte, MI | Charlotte, MI 49444
Managed a city of 11,000 residents with $20M budget, 13 direct reports and 122 city employees. Responsible for direct management of budget and all services, departments, and divisions of city. **Offered permanent CM position.**

PhD Research Assignment | Sept 2019 – Jan 2023 |

City Manager (Completed over 3yr Contract During COVID)
City of Muskegon Heights, MI | 2724 Peck St, Muskegon Heights, MI 49444
Research: Underserved Community with School District in receivership.
Managed a city of 11,000 residents with $15M budget, 7 direct reports and 77 city employees. Responsible for direct management of budget and all services, departments, and divisions of city.

Education Sabbatical | Jan 2017 – Spring 2022 |

PhD degree program, Purdue University, West Lafayette, IN Courses | Summer 2018 – Spring 2022 |
Master's degree program, University of Miami, Coral Gables, FL | Summer 2018 – Summer 2019 |
Consulting & Executive Member | January 2017 – Fall 2019 |
The Diversity Roundtable (Non-Profit) | West Lafayette, IN
Unpaid Non-profit Leadership and IDEA (Inclusion, Diversity, Equity, and Access) Consulting

City Manager Experience | Jul 2016 – Nov 2016 |

Deputy City Manager, Treasurer, and Acting City Manager

City of Walla Walla, WA | 15 N. 3rd Avenue, Walla Walla, WA 99362

Responsible for helping manage a city of 35,000 residents with $60M budget. I had 5 direct reports and 275 city employees. Managed all departments in Chief of Staff style Deputy City Manager role for 3 weeks. Served as Interim City Manager for 4 months with direct oversight of Latino Outreach, Parks and Recreation, Libraries, Human Resources, Public Works, Planning, and Police and Fire. Served as Deputy City Manager for only 3 weeks before manager went on emergency leave.

Served as Interim City Manager, terminated only when City Manager returned from emergency leave. Received positive support from Mayor and Council member, e.g., "I found him to be knowledgeable and a pleasant fellow to deal with…"

Senior K-12 Education System Experience | Feb 2012 – Jul 2016 |

Chief Academic Officer

Pathways / Legacy Academies | 302 E Linebaugh Ave., Tampa, FL 33612

Leading a nonprofit organization that manages with over 80 schools across the US with 24,000 predominantly poor and minority students to promote educational success and equity. I served as Superintendent of schools for academies in Michigan, California, and Florida. Responsible for developing and managing K-12 range charter schools. Led strategic and operational activities. Managed Human Resource, Curriculum and Instruction, Information Technology, Fleet, Facilities, Public Safety, Capital Improvement Growth/Development Plans, Libraries, and Recreation Programming.

Departed to accept another position.

Deputy State Director, Outreach and Legislative Advocacy for Florida | March 2013 – June 2014 |

StudentsFirst | Orlando, Florida

$10M operating budget, 5 direct reports and 2030 staff and volunteers, plus 2000 contracted FTEs. StudentsFirst was a grassroots political action organization dedicated to public education reform. I was a registered lobbyist, responsible for state of Florida community outreach; directed field staff operations across Florida and led social-media, paid media, and earned media campaigns. Managed statewide community outreach and Intergovernmental Relations at state, regional, and local levels.

Florida state entity was dissolved. Departed after funding was cut.

National Director of Governmental Affairs | February 2012 – March 2013 |

Charter Schools USA (CSUSA) | 800 Corporate Drive Suite 700, Fort Lauderdale, FL 33334

$70M budget. Across 16 states, managed 4 direct reports, 70 staff, and 55 contracted FTEs. Responsible for Economic and Business Development, market expansion strategies, advocating favorable legislation, and cultivating relationships with State and Local Legislators, Boards, Councils and Non-profits.

Position was outsourced.

National Urban Fellowship - Master's Public Administration degree program,
Baruch-CUNY, Manhattan, NY | February 2012 |

Municipal Management | Sept 2010 – Nov 2011 |

Assistant to the City Manager, Beverly Hills, CA

National Urban Fellowship Placement | 455 N. Rexford Drive, Beverly Hills, CA 90210

Responsible for 5-yr financial forecasting. Participated in developing multiple initiatives.

Major Accomplishments:

- Developed Bicycle Street Plan; Designed city-branded credit card program;
- Created the City's first 5-Year budget forecast; Created Employee Green Commuter Incentive Plan.

Relocated to Beverly Hills, received National Urban Fellowship. Fellowship completed May 2011. Continued to perform and complete projects for City until November 2011. Departed Beverly Hills when followship ended and my CM announced retirement.

Economic Development and K-12 School | Nov 2007 – Sept 2010 |

COO and Regional Director

New School Economic Development Program | 723 E 53rd St., Indianapolis, IN 46220

Responsible for developing new school concepts, school operations and school safety, capital improvement plans, and working with the Mayor's office. I located, helped arrange financing and purchase of land and helped to re-zone properties as needed for school properties. Managed project approvals, facility design and construction; vendor selection and management, procurement, facility maintenance and repair, inventory control, fleet management, transportation management, technology plan and implementation. Managed human resources, curriculum selection, student recruitment, community outreach, parent engagement and all State and Local government relations.

Departed after **3 years** to accept National Urban Management Fellowship.

Municipal Private Sector Tech Solutions | Aug 2003 – Oct 2007 |

IBM Public Sector Business Manager – Complex Solutions Consultant

IBM | HQ: Miami, FL and Smyrna, GA

Responsible for IBM business process solutions in State and Local governments, education, and healthcare sectors. Helped clients optimize systems and processes through strategic planning, organizational development, and designing technology workflow complex solutions (involving hardware, software, and services). Managed 50 Matrix-styled team reports and 1250 staff plus 25 FTEs of contracted staff. Helped staff Florida Office of Professional Regulations and Massachusetts Universal Healthcare Initiative.

Departed after **4 years** to accept new position.

Municipal City/County/Regional Water Experience | Jan 1992 – Jul 2003 |

Deputy Chief of Staff

South Florida Water Management (SFWMD) | Gun Club Road, West Palm Beach, FL

Held positions of increasing responsibility: Compliance Director (6 months), Public Works Director (2 years), and Deputy Chief of Staff (3.5 years). In my last role, I managed a budget of $1.07B, and federal/state grant processes had 4 direct reports with staff of 794. Was responsible for the Board's annual gala, all operations of the Board's intrastate meeting rotations, and multiple departments: Public Works; Budget and Finance; Procurement; Clerk's Office, Board Agenda and Board Operations and Business Management; Project Management Office; Emergency Management and Disaster Response.

Departed after **6 years** to accept new position.

CSO Federal Consent Decree Portfolio Program Director

Miami Dade Co Water and Sewer Dept. (WASD)| N. District - Interama Waste Water Treatment Facility

Managed $880M of work. My last role involved managing the Federal Combined Sewer Overflow (CSO) Consent Decree Program, which was high visibility, time sensitive, with multiple regulatory interests, and had ambitious MWDB goals. Prior to this role, I served as Public Works/New Construction Division Director for 3 years where I managed all new construction, engineering, renovation and operations for treatment plant systems and buildings.

Departed after **5 years** to accept new position.

Certified Sworn Police Officer | June 1997 – August 1998 |

El Portal Village Police Department | 500 NE 87th Street, El Portal, FL 33138
(Certified Officer until January 2004)

Selected Trainings and Certifications

- Univ. of Minnesota - Humphrey School of Pub. Pol.: Policy Analysis
- Univ. of Kansas – School of Public Affairs and Administration:
  - Performance Budget 2.0
  - Police Professionalism and Social Equity
- Duke University – Sanford School of Public Policy: Sustainability
- Syracuse U. - Maxwell School of Pub. Admin.: IBB Labor Negotiation
- University of Louisville – Legislative Policy Advocacy
- Southern University – Social Justice Advocacy
- ICMA Mid-Career Manager's Institute
- ICMA Gettysburg Leadership Institute
- ICMA Credential Manager
- Pi Alpha Alpha, National Honor Society for Public Affairs and Administration
- NFBPA - Executive Leadership Institute Distinguished Graduate

Professional Organizations and Affiliations

- International City/County Managers' Association (ICMA)
- American Public Works Association (APWA)
- American Society of Public Administration (ASPA)
- Council of Minority Public Administrators (COMPA)
- American Association of School Administrators (AASA)
- Vice President – University of Miami, BAS Alumni Organization
- FEMA - Long Term Recovery Cadre
- Local Government Hispanic Network (LGHN) member

Mobility Relocation Statement

My passion has always been a commitment to public service and a desire to find creative ways for a sustainable quality of life in the communities I serve. In pursuit of these objectives in local government, I have unfortunately run into multiple glass ceilings. To overcome these barriers, I have pursued additional education and credentialing in order to be competitive for a chance to work in an environment where I can learn and grow. Since completing the educational sabbatical to pursue the PhD, I have been afforded limited short-term chief executive roles in turn-around communities under the most difficult work circumstances. Please don't misunderstand these assignments or my NUF Fellowship in Beverly Hills as a lack of stability; as I want to return to municipal management, these assignments should be weighed against the long-term roles in my initial local government career. Thus, I am eagerly seeking a long-term role that will allow me to work with, and in, an environment that values teamwork and my knowledge and ability to further the success of the organization and its leadership. My family and are looking for a long-term engagement in a location, yet with growth challenges and learning opportunities, but that would allow my kids to finish elementary, middle, and high school without additional relocation.

JON BUMSTEAD
32ND DISTRICT
P.O. BOX 30036
LANSING, MI 48909-7536
PHONE: (517) 373-1635
FAX: (517) 373-3300
senjbumstead@senate.michigan.gov

THE SENATE
STATE OF MICHIGAN

February 14, 2023

To Whom it May Concern,

This letter is written in the recommendation of Mr. Troy Bell. As the Michigan State Senator for the 32nd Senate District, I have had the pleasure to work with and interact with countless municipal leaders around the state, but few measure up to what Mr. Bell has brought to the communities he has served.

For several years I have had to opportunity to get to know Mr. Bell and work hand in hand with him to serve the City of Muskegon Heights. Mr. Bell has always been a strong advocate for the communities he has served. In his previous role, he displayed an overwhelming commitment to the betterment of the community and found ways to make meaningful and lasting changes for those he served through his vast knowledge and connections.

Over the past three years, Mr. Bell has been a champion for the City of Muskegon Heights. During his time, Mr. Bell has never been concerned about politics, instead he has attentively demonstrated profound ethics and achieving the success of the community. As City Manager Mr. Bell secured millions of dollars in grants from all levels of government and secured partnerships to the city that would not have been considered without his leadership. With his leadership, the City has seen monumental changes in infrastructure, community development, and economic development in addition to the first new homes being built in the city in 20 years.

Mr. Bell's profound commitment to public service is not complete, whenever and wherever he is called, Mr. Bell will bring excellence and devotion to that community as he has done in years past. For these reasons and many more, I highly recommend you consider Troy Bell for this position.

If you have any questions, please do not hesitate to contact my office by phone at (866) 305-2134 or by email at senjbumstead@senate.michigan.gov.

Best regards,

Jon Bumstead
State Senator
Michigan Senate District 32

Recycled Paper

01/26/2023

Honorable Mayor and Council,
2724 Peck Street
Muskegon Heights, MI

Honorable Mayor and Council,

We respect your work to lead the City and appreciate you taking the time to read this letter of support and concern. As a Leadership Team, Mr. Troy Bell is crucial to our current potential growth and we are concerned for the City of Muskegon Heights. We all have worked closely with Mr. Bell over the last several years and have seen his commitment to excellence and growth in the City of Muskegon Heights. He has sometimes challenged our thinking and pushed us to move past antiquated systems to serve the community better. He has taken time to educate us on the pieces of the puzzle that will help our City grow and prosper.

Currently, the City of Muskegon Heights is on the edge of a critical transition on the road to success. If we miss our transition, we may not crash immediately, but we will run out of road. Unfortunately, as an underserved community, we must build our ramp to get on the highway. While creating our ramp to the success highway, there are corrections we are making daily in the ramp design along the way.

The engineer for our on-ramp to the highway of success is Mr. Troy Bell. He has the knowledge, skills, and abilities that are critical to finish building our ramp. In addition, he has the respect of the business community, which allows us to access things we do not always have access to as a City. He has built the relationships needed to keep us on the right track to reach a New Muskegon Heights.

There are multiple complex items in motion where Mr. Bell's skill set is critical. The blend of formal education, experience, and relationships he has developed gives us what we need right now to make things happen. With multiple projects just starting and new contracts being recently signed, his daily leadership and familiarity with our current status is essential.

As a Leadership Team, we feel that the retention of Mr. Troy Bell is critical to our current success as a city. We are concerned about the disruption that Mr. Bell's leaving would cause to the City of Muskegon Heights. The team works daily to ensure the functioning of the City alongside Mr. Bell. His support helps us accomplish the business of the City. The absence of Mr. Bell will make our work much more difficult for our small team, not to mention fractured by his absence. Several key projects could prove vulnerable, in lieu of his departure, including one critical project, like the $7 Million-dollar water project that just kicked off which potentially could fall apart.

We ask that you consider all available options a, including short-term contract to keep us heading toward the highway of success.

Respectfully,

Maurice Sain
Police Chief

Karey Morrow
Chief Building Official

Carolyn Cook
Community Development Director

Christopher Dean
Fire Chief

Khi Guy
Deputy Public Works Director

February 2023

Most Honorable Members of Council

I am the current and presiding Mayor of the City of Muskegon Heights. I was a member of the original Council that voted to bring Mr Bell to Muskegon Heights and I would be the first to sing his accolades in recommending him for any position for which you may be considering him.

Mr Bell has a tremendous background, and I am truly sad to see him leave. His work in much larger cities and larger communities is exactly what we were hoping would turn our community around. He began by steering us through the difficulties associated with addressing the extraordinary COVID contamination rates in Muskegon and helped us handle the respective regulations. He managed the City through virtual and in-person charrettes, the creation of the 1st Downtown Vision Plan, the revamping and restoration of the Downtown Development Authority (DDA), the creation of the 5-year Recreation Plan, and the first operations lease to restore our Mona Lake Park lakefront pavilion facility. Troy created the Reserve Police Officers' program to address the huge overtime expenditures incurred by the police department, while also positioning the City to recruit officers from the community for the 1st time in 20 years. He also incorporated a fleet management program vendor, "Enterprise", that assisted the city in the replacement of all its vehicles (some dating back to 1990) and created an all-new fleet that capitalizes on lower gas costs, lower maintenance costs, and higher resale values as a means to save the City money.

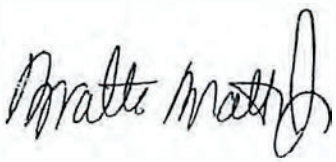
Troy Bell was the architect of the Reaching New Heights Plan (RNH). This plan began with a Council policy focused on the steps necessary for the City to keep *residents and seniors* from losing their homes. It allowed the City to exercise its right of refusal on foreclosed property and make those same properties available to residents for purchase or for homeownership rehabilitation. RNH included a documented commitment by residents and others to fashion these homes for resale within 2 years. It also required, as never before, that property purchasers keep the properties clean, acquire the necessary inspections, and offer a "Bridge" for renters to become homeowners - downpayment assistance, credit repair, and homeownership mentorship for 1st-time home buyers. The RNH Plan was the umbrella for this program; it makes homes attainable and available through Mr Bell's grant funding from the State Housing Authority.

The programs he has created and the enormous amounts of grant funds he has shepherded into Muskegon Heights are designed to finally establish our downtown as a destination. The vision for this destination leverages the donation of new public art and a new skating/splashpad facility in the park – all grant funded. He worked to create a bike-share reservation process at our downtown library, so residents and children without bikes could enjoy cycling in the summers. Mr Bell understood that the Councils Vision of prosperity meant that he had to figure how to take care of the most vulnerable, the senior citizens, the children, and the least of the community - all while saving the city money. Amazingly, he was able to accomplish this feat. Troy coined the phrase in the community that we *"cannot favor profit over people"*, realizing that by investing in all people and businesses, we can revive the whole community.

Mr Troy Bell's resignation is inevitably a huge loss to the City. Bell is ethical, courageous, disciplined, and a tremendous hard worker, yet he is easy going approachable, humble, and friendly. He is the kind of person that collaborates well with staff, the leadership team, and stakeholders and the type person you would want to lead your organization! He has my unequivocal endorsement and recommendation.

Sincerely,

Mayor Watt



February 2023

Honorable Commission Members

I would like to take this opportunity to offer my strong support and recommendation for Troy Bell. I have known Mr Bell for several years now and I have known his family for many more. Mr Bell has been a beacon of class and integrity in all my interactions with him. As I review the numerous accomplishments that he has accomplished in his most current municipal role I cannot help but be impressed. Mr Bell has done more for the community than any individual I can think of in the last 20 years.

I was in all honesty quite surprised when Mr. Bell chose to take on the role as City Manager in this community, given his many accolades prior to coming to the Muskegon area. I understood the importance of this community to his research and study and I understood the closeness this community had to his spouse's childhood home not 50 minutes away. I however did not realize the overwhelming commitment Troy had to the pure practice of public service. In my many informal and even personal conversations with Mr. Bell, he has shared his deep passion for making the spaces where people live, meet, greet, share and grow the type of spaces where people can enjoy themselves, feel happy, prosperous, and fulfilled. As a testimony to his work – Troy lives his mission. He is always available to the people; he is always warm, friendly, welcoming, approachable, and even-keeled.

As a community within my jurisdiction, I have had the pleasure of watching Mr. Bell closely and see the relationships that he has poured into and developed over the last 3 years. I can say he has not been concerned about politics; he has been focused on demonstrating profound ethics and achieving the success of the community. He has built numerous non-transactional relationships with the wide range of stakeholders in the region. Change was not coming to this area without a sense of stability and a keen respect for his ability to create a sense of expertise and experience that can professionally manage a community. Please know that no one can outwork Troy and he brought all of that and more to his community – proof that the work he has done in the past is veritably extraordinary in its own right.

I can say that due to Mr Bell's sincere commitment to his community and his work, the City is the recipient of millions of grant funding that otherwise would not have happened in that community. The City is cleaner and safer, the City is more secure, much more stable, and healthier. The organizational processes are streamlined and more transparent. Roads ae being paved, lead service pipelines are being replaced, the first new houses are being built in the past 20 years, and economic development is underway in multiple sectors of the community.

For these reasons and many more, if you are considering Troy Bell for your community or organization, I highly recommend him to any position.

Marshall D. Cook

THE SUNRISE CITY
FORT PIERCE
Florida
HUMAN RESOURCES DEPARTMENT

Candidate Questionnaire

Candidate Name: Troy Bell

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: **See attachment**
    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.

2. **Why are you interested in pursuing this position?**

Fort Pierce was within the jurisdiction of the government agency for which I previously held a leadership role. During that time, I had an opportunity to visit and spend time in the City and see its potential. I was initially interested in this role because as a leader, I relished the chance to return and work with the Commission to tap into the very same great potential I saw in this community and this city. But as I dug deeper, I found there were many more reasons why I desired to pursue the chance to lead the City under the guidance of the Commission. **Geographically**, i.e., I am naturally drawn to the mid-size of this community that serves as the County Seat, is in close proximity to urban areas, and that yet offers a connectedness and active community feel. I have had the good fortune to manage coastal communities and understand the unique impacts and challenges. Also, since I have an Elementary School-aged family, I am seeking an area with quality school options, where we can find a home that will serve our family at least until our kids graduate from High School. This area would be a great environment for raising our young family. And, it is also in a great proximity for my wife who is a University Dean, because the location is prime to give her easy access to multiple opportunities with many various Universities that have already expressed interest in her joining their academic team. And given my career in management was previously centered nearby, it seems only apropos that I might have the privilege to manage here and make a difference in the future of this community..

Organizationally, I am also interested in this role at Ft Pierce because of the specific challenges facing the City and the organization.

Ticking off the key challenges stated in the recruitment: transparency and accountability – I have been under the microscope and have repeatedly chosen the ethical route even when it meant the threat of losing my job. Regarding policing, my approach to changing the focus of law enforcement is informed by community engagement and personal hands on experience as an officer. Successfully dealing with budget constraints and the need for new revenues sources is reflected in my track record on grants and working on the continuum from resource rich to fiscally distraught communities and having the resourcefulness and resiliency to chart an innovative path to thriving vibrancy from conflict and financial discord. I am experienced in hiring, retention, and labor negotiations. And through uniquely effective community engagement, I have created some of the most innovative Attainable Housing initiatives and Economic Development plans/programs tailored to the communities I served. And finally my experience developing effective evaluation systems and standards, redesigning job descriptions and rightsizing compensations has led to high performing operations and exceptional employee performance under difficult circumstances. In short, I am an Engineer, former Police Officer, with construction management and neighborhood/community development experience and expertise who has a love for people and solving difficult problems. I have a Master's in Finance. I not only have experience in *each* of these areas but I also have been extremely blessed to achieve success by skillful consensus building and community collaboration.

Professionally, I want to be one of the architects, leading the very solutions the City is looking for to ensure a vibrancy that generates revenue and supports creating more and better services for the community. Leadership entails an almost intangible quality where you feel a drive to apply your knowledge, skills, abilities, and expertise in a way that represents transformative change. Public service is doing *that* in a way that makes the lives of people better. I am seeking the chance to build a team, and to be a part of the team that has ground-floor influence on the development of programs, policy, practices, and structures that address the most difficult issues for the City, based on the Commission's vision. This is what makes me excited about this position, and as I fancy leadership as one of my qualities, like any truly dedicated public servant, I am inspired by situations where I have the *specific* tools and experience to make a difference – ultimately to leave what I find better than when I found it. So because I believe I have the necessary talents in the areas the City may need the most, I know I can have a positive lasting impact here, and so it follows then, that **this is precisely where I am interested in being**!

3. How would you describe your management style?

I would describe my management and leadership style, as forward-thinking, principle-based, team-oriented, hands-on, strong, servant-leadership. I am one who believes passionately in the value of investing in, and building, genuine, authentic, non-transactional relationships with staff and stakeholders. My approach to leading is open, engaging, friendly, good humored, and consistently invoking of a sense of calm, yet action-oriented demeanor. Though I hold staff accountable, **I don't "work from behind a desk"** and yet I don't micro-manage. I believe my expertise and success in a wide range, allows me to add value in communities seeking assistance from creative, innovative, bridge-building, systems and process operations managers. As a skilled generalist, able to rise above criticism yet listen to input, I have a commanding depth in the key areas identified. My passion for challenges drives my eagerness for rounded continuous personal growth; it spurs **my desire to create a positivity that invests in staff development and mentors growth**. As a mantra, I strive for both – to be a great manager who must maintain organizational stability, while always raising the bar in customer service, and to be a great leader who must embrace the value of change, build on current success, and address acute deficiencies. And as I stated in my cover letter, it is my brand of management to become an active part of the communities where I manage. A good Manager wants to "eat what they cook" (perse); I believe they cannot be a leader of a people that he/she does not know and understand. Transparency and accountability begin with being visible and accessible. This has opened the door for me to become excellent at consensus building, engendering collaboration, driving economic development, human resources, and fiscal budgetary responsibility and management.

But my candidacy is more than what I have done, it is also **so much more about who I have grown to be!** Through a career of success and limited setbacks, life has taught me how to manage and to lead, but not to be afraid to seek input or assistance. I have experienced and overcome considerable adversity and many instances where I had to face down gross untruths with grace and fortitude. In this process, I have learned how to garner and exhibit the resilience needed to get up, dust myself off, only to grow stronger because of the learning experience. This is the spirit I endeavor to impart to the staff and community I serve through the programs we deliver. This is the edge that I feel enables me to be more effective than most other candidates. I have worked to become a skilled communicator, effective at collaboration, and

successful at developing strong inclusive partnerships with staff and colleagues. Whether managing hierarchical or matrix-styled organizations, I lead my employees with integrity and "all-ways" value internal/external stakeholders. And my approach to management is always open, engaging, friendly, good humored, and continuously invoking of a sense of calm, action-oriented demeanor.

My commitments to building non-transactional relationships, transparency, accountability, consensus building and collaboration, and a desire to work as a thought partners with the Commission will help me in fostering a positive relationship with the Commission. My even-keeled demeanor will serve to engender confidence in my knowledge and ability to perform under stress. I believe my experience with adversity shows a quiet courage to face obstacles with dignity and determination. And I believe my style of openness and approachability will allow me to provide guidance without stepping on toes, and permit me to engage with my staff in dialogue to support a focus on coming together as a team.

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

Through reading, ICMA credential training, and experience, I have learned how to promote positive work culture in my local government roles by operating with compassion and clarity. James Q. Wilson argues that clarity is crucial to a successful organizational culture. A lack of clarity comes from a failure to understand the organization's critical activity (reason for being). I have worked effectively to address clarity by ensuring that my organizations have a clear and easily articulable Mission, Vision, and Value (MVV) ethos. This ethos should identify the critical activity, gain consensus on how that activity is to be conducted and ensure that the resources are there for staff to be successful in achieving the activity. With the MVV foundation in place, I revise job descriptions to align with goals and objectives and implement 360-degree evaluations to provide constructive feedback to encourage improvement and not punitive assessment. We focus on team and teamwork as the best means for achieving our goals most efficiently – success and failure rests with the efforts of the team to succeed. Based on MVV goals my team and I are intentional about identifying exemplary effort, recognizing it, and rewarding it. People want to be seen for the work they do and appreciated for it as well. Compensation studies ensure that we are competitive for the objectives we are asking staff to accomplish. Yet, a "thank you" can go a longer way toward letting employees know they are appreciated. All these factors come together to create a positive work culture, and such a culture is attractive to hiring great staff for the right fit in the organization with regard to extraordinary team culture and exemplary work competency.

That said, *Hiring* starts with a robust HR department, with an innovative on-boarding system that emphasizes developing the right culture and hiring the right person for that high performing organizational culture based on the comments above. Identifying staff with the right culture and shadowing those persons should be a part of the on-boarding process which should also offer a chance to rotate throughout the organizations multiple departments. This assists in cross training which is the ultimate foundation of succession planning. *Discipline* should be managed through a progressive process that is built on revised and clear job descriptions (aligned with any relevant contract), clearly defined career tracks, and a 360 degree evaluation system (supers, equals, resident feedback, subordinates) that defines strengths and weaknesses and designs training goals and means. An employees failure to meet that should be met with clear communication and the opportunity for correction and if necessary a PIP. Job descriptions should be aligned with the strategic plan process mappings for each department and each process and clearly supporting the MVV. These process maps should be referred to in any PIP as a means of tying expected performance back to organizational MVV/goals so that all disciplinary efforts are actually continuous improvement efforts to achieve higher productivity. Any unfortunate terminations are an articulated aspect of high performance efforts. *Ethical* violations cannot be tolerated and the policies must be written to reflect that. Policies should require that employees take affirmative action to comply with ethics requirements on a regular basis and failure to do so should be deemed a violation of ethics protocols and addressed accordingly. *Labor relations* should be tied to organizational goals and must be build on clear expectations, transparency, and mutual accountability. As a former labor representative myself and having negotiated numerous labor agreements, I have had tremendous success in labor relations with honest straightforward relations before during and after agreements based on repeated references to clearly defined organizational goals. My philosophy is that Organizational Goals cannot be achieved without organizational health and the health of the organization depends on how well the agreements we make are tied to organization's goals and well we do in sticking to those commitments. *Performance Evaluations* (and respective evaluation criteria) have to be

clearly and graphically tied to organizational goals, have to be done timely, have to be meaningful, and have to be constructive in their use with a primary focus on how to enhance productivity.

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

My Budget Mechanics: The city must operate within the budget constraints and each month the Commission should receive a "budget-to-actual report" and I like to also provide a listing of all expenses (checks written or charges to accounts) for the previous fund month. Upon review by Commission, this information should also be published on the city website for budget transparency and accountability.

As a budget is a projection of expenses and revenues, Finance will need to create for each Departmental expense and revenue category, a reliability factor in the form of a percentage (%) to be presented to the Commission that indicates (based on the factors known to the staff) whether the budgeted amount is projected to be accurate or not at years end. When and if a expenditure is out of order (unless otherwise required - depending on city purchase and budget policy) then it should be presented to Commission for a modification to the budget to be voted on and accepted by the Commission. If we/staff expect shortfalls in revenues (or unavoidable unexpected expenses) then I provide a plan for Commission consideration and approval to address options for necessary temporary or permanent changes in expenses for the remaining annual budget period – reductions in programs, purchases, or staffing broken down with a statement of non-optional "must pays" verses optionals.

My Budget Philosophy: The budget should reflect the will, priorities, and objectives of the Commission and based on projected revenues should identify what CIP projects should be undertaken and what expenditures should be executed to carryout programs and services. The budget should be a further pronouncement to staff on how to, on a day-to-day basis, execute the strategic plan and achieve the annual goals and objectives of the Commission in service of the community based on the City's Mission Vision, and Values.

To consider how to identify new revenues, new revenues can come from new categories of revenue, new sources of revenue within existing categories, or increased amounts in exiting streams of revenue. I would work with Commission, community stakeholders, chambers of commerce, and finance to conduct and review trend analyses on existing revenues and revenue categories to identify the performance over the last 3, 5, and 10 years juxtaposed against any known shifts that may have affected the economy permanently or temporarily. The analysis must identify key sources of revenues and assess opportunity/threat margins for expansion. Generally speaking, utilizing my background in grant writing, acquisition and management, I would look for grant opportunities from federal and state agencies and federal and state legislative actions. I would look at the appetite for public safety funding initiatives and temper any efforts to increase revenues with the installation and/or review of performance metrics to articulate cost benefit productivity assessments. Within the realm of economic development, I would engage discussions with stakeholders on the development of new industry – retail/industrial/attainable housing – to determine the potential for marketing and incentives that may include renewable energy sources, the formation of colocation micro industries suppliers, and EVTOL opportunities. Other options for dialogue are around any reduction of income that may be associated with the City as the county seat. How does that impact the property tax receipts within the city limits. Finally, though not truly revenues, but there may be new opportunities for significant reductions in cost or expenses that may be achieved through innovations approaches in waste management - collection and handling, reduction in City fleet costs (fuel, vehicle, maintenance), reduction in electrical usage or pursuing methods for dampening electrical usage spikes to lower pricing tiers.

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

As the city manager, as measure of my experience is grounded in having been responsible for the success or failure of all organizational initiatives. This was a natural transition for me because of my hands-on personal exposure working in almost every discipline of municipal management. It was very much like in the military going from company grade officer to a field grade officer with knowledge and experience in all the tactical functions required to execute a field level event. As with a field level event, a city operates with limited resources and as such there are always competing demands for resources.

In an organization or community, as a new leader I have learned, in order to most effectively and rapidly improve efficiency and customer service, I start by listening. I listen to the Commission, to staff, to the residents, to stakeholders, and to the Data. Listening is a segue to more generally surveying staff and the public on services and issues of concern. From the listening feedback I begin to learn the organizational perceptions (internal and external), needs and realities. Working with staff, I perform an initial quick and dirty abbreviated SWOT analysis, to identify and understand the key weaknesses or threats to baseline operations. This gives a swift assessment of what to prioritize and where to reallocate resources in order to build resiliency in the baseline operations of the City. At the next step I work with a broader group of staff, leadership team members, and stakeholders to perform full SWOT analysis that includes process mapping for all city processes and services. It is here that we collectively look at 4 basic areas - Staff Levels, Facilities (Attributes/Conditions), Vehicles and Equipment, and Operations Org Structure Process/Systems/Practices. The resulting full analysis yields priorities required for resources needed to maintain *baseline operations*, priorities requiring resources needed for *changes in state* required to meet annual immediate goals and objectives, and demands for resources that are not aligned with short-term (annual cycle) goals and objectives. This becomes the foundation of the strategic plan.

Once all city processes are mapped, we identified trouble spots affecting performance inputs and outputs. Based on the SWOT process mapping initiative, we create a strategic plan that aligns all other existing plans (Rec, Comp, Eco Development). It identifies missing plans, or where existing plans conflict. When existing plans that were created prior to my arrival conflict, this is where I seek guidance from the Commission on how to remedy those conflicts with the strategic plan. In addressing the necessary demands to meet critical and short-term priorities I rely on the Leadership Team. Once the strategic plan is established and any immediate conflicts resolved, I like to develop a team of front-line staff who can meet on a periodic basis with the leadership team to help monitor processes and the strategic plan and determine if the plan is optimal or needs to be amended. I also developed a dashboard to assess performance against metrics that are mutually agreed upon by Commission, staff, and the community. This performance data then gets published to the City's website for transparency and accountability.

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

At the start of and through COVID, I led the charette process with city staff, residents, and councilmembers to create the innovative and comprehensive Reaching New Heights Initiative. This 2030 Vision project based on a Target Market Analyses ($240K housing and retail study I grant funded) incorporated a 2 part Economic Development Plan (Downtown Development Revitalization Plan and Industrial Development Plan), a Public Art Plan, an Attainable Housing Plan, and a state of the art Mobile App Communication Plan, and a Funding Plan.
(The Downtown development plan can be seen on-line at

As a result of the Charrette Process I was able to acquire the funding to perform the charrette and just over $51M (as part of the funding plan) in grant funding, $11M via ARPA, $12M of which were through direct legislative action and $28M through competitive applications through state and federal agencies. As part of the Downtown Economic Revitalization Plan, Economic Development funds were allocated to address renovation and restoration of key downtown properties, the central parks and badly needed road infrastructure for the purpose of attracting business and retail enterprise to the downtown. Using the historic theatre and the adjacent central park as the anchor for restarting the downtown, funds were identified for both facilities located on the main street just a block from City Hall. Funding was also acquired to study and develop a second and more modern industrial park area on the edge of town.

The Industrial Development included infrastructure funding for 10G highspeed industrial fiber optics and the new water and sewer infrastructure designed to incentivize a micro digital economy to augment the burgeoning recycled battery practice, the manufacturing of solar shipping containers, EVTOL and vehicle charging station and equipment, and the assembly of solar farm equipment. Ancillary funding was also acquired through the state economic development agency to support the revitalization and renovation of the City-owned waterfront park and facilities. This included upgrade of facilities the installation of water front restaurant and the creation of a water park amphitheater.

The Public Art plan was initiated with the $400K donation of a 12' Bronze statute installed in the central down park followed by funding for an adjacent splash pad. Additional funding was acquired as seed funding for

additional visual art installations, fireworks shows, as well as, for downtown entertainment music and movie productions during the summers.

The attainable housing plan addressed the community concerns about gentrification by targeting the transition of existing long-term multigenerational renter residents to home owners through the Reaching New Heights Housing program. 25% of all land within the jurisdiction was municipal owned and the plan made that land available to developers at a reduced cost if they would prepay the taxes and keep the property clear of debris during development and commit to 3 primary requirements – provide access to downpayment assistance, credit repair, and home ownership mentorship for up to 3 years at no cost to the buyers. This was an innovative approach to reducing the barriers to home ownership purchases also mitigated the force of gentrification displacement and helped to maintain the fiber and character of the community during this economic and property growth. This plan also served to create new homes and thus new customers for the failing and grossly underutilized city owned water treatment facility which was operating at 20% utilization and a stagnate customer base.

Finally, to augment transparency and accountability we beta tested a state of the art **mobile communication application**. This App was pushed out to every household receiving water in the city and ostensibly gave the city direct access to communicate with each active household in the city. It also gave the residents the ability to communicate with the city from their phones and for various organizations throughout the city to communicate with each other through the app. We leverage the App keep residents and stakeholders up to date and to communicate the status and progress of the charrette and the resulting Plans developed from the charrette. The App allowed for users to be able to pay city bills at a discounted rate and earn rewards as a result of the usage of the App for shopping or purchases in the city or for visiting city owned sites. Also the budget and other key information was pushed out and made available on the App. Residents could see the monthly "budget to actuals" and expenses, as well as the status of any workorders or service requests submitted.

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

I started in the role as city manager 3 months before the COVID crises hit which was particularly difficult for me as a new manager new to the community. It was difficult because it did not give me a chance to get to know the community or for the community to get to know me. The City was in dire need of change and improvement and in order for change to be successful the stakeholders need to want change and feel there is no way but up or have a level of trust in the leader's ability to implement successful change. In the community I served there was a significant portion of the population that had resolved that life was hopeless and thus had no inherent desire for change, but among those who desired change in order for them to trust me to led that change they needed to see me and get to know me. COVID made that almost impossible, especially considering my style of leadership is based on building consensus, engaging community and stakeholders and inspiring collaboration as a mechanism for joint problem solving.

When COVID hit, just less than 3 months into my tenure as Manager I was barely grasping the routines practices and process of the City and with no permanent Finance Director in place I had a very small insite into the financial difficulties of the city. As the virus spread and incidents were reported the county emergency management mechanism reported that the highest incidence of the virus appeared in my community. Though our population was less than 1/8 the population of the county, we reportedly had more than 10 times the County's COVID incidences. As a result, I had to make the difficult choice to enact the City's first City Manager directed state of emergency. This state of emergency by ordinance discouraged residents from non-critical travel and enforced a curfew on late-night non-adult travel. It closed city hall to public engagement and also closed city facilities. The state of emergency per statute too effect immediately and was subject to reauthorization by the Council after 14 days. The Council reluctantly reauthorized the state of emergency at the end of the 14 day period. Unfortunately during the State of Emergency residents were still gathering at the parks and at the basketball courts specifically, I was forced to have DPW remove all rims from the parks. As we progressed through the horrible effects of COVID, the number of incidents in my community fell to an amount that was more in alignment with the population proportions in the county and surrounding areas.

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

I try to ensure the highest levels of transparency and accountability through the development of a comprehensive **Communication Plan**, as follows…

- Key elements of the plan that ensure transparency are the implementation of a **published workorder management system** that is built on the City's asset management program. By utilizing a work order management system, we can develop metrics and assess performance that enhances accountability. To achieve greater transparency stakeholders must have the ability to submit work order requests and track the status of those requests against the condition of the assets or services in question.
- All service interactions with stakeholders (Police, Fire, Public Works, HR, Planning, Parks) should come with or give the opportunity to stakeholders to provide **digital or manual feedback surveys** on the quality of that interaction. This helps to create greater accountability for increased quality in customer service and assess staff performance on the backend.
- I use **digital newsletters** sent via signup and email lists that highlight activities by the city on a weekly basis.
- I use a **project management software** accessible by staff organization-wide to keep staff on the same page with the status of projects and initiatives.
- **Regular staff meetings** for key progress updates, dissemination of information, and problem-solving purposes. I share my schedule and calendar with staff, Commission and the Public so that my actions are as transparent as possible.
- Enhanced efficiency and effectiveness in service and the productive use of stakeholder revenues should be the target of every manager. Citizens should be able to see that and track it through budget to actual reports published to the web and through check registry expenditure reports. I achieve the highest level of transparency and accountability through the implementation of the **Mobile Communication App** mentioned above. Giving stakeholders access to direct validated 3-way communications and targeted/Geo-Fenced data helps keep residents informed, helps keep the application and information relevant, and helps the city stay attuned to the thoughts and feelings of the stakeholders in as structured and protected format, unlike most social media platforms
- Under a comprehensive communication plan, we also must provide for those who may be on the **other side of the digital divide.** To the extent that funding is available I like to use monthly print newsletters pushed out to various outlets, postcard mailers, and regular unearned media publications run through the local news outlet. All publications should be sensitive to the need for *translations or the use of multiple languages* based on the desires and needs of the Commission and the community.
- Another way to augment both transparency and accountability, is by providing a **weekly call in radio show** to talk about the city – post and upcoming issues or activities.
- It is also important **for me and my staff** to be active and **visible in the community.** For me that is by family involvement and presence at activities such as *Rotary, Kiwanis, Chamber etc.* By being accessible and visible, stakeholders have an opportunity to engage with the manager and staff directly and also to gain a feel for who I am on a personal level. In the beginning, I schedule a *weekly public Coffee Meetup*s that after the initial greetings then becomes a bi-weekly activity. I also like to meet regularly with community leaders or other area CEO's - typically this has been achieved through the use of *monthly luncheons.*

10. **Please describe your experience working with unions.**

I was a union representative when I was an officer which gave me my first insight into the labor negotiation process. Subsequently I was a lead team member with the City of Beverly Hills in the negotiation of labor agreements with the City's employee associations. As the Chief Academic Officer (School Superintendent) I worked regularly with teachers unions on contract issues. Working as a city manager I have managed close to 20 labor unions and negotiated as many agreements and renewals over multiple years. I have worked with the transition from volunteer fire to professional fire and organizations where there was a hybrid professional/volunteer contract. I have also worked with dedicated public service millages as part of labor union contracts.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department?

In all of my management roles I have had oversight of the police departments and I have been blessed to leverage my experience as an officer to help mold the nature of the departments and how we serve and protect our community. I believe that many of the more recent chiefs ar respoinsive to the challenges of policing today and thus have a shifiting perspective on how policing appropriately should be and can be accomplished. I see my ultimate role as a manager as one who is responsible for ultimately achieving the role of government to endear a sense of safety and security among residents and to protect the rights of residents to hold and maintain property. (In a larger conversation with my police colleagues, this requires a more thoughtful introspection of what that means for the rights of segments of the population who don't own much and verses the rights of those who do own much) Safety , security, property rights are the foundation of economic development, but that cant be at the cost of an empowered constituency. The two are not mutually exclusive. That said, the question becomes how can we, the manager and the police department leadership, best achieve the goal set for a sense of safety and the protection of rights?

I challenge the department and the leadership to consider (if not already) a new mindset of policing where the tactical objective is not compliance but safety and protection. This requires a shift in culture where the focus is on how to care and serve the community and not how to control and subdue it. We have to be selective in who we recruit to law enforcement and ensure that their desire is similar to that of social workers, teachers, medical professionals, and social engineers who focus on how they can give to the community they serve and not on how to lord over it. I challenge the concept that simply "browning a department" creates diversity of thought and action, but rather does not necessarily achieve that goal of diversity. I challenge the department leadership to assess how the processes and practices may discourage officers who have the right culture and mindset from continuing to exhibit that commitment. We have to realize if the system is unfavorable then anyone placed in that system can experience an undesirable change in mind set. The focus must be on finding people in and around the community that are committed to caring about the whole community and showing how law enforcement is a viable path to achieve that desire.

Some constructive measures that I pursue in order to accentuate those thoughts, include data mining calls and responses and locations to assess practices inputs and outcomes.

- I look at equipment and vehicles to support better and more refined recruitment for officers that desire to invest in community.
- I look to develop incentives for local hires who live and work in the community. I look to send local residents to the academy who commit to a minimum stay at the department, rather than hiring lateral transfers who are detached from the community.
- I seek the grant funding necessary to balance the cost disparity of local hire academy sponsorship verses the hiring of lateral pre-certified officers.
- I look to increase the community oriented policing measures like bike patrols, enhanced visibility, and having the department work closely with local schools and school teachers who have the pulse of kids, families, and parents in the community.
- I look to use PAL and officer initiated reading programs and other school engagements to achieve that.

- I look to create a base level requirement for college education as a means to assess the commitment of officers to lifelong learning and know they can navigate processes like college that is bigger than themselves.
- And I look to establish reserve officer programs within the department where fully trained and certified officers are able to work for the department as low cost reserves for a minimum period of time in exchange for sponsorship in the academy while they maintain primary employment elsewhere. This attracts officers who are not sole dependent on law enforcement as revenue source rather than a commitment to serve.

It is my policy to meet personally with all new hires in public safety. I realize that there are two professions that are the most visible and present in the public eye of a community and that is police officers and teachers. Thus, I expect public safety personnel to see themselves as the ambassadors of the city. So, I regularly meet with front-line officers and police leadership to listen, understand the challenges, and reiterate the vision of policing that I expect to mold the department to achieve an improved approach to policing. My credibility in this capacity does not come just from being a former officer, it comes from being present, accessible, and an active listener.

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

The answer to this question goes back to the importance of connecting with the community and seeking consensus and collaboration. Communication, transparency, and accountability as designed above will help ensure that the services are reflective of the needs of the community. But I believe we have to take step further and assess our culture and our operations to be certain that we are Inclusive to all, that we value Diversity in thought action and persons, that our systems and process work to ensure Equity, and that we are mindful that we provide Access to all for all we do and own especially when it comes to meeting the needs of the otherwise-abled (IDEA). The "Good IDEA" should be an element of the Strategic Plan and should be woven through all the city's process, practices, policies, and services. I have worked tirelessly with municipalities, police departments, and other entities providing consulting services to assist in developing the concept of Good IDEAS through their organizations and it is critical aspect of my dissertation learning teaching and research.

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

As I alluded to above, I do not manage from behind a desk. When I engage in a new leadership role I begin with a listening tour. I meet, greet and listen to learn the pain and pleasure points of city services as perceived by the stakeholders. I learned from IBM that to do my job well I must understand what keeps mu customers up at night. I plan therefore to meet with and engage with the community – as a person, in and outside my role as a manager. I believe passionately as I mentioned in my cover letter that it is important here as in any honest relationship to **"invest[ing] in, and build[ing], genuine, authentic, non-transactional relationships with staff and stakeholders. Trust starts there - when and where folks can see and know that you care."** In order for us to be the most successful, we must build a consensus and that begins with trust. When people trust that may not agree, but they are more likely to give you a chance and less likely to obstruct initial incremental progress.

In addition as I mentioned earlier, I will continue the engagement and accessibility through radio, other communication, transparency and accountability, and regular opportunities to have coffee. But most importantly, I intend to maintain regular and direct accessibility via coffee, breakfast, or lunch and regular town hall meetings with staff and stakeholders.

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

My general approach to Economic Development is touched in response to the questions above. However I would add that Economic Development depends on stability. A comprehensive plan for development will not attract investment if investors are not made to fee hat there is a level of consistency backing that Plan. For a developer to put equity at risk they must be able to calculate risk and subsequent expected return. Where there is volatility, it is difficult to predict a reasonably accurate return and thus developers steer clear. I would work to re-instill confidence in the economic

development with an emphasis around a level playing field that can only occur with a Credentialed Manager committed to ethics, character, and market equity.

With this in mind, I will look for opportunities for growth in land use, the attraction of retail and industrial development, and leveraging the coastal aspects of the community leveraging the opportunities afforded by the City's several harbors. I would like to see this guided by market research on retail, housing and industry through a credible research firm, and engagement (and where possible, partnership) with the County and its economic development designs. I also expect to work with the legislature and lobbyist interested in the development of coastal communities as a common interest and objective of State associated tourism. All of these initial thoughts on economic development including, as I mentioned above in response to new revenues - to determine the potential for marketing and incentives that may include renewable energy sources, the formation of colocation micro industries suppliers, and EVTOL opportunities - contemplate the creation of jobs and revenue sources for the City.

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?

Despite my various tussles with some mean-spirited and often misdirected press (which you will see from previous positions in the press), my job performance has always been documented as exemplary, with an uncompromising commitment to ethics and forthrightness. Simply put – Do the Right Thing… even when facing personal peril. Though politically astute, my uncompromising stand on ethics has unfortunately placed me at odds in some of my previous roles. As such, I'd like to share with the hiring team that I am happy and committed to addressing any issues or questions until they are resolved to the team's satisfaction. Yet please realize, as a person of character, my policy is not to prosecute reports of media or former employers' ethical conflicts in the news or other public formats. This is why I believe the rest of the story to be of critical importance in these application processes.

Short-Term CM Turnaround Assignments |Sept 2023 – Sept 2024|

City of Palatka, FL | 201 N 2nd Street, Palatka FL 32176
City of Charlotte, MI | Charlotte, MI 49443

PhD Research Assignment |Sept 2019 – Jan 2023|

City of Muskegon Heights, MI | 2724 Peck St, Muskegon Heights, MI 49444

Education Sabbatical |Jan 2017 – Spring 2022 |

PhD Purdue University, W. Lafayette, IN Courses Only | Summer 2018 – Spring 2022 |
Master's Degree program, U of Miami, Coral Gables, FL | Summer 2018 – Summer 2019 |
The Diversity Roundtable (Non-Profit) | West Lafayette, IN

City Manager Experience |Jul 2016 – Nov 2016|

City of Walla Walla, WA | 15 N. 3rd Avenue, Walla Walla, WA 99362

Senior K-12 Education System Experience |Feb 2012 – Jul 2016|

Pathways / Legacy Academies | 302 E Linebaugh Ave., Tampa, FL 33612

StudentsFirst | Orlando, Florida

Charter Schools USA (CSUSA) | 800 Corporate Drive Suite 700, Fort Lauderdale, FL 33334

National Urban Fellowship - Master's Public Administration degree pr
Baruch-CUNY, Manhattan, NY | February 2012 |

Municipal Management |Sept 2010 – Nov 2011|

Beverly Hills, CA

National Urban Fellowship Placement | 455 N. Rexford Drive, Beverly Hills, CA 90210

Economic Development and K-12 School

New School Economic Development Program | 723 E 53rd St., Indianapolis, IN 46220

Municipal Private Sector Tech Solutions |Aug 2003 – Oct 2007|

IBM Public Sector Business Manager

IBM | HQ: Miami, FL and Smyrna, GA

Municipal City/County/Regional Experience |Jan 1992 – Jul 2003|

South Florida Water Management (SFWMD) | Gun Club Road, West Palm Beach, FL

Miami Dade Co Water and Sewer Dept. (WASD)| N. District - Interama Waste Water Treatment Facil

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.
| February 2024 – September 2024 |	City Manager	Commission	$162K	11K	144	10/144	$72M
| September 2024 – December 2024	Interim City Manager	Council	$120K	11K	122	13/122	$20M
| September 2019 – January 2023 |	City Manager	Council	$85K	11K	77	7/77	$15M

	School		N/A				
	School		N/A				
| January 2017 – Fall 2019 |	Consulting/Exec Board		**Unpaid Non-profit Leadership and IDEA** (Inclusion, Diversity, Equity, and A				
| July 2016 – November 2016 |	Deputy CM and Acting CM	Council	$130K	35K	275	5/275	$60M
| June 2014 – July 2016 |	Chief Academic Officer	Board	$256K	24K Stud	2,400	6/2400	$24M
| March 2013 – June 2014 |	Deputy State Directo	M Rhee	$110K	Florida	2030	5/2030	$10M
| February 2012 – March 2013 |	National Director of G	Jon Hage	$104K	16 states	70	4/70	$70M

ogram,

| Sept 2010 – Nov 2011 |	Assistant to the City M	Jeff Kholin	$85K	34K	1080	1/30	$420M
| Nov 2007 – Sept 2010 |	COO and Regional Di	Amber Power	$130K	870K	65	4/65	$45M

August 2003 – October 2007	Complex Solutions M D Stotts		$125K	N/A	1250	50/1250	$125M
March 1997 – July 2003	Deputy Chief of Staff	Board	$112K	16 Counties	794	4/794	$1.07B
January 1992 – March 1997	CSO Federal Consent	C Ossman	$82K	8M	130	6/130	$880M

ccess) Consulting

Short-Term CM Turnaround Assignments |Sept 2023 – Sept 2024|

City of Palatka, FL | 201 N 2nd Street, Palatka FL 32176
City of Charlotte, MI | Charlotte, MI 49443

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City of Walla Walla, WA | 15 N. 3rd Avenue, Walla Walla, WA 99362

Senior K-12 Education System Experience |Feb 2012 – Jul 2016|

Pathways / Legacy Academies | 302 E Linebaugh Ave., Tampa, FL 33612

StudentsFirst | Orlando, Florida

Charter Schools USA (CSUSA) | 800 Corporate Drive Suite 700, Fort Lauderdale, FL 33334

National Urban Fellowship - Master's Public Administration degree pr
Baruch-CUNY, Manhattan, NY | February 2012 |

Municipal Management |Sept 2010 – Nov 2011|

Beverly Hills, CA

National Urban Fellowship Placement | 455 N. Rexford Drive, Beverly Hills, CA 90210

Economic Development and K-12 School

New School Economic Development Program | 723 E 53rd St., Indianapolis, IN 46220

Municipal Private Sector Tech Solutions |Aug 2003 – Oct 2007|

IBM Public Sector Business Manager

IBM | HQ: Miami, FL and Smyrna, GA

Municipal City/County/Regional Experience |Jan 1992 – Jul 2003|

South Florida Water Management (SFWMD) | Gun Club Road, West Palm Beach, FL

Miami Dade Co Water and Sewer Dept. (WASD)| N. District - Interama Waste Water Treatment Facil

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.
| February 2024 – September 2024 |	City Manager	Commission	$162K	11K	144	10/144	$72M
| September 2024 – December 2024	Interim City Manager	Council	$120K	11K	122	13/122	$20M
| September 2019 – January 2023 |	City Manager	Council	$85K	11K	77	7/77	$15M

	School		N/A				
	School		N/A				
| January 2017 – Fall 2019 |	Consulting/Exec Board		**Unpaid Non-profit Leadership and IDEA** (Inclusion, Diversity, Equity, and A				
| July 2016 – November 2016 |	Deputy CM and Acting CM	Council	$130K	35K	275	5/275	$60M
| June 2014 – July 2016 |	Chief Academic Officer	Board	$256K	24K Stud	2,400	6/2400	$24M
| March 2013 – June 2014 |	Deputy State Directo	M Rhee	$110K	Florida	2030	5/2030	$10M
| February 2012 – March 2013 |	National Director of G	Jon Hage	$104K	16 states	70	4/70	$70M

ogram,

| Sept 2010 – Nov 2011 |	Assistant to the City M	Jeff Kholin	$85K	34K	1080	1/30	$420M
| Nov 2007 – Sept 2010 |	COO and Regional Di	Amber Power	$130K	870K	65	4/65	$45M

August 2003 – October 2007	Complex Solutions M D Stotts		$125K	N/A	1250	50/1250	$125M
March 1997 – July 2003	Deputy Chief of Staff	Board	$112K	16 Counties	794	4/794	$1.07B
January 1992 – March 1997	CSO Federal Consent	C Ossman	$82K	8M	130	6/130	$880M

ccess) Consulting

a. Position start and end dates.
b. Position title and organization.
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f. Total number of employees in the organization.
g. Number of employees supervised (directly and indirectly).
h. Total budget of the organization.

Gwendolyn Butson

12/09/2024

Dear Sir or Madam,

I am contacting you regarding your City Manager position for the The City of Fort Pierce. I am extremely interested in further particulars regarding this position. I would like to thank you in advance for your time and consideration in reviewing my qualifications for this position.

My relevant qualifications include 20 years of community engagement and non-profit experience, and over 15 years of executive leadership. I have worked as the CEO for United Against Poverty for the last four years, with Gulfstream Goodwill Industries in a number of leadership positions prior to that. In my position as the CEO, I was responsible for the direct management and leadership of a 13-million-dollar multi-unit non-profit covering Central and Southern Florida, which focused on human centered programs to support the communities that we served. I was responsible for the award of multiple grants in excess of over two million dollars annually, direct major donor development, governmental compliance and partnership, program enhancement and growth, volunteerism, and multifaceted operations on a broad level. I worked closely with multiple Board of Directors in developing strategic, financial, and operational plans for our agency's continued development and growth. I am a strong operational manager and have extensive experience in managing diverse aspects of business.

I am passionate about empowering people by giving them the tools and support to change their lives for the better. I am a servant leader with the highest degree of ethics and values. Thank you again for this opportunity and I look forward to hearing from you in the near future.

Sincerely,
Gwendolyn Butson

Contact

1584 SW Abacus Avenue
Port Saint Lucie, FL 34953

772-318-8209

dbutson@yahoo.com

Gwendolyn Butson

1584 SW Abacus Avenue, Port Saint Lucie, Florida 34953 • (772) 318-8209 • dbutson@yahoo.com

Nonprofit Executive Leader with 15 years of experience in senior leadership in retail, operations, development, loss prevention, and safety with the proven ability to drive revenue and optimize operational logistics to maximize business results. Proven results in project management, event planning, fundraising, grant writing, and contract negotiations. Team player with excellent communication skills, high quality of work, driven and highly self-motivated. Strong negotiating skills and business acumen and able to work independently. Effective and efficient leader.

Experience

2020 – 2024

Chief Executive Officer | United Against Poverty | Florida

Responsible for UAP's fiscal operations, fundraising, marketing, human resources, technology, and programmatic strategies ensuring that they are effectively implemented across all segments of the organization.

- Financial Oversight: Plan, manage, and execution of the annual budget of 13 million dollars ensuring that all goals and objectives are met, and teams are controlling expenditures
- Board Relations: Collaborate with Advisory Boards and a Corporate Board to refine and implement a long-term strategic plan while ensuring that the budget, staff, and departments are aligned with the organizations mission and values
- Leadership: Provide inspiration and motivation to all employees through development, training, and support ensuring support of the mission
- Mission Programs: Ensure programmatic excellence through rigorous program evaluation, audits, and quality improvement
- Development: Cultivate strong relationships with donors and stakeholders while actively seeking donations; community engagement through marketing, events, and speaking engagements
- Advocacy: Representing the organizations mission and vision to external stakeholders
- Compliance: Ensuring that the organization operates within the legal and ethical framework and guidelines in all capacities

2013 – 2019

VP Retail and Operations, Senior Director Safety, Risk Management, and Loss Prevention, Senior Director of Retail, Director of Retail Stores | Gulfstream Goodwill Industries | West Palm Beach, Florida

Held multiple positions leading the Retail and Mission Services organization with $50M+ in annual revenues and 61 locations across five counties

- Redesigned the Health and Safety, and Emergency Preparedness manuals for all locations and employees
- Introduced new Loss Prevention Safety Ambassador program to heighten awareness and enhance training
- Managed a fleet of 98 vehicles including trucks, cars, and 15 passenger vans for our program participants
- Performed regular safety audits, drills, inspections, and trainings for all 61 locations
- Effectively resolved all Workers Compensation and General Liability claims with favorable outcomes

- Served as liaison between insurance adjustors, legal counsel, labor groups, employees, and HR to coordinate all insurance matters and HR issues
- Managed five county transportation routes to ensure efficient route logistics
- Created, monitored, and achieved budgeted goals through financial management
- Increased donations through marketing and promotions which resulted in increased revenues
- Implemented Kaizen Principles at all levels in production at the stores, ADC sites, and the warehouses
- Created and build new E-Commerce Division of GGI and a process to identify unique items that generated interest resulting in the creation of other departments (Good Prints, Good Grub)
- Successfully completed a major project of identifying, planning, designing, and ultimately moving our warehouse operations from one site to a new larger facility
- Expanded vendors and green opportunities to reduce waste footprint
- Opened new store fronts, remodeled outdated store fronts, and closed underperforming stores to meet and achieve budgets and long-term strategic plans
- Worked with HR to implement progressive discipline, benefits enrollments, new hire documentation, workers' compensation claims, and FMLA administration
- Multiunit management of 2 warehouses 152,000+ SQ FT, 28 stores, 21 donations sites, and over 700 employees successfully achieved budgeted goals and objectives

Skills

Microsoft Office Suite • Proficient with project management software • Team player • Excellent time management skills • Conflict management • Public speaking • Data analytics

Education

Masters of Business Administration| University of Phoenix | Phoenix, AZ

Bachelor of Arts| Appalachian State University | Boone, NC

United States Coast Guard Captain, 10 Years Certified Scuba Diver, General Industry OSHA Certification,

CPR & First Aid Trained, Forklift Trained

Activities

Beach Days • Environmental conservation • Animal Rescue • Cooking •Travel

Candidate Questionnaire

Candidate Name: Gwendolyn Butson

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.

1. United Against Poverty
   a. 02/2020-02/2024
   b. Chief Executive Officer
   c. Board Of Directors
   d. $165,000
   e. St Lucie County (373,586), Indian River County (169,795), Orange County (3.136 million) with total population of all three counties being almost 3.7 million
   f. 150
   g. 13 million
2. Gulfstream Goodwill Industries, Inc.
   a. 12/2013-07/2019
   b. District Manager, Senior District Manager, Vice President Retail & Operations, Senior Director of Risk Management, Safety, and Loss Prevention
   c. Marvin Tanck, CEO

d. $110,000

e. Covered five counties- St Lucie County (328,063), Okeechobee County (42,141), Indian River County (168,264), Palm Beach County (1.498 million), Martin County (161,212) with a total population of all five counties being almost 2.197 million

f. 1150

g. 750

h. 50 million

2. Why are you interested in pursuing this position? I am interested in pursuing this position because of several reasons. The first reason being that I have always loved Fort Pierce for its historic charm, the rich culture, and the people that make up the community. It was the first place I visited when I moved to Florida back in 2013. It felt like home with its small town coastal community vibe and its "Old Florida" architecture. I have always been drawn to Fort Pierce. I believe that this is a critical position that could positively impact and improve the quality of life for the community. Secondly, I am an operational and visionary leader that could utilize my experience and my skillset to expand essential services and the improve the economic development of Fort Pierce. I have always seen great potential in the city and I would like to be a part of a team that continues to transform "The Sunrise City."

3. How would you describe your management style? I would say that my management style falls somewhere between Visionary and Tranformational. I have always been a visionary leader because I focus on the big picture, future growth, and collaboration. I believe that having a well thought out strategic plan with clear long and short term goals provides a roadmap for everyone to follow. As a leader it is important that everyone knows the goals and the team works together to achieve them. It is also important that the leaders each own a piece of the vision and passionately pursue their individual growth while accomplishing strategic milestones. I believe I am transformational in the sense that I encourage and motivate my employees to think outside the box to find solutions. The best part of being on a team is the diversity, creativity, and innovation that each person brings to the table. Every person holds a unique opinion, view, idea, and experience which brings a range of perspectives and approaches to problem-solving and leads to better decision-making.

4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. I am a very transparent leader and I believe that people are inherently good. I am open and honest with employees about issues and address them openly. It has always been important to me to actively listen to the employee and encourage conversation and collaboration in addressing the issue. I am a fair person and I treat all employees with that same respect. I believe that it is important to consistently provide feedback and work with the employee to find a solution and a path forward. I do believe in documenting conversations but primarily to set clear expectations and to put a plan in place to help and support the employee. Life happens to all of us and sometimes we just need support and a little understanding.

5. How would you deal with city budget constraints and identify new revenue sources? I would address budget constraints by prioritizing services and needs that are essential to operations. When I joined UAP the pandemic lockdown went into effect. One of the first priorities that I had as the CEO was to evaluate our budget, forcast revenue, and immediately reduce spending. I also evaluated operational efficiency and made cost effective changes with a number of vendors and long term contracts. I was able to negiotate better pricing structures and streamline some services. My first year I was able to reduce expenses by over 700k. As a community leader I am always looking for new revenue sources through grant and federal funding. Evaluating a new fee structure for services could be explored but ideally would not be the first source I would consider due to community impact. I have always believed where there is a will there is a way. I also would look at the best practices used by other cities and possible new partnerships.

6. How will you prioritize competing demands for resources within the city? A key component for prioritizing demands is data analysis. I think you have to prioritize based off importance, availability, and alignment with strategic goals. All of which are data driven. Critical priorities that are safety related or could cause significant upset and disruption in the community should be analyzed quickly and swiftly. Demands have to be rated in several categories and then prioritized based off importance. My work in nonprofit aligns with the challenges faced by city budget constraints. There will always be emergencies that have to be addressed but it is up to the City Manager to review the data,

evaluate the strategic goals, assess the funding allocated, and make an informed decision on what takes presedence.

7. Describe a successful initiative you have led as a City Manager. I have not led a successful initiative as a City Manager, but I have led many successful initiatives as the CEO of UAP. One initiative was the transition from generic registers to a point-of-sale system that tracked inventory, member information, processed payments, computed transactions, and provided data on customer spending and purchasing trends. It was a challenging process as all of the product barcodes had to be entered into the system and all products had to be inventoried at six locations. Cashiers and managers had to undergo extensive training to utilize the system and complete daily closeouts. The warehouse had to be outfitted with fiber and data lines had to be dropped to accommodate the system and production had to be reset to add inventory to the system. It was a complicated process that had to be rolled out in stages, but the benefits allowed us to see and track the data. We now could make data driven decisions on the type of product that we needed, what we had on hand, and it gave us the ability to offer discounts and change pricing at all locations simultaneously. It was remarkably successful and the teams quickly became dependent on the data output.

8. Describe a time when you had to manage a crisis situation in a city setting. One of the most challenging crisis situations that I have had to manage in a city setting was COVID-19. As a nonprofit we support the community when families are in crisis. While government offices were closing, my team and I were challenged with navigating how we were going to continue to operate and serve the community. Most of our families are among the most vulnerable, which due to health issues or finances were already in crisis before the pandemic hit. Additionally, we had to devise a plan to ensure the safety of our employees in three different counties operating under three different municipalities. I had only been in my new position for three weeks and I had to act quickly and without hesitation. Our crisis numbers rose to the highest numbers the organization had ever seen in its 15-year existence. The emergency response funding that was being distributed to local governments to further distribute down to its citizens was an additional burden on already strained government offices. Many local and state leaders reached out to our organization requesting to partner because we already had an internal structure in place for crisis management funding. We distributed over a million dollars to local citizens in the form of

rental/utility assistance, medical assistance, and we assisted in referrals to our partner agencies. It was a huge undertaking, but one of the proudest moments of my career. We never closed our buildings and we were able to continue to serve our community members.

9. What steps do you take to ensure transparency and accountability in city operations. I believe that my background in nonprofit work aligns with the work of individuals in public positions. In order to ensure transparency and accountability in nonprofit work or in city operations you must adhere to a number of ethical guidelines and processes. One of the most important steps in city operations is to be open and transparent with all data regardless of the outcomes. The public wants to know how monies are spent and the decisions that the leaders are making with the funding. Be open with the public about the reports and proactive about disclosing information related to the reports. All citizens want accountability and transparency is key to holding leaders accountable. I think communication is another important process that accomplishes a number of steps in achieving true transparency. Communication should go hand in hand with citizen engagement. As a nonprofit leader one of the most challenging things I had to overcome were the barriers to communication with the demographics of those we served. To be successful at communication you have to engage in a variety of platforms and channels. Communicating initiatives, policy changes, safety concerns, emergency preparedness plans, community events, and budget updates, should be relayed to the public through city websites, social media platforms, public in person meetings, community forums, email updates, and in person interactions. It is important to be responsive and accessible to citizen concerns. Another important step in transparency is to have a clear and consise code of ethical guidelines that manage all city employees. Additionally, the City Manager should conduct regular performance audits that identify areas that may need process improvement and to ensure regulation compliance. Those audits should be reported regularly on strategic goal progress reports made available to all citizens.

10. Please describe your experience working with unions. I do not have experience working working directly with union representatives but I have extensive experience working with people, employment law, budgeting, negotiating contracts, and mediating grievances, all of which align with the duties a City Manager would engage in with unions.

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 experience directly managing a police department but I have worked at a police department and have an extensive knowledge and understanding of criminology. I think my role as the City Manager overseeing and guiding the police department is one that would ensure that the department has the necessary tools and resources it needs to successfully keep the citizens of Fort Pierce safe. I think it is important that the City Manager partners with the Chief of Police and the leaders of the department to identify services and areas of improvement that would benefit the citizens and add to the safety of the community. It is also important to evaluate the departments performance by analyzing the quantitative crime rate statistics data. Crime in Fort Pierce hit close to home for me as the CEO for United Against Poverty when one of my employees lost her son to gun violence. The citizens of Fort Pierce derserve updates on operational efficiency of the department and results on strategic initiatives the department is taking to improve crime rates and trends in violent crimes. Having the community support and partnering with the community will unify the efforts and have a positive outcome.

12. How will you ensure that the city's services meet the needs of all its citizens? In order to ensure that the city's services meet the needs of all of its citizens it is important to understand what the citizens need and want. The City Manager ultimately works for the citizens of Fort Pierce and the only way to understand their needs is to actively listen to them. I think it is important to serve on advisory boards and be engaged with members of the community in all capacities. I think it is extremely important to be accessible to the citizens so you can develop trust and foster a positive relationship. I would conduct surveys, prioritize needs based on the requests of the community, and perform outreach especially to those members in areas that may be less accessible.

13. What strategies will you use to build relationships with stakeholders in the community? As the CEO for United Against Poverty one of the challenges was to engage the community and the city officials to rebuild the name and reputation of the nonprofit. In identifying ways to reengage we created a forum for key stakeholders in the community to meet monthly with religious leaders at our location on Orange Avenue. It is important to communicate regularly, attend community events, volunteer, collaborate with community

members, and be visible and accessible. One of the most effective ways to build relationships is to establish trust and build rapport by being transparent and responsive. I believe in standing by your word. The City Manager's role is not a desk role. While it has a lot of administrative duties the most important role of the job is to actively be connected to the community.

14. What strategies would you implement to promote economic growth and job creation? If I had to focus on a strategy that would promote economic growth and job creation it would be the focus on attracting large businesses with incentives, investing in the infrastructure, promoting tourism, and revitalizing distressed areas of Fort Pierce. In our meetings with the former City Manager and Commissioners one of the primary focuses was on the transportation infrastructure. One of the cities challenges for citizens is the inability to go to locations that can provide the much needed services that they require. As the CEO for UAP one of the initiatives that we focused on was partnering with local organizations to have them at our campus on designated days so that we could offer more services at one site. Hands Clinic was one of those partners along with the Florida Department of Children and Family Services. There are a lot of opportunities to promote growth in the city and focus on creating jobs for the citizens that call it home.

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? No adverse or critical statements have been made about me that I am aware of. I am human just like all leaders and I have made mistakes in the past but I am honest and transparent and I own the decisions that I have made. I have learned throughout my life that everyone is not always going to like the decisions that you make but what type of world would we live in if everyone had the same opinion. I respect that people are different and have different ideas and opinions. That is what makes our freedom so powerful. I can only attest that I will always do the best job within my power and I will always give 100%. I believe that my experience as a community leader in multiple demographics has positioned me to excel in the position as City Manager of Fort Pierce.

Chanal Carlisle, MSc, MSB
Curriculum Vitae
for
The City of Fort Pierce
City Manager Position

12/10/2024

CHANAL CARLISLE MSc, MSB

+1-708-218-5363| chanalcarlislefl@gmail.com

As a dynamic, visionary, and servant leader specializing in community and economic development, I bring extensive expertise in advancing strategic Environmental, Social, and Governance (ESG) initiatives to propel growth and revitalization efforts. With a proven track record of transforming outdated management practices into innovative, risk-mitigating strategies, I have consistently enhanced operational efficiency while delivering measurable and sustainable impact. I excel at leveraging human-centered design and data-driven insights to address multifaceted challenges, developing forward-thinking solutions that align organizational objectives with urban infrastructure and community development priorities. Known for cultivating strategic collaborations with esteemed organizations and institutions, I have successfully managed complex programs, structured financing mechanisms, and built impactful partnerships that drive long-term results.

- ✓ Administration Management
- ✓ Business Acumen
- ✓ Communication & Technical Writing
- ✓ Community Development
- ✓ Data Analysis
- ✓ Economic Development
- ✓ Entrepreneurship
- ✓ ESG/ Sustainability
- ✓ Financial Acumen
- ✓ Housing/ Low-Income Housing Tax Credit
- ✓ Innovative
- ✓ Investor Relations
- ✓ Leadership & Employee Engagement
- ✓ Negations
- ✓ Nonprofit Organizations
- ✓ Performance Metrics
- ✓ Philanthropy
- ✓ Public Policy
- ✓ Public Speaking
- ✓ Real Estate
- ✓ Social Impact
- ✓ Socioeconomics
- ✓ Stakeholder Engagement
- ✓ Strategic Planning

EDUCATION

University of Miami
Master of Science in Sustainable Business- *STEM credentialed*

Northwestern University
Master of Science in Communication

University of Maryland Eastern Shore
Bachelor of Science in Human Ecology

CERTIFICATIONS

Global Reporting Initiative (GRI)
GRI Certified Standards- Global Sustainability Report

Duke University
Innovation and Entrepreneurship Certification

LEADERSHIP & VOLUNTEERISM

Northwestern University Alumni Association	*Board Member*
University of Maryland Eastern Shore	*Mentor*
ACA Employer Compliance	*Advisory Board Member*
Approaches to Obtain Quality Health Care	*Advisory Board Member*
Benefits Literary and Consumerism	*Advisory Board Member*
Financial Literacy	*Advisory Board Member*
Health, Wellness & Wellbeing Management	*Advisory Board Member*

AWARDS & HONORS

Rising Cat Award	*Northwestern University*
Miami Leadership Challenge Award	*University of Miami*
Emergency Preparedness Award	*University of Miami*
Honorary Chapter President	*Minorities in Agriculture Natural Recourses Related Science*

INVITED SPEAKER

Miami Homes For All	*"Capital Solutions: Building a Funders Collaborative"*	2024
City of Chicago	"*Sustainable Urban Infrastructure"*	2016
ATLAS Symposium	"Advancing Tomorrows Leaders and STEM"	2015

PROFESSISONAL EXPERIENCE

Northwestern University Club of Southeast Florida — **Southeast Florida**
Career Programming Chair, Board Member — ***Present***

Elected Board Member of the NU Club of Southeast Florida, serving as the Career Programming Chair. Responsible for supporting career initiatives across five counties and engaging a network of 4,400 Northwestern alumni throughout the Southeast FL region.

- **Program Management:** Design and launched quarterly career events for the 2024-2025 academic year, focusing on STEM, Communication, Finance, and Business industries to enhance professional development and industry engagement.
- **Strategic Collaboration:** Collaborate with Big Ten Academic Alliance, a consortium of 18 world-class institutions, to implement career advancement initiatives, enhance networking opportunities, and support professional development programs.
- **Monitoring & Evaluation:** Develop and implemented evaluation frameworks to assess the effectiveness of career programming initiatives, analyzing attendee feedback and engagement metrics to refine event strategies and ensure alignment with alumni career development goals.
- **Leadership & Mentorship:** Led a team of volunteers in planning and executing career programming events, fostering a collaborative environment that increased event attendance by 30% and improved alumni satisfaction with career development opportunities.

Turner Construction Company — **Remote**
Senior Consultant, Community & Economic Development — ***2020-Present***

Counseled executive leadership on strategic operational excellence, corporate social responsibility, affordable housing, and mixed-use redevelopment across diverse jurisdictions. Specializes in fostering public-private partnerships and leveraging data analysis to interpret trends, address key issues, and enhance stakeholder engagement. Experienced in working with Community Redevelopment Agencies to deliver economic development initiatives with measurable community impact. Driving entrepreneurship development, and building livable, equitable, and resilient communities that provide multiple public benefits. Empowering elected officials and staff to effectively manage the accelerating pace of demographic, economic, environmental, social, and technological change. Guiding teams to develop innovative solutions that promote environmental stewardship and foster community-driven growth.

- **Community & Economic Development:** Spearhead community development initiatives that resulted in the creation of 10,000 affordable housing units, contributing to an increase in local employment, and small business owners while boosting economic activity.
- **Financial Management:** Manage and track budgets for community and economic development programs, ensuring alignment with company-wide strategic goals and overseeing $15M. Provide monthly financial reports to executive leadership to ensure transparency.
- **Business Acumen:** Training executives on Low-Income Housing Tax Credits (LIHTC) to secure financing for affordable housing projects, ensuring compliance with federal and state guidelines.
- **Strategic Planning & Operations:** Collaborate with elected officials and city staff to strategically plan 12,300 parcels along major bus corridors, to increase the availability of affordable housing units.
- **Leadership & Teamwork:** Lead a team of 4 in the successful execution of community and economic development projects, fostering collaboration and accountability, 80% increase in project efficiency.
- **Urban Planning & Development:** Developed planning and redevelopment goals for: placemaking, transportation, green infrastructure to support local economic/comprehensive development plans which are in alignment with local, state, and federal laws and rules.

Fresh Lemon Harvest **Florida**
Founder ***2020-Present***

Addressing social and environmental macro trends through innovative approaches to agribusiness and health. Bringing together science of social influence with the science of human center interaction design across the Southeast region. Collaborates with farmers and ranchers in all 67 counties of Florida, connecting them with Independent Natural Food Retailers Association (INFRA) members to ensure the availability of quality, organic, nutritious, and affordable foods. Supporting local and regional economies and meet the growing demand for hyper-local commodities in grocery and natural market retail stores. My work emphasizes advocating for local food systems, economic growth and enhancing communities through strategic partnerships. Strong communication and interpersonal skills enable me to build and maintain robust relationships with local farmers and producers.

University of Miami-Herbert School of Business **Coral Gables, FL**
International Business Consultant ***2019-2020***

Selected as one of ten global business consultants for the Herbert School of Business, partnering with local and international businesses in South Florida, Guyana, Brazil, China, India, Spain, Mexico, The Neverlands. Provided strategic consulting to executives on disaster response, risk mitigation, climate change, and health diplomacy. Guided global business leaders in enhancing competitiveness through Corporate Social Responsibility and a deeper understanding of the connection between community and economic development. Leveraged evidence-based research and case studies to address critical public affairs issues such as poverty, education, and macroeconomic policies, with a focus on improving business practices.

- **Program Implementation:** Developed Corporate Social Responsibility (CSR) strategies, resulting in a 40% improvement in understanding the relationship of community-economic development. Led to the successful implementation of 5 community-focused initiatives.
- **Data Analysis & Product Development:** Developed a measurement tool to track and analyze the progress of CSR initiatives, and presenting findings to executives for strategic decision-making.
- **Sustainable Development:** Designed, implemented, and monitored 3 climate-social resilience initiatives, leading to a 22% increase in organizational visibility -enhancing stakeholder engagement.
- **Public Affairs Strategy:** Delivered macroeconomic insights and public affairs strategies to global executives, fostering a 18% increase in effective internal stakeholder collaboration.

Evolent Health **Remote**
Associate Director, Corporate Development ***2017- 2019***

Executed strategic, financial, and operational responsibilities, all aimed at driving growth, business development, and innovation within the healthcare technology, Medicaid, Medicare, Commercial insurance, and Federally Qualified Health Centers (FQHC) space. Serving 35 markets delivering solutions and driving value leading to better health outcomes for diverse 2 million people.

- **Risk Contract Management:** Identified and addressed a contract flaw, safeguarding over $350M of revenue at risk.
- **Stakeholder Engagement:** Led stakeholder engagement efforts across 35 markets, building and nurturing key relationships with diverse stakeholders, including clients, investors, and community leaders, to drive strategic initiatives and enhance business growth.
- **Business Development:** Devised and presented a resolution to the leadership team, leading to savings of over $250M for the product line compared to projected payouts without the solution.
- **Financial Management:** Spearheaded a comprehensive program overhaul in 2019, presenting actionable plans to the leadership team that resulted in a projected $13M cost savings.

Midwest Business Group on Health (MBGH) **Chicago, IL**
Consultant, Healthcare Strategy ***2016 – 2017***

Accelerated innovative health benefit tools and solutions to support employer benefit strategies aimed at controlling costs and improving health. MBGH is also committed to supporting community health initiatives by bringing together Fortune 500 Companies, hospital, physician, health plan, government, consumer and voluntary association sectors to support improved health and quality of care for all populations.

- **Leadership:** Reported to CEO at one of the nation's leading non-profit business coalitions that offer education, health research, health benefits purchasing and community initiatives.
- **Stakeholder Engagement:** Manage hospital safety and quality rating campaign that engaged 183 hospitals and health systems for the Leapfrog Group, using transparency to support informed health care decisions.
- **Program Management:** Orchestrated, 4 initiatives that promoted sustainable employee health benefits strategies, to drive corporate social responsibility within the workplace that increase productivity by 17%.
- **Communication & Marketing:** Manage the stream of communication which include writing various types of consumer-centric communications, which sustained engagement across Health Plans and Employers who have health & well-being improvement programs and on-site clinics for employees.
- **Community Impact:** Executed an engagement strategy, implementing campaigns for 10,000+ workplace consumers to drive community development and maximize economic, social, and environmental impacts.

University of Illinois- Urbana Champaign Extension **Chicago, IL**
Manager, Public Health ***2014 – 2016***

Led quantitative data collection, analyzed and directed reporting efforts for the community health and community development programs. Oversaw operations, providing budget and staffing strategies to improve health for 2.705 million diverse citizens of Chicago. Forecasting and presenting my research on disseminating complex health information, addressing preventative health services and access to health services for citizens to leadership and elected officials quarterly.

- **Community Impact:** Reduced health disparities for 1.3 million diverse citizens of Chicagoland area by identifying service opportunities and promoting health education.
- **Economic Development:** Expanded comprehensive approaches to health programs to diverse populations, which served an additional 29,000 low-income Chicago citizens in a fiscal year.
- **Governance:** Presented quarterly to elected officials on research, financial analysis and development.

Office of Commissioner Robert Steele (City of Chicago) **Chicago, IL**
Coordinator, Economic Development ***2013-2014***

Represented Commissioner Robert Steele's Office in public stakeholder meetings and special events, ensuring effective communication and collaboration. Conducted research and analysis on key focus areas to address district needs, while implementing public-private partnerships and initiatives to deliver innovative solutions that enhance citizens' quality of life.

- **Economic Development:** Championed recommendation of 952 additional properties for the $1 Large Lots program, designed to increase homeownership and attract property investors by meeting specific guidelines and requirements.
- **Infrastructure Project:** Supported the Chicago Transit Authority in the 'Charging Forward' initiative, contributing to the roadmap for bus electrification by 2040.
- **Community Development:** Trained 60 developers and investors on the city's planning, zoning, code compliance, and business tax receipt processes, resulting in improved project completion rates.
- **Business Acument:** Leveraged New Markets Tax Credit (NMTC) financing to secure funding for community development projects, driving economic growth and revitalization in underserved area.

REFERENCES

Taylor Thornton
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City Manager Candidate Questionnaire: Chanal Carlisle

12/30/2024

THE SUNRISE CITY
FORT PIERCE
Florida
HUMAN RESOURCES DEPARTMENT

Candidate Name: Chanal Carlisle
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.**

A.	B.	C.	D.	E.	F.	G.	H.
10/24 - Present	Career Programming Chair, Northwestern University Club of Southeast Florida	Maria Atanasov, President	Volunteer	4,400 alumni across Monroe, Miami-Dade, Broward, Palm Beach and Martin counties.	20 Board Members	N/A	$500,000
08/20 - Present	Sr. Consultant Economic & Community Development, Turner Construction Company	Bob Hennessey, Vice President, Florida Operations Manager	$180,000 +Bonus	1,500 projects a year	11,000 employees	4 Direct 20 Indirect across 5 markets	$17 billion
07/19 - 05/20	International Business Consultant, University of Miami-Herbert School of Business	Dr. David Kelly, Professor Erika Murillo, Vice President	$50,000 (*Scholarship)*	South Florida, Guyana, Brazil, China, India, Spain, Mexico, The Neverlands.	Clients: Wartsila-(17,800 employees) Office Depot Headquarters (2,000 employees) Guyana Telephone & Telegraph Co Ltd (900 employees)	N/A	$100 million

02/17 - 07/19	Associate Director, Evolent Health	Stephanie Stone, Senior Vice President Todd Wells, Senior Director	$150,000	2 million	5,000	9 Direct	$1.31 billion
05/16 - 02/17	Consultant, Healthcare Strategy, Midwest Business Group on Health	Larry Bores, CEO	$50,000	200-member organization	7	None	$1.54 million
10/14 - 05/16	Public Health Manager, University of Illinois Urbana Champaign Extension	Willene Buffett, County Director	$75,000	2.705 million	100	12 Direct	$60.9 million
05/13 - 10/14	Economic Development Coordinator, Office of Commissioner Robert Steele (City of Chicago)	Commissioner Robert Steele	$70,000	300,000 in District 2	Unknown	None	$3 billion

2. Why are you interested in pursuing this position?

I am interested in pursuing the City Manager position with Fort Pierce because it provides an opportunity to deliver visionary leadership as the chief administrative officer, ensuring that city services meet the highest standards of excellence. This role aligns perfectly with my commitment to ethical governance, fiscal responsibility, and innovative, results-driven solutions to community challenges.

My experience in consulting has equipped me to provide clear, actionable advice on policy development, budget management, and capital improvement planning. I focus on informed decision-making that drives progress, sustainability, and long-term success. These experiences have sharpened my ability to lead with integrity, bring diverse perspectives to the table, and implement strategies that achieve measurable results, all while prioritizing public safety and community well-being.

Fort Pierce's commitment to creating a vibrant, inclusive community is inspiring, and I am enthusiastic to build and empower exceptional department heads who uphold the city's values and consistently deliver outstanding services. My collaborative approach and strategic resource management position me to ensure that Fort Pierce continues to thrive as a premier place to live, work, and interact.

The most rewarding aspect of this role is the opportunity to be a steward to serve the community with dedication and integrity. By driving innovation, enhancing quality of life, and fostering a culture of excellence, I am committed to helping Fort Pierce realize its vision for the future and delivering meaningful results for all residents.

3. **How would you describe your management style?**

My management style is collaborative, strategic, and results-oriented, with a strong emphasis on ethical leadership, clear communication, and accountability. I lead by setting KPIs and clear objectives for the fiscal year to ensure alignment with the city's strategic plan and goals. I leverage these metrics to track progress and will include them in the City Manager's report to demonstrate measurable outcomes and drive substantial, positive change.

I am a firm believer in using technology as a tool to enhance operational efficiency, maintain accountability, and meet deadlines effectively. Implementing systems to track progress on projects and initiatives ensures that all stakeholders are informed and that the city operates at peak performance.

Prioritizing professional development is a cornerstone of my leadership approach. I actively encourage employees to regularly sharpen their skills through training and development opportunities, enabling them to grow in their roles and deliver exceptional service to the community. This investment in staff not only enhances individual capabilities but also strengthens the overall performance of the city's departments.

Ultimately, my management style focuses on empowering teams, fostering innovation, and maintaining a culture of continuous improvement. By setting clear goals, leveraging technology, and supporting professional growth, I ensure city services operate efficiently, effectively, and at a level of excellence aligned with the city's vision and values.

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 fostering a culture of excellence, integrity, accountability, and efficiency. I prioritize hiring top talent, addressing challenges directly, and upholding the highest ethical standards. By leading with transparency and emphasizing continuous improvement, I create an environment where employees can

thrive and operate at peak performance. This ensures personnel matters are handled effectively and efficiently, reinforcing our commitment to ethical behavior and operational excellence.

Hiring: I believe in recruiting individuals who not only have exceptional skills but also align with our core values. Diligently seeking for people who are innovative, collaborative, and driven to succeed while contributing positively to the city's culture. The hiring process will emphasize diversity and inclusivity to ensure we benefit from a wide range of perspectives.

Discipline and Ethical Violations: Maintaining trust and integrity is non-negotiable. Ethical lapses or violations are addressed swiftly and decisively. Having clear policies in place to investigate and resolve such issues fairly and transparently. At the same time, there will be a focus on reinforcing a culture where employees feel empowered to speak up about concerns without fear of retaliation.

Labor Relations: Having a deep commitment to fostering open communication and collaboration with all employees. By proactively addressing workplace concerns, to build trust and minimize conflicts, ensuring a productive environment for everyone.

Performance Evaluations: Regular and constructive feedback is critical to employee development and organizational success. Setting clear performance metrics, bi-weekly review progress, and provide opportunities for growth and improvement. Recognizing and rewarding high performers while addressing underperformance is key to maintaining a strong, dynamic team.

5. **How would you deal with city budget constraints and identify new revenue sources?**
Dealing with city budget constraints requires a disciplined, strategic approach rooted in prioritization, efficiency, and long-term planning. First, I would conduct a thorough review of the city's expenditures to identify inefficiencies and areas where resources can be reallocated without compromising essential services. Every dollar spent should deliver value to the residents, much like how a business ensures its investments yield meaningful returns.

To identify new revenue sources, I would focus on leveraging the city's unique strengths. For example, Fort Pierce's waterfront and vibrant cultural institutions could be catalysts for economic development through tourism, real estate partnerships, and community events. Encouraging private investment, fostering public-private partnerships, and creating business-friendly policies can attract industries that generate sustainable revenue while creating jobs.

I would also explore innovative financing options, such as grants, bonds, and federal or state programs, to fund critical infrastructure projects without placing undue strain on taxpayers. Two specific grants I would pursue include the Choice Neighborhoods Grant and the Reconnecting Communities Pilot (RCP) Program, which align with the city's goals for redevelopment and connectivity. Refer to the chart below for the purpose, alignment with city goals, and potential impact of these vital grants. These examples highlight opportunities to drive significant economic growth and deliver meaningful benefits to all constituents of Fort Pierce.

Grant Program	Purpose	Strategic Alignment	Potential Impact
Choice Neighborhoods Grant ***https://www.hud.gov/cn***	Supports the transformation of distressed neighborhoods into sustainable, mixed-income communities.	Aligns with city redevelopment goals, community revitalization, and affordable housing initiatives.	Improved quality of life through enhanced housing, education, and economic opportunities for residents.
Reconnecting Communities Pilot (RCP) Program ***https://www.transportation.gov/reconnecting***	Funds projects that remove or mitigate barriers created by transportation infrastructure.	Advances infrastructure improvements, fosters inclusivity, and revitalizes underutilized urban areas.	Enhanced connectivity, reduced inequities, and increased economic activity through reimagined city spaces.

By combining fiscal discipline with forward-thinking strategies, the city can overcome budget challenges and position itself for sustained growth. Leveraging grants like these, along with the strategic use of technology to streamline operations and reduce costs, will free up resources and ensure the well-being of residents. This approach supports a balanced and transparent budget while delivering long-term value to the community.

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

Prioritizing competing demands for resources requires a disciplined, data-driven approach and a commitment to delivering measurable results for the community. My first step would be to evaluate all resource requests through the lens of impact—focusing on initiatives that address the most pressing needs while aligning with the city's long-term strategic vision.

I believe in using data and technology to guide decisions. By leveraging performance metrics and community feedback, we can identify which projects will yield the greatest return on investment, whether it's improving infrastructure, enhancing public safety, or driving economic growth. Transparency is key—I would ensure that these decisions are clearly communicated to residents, so they understand how and why resources are allocated.

Efficiency is equally important. By streamlining operations, eliminating redundancies, and introducing innovative technologies, we can maximize the impact of every dollar spent. For example, investing in smart infrastructure or energy-efficient systems can reduce costs in the long term while addressing current challenges.

Finally, I would establish a collaborative framework where departments, community leaders, and stakeholders come together to prioritize projects. This ensures that resource allocation reflects both expert insights and the community's needs, creating a balance between immediate priorities and sustainable growth.

By focusing on impact, efficiency, and collaboration, I would ensure that the city's resources are used strategically to deliver meaningful results, creating a stronger, more resilient community for all.

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

One of the most successful initiatives I led was during my tenure as a Senior Consultant for Community and Economic Development. While not in a formal City Manager role, the scope of my responsibilities mirrored key aspects of municipal leadership, particularly in fostering public-private partnerships, managing complex projects, and driving sustainable growth.

I spearheaded a comprehensive affordable housing initiative that resulted in the creation of 10,000 affordable housing units across diverse jurisdictions. This required aligning multiple stakeholders, including local governments, developers, and community organizations, to deliver a solution that balanced affordability with economic vitality. I worked closely with elected officials and city staff to strategically plan housing along major transit corridors, which not only increased housing availability but also spurred economic activity in underserved areas.

To ensure the program's success, I implemented a rigorous budget management process, overseeing $15 million in community development funds. I also introduced innovative financial tools, such as training executives on Low-Income Housing Tax Credits (LIHTC), to secure additional funding while maintaining compliance with federal and state guidelines.

This initiative exemplified my ability to lead with strategic vision, engage diverse stakeholders, and deliver tangible results—qualities that align closely with the role of a City Manager. By fostering collaboration, leveraging resources efficiently, and prioritizing community impact, I was able to contribute significantly to addressing housing challenges and enhancing economic opportunities for the residents served.

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

During my work addressing environmental challenges, I encountered a situation that required decisive action and effective coordination—an experience that exemplifies my ability to lead under pressure. While participating in the University of Miami Leadership Challenge, where I earned the notable Emergency Challenge Award, I led a team tasked with responding to a simulated but highly realistic citywide crisis.

The scenario involved a natural disaster that disrupted critical infrastructure and posed significant risks to public safety. My role was to develop and implement a comprehensive response plan that seamlessly integrated immediate relief efforts in coordination with the Florida Division of Emergency Management and the Federal Emergency Management Agency (FEMA), while also crafting long-term recovery strategies to ensure sustained resilience and community well-being. Leveraging data-driven insights, environmental stewardship principles, I prioritized resource allocation to restore essential services while ensuring populations were cared for.

Key to the success of this initiative was collaboration. I coordinated with team members, mimicking real-world stakeholders, including city departments, first responders, government entities and community organizations. By fostering clear communication and maintaining a calm, focused approach, I ensured our response was efficient and aligned with community needs.

This high-achieving award underscores my capability to manage crisis situations with strategic foresight and resilience. It also reinforced the importance of preparation, adaptability, and ethical decision-making. While the scenario was simulated, the skills and insights gained have informed my approach to real-world challenges, ensuring that communities can navigate crises effectively and emerge stronger.

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

Ensuring transparency and accountability in city operations starts with setting a clear tone at the top. As a leader, I believe in creating a culture where honesty, openness, and trust are foundational. Transparency isn't just a policy—it's a practice embedded in how decisions are made and communicated.

The first step is leveraging data and technology to provide residents with real-time insights into city operations. I would implement an open data platform where key performance metrics, budgets, and project updates are easily accessible to the public. This not only builds trust but also empowers residents to engage meaningfully in the decision-making process.

Next, I focus on clear communication. Monthly newsletters, press briefings, and detailed reports ensure that residents and stakeholders understand the rationale behind decisions. Whether it's how funds are allocated or why certain policies are adopted, transparency builds confidence and prevents misinformation.

Accountability is equally critical. I would establish rigorous oversight mechanisms, including performance evaluations and regular audits, to ensure that city departments and staff meet their objectives. By setting clear goals and holding individuals accountable for results, we create an environment where excellence is the standard.

Finally, I believe in fostering a feedback loop. Transparency doesn't just mean sharing information—it also means listening. By engaging with residents through town halls, surveys, and community forums, we can address concerns, refine strategies, and make adjustments that reflect the community's needs.

These steps collectively ensure that city operations are transparent, efficient, and aligned with the public's best interests, creating a government that residents can trust and take pride in.

10. Please describe your experience working with unions.

My experience working with unions has been deeply rooted in advocating for workers' rights, fostering strong relationships with union members, and negotiating fair contracts that prioritize the well-being of employees while balancing organizational needs. I have consistently worked to ensure that unions remain a powerful voice for their members by actively engaging in collective bargaining, addressing grievances, and promoting workplace equity.

Collective Bargaining: I have successfully led negotiations with employers across various industries, securing contracts that include competitive wages, improved benefits, and better working conditions. By leveraging data, understanding market trends, and fostering open communication, I ensure that all parties achieve agreements that align with members' needs and organizational sustainability.

Conflict Resolution: Addressing disputes and grievances is an integral part of my work. I employ a proactive and fair approach to resolve issues collaboratively, often working closely with management and union representatives to find solutions that maintain trust and minimize disruptions.

Advocacy and Education: I prioritize educating members on their rights and the value of union representation. Through workshops, town halls, and one-on-one interactions, I help members understand how their union strengthens their voice in the workplace and beyond.

Labor Relations: I have built strong relationships with employers and policymakers to advance pro-labor initiatives. This includes advocating for legislation that supports collective bargaining rights, worker protections, and fair labor practices at both local and national levels.

Working with unions is not just about representing members in negotiations or disputes—it's about creating a sense of solidarity, ensuring accountability, and driving meaningful progress for workers and their families. My leadership emphasizes integrity, collaboration, and a shared commitment to the principles that underpin the labor movement.

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 have not directly managed a police department, I have extensive experience collaborating with public safety organizations and applying data-driven strategies to address complex community challenges, including crime prevention. My approach is rooted in leadership, fostering collaboration, and leveraging research-backed methods to create safer communities.

As City Manager, my role in guiding the police department would be to set clear expectations for accountability, transparency, and community engagement. I believe in supporting law enforcement with the resources and training needed to excel while ensuring their strategies align with evidence-based approaches to reducing crime. For example, scientific research highlights the effectiveness of focused deterrence strategies, hotspot policing, and community-based programs in addressing crime at its root causes.

I would champion the use of data analytics to identify crime trends, allocate resources effectively, and measure the impact of public safety initiatives. By implementing technologies such as predictive analytics and real-time crime mapping, the police department can respond proactively, preventing incidents before they escalate.

Community trust is also essential. I would prioritize fostering relationships between law enforcement and residents through initiatives such as community policing, where officers engage directly with neighborhoods to build rapport and address concerns collaboratively. Transparency and regular communication are key to maintaining trust and ensuring accountability.

As a result, my role would be to guide the police department in creating a balanced approach to public safety—one that combines innovative crime prevention strategies with a strong commitment to ethical policing and community well-being. This ensures that all residents feel safe, supported, and heard.

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

Ensuring that a city's services meet the needs of all its citizens starts with understanding those needs in detail. Data is the foundation of any good decision, and as City Manager, I would prioritize gathering and analyzing information to identify service gaps, measure performance, and guide resource allocation. Whether it's public safety, education, housing, or sanitation, you can't manage what you don't measure.

One of the first steps I'd take is implementing regular community surveys and holding public forums to engage directly with residents. Listening to people—across neighborhoods, income levels, and backgrounds—provides valuable insights into their experiences and priorities. This feedback, combined with hard data, helps ensure that our policies and services are responsive to the diverse needs of the community.

Technology also plays a critical role. By adopting smart city solutions, we can streamline operations, improve service delivery, and make city departments more efficient and accountable. For example, using apps and platforms that allow residents to report issues in real-time—like potholes or missed trash pickups—ensures faster responses and builds trust in city government.

Equity is another cornerstone. Services must be accessible and inclusive for all citizens, especially underserved communities. That means not just equal investment, but strategic investment where it's needed most to level the playing field. By tracking outcomes with clear metrics, we can ensure that every resident benefits from the city's growth and progress.

Finally, I believe in empowering city employees to perform at their best. Regular training and a focus on innovation ensure that they have the skills and tools to meet the evolving needs of our citizens. When city services are efficient, equitable, and responsive, we create a government that works for everyone—and that's the hallmark of a great city.

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

Building strong relationships with community stakeholders requires a combination of active listening, transparency, and collaboration. As City Manager, I would make it a priority to engage with residents, business leaders, nonprofit organizations, and other key groups on a consistent basis, ensuring their voices are heard and their ideas are incorporated into the city's plans.

First, establish open lines of communication by hosting regular town hall meetings, roundtable discussions, and one-on-one sessions with stakeholders. The goal is to create an environment where people feel comfortable sharing their concerns, challenges, and aspirations. It's not enough to just talk—we need to listen and act on what we hear.

Second, leverage data and technology to provide stakeholders with clear, accessible information about city initiatives. Transparency builds trust, and by using platforms that allow for real-time updates on projects and performance metrics, we can ensure accountability while keeping the community informed.

Collaboration is another key pillar. I've seen firsthand how public-private partnerships can transform cities. By working with businesses, nonprofits, and community organizations, we can align resources and expertise to tackle challenges and create opportunities that benefit everyone.

Finally, I'd focus on equity and inclusion in every engagement. Building relationships means engaging with all segments of the community—not just those who are most visible or vocal. That includes outreach to underserved and marginalized populations to ensure their needs are represented and addressed.

Relationships are the foundation of any thriving city. By fostering trust, demonstrating accountability, and delivering results, we can build the partnerships necessary to drive progress and improve the quality of life for all residents.

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

Promoting economic growth and job creation requires bold, forward-thinking strategies that leverage Fort Pierce's existing strengths while positioning the city as a leader in a rapidly evolving global economy. The knowledge economy will dominate job growth by 2040, making local innovation a must.

The challenge—and the opportunity—lies in attracting innovative companies, from tech giants like Google to dynamic startups, as well as industries such as technology, life sciences, and smart manufacturing. These industries are increasingly drawn to locations where talent wants to live and work, interact and Fort Pierce can rise to meet that demand.

My approach focuses on enhancing core industries that have long defined Fort Pierce—agriculture, marine, and tourism—while expanding into transformative sectors like energy infrastructure and innovation ecosystems to ensure sustainable, long-term growth.

Strengthening Core Industries

We must double down on what already makes Fort Pierce a strong player in the regional economy. By fostering innovation in agriculture, transforming the Port of Fort Pierce into a premier hub for marine commerce, and investing in tourism through strategic infrastructure upgrades, we can create jobs and catalyze economic activity that benefits the entire community.

Embracing Clean Energy and Infrastructure Modernization

Fort Pierce can seize the opportunity to lead in clean energy and infrastructure development. A signature initiative could include constructing an all-electric Transit Operations Center to charge, service, and maintain a fleet of battery-electric buses. This project will create high-quality jobs, reduce emissions, and position Fort Pierce as a leader in sustainable urban development on the Treasure Coast. Expanding transportation infrastructure with additional bus routes, electric vehicle charging stations, and smart traffic systems will further improve accessibility, attract forward-thinking businesses, and stimulate growth in related industries. Partnerships with the Department of Transportation and Public Works, alongside private companies and federal funding programs, can ensure the success of these initiatives.

Building a Skilled Workforce

Economic momentum relies on a well-prepared workforce. By partnering with local colleges, technical schools, and training programs, we can equip residents with the skills needed for emerging industries like energy technologies and smart manufacturing. This

focus on workforce development ensures that Fort Pierce becomes a destination for employers seeking a highly capable talent pool.

Leveraging Partnerships and Funding
Public-private partnerships and state and federal funding are critical to these efforts. Collaborating with key stakeholders will not only secure the resources needed but also ensure that initiatives are cost-effective and impactful. Fort Pierce can set the standard for innovation and economic leadership through targeted, strategic investments in energy, transportation, and technology.

Creating Vibrant Innovation Ecosystems
Fort Pierce can embrace placemaking strategies to create strong innovation ecosystems. These vibrant, community-rich places—where people live, work, shop, enjoy culture, and collaborate—are essential for attracting and retaining talent while fostering the creative interactions that drive innovation. With forward-looking public policies and intentional design, we can lay the groundwork for Fort Pierce to thrive as a hub for knowledge and creativity.

Economic growth isn't just about creating jobs—it's about building a stronger, more resilient, and inclusive community. By prioritizing innovation, workforce development, and infrastructure, Fort Pierce can become a model for sustainable growth and a beacon of opportunity for generations to come.

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 my knowledge, no adverse or critical statements have been made about me in print or online media. An online search would reflect my dedication to community and economic development, ethical leadership, and measurable impacts in the communities I've served. I value professionalism, transparency, and accountability.

ANDREA CARTER

Port St Lucie, FL **andreacarter29@gmail.com**
754.422.7862 **linkedin.com/in/carter-andrea**

LEADERSHIP PROFILE

Accomplished Corporate Controller and Sr. Level Accounting Management Professional with proven success developing, implementing and directing all aspects of the accounting and finance function. Tactical thinker with a strong foundation of common sense who creates value through cost reduction, strategic budget planning, and operational improvement and implements directives achieving sustainable fiscal health for a corporation. Fluent in the latest laws, principals and methodologies in US GAAP accounting. A leader who guides and motivates others through positive attitude, integrity, and encouragement. Other strengths include:

- Strategic Financial Planning
- Financial Modeling/Planning & Risk Management
- Process Improvement/Best Practices
- Capital Expenditure Analysis, Planning & Funding
- Budgeting, Forecasting and P&L
- Operational & Financial Analysis
- Internal Audits/Controls
- Financial Statements & Reporting
- Revenue/Profit Optimization
- Cash Flow Management
- Credit Management
- Regulatory/SEC Compliance

PROFESSIONAL EXPERIENCE

POSTAL CENTER INTERNATIONAL, INC. AND ORIGINAL IMPRESSIONS, LLC | WESTON, FL **08/2013 - PRESENT**

■ **Director of Accounting/Human Resource Administrator**

Key member of the management team responsible for the evolution and execution of the corporate Finance and Operational strategy, as well as the safeguarding of company assets. Accountable for full cycle accounting for two companies generating more than $640MM annually with 350 employees. Responsibilities encompass A/P, A/R, financial systems, general ledger, reporting, billing, inter-company reconciliations, internal controls, forecasting, cash flow, budget management, company credit, payroll, sales commissions, taxes, fixed assets, audits, month-end close, and financial statements. Provide leadership for a staff of 10.

- Protect the company's assets by implementing tight internal controls, ensuring accurate financial trends analysis and projections, and generating alternate ideas and suggestions to improve operating performance.
- Produce monthly financials, reconciliations, and analysis and present financials to the executive team.
- Prepare annual budget and monthly forecasts, as well as daily cash report.
- Consistently ensure month-end and year-end closing activities are completed within targeted deadlines.
- Reconcile intercompany balances and support intercompany daily operations.
- Coordinate the provision of information to external audits for the annual audit.
- Maintain vendor agreements and monitor upcoming expiring contracts.
- Manage insurance policies and renewals for property and casualty.
- HR duties include overseeing all 401k activity, benefits, payroll, interviewing/hiring, administering HR policies and procedures, compensation, employee discipline, exit interviews and providing monthly analysis of headcounts and payroll trend reports.

Select Accomplishments

- Restructured the accounting department, instituted proper accounting procedures and conducted cross training of staff to aid in the growth of both companies.
- Implemented a 360 integration for 401k and benefits platforms.
- Led and guided the CSS department to reduce billing errors. Implemented processes, delivered training, and created SOPs.
- Implemented multiple accounting software systems and trained staff on their use.
- Instituted Fred Pryor training for staff to develop knowledge and skills that enhanced their efficiency.
- Conducted due diligence for the company for two new acquisitions.
- Implemented KPIs used for training and merit recognition.
- Instituted corrective measures to bring AR past dues to remain current.
- Created vendor and client lease/contract schedules and tracked all contracts.
- Developed new vendor form and supplier registration forms.
- Saved the company money on auditing fees by reviewing and identifying transactions prior to year-end close. Reduced audit time from 6-8 weeks to 3-4 weeks.

VENTRON MANAGEMENT | BOCA RATON, FL **01/2012 - 08/2013**

■ **Accounting Specialist**

Accountable for the timely processing of all A/P and A/R for this property management company. Responsible for processing invoices, journal entries, general ledger, cash reports, reconciliations, credit card statements, accruals, trial balance, resolving billing discrepancies, P&L statements, and vendor relations. (Cont. P2)

Professional Experience

Ventron Management - (continued)

- Prepared journal entries and performed on-going analytical review in support of the monthly close process.
- Conducted extensive bank reconciliations for multiple accounts and reconciled mortgage statements.
- Handled closing of assigned properties, reviewed GL for errors and made corrections.
- Calculated and entered monthly contracted items and accruals, matched expenses to period incurred, and reviewed trial balance.
- Prepared P&L statements and distributed to property managers for variance review.
- Reviewed vendor aging for delinquencies. Reconciled vendor statements, conducted research and made corrections of discrepancies.
- Prepared and processed checks of accounts payable, wire transfers and ACH payments.
- Reviewed security deposit refund invoices and made payments on time.
- Worked efficiently in high volume environment with exceptionally accurate results.

Lloyd Benedict CPA | Plantation, FL — 07/2010 - 01/2012

■ **Accountant**

Provided accounting and tax services to various domestic and international business clients, as well as high net worth individuals.

- Serviced client accounts and presented financial and accounting reports to CPA.
- Completed monthly, quarterly and annual bank reconciliations for small companies. Reconciled and reported discrepancies.
- Performed complex general accounting functions, including preparation of journal entries for small companies.
- Prepared corporate monthly and quarterly write-up work including payroll and state sales tax returns in QuickBooks.
- Assisted clients in organizing their finances, general bookkeeping, and preparing them up for e-filing, payroll deposits, etc.
- Consistently provided the highest quality services, meeting/exceeding deadlines, schedules, and performance requirements.

Scott's Realty Limited | Clarendon, Jamaica — 02/2007 - 03/2010

■ **Accountant/Manager**

Reporting directly to the Controller, managed all aspects of the accounting function for this realty company. Accountabilities encompassed A/P, A/R, journal entries, GL, reconciliations, bank deposits, collections, financial reporting, commissions, and payroll. Recruited, hired and managed a staff of three

- Received, recorded, and banked cash, checks, and vouchers, as well as reconciled records of bank transactions.
- Analyzed and reviewed financial data and prepared financial statements and reports for both internal and external purposes.
- Verified invoices for accuracy and resolved all billing discrepancies with vendors.
- Managed accounts receivable and kept account collections under 30 days.
- Executed payments of all statutory and tax payments monthly.
- Calculated and paid sales/valuation and surveyor's commissions.
- Consistently met/exceeded demands, expectations and deadlines through exceptional work ethic and commitment to excellence.

Teri-Max Services | Clarendon, Jamaica — 03/2002 - 02/2007

■ **Accounting Supervisor**

Key member of the finance team accountable for the full accounting cycle, month-end close, general ledger, and financial statement preparation for this department store corporate office. Supervised a team of five accounting clerks.

- Maintained records for accounts receivable and accounts payable for multiple accounts independently.
- Carried out payroll processing tasks for over 200 employees.
- Conducted complex and extensive bank reconciliation activities.
- Interacted with external auditors in completing audits.
- Executed payments of all statutory and tax payments monthly.
- Worked closely with the Financial Controller regarding budgeting and forecasting.
- Processed payments to logistics and freight companies for all charges for incoming shipments.

Education

Master of Science Degree in Forensic Accounting, Florida Atlantic University - Expected 08/2025
Bachelor of Science Degree in Accounting, Florida Atlantic University
Associate of Science Degree in Accounting, Broward College
Bachelor of Science Degree in Finance, Northern Caribbean University

Technical Proficiencies

MS Office (Word, Excel, PowerPoint, Outlook), ADP, Paylocity, QuickBooks, Microsoft Dynamics GP, Business Central, and e-base

Candidate Questionnaire

Candidate Name: Andrea Carter

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.

    a. 12/2/2013 - Current
    b.Director of Accounting, Postal Center International, Inc. and Original Impressions, LLC.
    c. I report directly to the CFO
    d. $159,000 per year plus 40% bonus per year paid quarterly.
    e. n/a
    f. 522 employees
    g. I supervise a staff of 12 employees.
    h. 600 Million

2. Why are you interested in pursuing this position? I am drawn to this position because it provides an opportunity to apply my extensive experience in financial planning, operational improvement, and strategic leadership to benefit the City of Fort Pierce. Throughout my career, I have successfully optimized budgets, implemented cost-saving initiatives, and developed operational strategies that create long-term sustainability. I am

excited about contributing to the city's fiscal health and ensuring efficient delivery of services to its residents.

3. How would you describe your management style? My management style is collaborative yet results-oriented. I lead by empowering my team through clear communication, setting achievable goals, and fostering professional growth. I believe in leading by example, maintaining integrity, and encouraging innovative solutions. This approach has consistently delivered measurable improvements in operational efficiency and team productivity.

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 grounded in fairness, transparency, and adherence to policies. In hiring, I focus on selecting candidates who align with organizational values and possess the required skills. For discipline and ethical violations, I ensure a thorough investigation, fair application of policies, and clear communication of outcomes. I also prioritize regular performance evaluations to provide constructive feedback and recognize achievements, fostering a culture of accountability and growth.

5. How would you deal with city budget constraints and identify new revenue sources? I have extensive experience managing budgets and identifying cost-saving opportunities. To address budget constraints, I would conduct a comprehensive review of expenses to identify inefficiencies and areas for cost reduction. I would also explore innovative revenue sources, such as public-private partnerships, grant opportunities, and optimizing city-owned assets to generate additional income.

6. How will you prioritize competing demands for resources within the city? Prioritizing competing demands requires a combination of data-driven decision-making and stakeholder input. I would evaluate requests based on their alignment with the city's strategic goals, potential impact on residents, and available resources. Engaging the community and city council in setting priorities ensures transparency and alignment with public needs.

7. Describe a successful initiative you have led as a City Manager. In my current role, I led a restructuring initiative that significantly improved operational efficiency. By implementing new accounting procedures, cross-training staff, and introducing key performance indicators, we reduced billing errors, improved reporting accuracy, and shortened audit times by 50%. This initiative demonstrated my ability to implement sustainable improvements through strategic planning and leadership.

8. Describe a time when you had to manage a crisis situation in a city setting. During a major system migration, our company faced significant disruptions that threatened billing and payroll accuracy. I quickly assembled a cross-functional team, developed a crisis management plan, and communicated transparently with stakeholders. We resolved the issue within days, minimizing disruption and maintaining trust. This experience reflects my ability to lead during crises, which is critical for city management.

9. What steps do you take to ensure transparency and accountability in city operations. I prioritize clear communication, robust internal controls, and regular reporting to ensure transparency and accountability. Establishing KPIs, conducting audits, and fostering open communication channels with stakeholders are central to maintaining trust and operational integrity.

10. Please describe your experience working with unions. While I have not worked directly with unions, I have extensive experience in managing employee relations, negotiating contracts, and ensuring compliance with labor laws. My ability to foster positive relationships with employees and address concerns fairly positions me to work effectively with unions.

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 not managed a police department directly, but I have overseen diverse operational teams with complex responsibilities. My role would involve ensuring the department has the resources and support needed to operate effectively, fostering collaboration between the police and community, and upholding accountability to maintain public trust.

12. How will you ensure that the city's services meet the needs of all its citizens? I would ensure services meet citizens' needs by engaging with diverse community groups, conducting regular needs assessments, and soliciting feedback. This would help identify gaps and areas for improvement, ensuring equitable access to city services.

13. What strategies will you use to build relationships with stakeholders in the community? I would prioritize regular communication, establish advisory groups, and attend community events to build trust and foster relationships. Partnering with local businesses, nonprofits, and residents ensures alignment between city initiatives and community needs.

14. What strategies would you implement to promote economic growth and job creation? I would collaborate with local businesses, attract new investments, and create incentives for business development. Promoting entrepreneurship, streamlining permitting processes, and supporting workforce development programs would be key strategies to foster economic growth.

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? absolutely nothing.

Daniel Carranza

Fort Pierce • 772-607-3692 • dcarranza2113@gmail.com • linkedin.com/in/daniel-carranza-060a51a7

City Manager

Experienced professional with a strong administration and real estate background, combining over a decade of expertise in strategic planning, operational management, and community-focused development. Proven ability to oversee multimillion-dollar budgets, drive redevelopment initiatives, and enhance operational efficiencies to achieve measurable results. Skilled in property valuation, market analysis, and investment strategy, with certifications in Real Estate Investing, Data Analytics, and Note Investing. Adept at fostering cross-functional collaboration, engaging diverse stakeholders, and implementing data-driven solutions that align with organizational and community goals. Committed to transparency, innovation, and delivering sustainable growth for long-term success.

WORK EXPERIENCE

Keller Williams Realty, Inc. • Port St Lucie, Florida, United States • Dec 2020 - Present
Real Estate Agent

- Boosted Sales by 15% by developing and maintaining regularly scheduled reports, providing crucial insights for the sales team to reach their targets.

American Kitchen and Stones • Port St. Lucie, FL, · Hybrid • Jan 2017 - Present
Office Administrator

- I manage a very capable team, handle advertising, look for potential partnerships, and build my team up so that they can produce at their best.

Census Beureu • Port St. Lucie • May 2020 - Nov 2020

The United States Census Bureau, officially the Bureau of the Census, is a principal agency of the U.S. Federal Statistical System, responsible for producing data about the American people and economy. The Census Bureau is part of the U.S. Department of Commerce and its director is appointed by the President of the United States.

Enumerator • Part-time

- I was able to increase productivity by prioritizing tasks. Productivity increased by 15%.

Orlando International Airport • Orland, FL • May 2015 - Sep 2016

Orlando International Airport (MCO) is a major public airport located six miles southeast of downtown Orlando, Florida. Serving as a hub for domestic and international flights, MCO is one of the busiest airports in the United States. The airport features a state-of-the-art terminal complex with four airside concourses, efficiently connecting passengers to various destinations worldwide. Renowned for its modern facilities, MCO offers a wide range of amenities, including diverse dining options, shopping outlets, and convenient transportation services. With a commitment to passenger satisfaction, Orlando International Airport plays a crucial role in facilitating seamless travel experiences for millions of visitors each year.

Airport Ambassador • Full-time

- I received an award for outstanding service to the public and for being an excellent ambassador of the airport.
- Assisted international and domestic travelers by providing clear, accurate information and ensuring a seamless travel experience.

EDUCATION

Associate of Arts - AA in Philosophy
Indian River State College • Jan 2015 - Dec 2019
Skills: English · Attitude Change

Associate of Arts - AA in Philosophy
Indian River State College
Skills: English · Interpersonal Skills

CERTIFICATIONS

Google Data Analyst • Aug 2023 - Sep 2024
Google

Wharton: Real Estate Investing & Analysis • May 2024 - Jul 2024
Wharton University School of Business and Wall Street Prep

Real Estate Sales Associate • Dec 2019 - Dec 2022
Florida Department of Business and Professional Regulation

VOLUNTEERING & LEADERSHIP

FORCE
Member of the Education Commitee
The Federation of REO Certified Experts (FORCE) is a national network of residential REO agents and brokers known for their willingness to go above and beyond for the clients they serve.

SKILLS

Administration, AI, Analytical Skills, Asana, Asset Acquisition, Asset disposition, Asset Management, Property Management , Asset Management, Business Development, Business Intelligence, Call Center, ChatGPT, Client Needs, Commercial Real Estate, Communication Skills, Content Strategy, CRM, CRM Management, CRM Management, Data Analysis, Emotional intelligence, English, Evernote, Flex MLS, Follow Up Boss, Inbound, Industry Experience, Intelligence, Logic, Logistics, Marketing, Microsoft, Microsoft Dynamics CRM, MLS, Negotiation, Notion, Obsidian, One Note, Portuguese, PowerPoint, Problem-Solving, Project Management, Project Management, Public Speaking, Quickbooks, Root Cause, Root Cause Analysis, RPR, Sales Management, Speak English, Speak Portuguese, SQL, Strategy, Team Collaboration, Trello, underwriting, Writing, Banking, Banking, Behavioral Economics, Books, Business Development, Crisis Management, economic analysis, Economy, Health and Wellness, Loss Mitigation, Marketing, Music Production, Note Investing, Philosophy, Planning, PR, Public Relation, Public Speaking, Real Estate, Risk Assessment, Risk Mitigation, Sales, Secondary Real Estate Market, Self Improvement , Statistics, Strategy, Writing

Candidate Questionnaire

Candidate Name: Daniel Carranza

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.

        Fall 2010 - Jan 2013

    b. Position title and organization.

        Lifepoint Church

    c. To whom you directly reported.

        Pastor Caudio Ribirio

    d. Ending salary.

    e. $0.00 yearly

    f. Population of community served.

        15-20

    g. Total number of employees in the organization.

        2

h. Number of employees supervised (directly and indirectly).

5

i. Total budget of the organization.

$25.00 weekly

2. Why are you interested in pursuing this position?

Having spent the majority of my life in Fort Pierce, I am deeply connected to this community and genuinely passionate about its future. Fort Pierce is not just a place I call home; it is a vibrant gem on Florida's Treasure Coast, rich in history and culture. Throughout my travels across the United States and internationally, I have come to appreciate the unique charm and potential that Fort Pierce holds, distinguishing it from neighboring cities like Stuart, Port St. Lucie, Vero Beach, and Okeechobee.

Fort Pierce has a remarkable opportunity to position itself as a major hub in Florida. Its strategic location, coupled with a thoughtfully designed downtown area, provides the perfect foundation for growth and development. The potential for real estate appreciation is immense, and I believe we can harness this opportunity to create a thriving community that attracts residents and businesses alike.

While I recognize the challenges posed by neighboring cities—such as traffic congestion and inadequate infrastructure—I see these as opportunities for Fort Pierce to stand out. By focusing on smart urban planning and community engagement, we can create an environment that not only meets the needs of our current residents but also attracts affluent professionals seeking a vibrant place to live and work.

I am eager to contribute to the betterment of Fort Pierce by leveraging my passion for this community and my insights into its untapped potential. I believe that with a proactive and aggressive approach, we can secure our share of resources and ensure a prosperous future for Fort Pierce. It would be an honor to play a role in shaping the city's trajectory and enhancing the quality of life for all its residents.

3. How would you describe your management style?

The most effective leadership comes from the front—actively engaging with every person in the organization to earn their buy-in. Leadership cannot exist without it. For a team to be successful, each member must fully understand and embrace the vision. The goal should be clear and shared by everyone. When asked, "What is the objective?" or "Why do you work here?" every individual should answer with the same commitment and purpose.

Setting expectations starts at the top and filters down. Leadership must clearly define expectations, but team members should also feel empowered to voice their expectations for leadership. This two-way communication is essential. Without mutual understanding, there's no incentive for team members to meet expectations, and even if they do, they won't be fully invested in the outcome, which can gradually erode the organization.

For an organization to thrive, pride in one's work is critical. Every individual contributes to the overall success, bringing unique skills and knowledge. No one has all the answers, but collectively, the team can leverage each person's strengths. What matters most are integrity, ethical behavior, and results. Integrity ensures that results are meaningful and sustainable. Ethical

decision-making avoids creating future problems. And, of course, results drive progress. With these values in place, the organization can unite around a clear and shared purpose.

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

I firmly believe everyone wants to perform at their best and take pride in their work. Most people naturally desire to feel valued, belong, and contribute to something larger than themselves. To foster this environment, it is crucial to align everyone on the same page regarding expectations verbally and in writing. This ensures accountability and creates a sense of shared purpose. When team members understand why their work matters and to whom it ultimately benefits, they are more likely to stay engaged and motivated.

I focus on creating a foundation of trust and respect when addressing personnel issues such as discipline, ethical violations, and performance. Everyone should understand their role's importance, regardless of their position within the organization. Leadership must emphasize that each contribution is vital to the success of the team and the community at large. This helps combat feelings of disengagement or the notion that their work is just a bureaucratic task.

Tracking behavior is also essential in managing personnel effectively. Regularly monitoring and documenting performance and behavior provides a clear, objective picture of an individual's progress and areas for improvement. It ensures consistency and fairness in addressing issues and helps identify trends that may require intervention. By instilling a sense of

ownership and accountability, team members are empowered to take responsibility for their actions. This leads to better performance, fewer ethical violations, and improved compliance.

In labor relations, I recognize that both sides—leadership and staff—share the common goal of community betterment. Open communication, mutual respect, and a focus on the collective mission help build strong, productive relationships that foster positive outcomes for all.

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

   Unfortunately, capital is not unlimited, and our taxpayers are not all billionaires with blank checks. The first step would be conducting a thorough audit of the city's finances to understand the current state and identify areas of inefficiency. Assuming the budget is at a break-even point, which is often the case with public institutions, we would prioritize essential services that cannot be delayed and distinguish them from non-essential or luxury expenditures. It's a difficult and often heartbreaking process, but it is necessary for long-term stability.

   Given the city's numerous needs and limited resources, making tough decisions is inevitable. The focus should initially be on consolidating expenses and ensuring the maintenance of critical infrastructure and services. Expanding too quickly or taking on new obligations may stretch resources thin, so limiting expansion in the short term would be prudent.

   When it comes to identifying new revenue sources, I would seek out "blue ocean"

opportunities—innovative, low-cost, and easy-to-implement solutions that haven't been fully explored by others. These could be small changes with the potential for significant returns, and if they don't produce the desired outcome, they can be reversed quickly without long-term consequences. This approach allows us to test new ideas, gather data, and validate them before making substantial investments. We would seek disproportionate returns from minimal initial investment.

Navigating budget constraints during unexpected or challenging times—what some might call "black swan" events—requires creative thinking. These moments are often opportunities for simple but impactful solutions that can dramatically improve the city's financial outlook. By approaching problems from a different angle, we may uncover opportunities that cost little to implement but can yield thousands of dollars in benefits for the community. This generates revenue and leaves a lasting, positive impression on residents and taxpayers.

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

Prioritizing competing demands for resources is one of the most challenging aspects of this role. Each decision must be supported by data, a clear rationale, and alignment with the city's overall vision. When faced with a choice, I would ensure that the decision does not compromise the city's operations, safety, or ethical standards, and that it minimizes risks to residents.

To guide these decisions, I would use a set of questions that evaluate the impact and feasibility of each option:

- Who does this decision affect, and in what way?
- Does it align with the city's long-term vision and goals?
- What are the potential risks if things go wrong?
- Will it exceed the budget or disrupt financial stability?
- In the worst-case scenario, how many people would be impacted, and how severe would the consequences be? Could we mitigate the damage in 15-20 days?

While not every decision can be made quickly, taking the time to assess the situation thoroughly is essential. We must balance urgency with careful evaluation to avoid unintended consequences. By following this process, we can prioritize actions that benefit the community, maintain financial health, and uphold ethical standards.

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

While I have not held the formal title of city manager or worked directly in city administration, I bring a wealth of personal experience, a deep understanding of the community, and a strong vision for what Fort Pierce can become. As a proud resident of this city, which helped shape who I am today, I feel a deep responsibility to contribute to its growth and success.

In my business career, I've developed a diverse set of skills that are highly transferable to city management. I've worked in real estate, economic development, and leadership roles where I've gained experience in project management, strategic planning, and working collaboratively

with various stakeholders. These experiences have allowed me to develop a results-oriented mindset, a focus on community engagement, and the ability to make data-driven decisions that benefit both individuals and organizations.

I have a clear vision for Fort Pierce's future and a passion for helping it grow into a thriving, sustainable, and inclusive community. I believe that with a focus on innovation, thoughtful collaboration, and maintaining a strong connection to the city's history and culture, we can continue to build a city that provides opportunities for all its residents and sets a positive example for others to follow.

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

In my experience as a business owner and real estate agent, I've learned that crisis management requires taking ownership, planning ahead, and ensuring that the team is prepared to act quickly and effectively. The core principles remain the same regardless of the setting—anticipating potential issues, having a clear plan of action, and knowing how to adapt to the situation when it arises.

I've found that in any crisis, it's essential to be proactive rather than reactive. A useful analogy is the amusement park industry, where accidents could be avoided and handled more effectively with proper risk assessments, training, and leadership taking ownership of any oversights. Similarly, in managing city operations, it's vital to plan for various scenarios in advance. While not every crisis can be predicted, having action plans for different types of challenges allows for a tailored, effective response when the unexpected happens.

To strengthen this approach, I would ensure that a dedicated PR/Marketing professional or consultant is available. This person would be familiar with the city's dynamics, history, and culture, enabling the city to stay ahead of potential crises. Having a professional on call who already understands the situation reduces the response time and avoids unnecessary delays that could worsen the issue.

By planning for the worst and hoping for the best, we can ensure that we are always prepared to address crises quickly and efficiently, minimizing their impact and ensuring smooth recovery.

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

   To ensure transparency and accountability in city operations, I would implement several key strategies. First, I believe in the power of frequent communication and open channels. Regular meetings with residents, community organizations, and key stakeholders are essential to gather feedback, address concerns, and ensure that the community feels heard. An open-door policy encourages an ongoing dialogue between the city government and its citizens, fostering trust and engagement.

   Additionally, I would implement a comprehensive dashboard that tracks Key Performance Indicators (KPIs) and other relevant metrics for city operations. This dashboard would be publicly accessible, allowing residents to easily track the city's progress on various initiatives, projects, and goals. Whether the progress is large or small, it is essential to demonstrate that steps are being taken and that the city's leadership is

actively working towards meeting the needs of the community. This transparency helps ensure that citizens can hold the government accountable, and it gives them the ability to see how their input influences decision-making.

By prioritizing communication, accessibility, and transparency, we can create a more accountable, responsive government that is truly aligned with the interests and needs of the people it serves.

10. Please describe your experience working with unions.

My approach to working with unions is grounded in the understanding that both the city and the unions share a common goal: the betterment of our community and its residents. We all strive to create an environment where public service is effective, sustainable, and beneficial for everyone. While there may be differences in perspective or short-term objectives, I believe that ultimately, improvements for our workforce lead to better outcomes for the entire community.

A strong partnership between the city and unions can foster mutual respect, collaboration, and a shared commitment to enhancing the quality of life for our constituents. By maintaining open lines of communication, prioritizing fairness, and working towards long-term solutions, we can ensure that both the needs of the city and its workforce are met, leading to a more productive, harmonious environment.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department?

My role would be to get them the tools they need to protect and serve. Free up resources to have the best police force in Florida and bring security and safety to Fort Pierce, which I know the residents are clamoring for.

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

To ensure that the city's services meet the needs of all citizens, the first step is ensuring that these services are well-known and easily accessible. For example, while the SeeClickFix app is a valuable tool, many people may not be aware of it. There are likely other programs and services that could significantly benefit residents but are simply underutilized because people don't know they exist. It's not enough to just offer these services; we must make sure the public is fully informed about what's available.

To achieve this, I would implement a multifaceted approach to communication. We can leverage digital tools like the city's website, social media, and local news outlets to share information about available services. Additionally, we should ensure that the steps to access these services are clear and straightforward. This includes providing easily navigable databases of programs, clear instructions on how to get started, and ensuring that there are translators available for non-English speaking residents.

For individuals who may face barriers to accessing services—whether due to mobility issues, language barriers, or fear of stigma—it's important to offer additional support. We could consider offering home visits for residents who are unable to come downtown or creating a more personal outreach system where a city representative can guide them through the process. It's

crucial to build trust within the community, especially for individuals who may feel apprehensive about seeking help, whether out of fear of consequences or the belief that services are financially out of reach. Making sure citizens feel comfortable and confident in using city services is key to ensuring they meet the needs of all residents.

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

Building strong relationships with stakeholders begins with listening. I would prioritize understanding their main concerns and needs, gathering relevant data, and analyzing it alongside their feedback. It's essential to give stakeholders a seat at the table when decisions are being made, ensuring that their voices are heard and incorporated into plans whenever possible.

However, it's also important to foster trust in the administration's ability to implement these plans and navigate the path forward effectively. While differing opinions may exist, the goal is to emphasize that there are no sides—only One Fort Pierce. By promoting a collaborative approach and working together toward shared goals, we can strengthen relationships and create a more unified community.

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

To stimulate economic growth in Fort Pierce, we must focus on creating a unique and attractive demand for the area. Fort Pierce should be the destination for people in the arts, tech, commerce, and other industries. The key is to make it the place they want to be, not just a place people feel they have to be. One strategy to achieve this would be to

incentivize the film industry to bring productions here. By promoting Fort Pierce as a vibrant location for movies, we can draw in creative professionals, generate exposure, and enhance the city's cultural reputation.

Hosting festivals, conferences, and trade shows would also increase visibility and attract visitors. These events not only draw attention to the city but can also serve as a platform to highlight what Fort Pierce has to offer. Creating buzz and excitement will encourage people to visit, and once they see the beauty and potential of Fort Pierce, they'll want to stay.

In addition to creating buzz, it's crucial to focus on fostering the growth of local businesses, ensuring that they don't leave once they've reached a critical mass. While tech startups offer attractive pay, they often don't create the kind of broad-based job opportunities that are sustainable for a small-town economy. A stronger strategy would be to attract industries that have a more mature workforce, such as manufacturing, healthcare, or established service sectors. These industries tend to offer jobs to local residents and create a more stable and sustainable community.

When attracting companies to relocate or expand to Fort Pierce, we must be strategic about incentivizing them. It's essential to provide initial support, but we must also ensure that we do not end up saddled with long-term debt obligations. Incentives can be tailored to the specific needs of each company, but the overarching goal should be to balance generosity with fiscal responsibility. In the long term, we should focus on

creating conditions where companies thrive without burdening the city with financial commitments.

Finding that balance—generating growth without accumulating debt—is the key to ensuring Fort Pierce's long-term prosperity and maintaining its small-town charm while fostering economic development.

15. Have any adverse or critical statements been made about you in print or online media reports, on social media, or in 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?

At this time, I am not aware of any adverse or critical statements made about me in print, online media, or social media. I conducted a quick search and found no negative or concerning content. If I were to be hired as a City Manager, I would want to be transparent about my background and ensure that my professional history reflects my dedication, integrity, and commitment to the betterment of the community. I strive to maintain a positive online presence and engage with stakeholders in a constructive and respectful manner.

December 9, 2024

City of Fort Pierce
Human Resources Department
100 N U.S. Highway 1
Fort Pierce, Florida 34950

Re: City Manager

Dear Sir or Madam:

I am writing to express my interest in the position of City Manager for the City of Fort Pierce, Florida. After reviewing my professional and educational background, I am confident that your organization will find me to be worthy of consideration.

My career in local government spans over 30 years, with growth-oriented communities in Florida, Georgia, Arizona and Nevada. My present employment capacity involves service as an Assistant General Manager – Finance for Broward County Transportation, Fort Lauderdale, Florida.

I have a Master of Business Administration and in-depth experience in the local government sector. I am extremely proficient in strategic planning, budgeting, financial reporting, grants administration, procurement, marketing, capital improvement planning, and information technology. I have administered all levels of human resource management including collective bargaining and employee-management relations.

Attached please find my vita which delineates my work experience. Any response thereto will be most appreciated. I am available to discuss my skills and qualifications at your convenience.

Respectfully,

Richard D. Chess, MBA

RICHARD D. CHESS, MBA
E-mail: chessrd@gmail.com
Cellular: (623) 451-3891

Results oriented with broad based experience in local government. Demonstrated hands-on management style in the development and implementation of strategic plans to ensure organizational growth. Well disciplined with a proven ability to manage multiple assignments efficiently under extreme pressure while meeting tight deadline schedules. Strong team builder and facilitator. Effectively communicates direction and conveys complex information in easily understood formats. In-depth experience with complex information technology systems.

QUALFICATION HIGHLIGHTS

Strategic Planning	Budget Preparation/Administration	Contract Negotiations
Organizational Effectiveness	Financial Management	Pension Administration
Team Leadership	Cash Management	Risk Management
Debt Management	Financial Reporting	Audit Management

PROFESSIONAL EXPERIENCE

BROWARD COUNTY 2019 - Present
ASSISTANT GENERAL MANAGER Fort Lauderdale, FL
TRANSPORTATION - FINANCE

Broward County is located in southeastern Florida and has a population of approximately 2 million making it the second-most populous county in the state of Florida and the 17th-most populous county in the United States. The county seat is Fort Lauderdale.

Broward County Transportation (BCT) is the second-largest transit system in Florida. BCT provides fixed route bus, express, and community shuttles and paratransit services in Broward County. BCT's mission is to provide safe and reliable transportation solutions that link people, connect communities, support employment and contribute to the overall economic growth of the region.

Broward County FY 2025 operating, and capital budget is $5 billion and $2 billion, respectively. BCT has a year-round workforce of approximately 1,400 employees. BCT FY 2025 operating, and capital budget is $278 million and $198 million, respectively. As Assistant General Manager my responsibilities encompass oversight and direction of Finance, Accounting, Budget, and Grant Administration.

Key Projects:

- Administration of Broward County Transportation Surtax. In November 2018, voters approved a local one-cent, 30-year surtax to increase mobility and address transportation challenges in Broward County. The surtax is anticipated to bring in approximately $15.6 billion over the 30-year period. The funds will be used for BCT's operating and capital budget.
- Most recently BCT's PREMO plan was approved by the Board of County Commissioners. PREMO will provide Light Rail, Commuter Rail, Bus Rapid Transit, and High-Capacity Transit to Broward

County. I am responsible for the development of the operating and capital budget for the PREMO plan. In addition, I prepare short and long-term financial plans for BCT.

- Responsible for Federal Transit Administration (FTA), National Transit Database (NTD) Reporting, and Florida Department of Transportation (FDOT) Grant Reporting.
- Liaison for Single Audits, Financial Management Oversight Reviews, FTA Triennial Review, and FDOT Triennial Review.
- Collaborate with Broward Metropolitan Planning Organization on the submission of BCT Capital Projects for the Transportation Improvement Program and Metropolitan Transportation Plan.
- Coordinating with Miami Dade-County and Palm Beach County on the implementation of a regional fare interoperability program.
- Member of Funding Subgroup for the Commuter Rail Project for Broward County and Miami-Dade County.

SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY 2014 - 2019
DIRECTOR OF FINANCE Pompano Beach, FL

South Florida Regional Transportation Authority (SFRTA) operates Tri-Rail, which provides commuter rail service within the tri-county area, operating 50-weekday trains, 30 Saturday trains, and 30 Sunday trains along a 72-mile stretch of commuter rail. The South Florida metropolitan area encompasses the southeastern part of the U.S. State of Florida and covers the counties of Miami-Dade, Broward, and Palm Beach, which are the three most populous counties in Florida. The term "South Florida" is roughly synonymous with the Gold Coast. In 2020, the population of South Florida was estimated at 6.1 million by the US Census Bureau making it the eighth largest metropolitan area in the United States behind New York, Los Angeles, Chicago, Dallas, Houston, Washington D.C., and Philadelphia.

Responsible for all financial activities of the SFRTA, including finance and accounting infrastructure, budgeting, short and long-term financial planning, projections, and analysis of combined entities. Also, responsible for the management of all fare collection systems, payroll, accounting services, grants, audit liaison, and capital accounting activities in compliance with local, state, and federal rules and regulations.

Key Achievements:

- Participated in the Tri-Rail Downtown Miami Link Project. A public-private partnership with the City of Miami, Miami Community Redevelopment Authority, Miami Downtown Development Authority, Miami-Dade County and All Aboard Florida. Tri-Rail Downtown Miami Link project is a $71 million station and rail infrastructure project. The implementation of the Tri-Rail Downtown Miami Link project will allow passenger service on a rail connection between the existing Tri-Rail Metrorail Transfer station and MiamiCentral.

- Participated in the financial planning for the SFRTA to assume management, operation, maintenance, and dispatch of all rail operations from the CSXT. A $221 million partnership between the SFRTA and the Florida Department of Transportation.

- Prepared SFRTA's Fiscal Year Ended June 30, 2014 through 2018, Annual Comprehensive Financial Report in accordance with the GFOA Certificate of Achievement for Excellence in Financial Reporting.

CITY OF COLLEGE PARK, GEORGIA
DIRECTOR OF FINANCE AND ACCOUNTING 2010 - 2014

INTERIM CITY MANAGER 2012 - 2013

The City of College Park sits in southwest Fulton County and is home of Hartsfield-Jackson Atlanta International Airport. College Park is a full-service City providing excellent city services and utility distribution, ample parks, and recreation facilities for its citizens. The city owns and operates its own power distribution company. The Director of Finance is responsible for the preparation and oversight of a $120 million operating budget for City Council review and approval. Leadership, supervision, and involvement of operating line departments including police, fire, engineering, public works (sanitation, storm water, water and sewer), power and utility billing. Also, administrative services departments including city clerk, human resources, information technology, finance/accounting, purchasing, business licensing, inspections/code enforcement, public information, and economic development. College Park is recognized for owning the second largest convention facility in Georgia the Georgia International Convention Center.

Key Achievements:

- Instituted organization-wide performance-based budgeting model, enabling the identification of goals and objectives of departments and sections to be achieved, with the application of measurement tools a to report effectiveness, as well as support funding commitments.

- Closed budget gap in the general fund for fiscal years 2011 and 2012 of $10 million and $7.5 million, respectively. Also issued Budget for the fiscal year 2012-13 with no use of fund balance for the first time in over 6 years.

- Implemented GASB 54 Fund Policy to maintain municipal reserves.

- Coordinated and implemented an Early Retirement Incentive Program which resulted in savings over $1.4 million.

- Staff reduction in fiscal year 2011 and 2012 of 4% and 2.6 %, respectively, with no reduction in services.

- Negotiated with City Attorney along with Public Works Director to reduce sewer rates from the City of Atlanta. Also, settled long standing dispute with the City of Atlanta over the City of College Park share of City of Atlanta capital improvement cost. Savings of over $16 million.

- Maintained the city's bond rating from Moody's and Standard and Poor's of Aa- and AA+, respectively.

CITY OF SCOTTSDALE 2007 - 2010
ACCOUNTING AND TAX AUDIT DIRECTOR Scottsdale, Arizona

Located in the beautiful Sonoran Desert, Scottsdale, Arizona is bordered by Phoenix to the west and the McDowell Mountains on the east. Scottsdale's McDowell Sonoran Preserve, in the city's northern reaches, is the largest urban wilderness area in the United States and features more than 60 miles of trails through diverse and scenic desert terrain.

The City of Scottsdale has an estimated 217,965 residents and is the sixth largest city in Arizona and the 92nd largest city in the United States. The City of Scottsdale is a full-service city with operating departments including community, services, public safety, public works/water resources, planning neighborhood/transportation, economic vitality, financial management, human resources, and information technology. The city had a year-round workforce of approximately 2,600 employees. The FY 2009-10 citywide operating budget was $509 million. As Accounting and Tax Audit Director I had direct management responsibility over finance, accounts payable, payroll and tax audit division.

Key Achievements:

- Participated on management team that closed a $65 million budget gap without an impact of direct services to citizens.
- Restructured the city organization from 16 departments to 9 departments and reduced the city's workforce by 10%.
- Managed Tax Audit Division that performed 25 tax audits during FY 2008-10, resulting in additional revenue of $5.5 million.
- Comprehensive Annual Financial Report was prepared, and external audit was conducted that resulted in only 2 findings over 2 fiscal years.
- Received City of Scottsdale achievement award for instructing Finance training during the City's Contract Academy Program.

EDUCATION

MASTER OF BUSINESS ADMINISTRATION
UNIVERSITY OF PHOENIX, Orlando, Florida

BACHELOR OF ARTS, BUSINESS ADMINISTRATION, Major in Accounting
DILLARD UNIVERSITY, New Orleans, Louisiana

EMERGENCY MANAGEMENT INSTITUTE

FEMA – IS-000100.c – Introduction to the Incident Command System, ICS-100
FEMA – IS-00200.c – Basic Incident Command System for Initial Response
FEMA – IS-0070.B – An Introduction to the National Incident Management System
FEMA – IS-703.B – National Incident Management System Resource Management

PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS

- International City/County Management Association
- National Forum for Black Public Administrators
- American Public Transportation Association
- Conference of Minority Transportation Officials
- Government Finance Officers Association
- Florida Government Finance Officers Association
- Institute of Internal Auditors
- National Association of Black Accountants (NABA)
- Served as Vice President for the Greater Orlando Chapter of the NABA, Inc.

REFERENCES

Furnished upon request.

Candidate Questionnaire

Candidate Name: Richard D. Chess

Position: City Manager

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.

a. January 2019 to Present
b. Assistant General Manager - Finance, Broward County Transportation (BCT)
c. Report to: Deputy General Manager
d. Current Salary: $215,132
e. Population of community served: Approximately 2 million
f. Total number of employees in the organization: Broward County has approximately 6,400 employees. BCT has a year-round workforce of approximately 1,400 employees.
g. Employees supervised: 32
h. Total budget of organization: Broward County FY 2025 operating, and capital budget are $5 billion and $2 billion, respectively. BCT FY 2025 operating, and capital budget are $278 million and $198 million, respectively.

a. July 2014 to January 2019
b. Director of Finance, South Florida Regional Transportation Authority
c. Report to: Deputy Director
d. Ending salary: $141,000
e. Population of community served: Approximately 6 million, serving Palm Beach County, Broward County, and Miami-Dade County.
f. Total number of employees in the organization: 115
g. Employees supervised: 10

h. Total budget of organization: FY 2019 operating, and capital budget were $120 million and $118 million, respectively.

a. January 2010 to July 2014
b. Director of Finance and Accounting, City of College Park, Georgia
c. Report to: City Manager
d. Ending salary: $117,500
e. Population of community served: City population - 14,649; City daytime population approximately 770,000.
f. Total number of employees in the organization: 414
g. Employees supervised: 15
h. Total budget of the organization: FY 2014 operating, and capital budget were $120 million and $11 million, respectively.

a. August 2007 to January 2010
b. Accounting and Tax Audit Director, City of Scottsdale, Arizona
c. Report to: Chief Financial Officer
d. Ending salary: $103,000
e. Population of community served: 217,965
f. Total number of employees in the organization: 2,600
g. Employees supervised: 50
h. Total budget in the organization: FY 2010 operating, and capital budget were $509 million and $234 million, respectively.

2. Why are you interested in pursuing this position?
I greatly admire the leadership of the City of Fort Pierce, particularly its strategic vision and long-term outlook. The goals and initiatives outlined in the city's strategic plan provide a solid framework for future growth, enabling Fort Pierce to deliver exceptional services to residents while fostering economic opportunities. Achieving these objectives requires strong leadership and a deep understanding of local government operations. With over 30 years of experience in public service, I am committed to advancing these efforts. I have supervised teams, developed and managed budgets for organizations of various sizes, and collaborated with elected officials, employees, and community members on a range of projects and initiatives. I am particularly excited about the prospect of working with a talented team to address the challenges and seize the opportunities identified by city leadership.

The City Manager role represents a unique opportunity for me to apply my leadership and strategic planning expertise while continuing to grow professionally. I am eager to take on the challenges of managing a dynamic city like Fort Pierce and contribute to a legacy of innovation, progress, and community-driven success.

3. How would you describe your management style?

I would describe my management style as collaborative, transparent, and results oriented. I believe in fostering an open environment where team members feel empowered to share ideas, ask questions, and contribute to decision-making. By actively listening and engaging with the team, I can align individual strengths with organizational goals, creating a sense of ownership and motivation. In situations that require adaptability, I adopt a situational management approach, tailoring my leadership style to the specific needs of the team and the task at hand. This flexibility ensures that I can effectively address varying challenges and dynamics within the team.

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

I believe in a strategic and comprehensive approach to recruitment. The city should maintain a well-defined recruitment plan that aligns with its organizational goals, ensuring the attraction of qualified candidates who not only meet the job requirements but also fit the organizational culture. Standardized interview processes and assessment tools should be used to objectively evaluate candidates, minimizing biases and promoting fairness throughout the selection process. Additionally, a thorough onboarding and training program is essential to help new hires integrate smoothly, set clear expectations, and support their successful transition into their roles.

There should be clear and well-defined disciplinary policies outlining acceptable behaviors and the consequences for violations, ensuring employees fully understand the standards expected of them. I believe in a progressive discipline approach, beginning with verbal warnings and escalating to written warnings or other actions as needed, providing employees with opportunities to correct their behavior. These opportunities for improvement should include access to resources, training, and coaching. Finally, I will collaborate with Human Resources to ensure that disciplinary actions are applied consistently across all employees, maintaining fairness and preventing perceptions of favoritism or discrimination.

Regular ethics training sessions should be conducted to reinforce the organization’s code of conduct and ethical standards, fostering a culture of integrity. Confidential channels must be established for employees to report unethical behavior without fear of retaliation, promoting transparency and accountability. Ethical violations should be investigated promptly with impartially, ensuring due process is followed and appropriate corrective actions are taken when necessary.

I believe successful labor relations are built on mutual respect, open communication, and a commitment to collaborative problem-solving. The city's executive leadership should ensure regular, transparent communication with labor representatives to foster trust and proactively address concerns. During collective bargaining, both parties should engage in good-faith negotiations to reach agreements that benefit everyone, strengthening labor-management relations. Additionally, effective conflict and dispute resolution processes should be in place to address grievances quickly, preventing escalation and maintaining a harmonious workplace.

Management should conduct regular performance evaluations to provide constructive feedback, recognize achievements, and identify areas for improvement. Clear, measurable performance metrics should be established organization-wide to ensure evaluations are based on objective data, minimizing subjectivity and bias. Furthermore, management should work closely with employees to develop personalized growth plans that support their career development and align their individual goals with the organization's overall objectives.

I believe that my approach fosters a supportive and ethical work environment that promotes employee engagement, compliance, and organizational success.

5. How would you deal with City Budget Constraints and identify new revenue sources?

Dealing with city budget constraints while identifying new revenue sources requires a strategic, multifaceted approach. Firstly, I would meet with the Mayor and City Commission to determine the City's fiscal priorities. Subsequently, I will implement a detailed plan that combines fiscal discipline, innovation, and collaboration. The following is a synopsis of how I would approach the issue.

Conduct a Comprehensive Budget Review

- **Zero-based budgeting.** Implement zero-based budgeting where every program and expense is justified from the ground up. This will help eliminate inefficiencies and prioritize essential services.
- **Cost benefit analysis.** Perform a cost benefit analysis by regularly evaluating city programs and services to determine whether they are providing value relative to their costs. Programs that are underperforming or non-essential should be restructured or eliminated to free up funds for higher-priority needs.
- **Public engagement**: Involve the community in the budgeting process through social media, town halls or online surveys, so citizens understand the trade-offs involved and can contribute ideas for cost-cutting or revenue-generating measures.
- **Public-private partnerships**: Explore opportunities where the private sector can fund or collaborate on infrastructure or service delivery, reducing the burden on the city's budget.

Increase Operational Efficiency

- **Implement technology**: Invest in digital tools and software to improve internal processes. Automating functions like billing, reporting, and permit processing can reduce administrative costs and improve service delivery.
- **Cross-department collaboration**: Encourage collaboration across city departments to streamline services. Consolidating similar functions can lead to economies of scale and lower overall costs.
- **Shift to data-driven decision-making**: Use data to track spending patterns, identify underperforming programs, and measure outcomes. If certain programs do not provide a good return on investment, they should be restructured or eliminated.

Leverage Grant Opportunities and Partnerships

- **State and federal grants**: Actively pursue federal and state grants that support transportation, infrastructure, education, and public health. This can offset costs for critical city projects.
- **Nonprofit partnerships**: Collaborate with nonprofits and foundations for social programs and community services. Nonprofits can help fund initiatives that the city cannot afford on its own.

Enhance Revenue from Existing Sources

- **Incentivize compliance**: Use digital platforms to make it easier for residents and businesses to pay taxes on time, while offering incentives or penalties for early/late payments.
- **Review fee structures**: Assess current city service fees (e.g., parking, permits, utility fees) to ensure they align with market rates and adequately cover costs. Gradually increase fees for services that are underpriced.
- **Tax increment financing (TIF)**: Use TIFs in key development zones to capture increased property tax revenue from newly developed areas to fund public improvements.

Identify New Revenue Streams

- **Tourism and Events**: Increase city revenue by focusing on tourism and large events (sports, festivals, conventions) that can generate both direct income (fees, taxes) and indirect economic benefits (hotel, restaurant, and retail sales).
- **Commercial development**: Promote business development and mixed-use projects in high-growth areas. By expanding the tax base with new commercial, residential, and mixed-use developments, the city can generate more revenue from property taxes, business taxes, and sales taxes.
- **Green energy initiatives**: Invest in sustainable projects like solar energy installations, energy efficiency upgrades in public buildings, and green infrastructure (e.g., urban farms, green roofs). Not only can these helps save costs, but they also open up opportunities for state or federal incentives, grants, and partnerships.
- **Digital platforms**: Implement innovative solutions such as a city-specific app or online platform for services, like parking, event bookings, and local business promotions. This can increase accessibility, generate revenue through small transaction fees, and improve engagement with the community.

Transparent Communication and Accountability

- **Public transparency**: Ensure the city's budget, expenditures, and revenue sources are easily accessible and understandable to the public. Transparency builds trust, encourages compliance with taxes, and may generate public support for necessary budget adjustments.
- **Regular updates**: Provide regular, clear updates to residents and stakeholders on budget status, the impact of new revenue measures, and progress on fiscal goals. This transparency can help generate support for difficult decisions and encourage more active community participation in the process.

By combining these strategies—streamlining spending, optimizing existing revenue sources, identifying new income streams, and fostering collaboration the City of Fort Pierce can better

manage budget constraints while continuing to meet the needs of their residents and position themselves for future growth and sustainability.

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

I will prioritize competing demands based on projects that align with the city's long-term vision, strategic goals, and comprehensive plans.

Alignment with Long-Term Vision and Goals

- **Serve our Community**: Projects that directly impact the quality of life, public services, health, and safety.
- **Develop our Community**: Investments in infrastructure, economic development, and workforce development to ensure long-term sustainability.
- **Engage our Community**: Initiatives that promote participation, inclusivity, and the active involvement of residents in decision-making and community activities.
- **Beautify our Community**: Projects that focus on aesthetics, parks, green spaces, streetscapes, and environmental conservation.
- **Enjoy our Community**: Enhancements in recreational opportunities, cultural events, and tourism-related projects.

2039 Vision Areas and Prioritization Criteria

- **Waterfronts**: Prioritize projects that enhance access to and development along the waterfront, ensuring they are sustainable and accessible.
- **Strong Local Economy**: Focus on initiatives that attract investment, create jobs, and support local businesses and industries.
- **History, Arts, and Culture**: Invest in projects that preserve and showcase Fort Pierce's unique history and culture, making it a destination for both locals and tourists.
- **Desirable Neighborhoods**: Prioritize projects that improve housing quality, urban renewal, and mixed-use development, creating attractive and safe neighborhoods.
- **Opportunities for Fun**: Develop recreational facilities, festivals, and entertainment venues that provide residents with a high quality of life.
- **Community Unity and Pride**: Focus on projects that strengthen community identity and foster inclusivity and pride among residents.
- **Make Us Unique**: Invest in projects that distinguish Fort Pierce from other cities, emphasizing its character and distinctive attributes.

Input from Elected Officials

- Integrating the priorities of the Mayor and City Commission ensures that the work aligns with the political will and vision of the leadership. Regular consultations will help fine-tune projects and make sure they reflect the aspirations of the City Commission.

Implementation and Resource Allocation

- Allocate resources (funding, manpower, and time) based on the potential impact of each project, considering both short-term and long-term benefits.
- Break down larger projects into phased initiatives to ensure immediate progress while working toward long-term goals.

- Regularly assess and update the priorities to remain responsive to new challenges and opportunities.

Community Engagement

- Public input should be integral to the process to ensure that the community's needs and desires are met. This can include social media, public surveys, town hall meetings, and advisory committees.

By following this comprehensive approach, we will ensure that the projects not only align with the city's long-term vision but also resonate with the community, contribute to economic development, and reflect the unique character of Fort Pierce.

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

One of my most successful initiatives occurred while serving as Director of Finance and Accounting for the City of College Park, Georgia, during the 2010 recession. I was tasked with developing strategies for cost reduction and savings, and I proposed three key measures that significantly improved the city's budget. First, I developed an Early Retirement Incentive Program (ERIP) in collaboration with the Employees Retirement System of Georgia (ERSGA). Second, I recommended reducing the workforce through attrition by freezing vacant positions. Finally, I proposed a 3% reduction in the department's operating budget and deferred major non-safety capital improvement projects. These proposals proved highly effective in strengthening the city's financial position.

I presented these proposals to the Mayor and City Council through a detailed PowerPoint presentation. This included projections of potential cost savings from widespread participation in the ERIP, the financial benefits of workforce attrition, and how deferring capital projects could generate savings without compromising public safety. I also highlighted how a 3% operating budget reduction would yield further savings, while proposing process improvements to streamline workflows and maintain operational efficiency.

To ensure broad collaboration, I met with Department Directors to discuss the strategy for balancing the budget without tapping into the fund balance. I explained the rationale behind the proposed budget reduction and the deferral of capital projects, emphasizing the need for streamlined operations and potential impacts on staffing. I encouraged Department Directors to share the cost-saving approach with their teams and gather additional recommendations for savings from their staff.

I also worked closely with the City of College Park's Human Resources Director and ERGSA representatives to communicate the ERIP to eligible employees. This included hosting several workshops to explain the program's details and its impact on retirement benefits. The workshops were highly informative and successful, with enough employee participation to meet the targeted savings.

All three proposals were approved by the Mayor and City Council, and the results were successful. In fiscal year 2011, these initiatives led to a 4% reduction in the workforce, helped

close a $10 million budget gap, and marked the first time in six years that the City did not need to use its fund balance.

All three proposals were approved by the Mayor and City Council and proved to be successful. In fiscal year 2011, the initiatives led to a 4 percent reduction in the workforce, helped close a $10 million budget gap, and marked the first time in six years that the City did not have to use its fund balance.

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

In April 2023, Broward County faced anticipated rainfall, prompting the Weather Prediction Center to elevate the risk of flash flooding to a "Slight Risk" as confidence in its potential grew. As a result, a flood watch was issued for southeastern Florida, and Broward County activated its Emergency Operations Center (EOC). During this time, I was responsible for coordinating the financial emergency operations plan for Broward County Transportation (BCT). I issued instructions outlining the documentation required for reimbursement from the Federal Emergency Management Agency (FEMA) and directed the Purchasing Manager to activate emergency procurement processes and adjust purchasing card limits. Additionally, I instructed the Accounting Manager to provide guidance on completing the FEMA Force Account Labor and Equipment Form, which tracks labor hours, work types, and equipment purchases. These actions were swiftly initiated within a 24-hour period, impacting several BCT divisions and hundreds of employees.

As a result, BCT successfully procured the necessary equipment for the emergency response, and employees ensured all documentation was completed accurately, enabling the county to secure federal reimbursement. It is worth noting that the storm was particularly severe, causing significant flooding and tornadoes throughout the county.

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

Ensuring transparency and accountability in city operations is crucial for fostering public trust, effective governance, and the efficient use of resources. Here are key steps that can be taken to promote these values within a city like Fort Pierce:

Open Communication and Information Sharing
I will ensure public access to information by making key city data, budgets, plans, meeting agendas, and reports easily accessible through an online portal or website. This will allow residents to stay informed with the latest city documents, progress updates, and financial reports. Additionally, I will promote transparent decision-making by clearly explaining the rationale behind major decisions, including projects, budgets, and policy changes. I will provide detailed reports, presentations, and FAQs to help the public understand significant issues and the decisions that impact them.

Independent Audits
I will commission regular, independent audits of city finances. Audit results would be publicly available and reviewed during city council meetings. Transparency in audits helps ensure taxpayer money is being spent efficiently and responsibly.

Community Engagement
I will enhance community engagement by creating multiple channels for public input, including town halls, surveys, and digital platforms. These channels will be accessible to all residents, including marginalized and hard-to-reach groups, ensuring that every voice is heard. Additionally, I will establish feedback loops to ensure that public input is not only collected but also acknowledged and acted upon. I will ensure that residents receive follow-up communication on how their feedback has influenced the decision-making process, fostering a sense of transparency and community involvement.

Use of Technology and Digital Tools
I will create easily accessible online dashboards that track the progress of key initiatives, such as public works, economic development, and public safety. These dashboards will display real-time data and highlight key performance indicators. This allows for real-time updates and fosters a more engaged and informed community.

Clear Reporting and Progress Updates
I will provide the Mayor and City Commission with regular accessible progress updates on key city projects. The progress updates would include timelines, challenges faced, and how funds are being spent. Also, the project updates will highlight both successes and areas for improvement. The progress updates would be accessible to the public via an on-line portal or website. Finally, I would conduct periodic surveys to gauge residents' satisfaction with city services, governance, and overall transparency. I would use this data to identify areas for improvement and guide future decisions

By implementing these steps, Fort Pierce can foster a culture of transparency and accountability, strengthening the relationship between the city government and its residents, enhancing civic participation, and ensuring that public resources are used efficiently and responsibly.

10. Please describe your experience working with Unions.

As the Assistant General Manager for Finance at Broward County Transportation, I play a key role on the executive team for collective bargaining negotiations. Broward County Transportation is home to five unions: the Transit Union, White Collar Union, Blue Collar Union, Supervisory Union, and Professional Union. Most recently, I contributed to the negotiations for the Transit Union agreement for fiscal years 2024–2026, focusing on changes to employee wages, leave of absence policies, and seniority rules.

At Broward County, our approach to collective bargaining is highly collaborative. The negotiation process spans several months and involves multiple stakeholders, including union representatives, transportation leadership, legal teams, Human Resources, and the Office of

Management and Budget. Throughout these negotiations, I actively participated in discussions on key contract issues, analyzed the potential impact of proposals on existing policies, and provided critical data regarding the fiscal implications of both the proposed and final agreements.

Beyond the bargaining table, my responsibilities extended to managing various grievances, arbitrations, and disciplinary matters within the Human Resources department. I worked closely with mediators, arbitrators, union representatives, and legal teams to ensure fair and consistent resolutions for employee-related issues. In instances of suspension or termination, I ensured disciplinary actions adhered to established policies and were equitable across the board. Additionally, I collaborated with union representatives to implement training and professional development programs, aimed at enhancing employee skills and overall performance. I believe the foundation of successful labor relations lies in mutual respect, open communication, and a commitment to collaborative problem-solving. By proactively addressing concerns, negotiating in good faith, and involving unions in decision-making, we can foster a productive, positive working environment that benefits both Fort Pierce and its employees.

In summary, I excel at building collaborative relationships between management and unions, ensuring both sides are heard, and their interests are balanced. I bring strong financial acumen to assess the fiscal impact of union agreements, ensuring alignment with the budget. I am adept at navigating complex HR policies and seamlessly integrating contract changes. I have extensive experience managing grievances, arbitration, and disciplinary actions, maintaining fairness and consistency while adhering to legal and union guidelines. Finally, I am a passionate advocate for employee development, fostering training and professional growth to strengthen both individual and organizational performance.

11. Describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department?

I have extensive experience in developing and managing police department budgets for several cities, which has given me a deep understanding of police operations, including administration, investigations, and patrol. Although I have not directly managed or overseen a police department, my expertise in public administration, law enforcement operations, and organizational management allows me to provide valuable insights into the key responsibilities, challenges, and leadership principles required for such a role. Based on best practices in the field, here's how I would approach guiding and overseeing a police department:

1. Establishing a Clear Vision and Strategy

- **Defining Mission and Values**: A key responsibility when overseeing a police department is to ensure that the department's mission aligns with the broader goals of the community and government. This involves clearly defining the department's core values such as integrity, accountability, transparency, and community engagement. By setting the tone at the top, I would aim to ensure that every officer and employee understands the mission and how their work contributes to public safety and community trust.

- **Strategic Planning**: In my role, I would lead the development and implementation of a **strategic plan** that focuses on both short-term goals (e.g., crime reduction, response times, or community policing initiatives) and long-term objectives (e.g., leadership development, technological upgrades, or diversity in recruitment). The plan would be data-driven and regularly updated to ensure it remains responsive to evolving community needs and challenges.

2. Supporting Effective Leadership and Organizational Culture

- **Empowering Leadership at All Levels**: I would focus on developing leadership within the police department at all levels, from senior officers to frontline staff. Ensuring that supervisors and commanders have the right leadership tools and training is essential for fostering a department-wide culture of respect, integrity, and accountability.
- **Creating a Positive Culture**: Strong leadership is the foundation of a positive departmental culture. As a manager or overseer, I would prioritize building a culture based on **mutual respect, professionalism, and service** to the community. This would include ongoing training, fostering open lines of communication, and ensuring that officers are supported in their professional development.

3. Community Engagement and Building Trust

- **Community Policing**: One of the core tenets of modern policing is **community policing**, which involves building positive relationships between officers and community members. As a leader, I would work to strengthen these relationships through regular community meetings, outreach programs, and collaboration with local organizations and businesses. Ensuring that officers engage with the community in a way that is both transparent and respectful helps build trust and reduces tensions.
- **Transparency and Accountability**: Public trust is vital, and as such, I would champion **transparency** in police practices. This includes clear communication about departmental policies, use of force, and how complaints are handled. I would ensure that there is a robust and independent system for handling complaints and misconduct allegations, ensuring accountability at every level.

4. Resource Allocation and Budget Management

- **Prioritizing Resources for Maximum Impact**: Managing a police department involves overseeing a significant budget and resource allocation. I would work with the department's leadership to ensure that resources are allocated efficiently to areas that will have the greatest impact on public safety. This includes investing in **technology** (e.g., body cameras, data analytics tools), **training programs**, and **well-being initiatives** for officers.
- **Balancing Budget Constraints with Community Needs**: Ensuring that the department has the resources it needs to be effective while remaining mindful of budget constraints is essential. I would focus on securing funding for key initiatives, including **community policing**, **mental health crisis intervention**, and **de-escalation training**, while working to optimize existing resources and manage costs effectively.

5. Managing Public Safety and Crisis Response

- **Crisis and Emergency Management**: In overseeing the police department, it is crucial to prepare for and respond effectively to crises. Whether dealing with natural disasters,

large public events, or civil unrest, I would ensure that the department is equipped with clear **emergency response protocols** and **incident command structures** to protect both the community and law enforcement officers.

- **Collaboration with Other Agencies**: Public safety is not the responsibility of law enforcement alone. I would foster partnerships with other local, state, and federal agencies, as well as community organizations, to address broader public safety challenges, such as substance abuse, homelessness, and mental health crises. This collaboration can improve **service delivery** and enhance the **effectiveness of the department**.

6. Ensuring Officer Well-Being and Mental Health

- **Supporting Officer Wellness**: Policing can be an incredibly demanding job, often involving stressful, dangerous, and traumatic situations. As a leader, I would prioritize the **mental and physical well-being** of officers by providing access to mental health services, **counseling**, and **peer support programs**. Promoting wellness initiatives helps to reduce burnout, improve performance, and prevent incidents of misconduct or excessive force.
- **Training and Development**: I would advocate for continuous professional development and training, particularly in areas like **de-escalation**, **conflict resolution**, **cultural competency**, and **community engagement**. Regular training keeps officers prepared for a variety of situations, reduces risks, and helps maintain public confidence in the department.

7. Accountability and Oversight

- **Internal Affairs and Investigations**: I would ensure that the department's **Internal Affairs** division operates independently and transparently, investigating all allegations of misconduct thoroughly and fairly. A clear, impartial system for handling complaints and ensuring accountability is critical for maintaining trust and upholding the integrity of the department.
- **Use of Technology for Oversight**: Leveraging **data analytics**, **body cameras**, and other technology tools can provide an additional layer of oversight, ensuring that the department is held accountable for its actions. I would encourage the use of these tools to improve transparency and strengthen public trust.

8. Crisis Management and Addressing Tensions

- **Dealing with Tensions or Public Protests**: In moments of public crisis or heightened tension (e.g., protests or high-profile incidents), I would focus on balancing **public safety** with the need for **de-escalation** and **community engagement**. This involves working closely with community leaders and ensuring that officers are trained to handle such situations in a way that respects both law and the public's rights.
- **Leadership During Difficult Times**: It is important for the leader of a police department to provide calm, clear, and confident leadership during challenging or high-pressure situations. This includes offering transparent communication to the public and providing direction to the department's personnel on how to handle complex situations.

As someone overseeing a police department, my primary role would be to lead with integrity, support officers, and ensure public safety while fostering community trust. This involves strategic planning, resource management, continuous training, and collaboration with both the community and other agencies. By focusing on accountability, transparency, and officer well-being, I would work to build a police department that is not only effective in fighting crime but also trusted and respected by the community it serves. My approach would center around proactive leadership—leading by example, promoting ethical conduct, and ensuring that the department is responsive to the needs of both the officers and the community.

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

To ensure a city's services meet the needs of all its citizens, a comprehensive and inclusive approach is essential. Here are several key strategies that can help achieve this goal:

Engage the Community
I will actively engage the community by conducting public consultations and gathering input through surveys, town hall meetings, and digital platforms, ensuring that voices from all demographics—such as youth, seniors, and marginalized communities—are heard and their needs are addressed. To foster ongoing communication, I will establish accessible feedback channels, including mobile apps, websites, and dedicated hotlines. Additionally, I will form advisory committees made up of diverse citizen groups, ensuring representation from a wide range of cultural, socioeconomic, and demographic backgrounds.

Use Data and Analytics
I will perform a needs assessment to collect and analyze data on demographics, service usage, and socioeconomic factors to identify gaps. Also, I will establish performance metrics to regularly measure the effectiveness of city services against predefined benchmarks. In addition, I will perform Equity Audits to evaluate services to ensure they are equitably distributed and accessible to all citizens, particularly marginalized groups.

Foster Inclusivity
I will prioritize communication that reflects the diversity of the community and enhances accessibility for all residents. To support non-English speakers and individuals with disabilities, I will ensure that materials and services are available in multiple languages and accessible formats. With an emphasis on cultural sensitivity, I will train staff to understand and respect cultural differences, making services more welcoming and approachable. Additionally, I will promote digital inclusion by providing alternative access options, ensuring that citizens without internet or devices can still engage with services through in-person or paper-based formats.

Partner with Local Organizations
I will collaborate with non-profits, community groups, and businesses that have deeper connections to specific communities or neighborhoods and leverage the partnerships to co-deliver services or to reach hard-to-access populations.

Regularly Evaluate and Adapt
I will be committed to fostering continuous improvement by regularly assessing services in response to citizen feedback and evolving community needs. To ensure effective implementation, I will launch pilot programs to test new initiatives on a smaller scale, gathering valuable insights before expanding them citywide. Additionally, I will prioritize emergency preparedness, ensuring that our services remain adaptable and resilient in the face of crises, such as natural disasters or economic downturns.

Promote Transparency and Accountability
I will publish annual reports and create interactive dashboards to transparently display how resources are allocated and the impact of services. This will enable citizens and residents to track the progress of key projects, ensuring greater accountability and providing a clear view of how well city leaders are addressing community needs.

Prioritize Equity and Sustainability
I will prioritize reducing disparities by directing resources to underserved communities, ensuring they receive the support they need. Additionally, I will develop and implement long-term solutions that not only address current needs but also make services sustainable and adaptable for the future.

In summary, by integrating community engagement, data-driven decision-making, and a strong commitment to equity, Fort Pierce can ensure that its services are responsive to and effectively meet the diverse needs of all its residents.

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

Building strong relationships with community stakeholders requires trust, collaboration, and consistent engagement. Here are strategies that I will implement to connect with and engage stakeholders:

Identify and Understand Stakeholders
I will identify key stakeholders, including community leaders, business owners, nonprofit organizations, government agencies, schools, and residents. To understand their interests, I will engage with them through surveys, interviews, and informal conversations, listening closely to their goals, concerns, and priorities. Furthermore, I will ensure that all demographic and socioeconomic groups, particularly marginalized communities, are represented and have a voice in the process.

Build Trust Through Transparency
I will foster open communication by proactively sharing information about city projects, policies, and decisions. This will include providing regular updates through newsletters, social media, and community meetings to keep residents well-informed. In addition, I will maintain accountability and transparency by openly addressing challenges, acknowledging mistakes, and tracking progress. Most importantly, I will follow through on commitments to build trust and ensure that the community remains engaged and confident in the decision-making process.

Establish Regular Communication Channels
I will host regular community meetings, town halls, and forums to foster open dialogue and ensure all voices are heard. To maintain ongoing communication, I will leverage digital platforms—such as websites, apps, and social media—to provide real-time updates and gather feedback. Additionally, my team and I will make personal visits to stakeholders' businesses, organizations, and events to build stronger relationships and better understand community needs.

Collaborate on Shared Goals
I will actively ensure the city engages in joint initiatives by partnering with stakeholders on projects and programs that align with our shared goals, such as economic development, education, and environmental sustainability. By including stakeholders in decision-making processes, I will foster a sense of ownership and collaboration. Additionally, I will ensure the city supports local organizations through grants, resources, and other forms of assistance to help achieve these common objectives**.**

Develop a Shared Vision
I will organize community visioning workshops with stakeholders to co-create a shared vision for the future of our community. In addition, I will work closely with the City Commission to align the City's Strategic Plan with stakeholder goals, ensuring their active involvement in the planning and decision-making processes.

Foster Long-Term Relationships
I will actively acknowledge and celebrate stakeholders' contributions to the community, ensuring their efforts are recognized and valued. To foster sustained engagement, I will maintain ongoing relationships, even in the absence of immediate projects or needs. Additionally, I will ensure the city remains a reliable partner during challenging times, offering crisis support in situations such as economic downturns or natural disasters.

Leverage Community Events
I will organize events such as neighborhood clean-ups, cultural festivals, and workshops to bring stakeholders together and foster a sense of community. Additionally, I will ensure the city actively participates in events hosted by local businesses, schools, and non-profits to demonstrate support and strengthen our partnerships.

Evaluate and Adjust
I would obtain feedback on engagement. I will ask stakeholders how the relationship-building process can improve. I will use benchmarks to measure success. I will track relationship-building efforts through participation rates, collaboration outcomes, and satisfaction surveys. Finally, I will adapt strategies and adjust engagement approaches based on feedback and changing community needs.

By implementing these strategies, the city can cultivate meaningful, long-lasting relationships with stakeholders that foster collaboration, mutual trust, and a stronger, more unified community.

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

Promoting economic growth and job creation requires a combination of strategies focused on supporting local businesses, attracting new investments, fostering innovation, and ensuring an equitable approach. Below are strategies that I will implement to achieve these goals:

Support Existing Local Businesses
Create Business Retention and Expansion Programs. I will engage with local businesses to understand their needs and challenges, providing resources to help them grow and stay competitive. I will review the current business license and permitting process and if necessary, simplify the processes to make it easier for businesses to operate. Also, I would consider opportunities to offer grants, low-interest loans, or technical assistance programs for small businesses and startups.

Attract New Investments
I will implement targeted incentives to attract new businesses, offering tax breaks and grants to companies in high-growth sectors such as technology, healthcare, and green energy. Additionally, I will strategically promote the city's unique advantages—including its economic opportunities, historic and vibrant downtown, and strategic location—to attract both national and international businesses. I will also foster Public-Private Partnerships (PPPs) and collaborate with private-sector partners to invest in key projects, including infrastructure, housing, and commercial development.

Develop Workforce Skills
I will champion training and apprenticeship programs by partnering with local colleges, vocational schools, and businesses to develop workforce training initiatives tailored to industry needs. I will promote investments in programs that connect young people with internships, mentorships, and skill-building opportunities in high-growth sectors. Additionally, I will support reskilling initiatives to help workers in declining industries transition into emerging fields, ensuring a future-ready workforce.

Invest in Infrastructure
I will prioritize transportation and connectivity by improving roads, public transit, and digital infrastructure to attract businesses and enhance mobility for workers. I will also focus on creating affordable housing to support a growing workforce and reduce commuting challenges. Additionally, I will establish Business-Friendly Zones by developing industrial parks, co-working spaces, and commercial districts designed to meet the needs of specific industries.

Promote Tourism and Hospitality
I will actively promote cultural and recreational events, hosting festivals, sports competitions, and cultural activities that not only attract visitors but also stimulate local spending. Through targeted marketing campaigns, I will position the city as a premier tourist destination. Additionally, I will support the growth of the hospitality sector by offering incentives to develop hotels, restaurants, and attractions, creating a vibrant and welcoming environment for both tourists and residents.

Encourage Sustainable Development
I will promote green jobs by investing in renewable energy projects and encouraging businesses to adopt sustainable practices. Additionally, I will champion environmentally friendly tourism, leveraging the city's natural and cultural assets to attract eco-conscious visitors. I will also support businesses that prioritize recycling, waste reduction, and sustainable resource management, fostering a more environmentally responsible local economy.

Ensure Economic Equity
I will prioritize employment development in underserved areas, directing investments and job creation efforts toward economically disadvantaged neighborhoods. I will also continue to expand opportunities for minority- and women-owned businesses, providing tailored resources and support for historically underrepresented groups. Additionally, I will encourage, and where possible, require businesses to pay living wages, ensuring that the economic benefits of growth are shared broadly and contribute to long-term community prosperity.

Build Collaborative Partnerships
I will collaborate closely with the Chambers of Commerce and local business associations to identify and capitalize on growth opportunities. I will also partner with schools and colleges to align educational programs with the region's economic needs, ensuring a well-prepared workforce. Furthermore, I will prioritize regional collaboration by coordinating with neighboring cities and regional stakeholders to pursue shared economic initiatives that drive collective growth and prosperity.

Monitor and Adapt
I will utilize economic dashboards to monitor key metrics such as employment rates, business growth, and investment levels. Additionally, I will gather stakeholder feedback and engage regularly with businesses and residents to refine strategies as needed. Finally, I will remain flexible, adapting to economic shifts and emerging industries to ensure the city stays competitive and responsive to changing market demands. By implementing these strategies, the city can create a thriving economy that supports businesses, generates jobs, and improves the overall quality of life for residents.

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 on-line 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 City Manager?

To the best of my knowledge, there have been no adverse or critical statements made about me in print, online media, social media, or any other related form. Should an online search be conducted, I would expect it to highlight my extensive background in public administration, my strong professional reputation, and my leadership experience. I would hope it includes details of my accomplishments and evidence of my active engagement with the community. Above all, I would want the search results to reflect a career free from controversy or unethical behavior.

LINDA WRIGHT COX
4344 Gator Trace Circle, Fort Pierce, FL 34982
(772) 359-4011
lindawrightcox@gmail.com

November 29, 2024

Mayor and City Commission of Fort Pierce
C/O Human Resources Department
100 N US Highway 1
Fort Pierce, FL 34950

Dear Mayor and Commissioners:

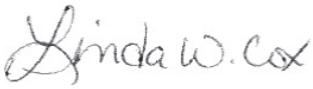
I submit my application to become City Manager for the City of Fort Pierce. I do so with the conviction that I am qualified and with the commitment to serve this city with purpose, integrity and focus. I love Fort Pierce. It is not by accident, but by choice that I have lived in and around this wonderful city for over twenty years.

As my resume demonstrates, I have the good fortune to be well educated and well experienced. In addition to my master's degree in business administration, I have a multitude of certifications in various professional fields of competency. Most recently I have expanded my education to include a graduate certificate in local government management. My experience spans thirty years of public service in various leadership positions, well equipping me to serve as City Manager.

The challenges of local government and public service are not new to me. I believe I bring a unique perspective to the City of Fort Pierce as its City Manager. In my role as City Clerk, I have been fully immersed in what has been happening in the city through participation in all commission meetings, our strategic planning efforts and all items approved by the City Commission. Additionally, serving as the Business Navigator, I have remained very involved in the development of our city and the interworking of our departments. I have been able to remain active and connected to our community. The uniqueness I bring comes as result of my independent status as a charter officer, outside of the chain of command of the City Manager. I have been positioned to observe, learn and understand how our city functions and recognize areas in which we could be performing more efficiently and effectively. As City Manager, I look forward to the opportunity to effectuate opportunities that staff have shared with me over the years in addition to my own observations and vision.

I look forward to discussing my qualifications for the City Manager position and my vision to lead this wonderful team.

Very truly yours,



Linda W. Cox

LINDA WRIGHT COX

4344 Gator Trace Circle, Fort Pierce, FL 34982

EDUCATION/CERTIFICATIONS

Master of Business Administration (MBA). Salisbury University**,** Salisbury, Maryland. May, 2002.

Bachelor of Science (BS), in Technology and Management with a secondary concentration in Business and Management. University of Maryland University College. May, 1997.

Community College at St. Mary's, Leonardtown, Maryland. September, 1988 to December, 1994. General Studies program for transfer to University of Maryland University College.

Graduate Certificate in Local Government Management. Florida Gulf Coast University, Fort Myers, FL. Professional master's level certificate attained June, 2020.

Florida Certified Florida Records Manager, Professional Certification attained June, 2022 from the Florida Records Management Association,

Certified Municipal Clerk, Professional Certification attained April, 2016 from the International Institute of Municipal Clerks,

Senior Professional in Human Resources (SPHR), Professional Certification attained December, 2009 from the National Society for Human Resource Management. Certification expired.

EMPLOYMENT HISTORY

CITY OF FORT PIERCE, FLORIDA

City Clerk – October, 2013 – present

- Preparation and publication of all Commission agenda and meeting minutes.
- Administration of oaths required by City and State Law.
- Preparation, execution and distribution of Proclamations, Resolutions and Ordinances.
- Administers all municipal elections.
- Oversees updating and publishing of the City of Fort Pierce Code of Ordinances.
- Preparation and placement of required legal advertisements.
- Maintain official files of ordinances, resolutions, agreements and deeds.
- Responsible for city-wide retention of official records.
- Issuance and collection of business certificates of use and contractor licensing.
- Manage staff support to Mayor and Commissioners.
- Manage appointments to City boards and committees.
- Serve as the Business Navigator for city planning and building projects.

ST. LUCIE COUNTY, FLORIDA CHAMBER OF COMMERCE

President/CEO – February, 2004 through September, 2013

- Develop and implement programs to assist our 700+ members representing a county and two cities.
- Coordinate a Board of Directors consisting of 24 business professionals to insure adequate communication and understanding of programs, activities and future plans.
- Budget preparation, financial reporting and fiscal management of an annual budget of over $500,000.00.

- Work closely with business leaders and government officials to maintain open communication to insure the impact of policy changes are clearly understood by all parties; particularly with regard to business regulation at all levels.
- Advocate for members and work to identify and address legislative issues critical to the success of our businesses, at the local and state levels.
- Establish, grow and maintain relationships with municipal and county governments, economic development agencies and similar business related organizations.
- Travel to Tallahassee to advocate on behalf of the business community and local governments.
- Oversee the daily operations of the Chamber with an emphasis on efficiency, communication and customer service.
- Direct and oversee committee activities to fulfill the Chamber's Program of Work as established and revised each year.
- Represent the Chamber to local business persons, community leaders and citizens, as well as local, state and national organizations and governmental bodies.
- Coordinate a variety of fundraising activities including golf tournament, fishing tournament, recognition banquets, auction and scholarship drives.
- Facilitate programs of the Chamber's Foundation, a 501(c)3 organization. Programs include Young Floridian, Community Computer Labs, Leadership St. Lucie, and the Chamber/FAU Teacher Scholarship.

OCEAN CITY, MARYLAND CHAMBER OF COMMERCE

Executive Director - June, 1998 through February, 2004

- Developed and implemented programs to assist our approximately 800 members. Increased membership and dues income by 60%.
- Produced the *Ocean City Guide*, an information piece to encourage and foster tourism in Ocean City with a distribution of 225,000. Advertising revenue increased by 35%.
- Managed the Visitor Center which was open 362 days per year to serve the Ocean City visitors. Peak season welcomed more than 10,000 visitors through the center per month.
- Originated the *Greater Ocean City Guide to Business and Community Information*, designed to serve as a membership directory and relocation tool.
- Coordinated construction of a new Chamber of Commerce Visitor and Conference Center, a $1.3 million dollar project. Oversight included fundraising efforts and securing State, County and City Government funding participation. Fundraising efforts were approximately $1,000,000.00.
- Worked closely with government officials and associations to insure business and visitor needs were being met.
- Facilitated a partnership with University of Maryland Eastern Shore to develop a Hospitality Training Institute to support the hotel and restaurant industry in various aspects of guest services.
- Developed employee training programs, internship recruitment programs, and Employee Issues Committee to address the needs of businesses and our seasonal workforce.
- Created the Chamber Ambassadors program which successfully improved membership recruitment and membership camaraderie.
- Represented the Chamber to local business persons, community leaders and citizens, as well as local, state and national organizations and governmental bodies.
- Worked directly with the Chamber's lobbyist to identify and address legislative issues critical to the success of our businesses.
- Traveled to the Annapolis, Maryland, the state capitol, to advocate for local business and governments.
- Prepared budgets and financial reports; was responsible for accounting and financial management.
- Recruitment, training, supervision, and evaluation of staff.
- Had reputation as an innovator and "get-it-done" professional.

ST. MARY'S COUNTY, MARYLAND CHAMBER OF COMMERCE

Executive Director - December, 1996 through June, 1998

- Developed and implemented programs to meet the needs of 500 Chamber members.
- Served as the principal management official and was responsible for all business functions including financial, personnel, and public relations activities.
- Created and hosted a weekly cable television program to highlight member businesses.
- Created a new tourism publication in conjunction with the Chamber's Tourism Committee.
- Operated the County Visitor Center.
- Served as chief liaison between the Chamber and local businesses, citizens, local, state and national organizations and governmental bodies.
- Supervision of Chamber staff and office operations.

ST. MARY'S COUNTY GOVERNMENT

Legal Assistant & Fiscal Specialist - 1989-1996

- Served as principal assistant to County Attorney performing extensive legal administrative work for all local government departments including research, document preparation, ordinance drafting, scheduling and public information releases.

BRISCOE & BALDWIN, P.A. AND JOHN E. PLEISSE, CHARTERED (ATTORNEYS)

Legal Assistant - 1986-1989

- Office Manager for private law firm performing extensive legal work including title searches, land use regulation research, accounting activities, scheduling and other administrative functions.

STRENGTHS:

- Organizational development and management
- Innovative strategic thinking skills
- Financial management including budgeting, accounting and reporting
- Detail oriented
- Excellent interpersonal and communication skills
- Consistently praised for exemplary leadership and dedicated commitment to duty and community

PROFESSIONAL ASSOCIATIONS & COMMUNITY ACTIVITIES

Development Review Task Force
Florida Association of City Clerks
Florida Association of Records Management Professionals
Economic Development Council of St. Lucie County (ex-officio Board Member)
Fort Pierce Lions Club (Treasurer and Membership Chair)

Candidate Questionnaire

Candidate Name: Linda W. Cox

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.

Since August 19, 2024, I have been serving as Acting City Manager for the City of Fort Pierce, reporting directly to the Mayor and City Commission. In this role, I oversee an organization serving a population estimated at 49,962 which is supported by 387 dedicated employees and an operating budget of $65 million. While the City Manager is responsible for all employees, I directly supervise 11 Department Heads and Deputy City Mangers and an office staff of 12. My current salary in this capacity is $176,850.

On October 1, 2013, I was appointed to the position of City Clerk, also reporting directly to the Mayor and City Commission. In this position, I supervise of team of 4 employees with an annual salary of $122,844. My tenure as City Clerk allowed me to gain a deep understanding of the City's operations, establish strong working relationships with staff and leadership, and contribute meaningfully to the City's development and governance.

From February, 2004 to September 30, 2013, I served as the CEO of the St. Lucie County Chamber of Commerce, reporting to a Board of Directors comprised of 24 business professionals from the community. The Chamber of Commerce is unified in representing the cities and unincorporated St. Lucie County, with a 2013 population of 373,000, and approximately 700+ business members. As CEO, I supervised a staff of 10 with an annual budget of $500,000. In my role as CEO, I worked collaboratively with St. Lucie County elected officials and executive leadership as well as state and federal elected leaders to ensure the needs of the business community were effectively communicated and problems and impediments to success were addressed to promote economic growth and development.

2. Why are you interested in pursuing this position?

Serving as the City Manager of the City of Fort Pierce has been a long-standing aspiration of mine, rooted in my unwavering commitment to public service and this city. Even when accepting the position as City Clerk, I envisioned a future where I could contribute to the growth and success of the organization. Over the years, my desire to serve as City Manager has only deepened. As City Clerk, I gained valuable knowledge and experience working closely with department heads, staff and community stakeholders. I have been actively involved in the City's development process, engaged in a variety of city projects, and enjoyed the opportunity to provide guidance and support to our team. This role has provided me with a comprehensive understanding of the City's operations and a strong foundation for leadership.

I am inspired by the opportunity to serve as City Manager, where I can leverage my experience, knowledge, and passion to make a lasting impact. Fort Pierce is not just where I work; it's the place I call home, and I am deeply committed to fostering its continued growth and success. As City Manager, I will strive to lead with integrity, collaboration, and a vision for a brighter future for our city and its residents.

3. How would you describe your management style?

My management and leadership style can be characterized as collaborative, motivational and inclusive. I believe in working closely with my executive leadership team, seeking innovative ideas, understanding the issues and providing and receiving critical feedback. I believe in empowering employees to make decisions based upon a clear understanding of issues driving decisions as well as learning how to consider unintended consequences. Knowing we have a team of talented professionals, I tend to

be inclusive reaching decisions when appropriate, but I'm not at all afraid to be decisive when circumstances dictate. I will instill throughout the organization a sense of pride, excellence, collaboration and accountability so there is no doubt as to the direction of our team as we strive for excellence.

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

I firmly believe in hiring the most qualified candidate for every role. From an executive team perspective, it is important to me that the department heads and the management team are highly skilled subject matter experts. I am committed to fostering an environment where employees are empowered to demonstrate their full potential and free to propose innovative changes and efficiencies. At all levels, my desire is to provide opportunities for employees to develop the skills needed for success. Performance evaluations provide a useful tool in evaluating strengths and weaknesses and should serve as a foundation for keeping employees on a path of skill development and self - improvement.

In terms of discipline, I strive to be fair, but firm. I have extremely high expectations for myself and expect the same from my team. Integrity is non-negotiable; we must always do the right thing and maintain the highest level of ethical standards. A breach of these standards erodes the public's trust in our organization which is something we must work to protect against.

The City is finally enjoying the benefits of a seasoned, highly-skilled and professional Human Resources Department. It is imperative that our organization continues to maintain a high level of performance within this critical department that is responsible for guiding the city in hiring qualified employees, promptly addressing any disciplinary matters, negotiating with the city's bargaining units and securing proper employee development.

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

The City has experienced tremendous growth, but our budget has not kept up with the increasing demand for services. This challenge demonstrates the importance of remaining focused on providing core city services at a high standard. In our efforts to expand our services and be responsive to the community's desires, we have stretched our resources too thin and our ability to maintain the desired level of service has suffered.

To address these budgetary challenges, it is imperative that we take a critical look

at existing departmental budgets and their alignment with our strategic plan and funding priorities. Furthermore, we must adopt a more aggressive approach to identify and secure grants to augment our budget and support priority projects; a talented grant writing team partnered with other professional grant writers is essential in securing this potential.

Annexation will continue to serve as a source of additional ad valorem revenue; however it is important that we strategically select properties for annexation while carefully evaluating how the addition of new properties will impact our existing resources. Commercial properties offer significant revenue potential while often placing a lower burden on existing resources, particularly in terms of police services.

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

Funding beyond the cost of providing basic core services should align directly with our strategic plan. It is essential that we remain realistic and deliberate in selecting projects and activities beyond the basic services which we endeavor to undertake. Furthermore, and even more importantly, we must have a comprehensive plan in place, including funding sources and long-term sustainability, before proceeding with projects.

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

As acting city manager, I immediately initiated the rewrite and update of our purchasing code working with outside counsel. We are revising the thresholds, providing additional staff support and updating our RFP templates. Additionally, I have been working to facilitate interaction among departments at all levels in an effort to breakdown the silos which have been created. As part of the departmental interaction, I am evaluating departmental alignment and efficiencies.

Prior to serving as acting city manager, I led the City and its efforts with the Development Review Task Force which evaluates the city's planning, development and building processes on an ongoing basis with the development community and Chamber of Commerce. I also successfully initiated and led the City's Economic Development Team to facilitate a greater understanding among all departments that work in the development process in an effort to build a cohesive team of professionals capable of working directly with potential developers and in reviewing and evaluating development projects.

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

During my time working for the City of Fort Pierce, the most notable crisis

situation which I managed were the effects of the arrest of the City Manager. Following his arrest, a special meeting of the Mayor and Commission was called. At that meeting, I was appointed Acting City Manager and immediately began meeting with the Deputy City Managers and individual department heads to gain a clear understanding of their concerns, needs and the status of existing city projects. Additionally, I instituted staff meetings prior to our Commission meetings to make certain that everyone was effectively working together and communicating, and the needs and feelings of all employees were being addressed.

Working closely with the City Attorney and Risk Management, we brought in crisis counselors for employees and retained outside counsel to secure legal advice and assistance with regard to the City Manager's contract and the issues surrounding the contract and his arrest.

During this time, it has remained my priority that city staff are supported and that the work and functions of all city operations remain constant and uninterrupted.

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

As City Clerk, transparency in city operations as been my goal and a true success in setting the standard for public records and access to information. As City Manager, I will continue to instill the desire and demand for transparency and accountability of all employees in what we do. These values must be demonstrated and embraced starting at the top of the organization. Never has it been more important that the City Manager must lead by example.

We have discussed these values at department head meetings; staff members have stepped forward indicting they were uncomfortable with how things were being done, particularly with regard to the purchasing process. As a result, several of our RFPs have been reevaluated and modified to make sure that the process is in accordance with all of our policies and procedures.

The ability to ignore and/or circumvent policies and procedures is no longer being permitted. Employees are being held accountable for their actions and work performance. Working together and removing the silos that existed has led to a greater understanding of all employees as to the expectations and accountability that will be required of each of us.

10. Please describe your experience working with unions.

As Acting City Manager, I worked closely with our negotiating team to

successfully secure union contracts for both Police Officers and Teamsters before their expiration. These negotiations were highly challenging, but I prioritized empowering the team to negotiate in good faith, fostering a collaborative environment to reach mutually satisfactory outcomes. While both sides had to make compromises, this approach ultimately delivered a result that was favorable and sustainable for the City.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department?

The Fort Pierce Police Department is facing many challenges including budget constraints, the city's inability to offer salaries competitive with neighboring jurisdictions, leadership challenges, retention of employees, lack of seasoned officers, expansion of city boundaries and capital funding needs. As City Manager, my role in guiding the Police Department is one of vision, expectations and accountability.

The police department is currently undergoing an assessment conducted by the Center for Public Safety Management which will provide a data driven analysis of staffing levels, workload, organizational structure and community expectations. This report, coupled with capital funding needs which have been identified and input from command staff, should provide a foundation from which to build on the needs, vision and direction of the department. It will be my expectation that the police department rebuild its relationships and partnership opportunities with surrounding law enforcement partners.

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

In order to meet the needs of all citizens, the City Manager must implement effective strategies to foster a responsive and inclusive organization. It is important that we engage with the community using various methods to gather citizen input. Our strategic plan should provide the roadmap for the prioritization and provision of services to meet the community needs where we can be most impactful.

Internally, we can boost quality service delivery by instilling pride and excellence in our work at all levels and in all areas Leveraging the power of partnerships and collaboration will enhance and expand our ability to meet the needs of the community.

In order to encourage quality and sustainable neighborhoods, we must maintain effective and efficient growth and development strategies along with proper code enforcement efforts to ensure the beauty of our community; creating a sense of community pride.

Establishing an organizational environment and culture of doing the right thing, for the right reasons and holding ourselves and others accountable, will help us balance the diverse needs of our community and insure that the needs of all citizens are recognized.

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

I have a proven track record building relationships with stakeholders within the Community. During my position as Chamber of Commerce CEO, I had the opportunity to form and maintain relationships with elected and appointed officials, local, state and national. Business organizations such as Treasure Coast Builders Association, the Economic Development Council, Main Streets, Downtown Business Association, and various networking groups were a key component to my daily activities. Non-profit, service and civic organizations were also important to my success at the chamber to insure community support and participation. I have maintained those relationships after leaving the Chamber. In my role as business navigator for the City, I have been able to enhance many of the relationships formed during my time with the Chamber, particularly with legal and development professionals. I have built a reputation as the one to go to when you need answers; a reputation I nurture and value. I believe in providing accurate and transparent information, even if it isn't always welcomed.

As City Manager, I will continue to expand and grow my relationships within the community. I believe it is important that City leadership be visible and immersed in the community it represents. Additionally, I will encourage my leadership team to build those same relationships and partnerships. We need to work as a community and it takes individuals committed, participating and at the table for our community to be successful and inclusive.

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

Economic growth and job creation are critical aspects of ensuring our community is beautiful and sustainable. The City has been working diligently over the years to create a reputation as a business friendly government, working closely with developers and community partners.

Our efforts with the Chamber and its Development Review Task Force keep us balanced in meeting the needs of the development community while protecting and preserving the quality growth the city desires. Additionally, our partnership with the Economic Development Council provides tremendous support for efforts to attract new

business to our community and to adequately assist in planning for job creation and growth. All successful economic development projects require qualified and/or willing employees.

Accordingly, another important partner in job creation efforts is our local school district and higher educational institutions. Fostering relationships with our schools allows us to grow our own workforce while providing the knowledge, skills and abilities for our students to become successful, contributing members of our community. Additionally, we must also utilize local non-profit organizations working within the community to provide opportunities for skill development, long-term financial health and other learning opportunities to create a prepared workforce.

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?

Throughout my career, I have conducted myself with professionalism and integrity; there are no adverse reports in my background. In my role as City Clerk, there have been a few lawsuits and ethics complaints filed against me directly related to my duties surrounding the election process, all of which were dismissed with no findings of improprieties. I continue to pride myself in always doing the right thing regardless of benefit or hardship. My many professional friends and supporters know me as direct and above reproach. I will serve as a City Manager known for integrity, honesty and accountability in keeping with my 35+ years of professional service.

Brian Dapelo

Vero Beach, FL • 949.677.3973
Briand1021@icloud.com

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

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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.

    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 suprior 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 thousdands 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 pursing 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 priorize focusing on a persons 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 approch 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

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 streamlininng 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 specificlly 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 exstremely 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 responsders 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 spirtual 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 they're 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

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.

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Vero Beach, FL 32962
(772) 584-6479 Cell
hollyforde21@gmail.com

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.

FRED HARRIS

City Manager

850-528-6402 @ fbharris@gmail.com

COVER LETTER

Dear Hiring Manager,

My name is Freddie Harris, and I'm writing to express strong interest in the City Manager position with the City of Fort Pierce. I've combined more than two decades of progressive leadership in municipal government. I'm passionate about public service and committed to enhancing community services and operational efficiencies. Furthermore, I am excited about the opportunity to contribute to the continued success of Fort Pierce.

In my position as CIO at the City of Boynton Beach, I was able to thrive in ambiguity while building an inclusive workforce. I successfully completed several initiatives including resident self-service, process automation, digital transformation and citizen-centric applications.I have successfully implemented programs that improved operational efficiency, enhanced public services, and resulted in significant cost savings for the city. A notable achievement was improving service delivery efficiency by 20%. My experience in strategic planning, budget management, and stakeholder engagement has equipped me with the skills necessary to lead as the City Manager.
My leadership approach is both collaborative and data-driven, ensuring decisions are informed by vigorous analysis while including insight from community, staff and other stakeholders. I maintain a proven track record of leading cross-functional teams to enhance service delivery, streamline operations, and drive cost-effective solutions. Adept at collaborating with diverse stakeholders, from business customers to government agencies, to ensure alignment with city goals and community needs.

I would welcome the opportunity to discuss how my experience, leadership, and passion for public service align with the needs of the City of Fort Pierce, and I look forward to learning more about the position. Feel free to contact me by email or telephone if you would like to continue discussing my experience.

FREDDIE HARRIS

City Manager

+18505286402 fbharris@gmail.com Pembroke Pines

EXPERIENCE

CIO/Director Innovations and Technology

City of Boynton Beach, FL 2022 01/2022 Location

- Increased departmental initiative alignment with city goals by developing a comprehensive IT strategy affecting 15 departments
- Enhanced service delivery by 25% by implementing a framework on essential KPIs.
- Implemented new citizen engagement application to improve request resolution time increased service delivery efficiency 20%
- Reduced IT procurement delivery time by authoring a citywide IT Procurement Policy streamlining the purchasing process
- Collaborated with department leadership to identify new opportunities and technical solutions to support departmental initiatives.
- Improved decision-making and transparency by implementing a department performance management program
- Reduced data breach risk by championing advanced cybersecurity measures, ensuring regulatory compliance

Director - Asset Management

Public Works 01/2019 - 01/2022 Fl

- Increased infrastructure maintenance 20% through strategic Asset Management plan for City's Public Works and Utility systems.
- Reduced environmental risks by through collaboration with community business leaders.
- Worked closely with operational leadership to identify key needs and areas of deficiency, operational staff were very involved in the development of the system's framework.
- Developed and maintained 16M Budget for Asset Management Program using risk analysis, sustainability score and quality of life impact to determine project priority.
- Secured approvals by delivering reports to City Manager, Commission, and Citizen's Task Force.
- Reduced federal penalties by eliminating data silos and addressing infrastructure issues.
- Optimized capital outcomes using a decision support tool for infrastructure planning.

Manager, Information Technology

Utilities City of Tallahassee 01/2016 - 01/2019 Fl

- Improved IT strategy impact by 35% through enhanced application architecture and data management.
- Enhanced service delivery by partnering with operational staff and community leaders.
- Increased system efficiency by updating obsolete systems and improving business unit partnerships.
- Developed and managed $4M IT budget, optimizing resource allocation to meet department needs.
- Managed PMO, QA, and App Security for major enterprise projects.

SUMMARY

Fred is an accomplished, forward-thinking leader with a proven track record in business transformation and municipal operations across multiple sectors, including Business Customer Service, Water, Sewer, Stormwater Utilities, Public Works, and Technology and Innovation. With an Executive MBA and extensive experience in municipal government, Fred has demonstrated success in developing and implementing strategies that align with city goals, driving impactful improvements in public services. A strategic partner and seasoned public servant, Fred brings expertise in process improvement, project management, technology roadmapping, and asset management to every initiative. He is known for his ability to navigate complex challenges, foster collaborative relationships, and lead transformational change within municipal organizations. Fred is a recognized communicator, listener, and relationship-builder, with a strong commitment to creating a responsive, community-oriented service culture.

His dedication to operational excellence and urgency in resolving municipal issues has been pivotal in his success, and he is now seeking a City Manager role. Fred is open to relocation for the right opportunity.

SKILLS

Budgeting **Operational Metrics** **Policy Development** **Contract Negotiations** **Staff Development** **Strategic Planning** **Program Management** **Community Engagement Quality Assurance** **Project Management** **Team leadership**

EXPERIENCE

Project Manager

Business Customer Service — City of Tallahassee, FL

01/2009 - 01/2016 Location

- Managed IT projects with budgets exceeding 1M across multiple departments.
- Established timelines with stakeholders for projects involving over 10 departments.
- Improved internal communications through faculty and staff intranet SharePoint deployment.
- Maintained project documentation for over 25 projects covering plans and risk assessments.

EDUCATION

MBA, Executive

Florida International University

BS, Information Systems

Florida State University

Candidate Questionnaire

Candidate Name: Freddie Harris

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.

a. August 2022 - Current
b. Director of Innovation and Technology Solutions - City of Boynton Beach
c. Deputy City Manager
d. $189,000
e. 90,000
f. 1000 approximately
g. 17
h. 300M

a. July 2019 - August 2022
b. Program Director - Asset Management - City of Fort Lauderdale
c. Deputy Director Public Works
d. $125,000
e. 190,000
f. 1700 approximately

g. 17
h. 1.2B

a. 2016-2019
b. Manager- Information Technology Utilities - City of Tallahassee
c. General Manager Utilities
d. $90,000
e. 90,000
f. 4000 approximately
g. 10
h. 1.2B

a. 2009 - 2016
b. Project Manager - Business Customer - City of Tallahassee
c. Chief Customer Operations Officer
d. $189,000
e. 70,000
f. 4000 approximately
g. 2
h. 1.2B

2. Why are you interested in pursuing this position? I recognize the potential that exists in Fort Pierce. Having a supportive and transparent commission that understands Fort Pierce does not have to continue to do what has historically been done. Innovative opportunities are limitless such as smart city initiatives and digital transformation for providing improved services and fiscal savings. My experience in multiple full-service municipalities has afforded me the opportunity to gather integral enterprise experience.

3. How would you describe your management style? I describe my management style as collaborative, results focused and flexible. I maintain oversight cultivate a team environment sharing accountability. I understand I am leading a team of leaders, so I

4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. I believe handling most of these

you need to be fair and consistent. As for ethical violations investigate them accurately, thoroughly and confidentially and make decisions based on finding

5. How would you deal with city budget constraints and identify new revenue sources? I would evaluate the current budgetary position (Audit expenses, identify any inefficiencies to remove or optimize) Look into Grant opportunities and be open to P3 collaborations. Provide clear and transparent communication with citizens

6. How will you prioritize competing demands for resources within the city? It starts with alignment with the city's strategic plan and commission priorities. I would data and metrics to assists with the prioritization and evaluate urgency and impact. Yet remaining flexible for unexpected circumstances. This goal is to balance short term needs with long term solutions

7. Describe a successful initiative you have led as a City Manager. An initiative that I have led successfully has been the automation of the procurement requisition\P. O process. To find cost savings we identified late fees were common expenses. This was a result of a manual labor-intensive process. We now have minimized req to P.O. time by
10 days removing more than 50% of the previous process

8. Describe a time when you had to manage a crisis in a city setting. During the CrowdStrike Microsoft all city pcs\laptops were nonfunctional. Communication is crucial during a crisis we put notifications on all non-affected mediums. Created a plan to rectify the issue using all resources available. Mitigated the issue had an after-action review and updated our crisis plan.

9. What steps do you take to ensure transparency and accountability in city operations. Public meetings to provide clear and transparent information. Departmental performance reviews with established KPIs, active listening, citizen advisory committees

10. Please describe your experience working with unions. I have had minimal experience working with unions. I do however understand the importance of relationships with union representatives and members. I strive to promote clear communication and mutual

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? I see my role as strategic oversight/mentor/supporter ensuring the priorities are aligned with city's strategic vision. Establishing measurable goals and ensure adherence to city policy. While developing a relationship as the police chief is an integral member of the emergency management team.

12. How will you ensure that the city's services meet the needs of all its citizens? Establish town halls for open dialogue with residents, invest in inclusive outreach. Continuous improvement programs to constantly develop our staff.

13. What strategies will you use to build relationships with stakeholders in the community? Listening first is necessary and being visible in the community is a priority, and accessible to the community to ensure their voices are heard. Establish a city manager's email and quarterly report available to the public for regular communication

14. What strategies would you implement to promote economic growth and job creation? In my experience best performing cities capture the tech impact investing in modernized infrastructure. Creating an innovation\ smart district with MU zoning startup incubators for small business. Tax incentives targeting growing industries with performance-based agreements to establish ROI.

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? I've managed to keep my name out of the negative media. Knowing the security risks of having a large social media presence I maintain minimal professional information to avoid scams.

DICRAN (RICK) KEUROGLIAN, III

rickkeuroglian@yahoo.com | 706-664-8228 | PO Box 1353, Georgetown, CO 80444
https://www.linkedin.com/in/rick-keuroglian-mpa-mats-2a81217/

December 3, 2024

I am excited to submit my resume for the City Manager position for the City of Fort Pierce, FL, as advertised on ICMA.com. With over 15 years of progressive experience in municipal management, including my former role as Town Administrator for Georgetown, Colorado, **I am confident in my ability to bring servant leadership, customer service focus, organizational unity, and strategic vision to the City of Fort Pierce**. My track record in managing complex operations, spearheading community development, and enhancing quality of life aligns seamlessly with the goals and needs of the City of Fort Pierce.

My wife and I have spent many summers in Florida's beaches. In fact, over the years, we spent the entire Summer in Pensacola Beach, Daytona Beach, Dustin Beach, and St George Island. We are beach people! I am particularly impressed with the City of Fort Pierce being known for its world-class fishing, amazing beaches, spectacular morning sunrises, waterfront downtown shopping, outdoor activities, Navy Seals museum, the Highwaymen artwork celebration, highly rated public schools, and for fostering a high quality of life for its residents.

In my former role as Town Administrator for Georgetown, CO, a vibrant mountain resort town that is close in proximity to 15 ski resorts, I was able to hone my skills in overseeing multi-departmental operations, managing significant budgets, implementing the council's vision and priorities, fostering strong relationships with the community, and balancing community needs and destination tourism. Leading a team of ten Department Directors, I have successfully managed a $15 million operating budget, developed a 5-year Capital Improvement Plan, and implemented key initiatives that have significantly benefited the town. I have also spearheaded emergency actions plans for the Town, the installation of 50 units of affordable housing and secured $2 million in funding for critical infrastructure improvements, including a traffic circle and bike path, enhancing safety and accessibility for our residents and tourists.

Previously, as Assistant City Administrator/Community Development Director in Brush, Colorado, I played a pivotal role in providing assistance and support to the City Manager. This included policies and procedures, special projects, budget preparations, overseeing interdepartmental relations, housing developments and economic growth. I successfully attracted six new developers, resulting in over 400 affordable housing units and numerous new businesses, which revitalized the downtown area and addressed long-term water supply concerns. My ability to recruit and collaborate with developers and businesses demonstrates my commitment to fostering sustainable community growth and development.

Moreover, my experience as the Executive Director/Founder of City Hope Alliance in Augusta, GA, has equipped me with a deep understanding of community engagement,

strategic planning, and nonprofit management. Leading a nonprofit focused on urban revitalization and community development, I organized and executed large-scale projects, secured significant fundraising, and built successful partnerships with local leaders and organizations. This background has provided me with a unique perspective on integrating community needs with practical solutions, a critical asset for the role of City Manager.

I am eager to bring my skills in community development, economic development, affordable housing, strategic planning, tourism development, historic preservation, general governance responsibilities, budget management, and community engagement to your team. My ability to balance operational efficiency with community-& economic development initiatives aligns perfectly with the objectives of the City of Fort Pierce.

Thank you for considering my application. I look forward to the opportunity to discuss how my background, skills, and experiences align with the needs of the City of Fort Pierce. I am excited about the possibility of contributing to the City's growth and success.

Sincerely,

Dicran (Rick) Keuroglian III

DICRAN (RICK) KEUROGLIAN, III

rickkeuroglian@yahoo.com | 706-664-8228 | PO Box 1353, Georgetown, CO 80444
https://www.linkedin.com/in/dicran-keuroglian-mpa-mats-2a81217/

SEEKING A CITY MANAGER POSITION FOR THE CITY OF FORT PIERCE, FL

KEY SKILLS

4.5 years City Administration Experience | 10 years nonprofit Executive Director Experience
2 Masters Degrees (MPA & MATS) | Servant Leader | Strategic Planner | Effective Communicator
Visionary | Solutions Focused | Results Driven

City Manager with 15 years of diverse municipal experience of servant leadership, effective communication, strategic planner, and visionary that consistently finds solutions that end in results

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PROFESSIONAL EXPERIENCE

Town Administrator **April 2022 to Nov 2024**
Town of Georgetown, Colorado (Oversee 10 Department Directors)
Georgetown is a mountain resort town that sees over 1.3 million tourists per year due to its close proximity to 15 ski resorts, fly-fishing, hiking, Big Horn Sheep, Georgetown train, Christmas Market, and Mt Bierstadt.

Description:
Responsible for the day to day operations of the Town; Manage and empower 9 Department Directors that include, Town Treasurer, Town Clerk, Assistant Town Administrator, Events & Marketing Manager, Police Department, Roads & Bridge, Public Works, Special Projects, and Parks & Recreation; Lead weekly Director meetings to talk through operations, projects, upcoming events, challenges, strategic planning, and staff development; Responsible for the preparation and management of a $15M operating budget; Preparing a 5-year infrastructure Capital Improvement Plan; Oversee the policy development, staffing, and finances for the Town; Serve as a conduit between the city personnel and the Town Council; Monitor the needs of the Town; Direct the coordination of natural disaster preparedness and emergency response; Meet the citizens directly to discuss and address common concerns; Attend and participate in Stakeholder meetings; Set goals and participate in strategic planning of the Town; Treat tourism as a destination and capture the tourists that come as opposed to marketing for more; Create events that complements history, amenities, and infrastructure; Coordinate the Town's economic development efforts.

Accomplishments:
- Responsible for getting 50 units of affordable housing installed and another 60 units to come next summer to allow housing options for our working class to live in Town.
- Accomplished a salary study for staff retention and recruitment that lead to increasing the staff wages to the competitive average boosting salary wages up to 30% and boosting staff morale.
- Awarded $2M from CDOT and DOLA to install a traffic circle, lighted sidewalk, and bike path to create safe multimodal infrastructure to allow the public to get from the lake to the downtown.
- Accomplished a 2% Lodging Tax ballet initiative that brought in $250K for business promotions.
- Reorganized the Administration Department and hired an Assistant Town Administrator, Marketing and Events Manager, and Police Chief.
- Orchestrated fixing major road and drainage issues by getting the necessary equipment to allow our crews to fix pothole problem areas, install concrete pans, and resurfaced two main thoroughfares.
- Collaborated with Xcel Energy to get the necessary Watershed Protection Permits to allow the decommissioning process to take place with the Forebay Dam and protect Georgetown's watershed from being polluted.
- Finished the Lake Trail so that the public does not have to walk in the road.
- Worked with staff to develop an emergency operations plan for the community.
- **Memberships:** ICMA, CCCMA & CML Member | **Boards**: I-70 Coalition, Regional Opioid Council, & Rotary.

Assistant City Administrator/Community Development Director Mar 2020 to Apr 2022
City of Brush, Colorado (Oversaw 10 Department Directs, 52 Staff)
Brush is a rural community of 6000 residents that prides its self with strong families, farming, ranching, sports facilities, and amazing schools.

Responsible for accomplishing the objectives of the City Administrator, Mayor and City Council. Assisted the City Administrator in all policies, procedures, projects, plans, reports, & Ordinances. Stood in the place of the City Administrator when not present (City Administrator came in 2-3 days a week because of preparations for retirement). Assisted Finance Director with preparation and management of a $26.4M operating budget. Worked with Administrator to prepare and present the annual budget to the Council. Prepared, administered, and monitored various department budgets (Econ Dev, Marketing, Building, Com Dev) and federal and State Funds (DOLA grants and REDI grants…awarded over $400,000). Managed all Department Director Staff meetings. Served as Community Development Director, Building Official and City Planner**.** Supervised the Special Projects Manager, Building Inspector, and 2 Building Technicians. Managed all Land-Use applications, subdivision reviews, zoning petitions, & Special Use Permits. Prepared staff reports to City Council, Planning Board, and Board of Adjustment. Served as Economic Dev. Director, coordinated monthly stakeholder meetings, developed marketing strategies, networked with developers and investors. Interacted regularly with the public through meetings, social media, and social events.

Accomplishments:

- Hired as the Assistant City Administrator to be part of the succession plan and allow the City Administrator to start the retirement process. Lead all operations and mentored Department Directors.
- Convinced 6 developers to bring affordable housing developments, which had not happened in 30 years! The Westwood Village – brought 204 single-family residential housing and 84 apartments. The Northpointe Development – created 45 multi-family affordable units. The Central School Renovation – converted the abandoned High School building into 40 multi-family affordable units. The Harrison – created a PUD development that included a mixed-use development, single-family, multi-family, townhomes, and a commercial area. Housing HO2 LLC – created 100 units of workforce housing. J'S Construction – created 6 Single-Family homes.
- Convinced developers to address long-term water supply concerns by adding appropriate water shares to meet demands, add water main lines, & upgrade the water treatment facility filtration system.
- Recruited 10 new businesses to the Downtown: Slavinka's International Bakery, Victor's Sushi, the Brush Art Center, La Bamba Event Center, Trout Meat Processing Plant, Dollar General, Medieval World Board Game Store, Steiner Consignment, Tall Grass RV & Resort, & NEXTAIR ENERGY Solar Farm (500 MEGAWATTS).
- Created a Building Department and Hired a Building Inspector, Permit Technician, & Special Proj. Manager.
- **Memberships:** ICMA, CCCMA, APA, EDCC, & CML Member | **Boards**: Chamber of Com Board., Econ. Dev. Board, Chairman of the Tourism Board, Rotary Club, & Vice Pres. of the Lion's Club.

Executive Director/ Founder February 2010 to March 2020
City Hope Alliance 501c3 - Augusta GA
CHA is a community development nonprofit committed to collaborate, empower, and resource the Augusta Richmond County Administrator, Department Heads, and City Leaders to bring solutions to City Challenges.

- Was an **Advisor/Consultant** to the City Administrator**,** Department Heads, & City Leaders through coaching, training, strategic planning, implementing priorities, fundraising, & acquiring grants.
- Trainings consisted of how to revitalize & redevelop distressed urban neighborhoods, implement community development strategies, prioritize strategic projects, & reorganize departments.
- Department Heads that I consulted with: Environ. Services, Parks & Rec,, Code Enforcement, Augusta Film Office, Marshal's Office, Sheriff's Office, Planning & Zoning, & Accountability Court.
- Collaborated w/ the City Administrator to address blight, drug-dealing, & neighborhood assessments.
- Responsible for achieving core mission, fundraising, communications, marketing, volunteer services, operational management and project management of the Board of Directors.
- Hired, trained, developed, supervised, & evaluated organizational staff & interns.
- Prepared reports, videos, & presentations to board members, city leaders, and the public.

- Organized, planned, recruited & oversaw large citywide projects with Augusta Department Heads.
- Oversaw fundraising ($20k for Demolition, $30k for Parks and Rec, $30k for CityServe).
- Founded the ***Demolition Project***, to remove blighted homes through private/public partnerships, i.e.: landlords, Land Bank, Code Enforcement, Environ Services & Demolition & Abatement Companies.
- Founded the ***Restoration Project***, a partnership with Augusta Accountability Court & Probation Departments to oversee 400 community service projects.
- Founded ***CityServe Augusta***, citywide community service partnerships w/ 20+ Churches, 10 nonprofits & City Leaders, to collaborate in 43 projects w/ 4000 volunteers.
- Founded **Vision Pathways**, a homeownership program to help low income young families become homeowners.
- Taught community leadership trainings for volunteer engagement.
- Built and cultivated strong relationships with community stakeholders and frequently collaborated with them to better understand needs in the community & partnered to accomplish major projects.
- Mobilized 1000's of volunteers to demo abandoned homes, clear overgrown lots, beautify schools.
- Served 4 yrs. on the Downtown Dev. Authority & on the Planning & Zoning Commission.
- Seminar speaker, retreat speaker, & conference speaker: Taught how to revitalize urban neighborhoods, implement community development strategies, & organize service projects.
- Organized a weekly community development networking & training opportunity that brought in guest speakers to highlight practical Comm. Dev. principles & applications.
- Planned **Banquets, Golf Tournaments, & 10K Runs,** fundraised for operational and program expenses.

FIRST PRESBYTERIAN CHURCH - AUGUSTA, GA **Apr 2008 to Apr 2012**

FPC is a 2000 member Church in the heart of the urban downtown of Augusta. Hired to do a bi-vocational role to bring transformation in people and places through Christian Urban Redevelopment.

Community Development DIRECTOR

- Trained members in vocational stewardship to focus on calling, professional development, networking, & integrating faith, service, and excellence.
- Taught seminars to members: Evangelism Training, Neighborhood Outreach, Starting a Neighborhood Bible Study, Revitalizing urban neighborhoods, implement community development strategies, start neighborhood & workplace ministries, and how to start service projects that lead to bigger projects.
- Organized **Real Life**, a weekly gathering for young professionals, a time to network, fellowship, eat together, worship and be challenged by a special guest speaker from the community.
- Lead **Life Groups,** mentorship programs for young professionals.
- Helped over 60 singles & families buy homes in the urban core of Augusta.

HOPE FOR AUGUSTA – Founder/ Executive Director

HFA is a community development ministry funded by FPC that focuses on offering hope to urban at-risk youth through tutoring and mentoring.

- Launched **NewTown** initiative to serve 20 at-risk urban youth that grew to serve over 160.
- Hired, trained, and managed 5 staff to direct urban programs.
- Partnered with the Housing Authority to start a Summer youth program that grew into an after-school homework and tutoring program in 4 locations called **Reaching Higher**.
- Organized the **Urban Leadership Project**, a summer leadership program for at-risk youth.
- Created a leadership development program called Making Mighty Men to mentor urban boys.
- Fundraised for operational and program expenses.
- Organized a 1000+ attended **concert,** bringing Christian rapper Trip Lee, to Augusta.

Medical Device Account Executive **September 2006 to April 2008**

VQ ORTHOCARE - Columbia, SC

- Managed territory accounts in the State of SC, calling on Orthopedic Surgeons and was regionally ranked #1 Sales.

- 1st Sales Consultant as a *Shoulder Specialist* and developed national marketing strategies.
- Launched a new shoulder splint prototype, trained national consultants in shoulder sales program.

Medical Device Account Executive **June 2005 to Sept 2006**
DYNASPLINT SYSTEMS, INC. – Columbia, SC

- Managed territory accounts in the State of SC, calling on Orthopedic Surgeons and was regionally ranked #1 Sales.
- 1st Sales Consultant as a *Shoulder Specialist* and developed national marketing strategies.
- Launched a new shoulder splint prototype, trained national consultants in shoulder sales program.

CAMPUS OUTREACH GREENVILLE – Greenwood, SC **December 1999 to June 2005**
Area Director (May 2003-April 2005), **Campus Director** (December 1999- May 2003)

- Recruited, hired, trained, and managed 10 regional staff at Wofford College, and Lander University.
- Lead weekly staff meetings, setting vision, evaluating goals, & delegating responsibilities.
- Directed two Summer Leadership Projects of 15 staff and 90 college students.

Office Engineer
PIZZAGALLI CONSTRUCTION CO. – Spartanburg / Greenville, SC **August 1998 to December 1999**

- Designed piping systems for water filtration and waste-water filtration using AutoCAD.
- Facilitated and coordinated all surveys and a liaison between field and office management.

EDUCATION

Master of Public Administration –GPA 3.80 - Graduated 2019
AUGUSTA UNIVERSITY – AUGUSTA, GA
Phi Alpha Alpha, Honor Society for Public Administration, ***ICMA*** *Student Member*
Certificate in Urban Planning and Community Development

Master of Arts in Theological Studies – GPA 3.50 - Graduated 2016
ERSKINE THEOLOGICAL SEMINARY – DUE WEST, SC

Bachelor of Arts - Major in Sociology/ Community Analysis & Development – GPA 3.00 – Graduated 1998, WOFFORD COLLEGE – Spartanburg, SC

Associate of Science- Major in Engineering Graphics -GPA 3.50 - Graduated 1994
Greenville Technical College – Greenville, SC

Work Related References

Joanne Spina (My Administrative Career Mentor for last 4 years)
Senior Advisor
Colorado City County Managers Association (CCCMA)
970-759-1102 Cell
jspinfree@gmail.com

Todd Leopold, MPA (Known for 3 years) Colleague
Colorado Department of Local Affairs
Regional Manager-Central Division (Covers Georgetown CO)
720-394-2375 Cell
todd.leopold@gmail.com

Jon Cain (Regional Colleagues for 4 years)
Town Administrator Nederland CO
Former Assistant City Administrator City of Idaho Springs, CO
303-718-9596 Cell
jcain01@gmail.com
townadmin@nederlandco.org

Matthew Gordon (Co-Workers and Known for 4 years)
Executive Director
Chamber of Commerce, Brush CO
720-810-2994 Cell
matthewcgordon@live.com

Tom Acre (Regional Colleagues for 4 years)
Public Works Supervisor City of Fort Morgan
Former Town Administrator Town of Wiggins, CO
303-332-4700 Cell
thearesgreen@gmail.com

Kevin Blankenship (Regional Colleagues for 3 years)
City Manager
City of Sterling, CO
276-701-2885 Cell
kblankenship@sterlingcolo.com

References from Augusta GA

David Watkins (Known for 12 years)
Retired Chief Judge, State Court
Augusta Richmond County GA
706-231-1902
masonharpiepoo@gmail.com

Matt Aitken (Known for 16 years)
(Former District One Richmond County Commissioner)
Commercial real-estate agent
Sherman and Hemstreet, Augusta GA
706-267-0107
prisonone@bellsouth.net

Brandon Garrett (Known for 10 years)
District 8 Richmond County Commissioner
706-836-6317
cgarrett@augustaga.gov
bwgarrett@lamar.com

Margaret Woodard (Known for 10 years)
Executive Director
Downtown Development Authority, Augusta GA
706-836-7629
mwoodard@myaugustadowntown.com

Luke Niday (Known for 16 years)
Pastor of Outreach
First Presbyterian Church Augusta GA
706-831-0110
lniday@firstpresaugusta.org

Candidate Questionnaire

Candidate Name: Dicran (Rick) Keuroglian, III

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.

    1. April 2022 to Nov 2024, Town Administrator for the Town of Georgetown, CO
    Directly Reported: Board of Selectmen (Town Council), Ending Salary: $140,000
    Population: 1500 full time residents, 1.3 million tourists, Total # of employees: 18 full-time and 3 part-time, Direct Reports: 9 Department Heads that consisted of Assistant Town Administrator, Town Treasurer, Town Clerk, Police Chief, Public Works Supervisor, Road & Bridges Supervisor, Parks & Recreation Supervisor, Marketing and Events Manager, and Special Projects Manager. Total Operating Budget: $15 million.

    2. March 2020 to April 2022, Assistant City Administrator for the City of Brush, CO
    Directly Reported: City Council, Ending Salary: $87,000
    Population: 60000 full time residents, Total # of employees: 52 full-time and 20 part-time, Direct Reports: 10 Department Heads that consisted of Finance Director, City Clerk, Police Chief, Fire Chief, Special Projects Director, Building Official, Parks & Recreation

Director, Streets Director, Utilities Director, and Trash Director. Total Operating Budget: $26.4 million.

3. February 2008 to March 2020Executive Director for City Hope Alliance 501c3/ Advisor to the City Administrator of Augusta, GA
Directly Reported: Board of Directors, Ending Salary $55,000
Population: 500,000, Total # of employees: 6 full-time staff & 4000 volunteers
Direct Reports: 6 that consisted of Chief Finance Officer, Chief Operations Officer, Director of Hope For Augusta, Director of New Town, Director of Demolition Project, & Director of Restoration Project.

2. Why are you interested in pursuing this position? I am at the point in my career where it is time to take my leadership to the next level. My wife and I have lived at the beach and want to return to that lifestyle. We have spent entire summers in Daytona Beach, St. George Island, Pensacola, Dustin, Hilton Head, and Myrtle Beach. I am ready to take my redevelopment experience in working with an urban community in Augusta Georgia, my destination tourism experience in working with a major resort community in Georgetown Colorado, and my sustainable economic development experience in working with a rural community in Brush Colorado. I have over 16 years of progressive municipal experience managing complex operations, spearheading major community development projects, and enhancing the quality of life that aligns seamlessly with the goals and needs of the City of Fort Pierce.

3. How would you describe your management style? I have 16 years' experience in moving Council objections forward, managing daily operations, bringing in new affordable housing developments, empowering and serving my staff, rethinking destination tourism, being actively involved with the community and stakeholders has developed me to address city needs. I have extensive experience in updating city code, policies, and have fostered

collaboration in every community that I have worked for. I see my main role as being a servant…to my staff, I am a coach, to the Town Council, I am a colleague, and to the community, I am their champion. I take my time seriously with others as helping them be the best leaders that they can be. I believe in professional training for Department Directors and for Council. Two books that have impacted my leadership skills are To Transform a City by Sam Williams & Eric Swanson and For the Love of Cities by Peter Kageyama. Both of these books reinforce the small things we do, have the greatest impact on our communities because when we show we care in the small things, that is what's most memorable and most contagious! The best way for me to ensure effective collaboration and communication with my team is by setting clear and measurable goals for each of them and giving them the creative freedom to get it done the best way they think it should go.

4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. I create a list of performance indicators for each Department Director. I define the objectives and goals. I take a copy of the Council's priorities and Strategic Plans and refocus them to be SMART goals (Specific, Measurable, Achievable, Relevant, and Time-Bound). I tend to focus on measures that directly impact the council priorities, align with community's expectations, and those that are easy wins to accomplish so that I can tell the success story to the Council and Community. This makes my staff look good, the council gets excited because we are moving the priorities forward and the community is excited because we did something about it. I believe in monitoring expectations. Even though I set clear expectations, I let my directors be creative in meeting the goals. I do not micro-manage but will meet weekly to monitor and review. This helps measure progress and performance and helps them in reporting and tracking. I believe in communicating and celebrating victories! When the staff, council, and community sees a priority accomplished it is exciting and builds momentum to go after another! We will have small celebrations and big ones, depending on what the priority was. It is so important for the staff, council, and community to hear that goals, objectives, and priorities are being met. I have had to fire employees over the years, because of one or two things. Either they were not skilled to do the position, or they lost their passion and are negatively affecting the team around them. I do a yearly evaluation and a performance evaluation mid-year to determine merit bonuses. I normally have a good idea who is not performing well, by meeting with them and going over their

evaluation. I will set up a performance improvement plan to address the issues and or correct the lack of performances. If the employee does not improve, I will either terminate them or allow them to resign. I have never had a hard time helping a person leave a position in order to do something else that better suits their skills or passions.

5. How would you deal with city budget constraints and identify new revenue sources? I have lots of experience and skills in municipal financial management. Regarding fiscal management, I would meet regularly with my Town Treasurer to review each departments accounts in the budget so that I can know exactly where their accounts are and help lead my Department Directors to not overspend and help them plan for necessary expenditures. I would meet with my department directors weekly to talk through their budget. As far as budget development, in Colorado, I started in July by meeting with my Finance Director and each Department Director individually to hear their goals for next year. We would talk through their last year's budget & accounts and examine how they spent their budgets. I met with each Department Director about upcoming expenditures for next year and ask them to brainstorm goals that they would like to accomplish and bring back a detailed list of potential projects that can meet their goals. I asked them to rank each new expenditure between needs and wants and to prioritize each item. I would then go through their lists and add or subtract their items and then I met with each Director to review the proposed budget. I created a budget calendar for Council, and presented it in early July for their approval and then met with Council to talk through the preliminary budget. Each meeting they would add or subtract additional items until they come to a consensus and adopt the budget in December. As far as coming up with creative financing strategies for budgetary shortfalls, I focused on prioritizing essential services and infrastructure. I made sure that critical services were funded, such as, public safety, transportation, and public works. I prioritized infrastructure projects like road maintenance, public transportation, or utility upgrades, and ensured that investments addressed future growth and sustainability. I implemented a strategic budgeting process focused on performance-based budgeting that tied funding to measurable outcomes. I met with the City Council and had a strategic planning session to determine priorities and made sure that these were reflected in the budget. I engaged in public-private partnership collaborating with private developers and non-profit organizations to fund large-scale projects without solely relying on municipal funds to address affordable housing, parks, and technology infrastructure. I leveraged

grants supplementing the city's budget. There are many grants that are available for infrastructure, community development, public safety, and environmental sustainability, which could advance the Town without straining local resources. I created opportunities for citizen participation in the budgeting process. I enhanced transparency and helped align spending priorities with community needs. I focused on economic development and invested in projects that promoted economic growth, such as, improving the business environment or attracting new industries which increased revenue through sales taxes and allowed more investment in the community. I considered balancing short-term budget constraints with long-term sustainability planning for investments that would save money over time, such as, energy-efficient city buildings or modernizing infrastructure that required less maintenance. Lastly, I ensured fiscal responsibility by doing regular reviews and audits of city spending ensuring funds were used effectively and sought to cut waste or reallocated resources to higher priority areas. I built healthy reserves which managed unexpected costs, like emergency repairs or weather crisis's without disrupting regular city operations.

6. How will you prioritize competing demands for resources within the city? I would prioritize competing demands by employing a transparent and systematic approach that includes regular stakeholder engagement, data-driven decision-making, and alignment with the city's strategic plan and goals. Establishing clear criteria for prioritization, such as community impact, fiscal responsibility, and alignment with the city's long-term vision will assist in balancing departmental needs and public priorities. Regularly reviewing progress and adjusting priorities based on performance metrics and community feedback will ensure that I remain responsive while keeping the focus on strategic objectives. Collaborative workshops with Department Heads and elected officials can also facilitate understanding and foster a unified approach to resource allocation. I would use the Strategic Plan to be my meauring rod to guide my focus for the Council, Staff, and public. I would make sure that our goals included Public Safety, Economic Development, Quality of Life, Infrastructure, and Engagement. I would get input from elected officials, department heads, and the public to bring alignment. Competing demands always arise based on changing needs or urgency. While assessing the competing demands, I would have workshop discussions with the elected officials, staff, and stakeholders, and use these meetings to evaluate the demands to make sure they align or compete with the current

framework of priorities. The types of questions that I would use to assess the demands are: How closely does the demand align with the Huntsville's strategic priorities? What are the potential consequences of delaying or not addressing the demand? Are the necessary resources (financial, human, etc.) available? How many residents will benefit from addressing the demand? Is the demand required by law or regulation? I would assign weights to each criterion based on the Council priorities to allow for a more objective comparison of different demands. I would include specific cultural values of service, trust, accountability, and respect. I would make sure that these cultural values are used as criterion as well because if the competing demand deviates from them, then it is clear that they would not be considered. By having meetings like this with the Council, Staff, and public, clearly communicates why keeping the priority framework is critical to how we make decisions and builds trust and understanding with all involved. I would also document the rationale behind prioritizing decisions to provide a record for future reference and ensure accountability. I would regularly review the strategic plan and prioritization framework to ensure it remains relevant and effective. It is also very important that I actively listen to concerns and needs from various city departments, elected officials, and the public. I would foster collaboration and communication between departments to identify potential synergies and avoid duplication of effort. Seeking public input through surveys, town hall meetings, and other channels will ensure that I understand community priorities. I would use data and evidence to inform decision-making to ensure that resources are allocated effectively. I do recognize that resources are limited and that some trade-offs may be necessary, therefore, I would clearly communicate these trade-offs to stakeholders. I would be prepared to adjust priorities as circumstances change. I do understand that demands related to infrastructure, housing, and economic development will be my priority. I also would work with local stakeholders to make sure we are collaborating and are good partners. Tourism is also historically significance and I would seek to balance the needs of residents with the needs of the tourism industry.

7. Describe a successful initiative you have led as a City Manager. I was challenged to create a solution to address the dying downtown retail area of Georgetown. Business owners felt the County Tourism Bureau was not marketing or promoting the downtown businesses. I met with the Georgetown's Business Promotions Commission and the Town Council to inform them that I would be investigating creating a lodging tax. Both Boards were united

in their support. I had several public awareness meetings to ask questions and test the waters to see if the businesses and hotel owners were interested in moving this forward as a ballot measure. The biggest concerns that came from the community meetings were the fear of being double taxed from the County and from the Town. After doing plenty of research, I found that since the Town is official a Territorial Charter we can decide if we choose to be a Home Rule or Statutory Town. By claiming to be a Home Rule Municipality, this gave the Town the authority to enact our own lodging tax and Colorado State Statutes states that when a Home Rule Municipality enacts its own lodging tax, the County is no longer allow to collect a lodging tax. Having multiple community meetings allowed me to come back with answers to their concerns and questions. Giving the hotels, B&B's, and Short-Term Rental owners this great news created a lot of community support and the Council agreed to place a ballet question on the County ballet asking the public to vote yes to allow Georgetown to approve a 2% Lodging Tax. The lodging tax ballet passes and allowed the revenues go towards 3 things: downtown business promotions, hiring a full-time Marketing and Event Manager, and for funding to be allocated for affording housing for the business work force community. Here are the steps that I took to achieve this. I had 3 public forum meetings to measure public interest and answer questions. I had a meeting with the County Administrator to discuss the reasons why Georgetown wanted to add a new Lodging Tax and if this passes how this will impact the County's lodging tax. If this passed, the County would no longer be able to collect based on Colorado State Statue. The County understood, they just didn't believe it would pass. The Town submitted the ballet question to the County. The question was put on the County ballot. The Council passed a Lodging Tax Ordinance. The lodging tax ballet initiative passed. I worked with the Colorado Department of Revenue to get them to stop collecting on behalf of the County and the Town began self-collecting. We estimated that the 2% Lodging Tax would bring in $250,000. We waited until June 2023 to hire a Marketing and Events Manager to allow the funds to build up. The Council decided to split the revenues into two accounts, $125,000 to go towards Business Promotions and fund the Marketing and Events Manager position, and $125,000 to go towards affordable housing initiatives. Now the Town has funding to work with the County to start a Multi-Jurisdictional Housing Authority to collaboratively join together with the County and with regional municipalities to develop affordable housing and go after larger funding together. This initiative was a

huge success and not only did it display my creativity and negotating skills, but proved to be a powerful tool to move many economic development initiatives in Georgetown.

8. Describe a time when you had to manage a crisis situation in a city setting. I have created and implemented emergency action plans to deal with mudslides, wildfires, blizzards, semi's whose breaks catch on fire, and frequent I-70 interstate closures. I did not have any experience with any of these crises before coming to Georgetown, but I have quickly learned and have become proficient to plan accordingly and consistently protect our community. I have designated shelter areas at the local community center and at local churches to be prepared to help stranded motorists off of the interstate during emergencies. My approach to managing crises, in all of these situations, was grounded in preparedness, clear communication, decisive action, and community focus. When it comes to preparedness, I first start with a comprehensive emergency plan. I ensure the city has a robust and up-to-date emergency management plan that outlines procedures for various types of crises. My emergency plans are developed in collaboration with relevant city departments, emergency services, and community stakeholders. I include in my preparedness a Risk Assessment to identify potential hazards, such as severe weather, wildfires, or public health emergencies. This ensures our planning efforts and resource allocation. I prioritize regular training and drills for city staff and emergency responders to ensure they are well-prepared to execute the emergency plan effectively. As part of my preparedness, I ensure the city has adequate resources, including personnel, equipment, and supplies, to respond effectively to the crisis. Clear Communication is essential for the City when managing the crisis. I establish a centralized information hub to gather and disseminate accurate and timely information to the public, media, and other stakeholders. This involves using the website, social media channels, and a media relations team. I designate a trained spokesperson to communicate with the media and public, ensuring consistent and accurate messaging. I utilize multiple communication channels to reach diverse audiences, including traditional media, social media, email alerts, and community meetings. I prioritize transparency and honesty in all communications, even when delivering difficult news. I value being an effective decision-maker especially under pressure. I implement the ICS (Incident Command System) to establish a clear chain of command and ensure coordinated response efforts across different agencies and departments. I make timely decisions based on the best available information, while also

being adaptable and willing to adjust plans as needed. I foster strong collaboration and coordination between city departments, emergency services, and external partners, such as state and federal agencies. I prioritize the safety and well-being of the community, protection of critical infrastructure, and restoration of essential services. Lastly, I engage with community leaders and residents to understand their needs and concerns, and ensure that our response efforts are aligned with community priorities. I establish a system for managing volunteers who are willing to assist during a crisis. I focus not only on immediate response but also on long-term recovery and building community resilience to future events. I understand the Fort Pierce is susceptible to hurricanes, which causes severe wind damage, flooding, and storm surges. I would make sure that the City provides resources to help residents prepare for these storms, giving guidelines in creating family disaster plans and emergency kits, giving clear evacuation plans, and working with St. Lucie County Emergency Management Division in planning, training, and coordinating appropriate responses.

9. What steps do you take to ensure transparency and accountability in city operations. Ensuring transparency and accountability in city operations requires assessing the organizational structure and systematically evaluating city operations and service outcomes. When I first came to Georgetown I conducted a comprehensive organizational evaluation that reviewed the organizational chart and department roles. I assessed lines of authority, decision-making processes, and reporting relationships. I examined past employee disciplinary documents and evaluations to get a grasp of how things have been working and where things were failing. I analyzed service deliveries to see how services were being provided, focused on efficiency, effectiveness, and responsiveness. I identify overlapping functions, redundancies, and gaps in service. I compared the city's structure and staffing levels with peer municipalities to identify best practices and inefficiencies. If I was selected to be the City Manager in Fort Pierce, I would engage with Department Heads to better understand challenges and opportunities to address within the structure. I would identify bottlenecks or areas where communication or collaboration needs improvement. I would meet with community stakeholders to gather input on service quality and areas needing improvement. I would plan to align the service deliveries with community priorities and expectations. I would collaborate with elected officials and align organizational structure with policy goals. As far as tracking or improving performance, I

would use key performance indicators, such as, service delivery times, budget adherence, customer satisfaction, and employee productivity. I would review employee evaluations and performance improvement plans to see if staff are actually improving. I would use cost-benefit analysis to assess whether resources are being utilized optimally within departments. I would also use outcome reviews to evaluate whether departments are achieving their goals and contributing to the broader objectives.

10. Please describe your experience working with unions. Since I have never worked with labor unions, I would get council and take the necessary time to understand labor laws and agreements. I would review the City's collective bargaining agreements and understand the rights and responsibilities of both the city and the unions. I would consult with the City Attorney to clarify terms and ensure compliance. I would build relationships with union representatives to establish productive relationships. I would maintain consistent communication to provide updates, policy changes, and budget constraints, in order to ensure transparency and reduce misunderstandings.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? As a City Manager, I have played a crucial role in overseeing the police department to ensure they operate effectively, efficiently, and in alignment with community needs and expectations. I have helped in policy development and implementation by working with the Police Chief to develop and implement policies that guide operations, address community concerns, and ensure policy compliance. I have overseen the Police Department budget and ensured resources were allocated to meet operational needs. I have helped the Police Department with performance monitoring and evaluation by establishing performance metrics and regularly evaluated the department performance to identify areas for improvement and ensure accountability. I have helped in negotiating contracts (i.e., LEXIPOL and IGA with the County for mutual aid agreement), and managed staff relationships. I have helped to foster positive relationships between the department and the community, addressing community concerns, and promoting transparency and accountability. I have included the Police Chief in creating emergency management plans and responses for mudslides, wildfires, blizzards, and interstate closures due to semi's catching on fire. As far as oversight, I have helped to implement community policing strategies to build trust and collaboration between police

officers and residents and business owners. I have helped to create a policy for body-worn cameras and stationary license plate reader cameras. I have worked with the Police Chief to address crime trends and communicating these with the public and Council. I have also worked with the Police Chief to review and revise our use-of-force policy and ensure officers are trained in de-escalation tactics and interacting with those with mental disabilities. Current challenges facing municipal public safety operations are multi layered. Recruitment and retention of police officers has been extremely difficult. Attracting and retaining qualified officers is becoming increasingly challenging due to factors such as demanding work conditions, competitive salaries in other regions, Colorado State Statutes (officers in Colorado can be criminally indicted for failing to intervene if another officer uses physical force to detain a suspect) has caused many officers to walk away from the profession, and negative public perceptions of law enforcement. We were faced with budget constraints that limited our ability to properly invest in public safety resources, equipment and training. Communities are demanding greater transparency, accountability, and polices from police departments. Police officers now frequently encounter individuals experiencing mental health crises or substance abuse issues that require specialized training and resources. Cybersecurity threats are also increasing that can disrupt operations and compromise sensitive information. Addressing these challenges require strong leadership, collaboration between the department and the community, and a commitment to innovation and continuous improvement.

12. How will you ensure that the city's services meet the needs of all its citizens? This question is very similar to question 9. Please see my responses from question 9.

13. What strategies will you use to build relationships with stakeholders in the community? My philosophy and strategies building relationships with community stakeholders has been built on being open, involved, and engaged with the community so that trust, commitment, responsiveness, transparency, and rapport is built. I have taken my time to schedule time and get to know key industry leaders, business owners, nonprofit directors, school superintendents and university leaders. I have also joined several social and Philanthropic organizations like the Rotary Club and Lions Club to get to know local stakeholders. I have held informal meetings at Coffee Shops to have a "Coffee and Chat" with the Administrator to share concerns and ask questions. I have held community meet & greets,

community forums, town hall public meetings to get public feedback and public engagement to make sure the public is aware of a situation, challenge and concerns were shared, and potential solutions were given. For example, I had multiple public meetings to hear from the community to get their feedback concerning their interest in several things that included: a new lodging tax, paid parking plan at the lake, and emergency action plans for when the town shuts down due to winter snowstorms. I had three meeting with each of these topics. I did multiple meetings at different times to make sure the community had multiple opportunities to give their feedback.I believe there will be multiple challenges in my new role. Since I will be new to Fort Pierce, I would take advantage of this opportunity to meet with stakeholders to better understand the political landscape, navigating community dynamics, understand competing interests between stakeholders, businesses, community groups, residents, and elected officials. By establishing solid relationships with Stakeholders will allow me to adapt to the local context, understand the local issues, learn the culture and values, and find connections for me and my family to build close friendships.

14. What strategies would you implement to promote economic growth and job creation? My experience from Augusta, GA, as the chairman for the Downtown Development Authority and from being on the Board of the Morgan County Colorado Economic Development Corporation, has given great experience in creating incentives to attract the right developers, and effectively negotiate with investors and developers to bring in the types of economic development that we need and want. When I was in Augusta, GA, I played a key role to bring in a $100 million mixed use hotel in the Downtown. When I was in Brush, CO, I was able to attract many businesses to the downtown that complemented current businesses. For example: Slavinka's International Bakery, Victor's Sushi, Brush Art Center, La Bomba Event Center, Medieval World Board Game Store, and Steiner Consignment Store. As far as attracting new industry, I was able to bring in: Trout Meat Processing Plant, Dollar General, Tall Grass RV & Resort, & Nextair Energy Solar Farm. In Georgetown Colorado, I was able to attract these businesses to the downtown: Silver Queen Brew & Tap, Mountain Mammas Restaurant, Scooters BBQ Restaurant, and redevelop 3 sites which are in the process of bringing in a pizza restaurant, a liquor store, and an Indian restaurant. Everywhere I have been required lots of meetings with the community to understand what they wanted, researching what types of businesses

complement existing businesses, meeting with and collaborating with Economic Development Corporations, meeting and creating financial incentives with the City Council, and meeting with the developers to create a win-win scenario to get them to build what we wanted. In my experience with leading in economic development, there are a few things that I do that are strategic for the short and long term. If there is not an economic development strategic plan, then I would make that my priority. I believe it is important to engage community stakeholders. Involving residents, businesses, nonprofit organizations, and regional partners to ensure they have skin in the game and that the plans reflect their vision and priorities. I also would conduct assessments, like a SWOT (strengths, weaknesses, opportunities, and threats) to analyze economic needs and review land-use codes to identify opportunities for sustainable growth. It is so important to set clear goals to establish measurable objectives for economic development for job creation, affordable housing, and environmental conservation. One thing that has been the easiest win for economic development is to encourage mixed-use development. This integrates residential, commercial, and recreational spaces to reduce urban sprawl and support vibrant and walkable communities. Another easy win is to preserve green spaces to protect natural areas and incorporate parks and trails into strategic planning to enhance livability and environmental health. Another area that has guided my thinking and planning in economic development is fostering economic diversification. After doing an assessment of what Huntsville has, I would think smarter rather than harder. Easy wins are bringing in businesses that compliment current businesses. Next I would take time to meet with regional partners (i.e., Chamber of Commerce, County Economic Development Corps, etc.) to analyze ways to attract diverse industries and target sectors that align with the Huntsville's strengths and provide resilience against economic downturns. Supporting small businesses in Huntsville will help them grow their businesses and retain employees is another easy win. I would Invest in new infrastructure or upgrade infrastructure to ensure roads and utilities will support future growth in Huntsville. As far as enhancing quality of place, I would focus on cultural and recreational amenities to attract and retain residents and businesses. I would develop policies to ensure affordable housing across income levels to prevent displacement and provide the necessary housing for the work force to live where they work. Building strong partnership with public-private partnerships, regional collaboration, & non-profits also helps finance & implement large-scale projects, tackle

big challenges like transportation & workforce development, & accomplish community dev. goals.

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? You should only find positive things that I have accomplished from Augusta GA, Brush CO, or Georgetown CO. I recently resigned my role as the Town Administrator for the Town of Georgetown Colorado due to political turmoil and my wife longing to return to the South. I made the decision for my professional wellbeing that it was best to seek to realign with a community that has a strong commitment to good governance and a collaborative leadership culture.

William Lawrence

lbrlawrence@aol.com

To Mayor Linda Hudson and Commissioners:

I am thrilled to present my credentials for the City Manager position for the City of Fort Pierce. Enclosed, please find my resume and references.

With over 37 years of dedicated service in municipal and county government, I have traversed various roles from police officer to police chief, culminating in 11 years of successful tenure as town manager. Throughout my career, I have remained committed to fostering a better quality of life for residents and making a tangible difference in their everyday life.

My extensive experience has honed my problem-solving abilities, with a core emphasis on relationship-building. I have adeptly negotiated labor contracts with essential departments such as Police, Fire and Public Works, while also collaborating with county, state and federal agencies to address local challenges effectively.

Possessing a deep understanding of public administration, I am an active member of FCCMA and the Florida League of Cities. My fiscal conservatism is balanced by a commitment to maintain high quality of services within budgetary constraints. Moreover, my communication skills have consistently fostered positive community relations, and my leadership style prioritizes transparency and full engagement with elected officials.

As a strategic thinker and innovator, I am passionate about forging and sustaining effective relationships with staff, elected representatives, business, and community organizations. I firmly believe that the City Manager should be deeply embedded in the community fabric.

I am eagerly anticipating the opportunity to meet with you and delve into how my experience and insights can benefit the City of Palm Coast.

Thank you for considering my application. I look forward to discussing how we can work together to propel Fort Pierce toward a brighter future.

Warm Regards,

William (Bill) Lawrence

Mobile: **E-Mail: lbrlawrence@aol.com**

https://www.linkedin.com/in/william-lawrence-3a0904b3

Summary: Accomplished municipal manager with a proven track record of driving positive change and enhancing community well-being. A visionary, innovator, and creative problem solver dedicated to serving the public and improving quality of life. Extensive experience in budget management, economic development, grant administration, and personnel management.

Accomplishments:

- Increased law enforcement clearance rate from 9% to 47%
- Decreased crime rate by 15%
- Established successful community policing programs
- Implemented budget management strategies resulting in significant savings and revenue increases
- Led initiatives resulting in job creation and community engagement events
- Successfully managed various grant-funded projects and infrastructure improvements
- Negotiated labor contracts with unions across multiple departments
- Experienced in emergency management and disaster response
- Played key roles in economic development projects and revitalization efforts

EXPERIENCE:

04/2021 to present: **Town Manager of Lady Lake, Fl. Population 16,000 Salary $172,500**

- Operating Budget $40,000,000
- Full-service municipality with 120 full-time employees
- Experience in Growth Management – Currently 4 housing projects in the planning stages.
- Police Union Negotiations

Reason for Leaving: While I have enjoyed my time in Lady Lake and am grateful for the opportunities it provided; I am excited about the prospect of new challenges and opportunities for growth in the City of Fort Pierce, FL.

04/2019 to 04/2021: **City Manager of Bowling Green, Fl. Salary $73,000**

- Prepare & Present Operating Budget
- Manage day to day operation
- SRF Funding & CDBG grant for a new wastewater plant
- SRF Funding for a new Nano System water plant

Mobile: **E-Mail: lbrlawrence@aol.com**

- USDA Grant for new Community Center
- FDOT SCOP road resurfacing projects
- FRDAP grant for Main Street Park
- Project Manager with the new Nano Water Filtration System 1.8-million-dollar project
- Project Manager with a new wastewater plant at 4.8-million-dollar project
- EDA Grant for $247,000 for Pyatt Park Improvements

Reason for Leaving: While my tenure as City Manager in Bowling Green has been fulfilling, I have come to realize that the professional challenges here do not align with my expectations for growth and complexity. I am seeking opportunities that offer a more varied and stimulating environment within a vibrant community.

06/2016 – 03/2019: **Town Manager for the Town of Warren, Me. Salary $70,000**

- Prepare & present the operating and capital budgets. Media Relations
- Manage day to day operations
- Personnel Director -Treasurer-Tax Collector- Road Commissioner
- Negotiate contracts with unions and vendors
- Grant writer currently received DOT Bridge grant for a Smart Stream Project.
- General Assistance Administrator
- Debt free (No more TAN) – Reserves built up –Property Tax Rate lowest in the region
- General fund grew to cover 5 months of operating expenses.
- Moderate growth with new residential single-family housing added 3 million value in past 12 months.
- New Personnel Policy

Reason for Leaving: My decision to leave Warren was primarily driven by the desire to relocate closer to family in Florida. I am proud to have contributed to the town's progress and am confident that it is in better shape now than when I first arrived.

07/2015 – 6/2016: **Town Manager for the Town of Howland, Me**. **Salary $58,500**

- Prepared, present and monitor the operating budget. Media Relations
- Project Manager for the Town working with the Penobscot River Restoration Trust that built an 18-million-dollar fish-bypass on the Piscataquis River that will allows the Atlantic Salmon to migrate up the river.

Mobile: **E-Mail: lbrlawrence@aol.com**

- Promoted several community projects such as a Farmer's Market, Family Fun Day and Community Walk.
- Grant Writer for feasibility market study on economic development for the Town of Howland.
- Supervised Water / Wastewater Utilities
- Revamped the EMS service with new Fire Chief that brought in $375,000 in revenue.

Reason for Leaving: Howland sought me out based on my reputation in budgets and economic development. After successfully accomplishing these objectives, I was presented with an opportunity in a larger community that offered greater compensation. I am pleased to note that Howland was left in a better condition than when I assumed the role.

07/14 – 6/2015: **Town Manager for the Town of White Springs, FL. Salary $49,000**

- Managed the operating budget, personnel management, economic development and serve as the planning & zoning administrator.
- White Springs is one of 4 small towns in Florida designated in the new Competitive Florida Partnership that works with the Department of Economic Opportunity to enhance those opportunities in small rural towns.
- FDOT SCOP grant for road resurfacing.
- CDBG Funding and Construction of a new Fire Station with Mittauer Ass.
- I & I study on our sewer system with Mittauer Ass.
- Supervised Water / Wastewater Utilities / Police / Fire & Public Works

Reason for Leaving: Due to personal circumstances involving our house not selling in Maine and the need to support my sick father-in-law, my family and I made the decision to relocate to Florida. Unfortunately, he passed away. During this time, the Town of Howland reached out to me and offered a more lucrative opportunity to return to Maine. I am proud to have contributed to Howland's progress and to leave it in a better state than when I initially joined.

04/2011 – 07/2014 **Police Chief/Town Manager for the Town of Lincoln, Me. Salary $71,500**

- Manage the day to day operations of a full-service municipality**.** Media Relations
- Served as Economic Development Director / Tiff's.
- Negotiated police, fire & public works union contracts
- Negotiated contracts for Tiff's on economic development projects.
- While serving in Lincoln, we created 90 retail jobs and increased our tax base.

Mobile: **E-Mail: lbrlawrence@aol.com**

- Written State & Federal grants and several smaller grants.
- Supervised Municipal Airport Operations / FAA Grants / Land Acquisition

Reason for Leaving: My father-in-law fell ill in Florida, prompting our family to prioritize his care and support. Consequently, I accepted a position in Florida to be closer to him. Family has always been our top priority, and this decision was made in their best interest. I'm pleased to report that Lincoln was left in an improved condition compared to when I first assumed the role.

02/2003 – 04/2011 **City of Bangor Maine Police Department Salary $50,000**

- Served as a police officer and detective.
- Bangor Housing Authority Liaison Officer for 5 years. We developed relationships with the residence, school, businesses, and the housing authority which led to the decrease in crime in the public housing neighborhood.

02/1996 – 2/2003 **Lieutenant Patrol, Penobscot County Sheriff's Office. Salary $40,000**

- Supervised a division of 3 patrol sergeants, 4 detectives, and 33 patrol deputies.
- Developed the current command structure and presented the proposal to the County commissioners.

High Lights of Skills:

- Creative problem solver and strategic thinker
- Strong budget and fiscal management expertise
- Proven track record in economic development and grant administration
- Effective communicator and public speaker
- Skilled in personnel management and labor negotiations
- Experienced in government relations and community engagement
- Proficient in project management and grant writing

Education:

- University of Maine: Degree in Criminal Justice
- Northwestern Traffic Institute: Excellence through leadership
- Maine Criminal Justice Academy: Executive Development (Certified Police Chief)
- Over 200 hrs. of municipal manager workshops sponsored by Maine Municipal Ass.

Mobile: **E-Mail: lbrlawrence@aol.com**

Awards:

- Special Recognition by the Lincoln Town Council for serving as Interim Town Manager
- Policy King from Partnership for Healthy Northern Penobscot
- Resolution from the Town of Howland serving as Town Manager
- FCCMA Special Recognition for 5 years of Leadership Service as Town Manager

Memberships:

- International City Manager Association (ICMA)
- Florida League of Cities
- Lake County League of Cities
- Florida City & County Management Association

References:

- *Chris Stevens*, Lincoln Council 207-631-5614
- *Steve Clay*, Lincoln, Maine Council Chair, stphn.clay@gmail.com, 207-794-2941
- *Carmen Silva, Former City Clerk, 863-245-8509*
- *Sherry Howard, Town Manager, 207-975-5441*
- *Roger Peabody, Warren Maine, Town Select Chair, 207-542-3637*

Mobile: **E-Mail: lbrlawrence@aol.com**

Candidate Questionnaire

Candidate Name: William Lawrence

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.

    04.2021 to present - Town Manager Town of Lady Lake FL.- Mayor Freeman $172,500 - Population 20,000 - Employees 120 - 11 Direct supervision - Indirectly 109- $42 million 04/01/2019 to 04/01/201 - City Manager City of Bowling Green FL.- Mayor Steve Spinks _ $73,000 - Population 3,000 - Employees 25 - Direct Supervision 5 Indirect 20 - $4 million 06/2016 - 03/2019 Town Manager Warren Maine - Select Chair Roger Peabody - $72,000 Population 5,000 - Employees 38 - Direct Supervision 6 - Indirect 32 - 4 million budget 07/2015 to 6/2015 Town Manager Town of Howland Maine, Selecct Chair Glenn Braun- $58,000 population 1,500- Employees 36, Direct Supervision 6 - Indirect 30 Population 1,500 Budget 2.7 million. 07/2014 to 6/2015 Town Manager Town of White Springs, FL.Mayor Helen Miller, $58,000 _ Population 1,000 - Employees 18 - Direct Supervision of 6 - Indirect 12 - Budget 2 million. 04/2011 to 07/2014 Town Manager, Town Of Lincoln Maine. Population 5,300 - Council Chair Steve Clay $73,000 Employees 52 - Direct Supervision 7- Indirect 45 Budget 5.4 million. See Resume for futher detail

2. Why are you interested in pursuing this position? I am excited about this position because I am seeking new challenges that align with my expereince and skill set. My goal is to bring prosperity to the City of Fort Pierce transfoorming it into a thriving community. I believe that when the community prosperous, it will attrack visitors, businesses, and residents, while still preserving the small-town atmosphere that ameks Fort Pierce unique.

3. How would you describe your management style? My management style has been highly successful throughout my career. I continuously study successful leaders across sports, government, and business and have identified common traits that contribute to their success. I adopt a coaching management style, leading by example and emphasizing the importance of team building. I believe that understanding each team member's strengths and weaknesses allows me to place them in roles where they can excel, which in turn drives organizational success. The key to achieving this is hiring the right people and ensuring they are in the right positions to contribute to the team's overall goals.

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 grounded in accountability, transparency, and clear communication. I hold department managers accountable by requiring weekly reports that are posted on the website—feel free to view mine at www.ladylakefl.gov. Additionally, I conduct weekly department manager meetings to foster team building and mutual accountability. When it comes to hiring, I look beyond just the application and interviews, conducting thorough background checks to ensure we hire the right person for the role. In my experience, successful hiring is key to building a strong team. Discipline, for me, is about correcting behavior rather than punishment. I've handled multiple personnel investigations and pre-termination hearings, always ensuring that decisions are based on facts and free from bias. This approach has resulted in several terminations without any lawsuits. For ethical violations, I take them seriously and always report them to the Florida Commission on Ethics. As for labor relations, I have successfully negotiated 10 contracts with the Teamsters and the PBA (Police), consistently keeping the commission informed of the progress. In these negotiations, identifying and addressing the "hot button" issues and

finding common ground is essential. Regarding performance evaluations, I view them as an opportunity to highlight both strengths and areas for improvement. I use these evaluations as teachable moments to help employees improve and increase productivity.".

5. How would you deal with city budget constraints and identify new revenue sources? Throughout my career, I have worked in towns with budget constraints, and I have always managed to work within the approved budgets, even when faced with unforeseen expenses. The key is closely monitoring the monthly expense reports to identify areas where costs can be reduced and efficiencies can be gained. I also focus on finding new revenue streams, such as leveraging grants, pursuing legislative appropriations, and identifying other funding opportunities. One example of successfully managing budget constraints was when I consolidated departments to reduce overhead costs while maintaining essential services. By fostering a culture of fiscal responsibility and being proactive about securing new revenue sources, we were able to meet financial challenges while continuing to serve the community effectively.

6. How will you prioritize competing demands for resources within the city? When prioritizing competing demands for resources within the city, I always focus on the long-term goal of making the city thriving and prosperous. My priorities are: Public Safety: Ensuring the safety of residents and visitors is the foundation of any thriving city. People will not move to, visit, or invest in a city that is not safe. Beautification Projects: These initiatives not only improve the city's appearance but also reduce crime and attract residents and businesses. A well-kept city draws people and makes them feel proud to be part of the community. Infrastructure: Developing infrastructure to support growth and address critical issues like stormwater management is essential for accommodating future development and maintaining the city's livability. Community Events: Hosting events creates an active, engaged atmosphere that attracts people to the city. A vibrant community fosters a sense of belonging, which is key to maintaining the small-town feel while encouraging growth. Departments such as Finance, IT, Clerks, and Communications provide essential supporting roles to ensure that these primary objectives are achieved effectively."

7. Describe a successful initiative you have led as a City Manager. One successful initiative I led as city manager involved addressing the significant growing pains the Town of Lady Lake was experiencing, particularly the lack of office space. We initially considered expanding Town Hall, but I sought a more cost-effective solution. We discovered that the second floor of the library was largely unused, serving primarily as storage. After researching the costs and potential benefits, we developed a plan to renovate the second floor to create office space for the IT Department while also expanding the Children's Library. The current Children's Library space would be repurposed for our Growth Management Division. This reorganization allowed us to free up space at Town Hall for departments such as Finance, Communications, Water/Sewer Billing, and HR. The total cost of this renovation project was $5 million, which was the same amount it would have cost to only expand Town Hall to accommodate the Growth Management Division. Additionally, we were able to secure a $1 million grant from the Lake County Library Systems to support the expansion of the Children's Library. Construction is currently underway, and this initiative is a great example of how creative solutions and collaboration can address space challenges while supporting the growth and needs of the community..

8. Describe a time when you had to manage a crisis situation in a city setting. One of the most challenging crisis situations I managed occurred in the Town of Lincoln, Maine. The town had long been reliant on a paper mill as the primary employer and tax base. However, as paper mills across Maine began closing, communities like Lincoln faced population declines and the threat of becoming 'ghost towns. The situation became even more dire when a boiler explosion shut down the mill, signaling that it might never reopen. To address the immediate needs, I quickly coordinated with county, state, and federal agencies to establish unemployment benefits for displaced workers and sign them up for retraining programs. In response to the loss of the mill and its tax base, we also had to implement a budget reduction. Rather than focusing solely on the negative impact, we rebranded the town as an outdoor destination, capitalizing on our 14 lakes. This new identity became central to our efforts, and we actively sought to attract new businesses that aligned with this vision, including retail stores and restaurants. As a result of these efforts, the town not only stabilized but also saw a modest population increase from 5,200 to 5,500. The rebranding and economic diversification continue to play a key role in the town's ongoing

growth and recovery. The town's new identity as an outdoor destination is still prominently featured on the Lincoln, Maine website today."

9. What steps do you take to ensure transparency and accountability in city operations. To ensure transparency and accountability in city operations, I prioritize open communication and clear expectations. I set the tone for accountability by being accountable to the department managers myself. I require each department manager to submit weekly reports, which are then published on the city's website (www.ladylakefl.gov under Town Manager). This makes it easy for both staff and the public to stay informed about the progress of various initiatives and activities. In addition to the weekly reports, I hold regular department managers meetings to discuss updates, challenges, and solutions. These meetings promote collaboration, ensure alignment with the city's goals, and reinforce a culture of accountability across all levels of city operations. By maintaining this structure, I create an environment where both leadership and staff are responsible for their actions and decisions, fostering a transparent and accountable city government."

10. Please describe your experience working with unions. I have extensive experience working with unions, having negotiated multiple contracts and handled various labor relations issues. I negotiated six contracts with the Teamsters Union for the Police and Public Works Departments. In Lady Lake, I negotiated two contracts with the Police Benevolent Association (PBA) for the police department. Additionally, I negotiated two contracts with the International Association of Fire Fighters (IAFF) for the Lincoln Fire Department. Throughout my career, I have been involved in disciplinary actions, ensuring that they were fair and consistent. I worked closely with union business agents to address concerns and resolve issues in a collaborative manner, always striving to maintain positive and productive relationships with the unions.

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 27 years of experience in law enforcement, starting as a police officer and advancing through the ranks to Detective, Sergeant, Lieutenant, and eventually Chief. During my career, I also obtained certification as a Maine Chief. I am not a micro-manager but have a deep understanding of policing and the challenges faced by law enforcement. My role in guiding the police department is to

provide clear leadership, foster a positive culture, and ensure effective communication throughout the department. If issues arise, I'm not afraid to roll up my sleeves and get involved to address the situation. I've taken the necessary steps in the past to remove ineffective leadership and promote a culture of transparency and accountability. I firmly believe that having the right people in the right positions is key to a high-functioning department. My focus is always on empowering officers and leaders to do their jobs effectively while providing the support they need.

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 its citizens begins with active listening. One of the most important skills I've developed is the ability to truly listen to the concerns and feedback of the community. To do this, I would engage citizens through surveys and leverage social media platforms to reach a broader audience. I would also work closely with the communications department to develop creative and effective ways to engage more citizens, ensuring that everyone has the opportunity to voice their opinions and needs. By fostering open lines of communication and staying responsive to community input, we can continuously improve city services and ensure they are aligned with the needs of all residents.

13. What strategies will you use to build relationships with stakeholders in the community? Building strong relationships with stakeholders in the community starts with being an active and visible member of that community. As City Manager, I would prioritize attending local events and engaging with community groups such as the Chamber of Commerce. By attending their meetings and participating in community activities, I can foster strong, personal connections and demonstrate my commitment to the city's success. Equally important is building relationships with regional stakeholders, including county officials and neighboring communities. Attending regional managers' meetings would be an effective way to network, share insights, and collaborate on common challenges. These connections provide valuable opportunities to learn from others and to reach out for support when addressing complex issues, ultimately fostering a collaborative environment for solving problems and advancing shared goals.

14. What strategies would you implement to promote economic growth and job creation? To promote economic growth and job creation, we must first focus on the factors that attract people to our community. These include: 1. Public Safety: Ensuring a low crime rate is critical for attracting both residents and businesses. 2.Beautification: Well-maintained streetscapes and parks create an inviting environment and enhance the city's appeal. 3. Community Events: Hosting events fosters a sense of connection and draws visitors, contributing to the local economy. Health & Fitness: Promoting health and wellness initiatives attracts families and individuals looking for a healthy lifestyle. 5. Infrastructure: A strong infrastructure base is essential for supporting growth, especially in areas like transportation and utilities. To highlight these strengths, I would work closely with the Communications Department to launch a media campaign that promotes why Fort Pierce is a great place to live, work, and do business. Additionally, I have developed strong relationships with developers over the years and would reach out to them to discuss potential opportunities for investment and growth in Fort Pierce. Given some of the negative publicity Fort Pierce has experienced, it's essential to control the narrative. By working with the Communications Department, we can reshape perceptions and create a positive image of the city. If selected, you are not only hiring me but also my established network of contacts, which can help bring valuable opportunities to the city.

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? I have no concerns about any adverse or critical statements regarding me in print or online media. A search of my name would reflect the same positive attributes that I've demonstrated in my resume, cover letter, and responses to this questionnaire. I believe that my professional record, which includes my leadership and achievements, speaks for itself. If I were hiring myself as a City Manager, I would want to know that I bring a wealth of experience, a strong track record of successful leadership, and a commitment to transparency and community engagement. I am confident that I would be a great fit for the position and can contribute significantly to the success of your city."

TERRENCE LUCKETT

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https://www.linkedin.com/in/terrenceluckett/

772-301-9762 terryluckett@comcast.net

SENIOR OPERATIONS MANAGEMENT PROFESSIONAL

Senior Operations Professional with 20+ years of diverse experience leading operations in manufacturing across multiple disciplines within a high-volume manufacturing environment. Track record of customer service & operations management excellence while leading teams of 20+ to streamline operations, optimize performance and continually monitor and enhance productivity. Recognized as an analytical problem solver dedicated in exceeding customer satisfaction and profit goals. Trained in Lean 6-Sigma focused on waste elimination and ergonomic improvements.

AREAS OF EXPERTISE

- Lean Manufacturing
- Employee Development
- Logistics Management
- Business Continuity Recovery
- Cost Control & P&L Responsibility
- Project Management
- Operations Management
- Safety Operations Oversight
- New Product Introductions
- Change Management
- Continuous Improvement
- Core Process Leadership
- Problem Resolution
- Strategic Planning
- Risk Management

PROFESSIONAL EXPERIENCE

EDWARDS VACUUM, HILLSBORO, OR. 05/2022 – PRESENT

US SERVICE OPERATIONS MANAGER

- RESPONSIBLE FOR $1.5 MILLION IN REVENUE PER MONTH ACROSS ALL US DOMESTIC SERVICE SITES.
- Manage all aspects of Field and Onsite Service in the US Region through a network of Service Managers, Supervisors and Team Leaders.
- Foster a Safety-first culture within Service Operations
- Consistently achieve high levels of customer satisfaction and to identify opportunities to develop and promote Field and Onsite Service capabilities to meet evolving customer needs.
- Manage and reduce operational costs effectively and to ensure that commercial controls for service are in place.
- Collaborate with regional Sales and Remanufacturing operations teams to ensure that service capability and execution is aligned with broader business goals.
- Support operational decisions to meet financial targets to achieve regional and global division objectives.
- Drive improvement in EHS and Quality performance in Field and Onsite service operations through visible leadership and the management of appropriate controls.
- Act as a senior member of the North America VSS Service Management Team and contribute to the development of business strategies and supporting activities.
- Manage and minimize warranty and support costs of Edwards equipment.
- Manage Field and Onsite Service inventory effectively to support regional business objectives and customer-specific contractual commitments.
- Establish and monitor operational performance measures.

ENTEGRIS, HILLSBORO, OR. 06/2019 – 05/2022
SENIOR MANUFACTURING OPERATIONS MANAGER

- I provide Core Leadership for my team of 3 Supervisors and their teams 34 Operation Associates.
- I ensure all safety programs and procedures were followed by my teams 100% OSHA compliance.
- I developed & integrated "Lean" green to green improvements to increase tool availability.
- I led high-quality improvements to reduce pad stretching and divot reduction
- I oversee staffing of core personnel to maximize output capability.
- I integrated "leader standard work" for the daily/weekly/monthly into operations for my team.
- I made priority changes in maximizing pad throughput by dedicating module equipment per process
- I work daily with stakeholders & peers to assure upgrade requests and daily maintenance procedures are executed.
- I led & facilitated continuous improvement projects within my team.
- I led coordination for my teams technical & safety training
- I meet my responsibility for controlling my budget (OT management & discretionary spending) & P&L.

ASML AMERICA, HILLSBORO, OR. 08/2015 – 6/2019
SENIOR CUSTOMER SERVICE MANAGER

- Core Leadership for EUV Lithography Product Line.
- Built a team that managed service operations at Intel's Hillsboro D1X Ronlar Acres Site.
    - Team consisted of 4 Group Leaders and 40 Customer Service Engineers
- Responsible for ensuring a safe, high quality and efficient customer service organization
- Successfully ramped install base of 3 EUV systems to 10 EUV systems within a 3-year period
- Established priorities for the customer service organization leading customer service engineers and system engineering teams.
- Successfully attained a multi-year parts & service contract for ASML's 1st installed EUV tool worth $1 million per year
- Monitored service performance real time to make priority changes as appropriate to meet and exceed customer expectations.
- Scheduled & integrated various factory upgrade requests into current system configurations.
- Coordinated with my international resources to ensure ASMLs continuous improvement needs were met and delivered.
- Responsible for maintaining a perfect safety record at Intel with zero recordable safety incidents
- Responsible for training coordination for my customer support engineers to meet all of Intel's expectations
- Responsible for controlling budget (OT management & Travel) without any overages.

INTEL CORPORATION, HILLSBORO, OR. 02/2005 – 8/2015
***SHIFT OPERATIONS MANAGER* (DEC. 2014 – AUG. 2015)**

- Core Process Leadership at the new Intel Mask Operations Factory
- Led the initial process qualification process with our sister factory in Santa Clara by coordinating and initiating all qualifications for the new factory.
- Ensured a safe, high quality and high velocity factory operation daily
- Staffed all technicians appropriately for efficient shift operations

- Established all shift priorities by working with customer service, engineering and planning teams
- Monitor factory performance real time & made priority shifts as appropriate to meet factory commits
- Integrated various factory downtime requests to create an efficient factory operation plan that improved throughput and cycle time.
- Coordinate with the Santa Clara Mask Operations to ensure Intel's mask needs are met and delivered
- Deal with unplanned staffing needs and other factory events

***OPERATIONS MANAGER* AFO'S DIE PREP OPERATIONS (JUN 2011 – DEC. 2014)**

- Led 21 team members in a high-volume assembly and test manufacturing semiconductor facility
- Earned my "Lean/Six Sigma Green Belt for a "RIL" (Rapid Integrated Lean) project I facilitated
    - Project included major gains in "system tool efficiency" and "throughput" gains.
- Maximized productivity and quality while ensuring adherence to all safety goals daily
- Spearheaded operational improvements in collaboration with cross-functional teams
- Worked with organizational development to identify and implement training needs for personnel
- Executed leadership for ERT program, including planning safety fairs and annual evacuation drills
- Created area-specific budget details, including travel, training, employee relocation, and overtime
- Earned promotion to the next grade level of Shift Operations Manager for outstanding leadership and project management

***SUBFAB FACILITIES GROUP LEADER* – AFO CAMPUS (MAY 2008 – JUNE 2011)**

- Selected to lead 16-member team of technicians to boost facility infrastructure of 3 factories
- Oversaw operation of facilities bulk chemical, gas delivery, vacuum & abatement and life safety systems
- Implemented business vision and leadership for developing & supporting programs to be executed consistently across 3 factory sites
- Ensured adherence to all company-wide policies & procedures in addition to leading managerial tasks such as office administration, documentation, reporting and problem resolution
- Reviewed and drafted all budget issues, including consumables spending, service contracts and any other discretionary & non-discretionary spending issues
- Recognized for leadership and earned promotion to Operations Manager

***OPERATIONS MANAGER* AFOS C4 OPERATIONS (FEB. 2005 – MAY 2008)**

- Managed a 34-member team in high-volume manufacturing fabrication semiconductor facility
- Boosted productivity and overall quality assurance while ensuring safe operating conditions
- Identified processes in need of improvement and executed plans to resolve any waste or limitations
- Oversaw various projects while delegating duties and maintaining strong leadership with team
- Assisted with the execution of team training in a variety of topics including safety and processes
- Coordinated ERT program, including planning safety fairs and holding annual evacuation drills
- Conducted annual performance evaluations with personnel in addition to other administrative duties
- I was on Aloha Business Continuity Control Team. I assured all emergency backup plans were kept up to date by saving the plans BKMs on backup storage media and auditing those plans every 6 months.

Tokyo Electron America August 1996 – May 2004

West Region Service Manager

- Managed a team of 3 service supervisors and 30 field service engineers across 6-state territory.
- Generated post-warranty revenue for TEA's Etch product line.
    - Successfully negotiated a multi-year service contract at Micron for parts & labor worth $2 Million/Year over 3 years via TEA's Service Advantage Program
- Coordinated all aspects of after-service sales management for company's Etch product line.
- Ensured reliability metrics were met or exceeded.

- Oversaw customer and supplier relationships, holding monthly meetings with clients to review equipment reliability and other issues.
- Developed and maintained service budget.
- Directed training and development functions for field service engineers.
- Conducted employee performance reviews.
- Served on TEA's Hillsboro Safety Committee.

EDUCATION & TRAINING

Master of Science, Management in Science & Technology
Oregon Health and Science University, Portland, Or.

Bachelor of Science, Business Management, with Honors
University of Phoenix, Hillsboro, Or.

Associate of Applied Science, Electronic Engineering Technology
Kentucky College of Technology, Louisville, Ky.

USCG Merchant Mariner Credential Holder
USCG OUPV Licensed - 50 Ton Master

PROFESSIONAL DISTINCTIONS

- Completed "Jim Hurd New Venture Business Plan Presentation" 6 Month Capstone (OHSU)
- Lean Six-Sigma Green Belt Project Training (Intel University)

Candidate Questionnaire

Candidate Name: Terrence F Luckett

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.

    I have been a managerial leader since 1996 to present. All of my experience has been in the Semiconductor Indusry in the roles of Service Manager, Operations Manager and Sr. Operations Manager.I have reported into Manufacturing Managers and VP's throughout my career. My current salary in my current role is $175,000 per year. I currently have 12 direct reports consisting of service managers, training managers and safety professionals along with numerous project and program managers and some individual contributors. My number of inderect reports include ~125 engineers and project leaders reporting into my organization. My revenue generated from my team in 2024 was about $14 million in service revenue and I have responsibility of my orginizations P&L as I manage all the costs of the individual cost centers I manage throughout my responsibility in the United States. My accounts span a broad domestic scope of customers throughout the United States.

2. Why are you interested in pursuing this position? More than anything, I would love to serve my community in a positive responsible way. This role would serve a commitment

to maintaining public trust and confidence in local government, achieving equity and social justice for all in the community, affirming dignity for every citizen, and improving the quality of life for all.

3. How would you describe your management style? My management style is very collaborative. I prioritize communication, consensus building, and strategic decision-making while remaining accountable to my management, often requiring a balance between providing direction and empowering individual departments to operate efficiently.

4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. The best approach to managing a hiring process involves clearly defining job requirements, creating a strong employer brand, utilizing diverse recruitment channels like employee referrals, conducting thorough interviews, prioritizing candidate experience, and using an Applicant Tracking System (ATS) to streamline the process, all while ensuring a quick and efficient timeline. Managing the discipline process involves clearly outlining company policies regarding unacceptable employee behavior, conducting thorough investigations when issues arise, documenting every step of the process, applying disciplinary actions consistently and fairly, and providing opportunities for employees to improve their behavior through corrective measures, often following a progressive discipline approach. Managing ethical violations consists of several steps: Create a code of conduct, establish a formal code of conduct and reporting system. Set and monitor responsible goals. Enforce the code: Enforce the code of ethics and ensure compliance. Be transparent, embrace transparency as a core value. Foster integrity, Foster integrity in every aspect of the organization. Build a culture of accountability. Cultivate respect in the workplace. Ensure fairness in every decision. Manage ethics as a process-oriented activity that requires time and constant assessment. Focus on behavior, avoid problems. Be open and honest. Integrate ethics and accept there is going to be a learning curve.

5. How would you deal with city budget constraints and identify new revenue sources? To deal with a city's budget restraint's, I would focus on prioritizing spending based on community needs and explore revenue-generating options like increased fees or taxes, implement cost-saving measures across departments, leverage technology for efficiency, engage with the community for input, and carefully plan for future budget challenges

through financial forecasting and strategic budgeting; all while considering the impact of any changes on the city's residents and services provided.

6. How will you prioritize competing demands for resources within the city? A structured apporoach would suggest identifying critical needs through data analysis, establishing clear prioritization criteria based on factors like urgency, impact, cost-effectiveness, and community input, then allocating resources accordingly while considering long-term sustainability and potential future needs.

7. Describe a successful initiative you have led as a City Manager. In my career, I have mainly driven initiatives focussed on maximizing revenue by controlling costs but that is in the semiconductor industry. As a successful city manager I would implement initiatives focused on improving city infrastructure, enhancing community engagement, optimizing budget allocation, promoting economic development, and utilizing technology to streamline operations, all while prioritizing citizen needs and collaborating effectively with the city council.

8. Describe a time when you had to manage a crisis situation in a city setting. In my numerous roles in the semiconductor industry, I have worked with local emrgency management agencies in my local community of Hillsboro, Oregon to address toxic gas alarm related situations at the semiconductor plants I have worked at. I also was responsible for Intel's business continuity plan for the Aloha, Oregon Factory Operations in case of a natural disaster. As the city manager of Ft. Pierce, an example of utilizing crisis management would be during a major natural disaster like a hurricane, where there would need to be a coordinated emergency response effort, communicate effectively with residents, manage resource allocation, and oversee recovery operations, all while navigating potential public panic and misinformation.

9. What steps do you take to ensure transparency and accountability in city operations. Key steps to ensure transparency & accountability in city Operations by a city manager would include: Sharing information, by making information available to the public about what the government is doing. Encouraging feedback by inviting people to share their thoughts on topics and initiatives, and to attend city council meetings. Respond to questions and concerns that people raise on social media. Make sure the roles and responsibilities of those in government are clear and publicly known. Set clear goals and objectives for the

city. Keep track of progress and report on it. Address issues and potential conflicts early on. Consider having the city subscribe to an integrity pledge, which is a commitment to acting with more integrity in local affairs.

10. Please describe your experience working with unions. When I have worked with a third-party union vendors in my pas, we have hired staffing agency's that specializes in unionized workers to fill temporary positions, outsourcing employee benefits administration to a union-focused provider, utilizing a third-party company to manage union contract negotiations, or contracting with a vendor to conduct union-specific training programs for managers; essentially, any situation where a company leverages an external entity to handle union-related activities or workforce management that requires adherence to union agreements.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? Although I have not directly managed or was in charge of overseeing a police department, I would consider the following priorities: Work with police department leadershi to provide quality services to citizens and ensure a safe community. Ensure efficient operations, including public safety, and ensure they operate efficiently and in line with city policies. Communicate clearly. To be effective communicators, both in person and in writing, to convey thoughts clearly, provide instructions, and coordinate between departments. Address citizen concerns: City managers address and respond to emergencies. Develop a long-term vision for the community that provides a framework for policy development and goal-setting. Managing budgets and finances. Manage staff, recruit, hire, and supervise the local government workforce, including key department heads.

12. How will you ensure that the city's services meet the needs of all its citizens? To ensure city services meet the needs of all citizens, a city should prioritize inclusive planning and engagement, actively gather feedback from diverse communities, consider accessibility for all abilities, allocate resources equitably across neighborhoods, and implement policies that address specific needs of vulnerable populations while regularly evaluating service delivery and adapting to changing demographics

13. What strategies will you use to build relationships with stakeholders in the community? To build strong relationships with community stakeholders, key strategies should include

actively listening and understanding their needs, engaging in open and transparent communication, actively participating in community events, seeking feedback regularly, demonstrating responsiveness to concerns, building trust through consistent actions, and fostering collaboration through inclusive initiatives; essentially, making yourself present, accessible, and genuinely invested in the community's well-being.

14. What strategies would you implement to promote economic growth and job creation? To promote economic growth and job creation, key strategies should include fostering entrepreneurship and business innovation, investing in infrastructure, supporting local businesses, promoting education and skill development, encouraging technological advancement, diversifying industries, and facilitating access to capital for new ventures, particularly for small and medium-sized businesses.

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? I would welcome any background check of myself.

Ellen Perry ("Ellie") Marshall
561-346-1239
ellie@perrymarshall.consulting
LinkedIn: ElliePerryMarshall

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

- 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

- 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 of55 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

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 cummunity 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, exeutive 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 competative 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 stengths and weaknesses that must first be understood and then either honed or built-up. Each team member has the

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 muddied, that problems most frequently arise.

5. How would you deal with city budget constraints and identify new revenue sources? Budget contraints 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, reources should be identified from County, State, Federal and private opportunities. Private-public partnerships are instrumental in growth opportunities for municiple governements. A partnership with Brightline, CSX Railroads, FDOT, Florida Power & Light, and so many other organizations is crirtical 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 maangement 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 llocated 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 organation 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 transporation 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.

John Mascaro

CITY MANAGER

(252) 305-5337 Bettiepearl1124@outlook.com Elephant Butte, nm 87935

Energetically led as City Manager/Fire Chief at City of Elephant Butte, pioneering infrastructure and sustainability initiatives. Demonstrated exceptional leadership and strategic planning skills across multiple roles, notably enhancing community engagement and urban development. Skilled in financial analysis and performance measurement, consistently delivering results and fostering team motivation. I received over 10 million dollars in grants for the city.multiple capitol outlay projects.

SKILLS

- Sustainability Initiatives
- Financial Analysis
- Getting the job done
- Infrastructure Planning
- Performance Measurement

EXPERIENCE

CITY MANAGER / FIRE CHIEF **Elephant Butte, NM**
City of Elephant Butte *May 2022 - February 2024*

- Initiated innovative solutions to address infrastructure challenges such as traffic congestion or water conservation.
- Proficient in developing long-term plans for urban development and zoning regulations.
- Spearheaded efforts to increase citizen engagement through community outreach activities.

FIRE CHIEF **duck, NC**
town of duck *October 2005 - April 2006*

- Exhibited strong leadership skills with the ability to motivate teams and manage multiple projects simultaneously.
- Utilized effective communication strategies when interacting with colleagues, staff members, and other agencies.
- Participated in high-level meetings regarding policy changes or updates that would affect operations.

FIRE CHIEF **olympia gardens, ILL**
olympia gardens fire district *April 1984 - June 2004*

- Exhibited strong leadership skills with the ability to motivate teams and manage multiple projects simultaneously.
- Utilized effective communication strategies when interacting with colleagues, staff members, and other agencies.
- Provided guidance to subordinates during emergency situations ensuring proper protocols were followed.

EDUCATION

FIRE SCIENCE IN ALL *Jun 1999*
Illinois fire service institute, **champaign ill**

FIRE SERVICE IN FIRE SCIENCE *Feb 1988*

prairie state college, **chug hts ill**

REFERENCES

Stephen Archuleta — SAC
Retired County Manager / Consultant ***Friend***
(575) 779-1680
Stephen.archuleta@cityofeb.com

Bryce Lunsford — 1st Choice Realty
Owner Real Estate Company ***Friend***
(540) 849-6496
bryce1954@gmail.com

Mike Williams — Mikew
Retired Sheriff Deputy / Current City Councilman
C ***Professional / Friend***
(505) 980-8844
nmcops@aol.com

Candidate Questionnaire

Candidate Name: John Mascaro

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.

    a. May 10, 2022 to Feb 1, 2024
    b. City Manager/Fire Chief - City of Elephant Butte, NM
    c. City Council
    d. 100,500
    e. 2000
    f. 22
    e. 22
    h. 10 million

2. Why are you interested in pursuing this position? I enjoy serving the community and its constiguents. Working with the community to expand and resolve community concerns.

3. How would you describe your management style? Lead by example and allowing employees to utilize their skillset with support and guidance.

4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. I follow the policies established by council and ensure that is conveyed to all personnel. With a team approach, I ensure that all personnel issues are addreesed in a professional and timely manner in order to ensure that all policy and procedures are followed.

5. How would you deal with city budget constraints and identify new revenue sources? In regards to the city budget constraints and deficits, I would look for alternative revenues and restructure departments to address the constraints. As to new revenue, it is vital to look at grants, capital outlay and community donations.

6. How will you prioritize competing demands for resources within the city? Look at each department individually and make decisions based on their needs that will benefit the community,

7. Describe a successful initiative you have led as a City Manager. An initiative that I pursued was securing funds for water mains, fire hydrants and preventive maitenance for city water system and received over 19 million in funding.

8. Describe a time when you had to manage a crisis situation in a city setting. During my time as the city manager, one of the our water wells went down and had to have a water well installed immediately in order to maintain a water source to the city. Working with multiple companies in order to ensure that the well was properly installed and providing water to in a tinely mannter.

9. What steps do you take to ensure transparency and accountability in city operations. Communication is the key to ensure transparency within the entire city workforce. It is vital that all parties involved are informed and kept up to date on progress and decisions being made. Accountability is essential in order for the city to operate effectively and efficiently.

10. Please describe your experience working with unions. I have 38 years of fire department and local government experience.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? An effective police chief is the key to overseeing a police department. My job is to trust the police chief to oversee the police department and my job would to ensure that the Police department has the resoureces and the funding to operate an effective department that serves the community. with trust and dignity.

12. How will you ensure that the city's services meet the needs of all its citizens? Making sure that all services has the funding and resources to run effectively to meet the needs of the citizens in the community.

13. What strategies will you use to build relationships with stakeholders in the community? Building relationships with integrity, honesty and listening to the community needs with follow through.

14. What strategies would you implement to promote economic growth and job creation? Promoting the city and its ability to meet the needs of the area in regards to workforce and employment needs. Utilzing the educational system to promote the youth to transition to the work force.

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? Upon completion of a online search, one would find that I am a victim of an over aggressive Mayor who had a different opinion of how a city should be ran.

BENJAMIN WAYNE MINUS II

Manhattan, KS 66503

Elminus1@gmail.com | my LinkedIn profile | ☎ +1 (210) 952-8385

Monday, 18 November 2024

With 22+ years of experience in the United States Air Force - current rank of Major - serving as the Assistant Director of Operations and Air Liaison Officer of the 10th Air Support Operations Squadron at Fort Riley Army Interoperability Network in Kansas. As a Weapons System Officer of a Nuclear Certified five-person crew, $84MMAll-Weather, high-altitude precision bomber responsible for launching air-launched cruise missiles, I stand ready to execute upon Presidential Order and prepared to deploy at a moment's notice anywhere in the world.

During my service, I completed four tours as an Air Liaison Officer/Air Component primary representative to the tactical ground force commander and advising the Division Commander, his subordinate Brigade Commanders, and associated battle staff on full-spectrum air and space capabilities. I also assist in planning, coordinating, and accomplishing squadron participation in support of joint and combined real-world contingencies and operational warfighting exercises. A member of the elite branch Special Warfare Airmen, 10th Air Support Operations Squadron, I am considered one of the most highly skilled Joint Terminal Attack Controller qualified Air Liaison Officers ready to Advise, Assist, and Control at a moments notice any time any place.

As a leader, I believe it is my responsibility to set the standard, be the standard, and live the standard to ensure my people are trained and knowledgeable to foster an environment conducive to growth and continuous improvement. By holding all members of the organization accountable to the standards set, I believe we exceed goals, increase productivity, and make working hard contagious. In building relationships throughout my career, I have always been professional, approachable, and more than happy to oblige and provide training and information. My peers, staff, and superiors have described me as responsible, organized, disciplined, reliable, thorough, observant, listener, confident, ethical, and humble.

My career achievement is complemented by a **Master of Public Administration**, a **Bachelor of Science in Public Administration**, and membership in the International City/County Management Association (ICMA), Florida City and County Management Association (FCCMA), and a Top Secret/SCI Security Clearance (Active). While not at work, I enjoy fishing, hunting, watching/coaching football, weight lifting, working on my truck, and gardening.

As a result-oriented professional I welcome the opportunity to meet with you to discuss how my previous experience, education, and skill set would be of benefit to your organization.

Thank you for your time and consideration.

Sincerely

Benjamin Minus II

Benjamin Wayne Minus II

INCLUSIVE SERVANT LEADER - WORKFORCE AUTHORITY

Organizational Management | Resource Management | Project Management

BENJAMIN WAYNE MINUS II

Manhattan, KS 66503

Elminus1@gmail.com my LinkedIn profile ☎ +1 (210) 952-8385

Asset Management | Budget Management | Change Management | Continuous Improvement | Contract Negotiation
Personnel Evaluations | Cost Control | Customer Service | Employee Training | Leadership Development | NextGen Systems

With 22+ years of experience in the United States Air Force - current rank of Major - serving as the Assistant Director of Operations and Air Liaison Officer of the 10th Air Support Operations Squadron at Fort Riley Army Interoperability Network in Kansas. As a Weapons System Officer of a Nuclear Certified five-person crew, $84MM All-Weather, high-altitude precision bomber responsible for launching air-launched cruise missiles, I stand ready to execute upon Presidential Order and prepared to deploy at a moment's notice anywhere in the world.

During my service, I completed four tours as an Air Liaison Officer/Air Component primary representative to the tactical ground force commander and advising the Division Commander, his subordinate Brigade Commanders, and associated battle staff on full-spectrum air and space capabilities. I also assist in planning, coordinating, and accomplishing squadron participation in support of joint and combined real-world contingencies and operational warfighting exercises. A member of an elite branch in the 23rd Bomb Squadron, I am considered one of the most highly skilled B-52 tactical employment instructors and crewmembers.

Relationship Building
Collaboration
Understand Differences
Issue Resolution
Expectation Setting
Confidentiality
Active listening
Critical Thinking
Integrity
Realistic Goal-Setting
Teamwork
Recognizing/Rewarding

Having directly supervised 30 Officers, 210 Airmen, and numerous Navigators on the navigation of the B52 and the programming of munitions, as an Air Liaison Officer I have mentored countless US Army Staff members and provided expertise on the use of lethal and non-lethal effects. As a Joint Terminal Attack Controller, I have provided mentorship to numerous Army Officers and Ground Commanders on the use of Air Force aviation and munitions.

As a leader, I believe it is my responsibility to set the standard, be the standard, and live the standard to ensure my people are trained and knowledgeable to foster an environment conducive to growth and continuous improvement. By holding all members of the organization accountable to the standards set, I believe we exceed goals, increase productivity, and make efficiency contagious. In building relationships throughout my career, I have always been professional, approachable, and more than happy to oblige and provide training and information. My peers, staff, and superiors have described me as responsible, organized, disciplined, reliable, thorough, observant, listener, confident, ethical, and humble.

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"Major Minus worked tirelessly to ensure all-inclusive use of multi-service capabilities were utilized within 1st Infantry Division fires. He spent numerous hours training with the staff to ensure Air Force capabilities were synchronized between combat arms staff sections, conducting weekly training showcasing clearance of fires with integrated CAS and Air Interdiction. A combat-proven leader who flourished in a liaison role advising NATO and joint personnel. Hand-picked EUCOM deployer to fill critical role in the defense of NATO's eastern flank, advising 1st Infantry Division as a fixed wing SME".
Timothy H. Hood, Colonel, USAF

SELECTED PROFESSIONAL ACHIEVEMENTS

- Trained joint integration with the Army Staff, increasing interoperability and ability to request CAS at all Echelons of the Army, including NATO Partners. He created an iterative process for developing and assessing the correct effects and capabilities for CAS Support, enabling Army Staff to request Air and meet the Commander's intent precisely.
- As the Deputy Exercises, Plans, and Programs Director for the 50-member Hurricane Evacuation team, I secured a haven for ten aircraft and 78 Airmen and sheltered $1.4B of strategic assets.
- As Lead Planner for Combined Forces-Jordan J35, Exercise Eager Lion, I facilitated training for 12,000 Soldiers from 17 nations.
- Coordinated Naval Surface Fires training and enabled live training for four destroyers, 7500 Sailors, 70 pilots, and 6 Joint Terminal Attack Controllers, as well as having the carrier group certified for deployment.
- As a Wing Staff Agency Director with an Operations Support Squadron, I ensured the combat and inspection readiness of 5,000 military personnel.

UNITED STATES AIRFORCE 2011- Present

ASSISTANT DIRECTOR OF OPERATIONS/ AIR LIAISON OFFICER

10th Air Support Operations Squadron **03/2021 - Present**

- Lead Commander's Support Staff (CSS) Airmen in providing evaluation quality control on-time submission, in-out processing, admin updates, record management, and Squadron readiness.
- Provide clerical advice and support to 143 Air Force Special Warfare Airmen and liaise with supporting geographically Military Personnel Flight to specific personnel actions.
- Oversee 15 programs and synchs with 20+ Army and Air Force Agencies on administration, pay, and duty updates for Air Force personnel across 11 Air Force Specialty Codes.
- Lead Airmen on job status reporting and record management for 65 Tactical Air Control Party Airmen and 34 Support Personnel, ensuring 100% mission readiness.
- Coordinated a safety awareness project with the local Police Department and developed a DUI brief for a squadron of 220 Airmen informing them of the fatal/financial risks of driving under the influence and relevant State and local Laws.

SUBJECT MATTER EXPERT at COMBINED RESOLVE 21

In March 2022, I was selected by the 93 Air Ground Operations Wing Commander, my boss's boss - a Colonel - to lead a team of 40 Joint Terminal Attack Controllers in support of a contingency deployment in Eastern Europe in the European Command/NATO area of responsibility (the last time a contingency deployment of this magnitude was in 1999 to Kosovo). After Russia invaded Ukraine, my team and I had just seven days to hastily mobilize to East Europe to enable the 1st Infantry Division for peacekeeping operations in Eastern Europe.

Actions taken to address the situation:

- Within seven days, we mobilized 40 Airmen, 16 vehicles, 4 Containers, tactical equipment, and firearms and developed a personnel and equipment laydown area, assigning Airmen to echelons within the 1st Infantry Division.
- Additionally, based on the laydown of Airmen and equipment, a Joint Air Targeting Cycle/Airspace/Fires based on NATO's current planning cycle (Communication Network for requesting Air Support) will be established.
- Trained an inexperienced 1st Infantry Division Staff of 340 Army Officers on the application of Air Force munitions, aircraft, lethal and non-lethal effects, and the process for requesting support.

Impact: As Subject Matter Expert of Air Force fixed-wing and Air-Ground munitions capabilities, I trained NATO Allies/partners and represented the 1st Infantry Division Fires enterprise at COMBINED RESOLVE 21, a major European readiness exercise designed to prepare and ensure NATO units and partners' readiness.

- Trained the 11th Polish Mechanized Division on the use of air interdiction, clearance of fires, and airspace management in Large Scale Combat Operations and the 1st Infantry Division on joint integration as an Army Staff, increasing interoperability and the ability to request Close Air Support at all Echelons of the Army, including NATO Partners.
- Created an iterative process for developing and assessing the correct effects and capabilities for Close Air Support to enable Army Staff to precisely request Air Support, meeting the Commander's intent to ensure all-inclusive use of multi-service capabilities were utilized within 1st Infantry Division fires.
- The 1st Infantry Division's standard targeting methodology was revolutionized to meet the United States European Comm while balancing lethal efforts with planning toward exercises and building partnership capacity with NATO and its partners. Over the course of the deployment, it enabled the 1st Infantry Division to place effects on the battlefield and capitalize on the projection of non-lethal effects.

CHIEF OF WING PLANS AND PROGRAMS

2d Bomb Wing Plans and Programs **10/2018 - 03/2021**

- Accountable for ensuring the combat readiness and inspection of 5,000 2d Bomb Wing Airmen.
- Led plans & programs and supervised programs to assess Wing capabilities and shortfalls in conventional and nuclear readiness.
- Review Wing Support Plans to all tasked OPLANS. Additionally, I formulated Wing programs to perform conventional/nuclear operations and exercises.
- Built and implemented base-wide strategic planning processes to affect operations at Air Force Global Strike Command worldwide dual Designated Operational Capability mission.

DIRECTOR OF OPERATIONS/SUPPORT

7th Air Support Operations Squadron, Fort Bliss, TX **2011/13 - 2010/18**

- Accountable for providing combat-ready Tactical Air Control Party and Air Support Operations Center personnel and controlled close air support assets for 14,000+ soldiers of the 1st Armored Division and all three Brigade Combat Teams.
- Advised Army Commanding General and staff on US/Allied air/space power warfighting doctrine and capabilities.
- Integrated Close Air Support, Electronic Warfare, Air Interdiction, and reconnaissance air assets into joint battle plans.
- Directed operations and combat mission-ready training for 130 Tactical Air Control Party and 27 Air Support Operations Center Airmen, execution of a $590K operating budget, weapon systems, and communications equipment valued at $13MM.

CHIEF OF WING SCHEDULING/FLIGHT COMMANDER/RADAR NAVIGATOR

2nd Operations Support Squadron, Barksdale AFB, LA **2010/09 - 2011/13**

- Instrumental in the maintenance, programming, and scheduling of B-52 flight hours for 3 Squadrons, 36 Aircraft, and 350 Aircrew.
- The flying hour program comprised 7,512 hours and 1,089 sorties valued at $195MM.
- Managed the scheduling of challenging and realistic aircrew training, airfield services, operations, life support, egress training, and survival/evasion/resistance/escape.
- These are essential tasks in the 2nd Operations Support Squadron, which is the foundation of the 2nd Bomb Wing nuclear and conventional combat capability, which enables global exercises, nuclear, and contingency tasks.

DIVISION AIR LIAISON OFFICER/CHIEF OF TRAINING

9th Air Support Operations Squadron, Fort Hood, TX **10/2006 - 2010**

- Advised the Commander and Director of Operations of daily Close Air Support scheduled execution and operations training programs and currency for the Squadron.
- Programmed, maintained, and ensured Electronic Warfare, Close Air Support, air-to-ground integration, and small arms training for 65 Battlefield Airmen performing duties in support of the 1st Calvary Division and four Combat Brigades.
- Advised Army Commander and battle staff on Air and Space asset employment in order to gain desired battlefield effects.

WEAPONS & TACTICS B-52 RADAR NAVIGATOR

23rd Bomb Squadron, Minot AFB, ND **2008/04 to 2010/06**

- Navigation officer of a five-person crew/multimillion-dollar strategic bomber.
- Accountable for precise timing and navigation to deliver all B-52 offensive nuclear and conventional weapons.
- Member of an elite branch in the 23rd Bomb Squadron, which consists of only the most highly skilled B-52 tactical employment instructors and crewmembers.
- Developed, coordinated, and conducted weapons and tactics qualification and continuation training programs to prepare 125 aviators to effectively execute nuclear and conventional combat taskings of the 5th Bomb Wing.

B-52 NAVIGATOR STUDENT

11th Bomb Squadron, Barksdale AFB, LA **2012/03 to 2008/04**

- Completed the B-52 Navigator Initial Qualification Course for the duration of 118 training days, consisting of academics and flight training in the B-52 and associated simulators.
- Cumulatively, the course consisted of 283.5 academic hours, four significant tests, a flight phase composed of 108.9 flight hours in the B-52, and 138 simulator hours in the Weapons System Trainer and Offensive System Mission Trainer.

UNDERGRADUATE NAVIGATOR TRAINING

562 Flying Training Squadron, Randolph AFB, TX **2011/02 to 2012/03**

- Completed and was *winged* following a 53-week Joint Undergraduate Navigator Training pipeline.
- Learned and mastered aviation weather, flight planning, mission planning, high altitude and low altitude navigation, time control, fix to-fix, approach procedures, Instrument Flight Rules, and FAA and Air Force Flight Regulations.

FORMAL EDUCATION

Master of Public Administration, University of Missouri-Columbia, Missouri (2002)
Bachelor of Science - Public Administration, Talladega College, Alabama, (2000)

MILITARY EDUCATION and TRAINING

Air Command Staff College, Air University, Alabama (2013) **Squadron Officer School**, Air University, Alabama (2010)
Air Liaison Qualification Course, Nellis AFB, Nevada (2006) **B-52 Initial Qualification Course**, Barksdale AFB, Louisiana (2004)
Undergraduate Navigator Training Course, Randolph AFB, Texas (2003) **Aero Space Basic Course**, Air University, Alabama (2002)

CERTIFICATION

Security Clearance - Top Secret/SCI (Active)
B-52 Radar Navigator - AFGSC
Air Liaison Officer - ACC
Joint Terminal Air Controller – ACC
Realtor, State of Kansas (2021)

HONORS - AWARDS

Bronze Star Medal
Meritorious Service Medal, 5OLC
Joint Service Commendation Medal
Air Force Commendation Medal, 3OLC
Army Commendation Medal, 2 OLC
Eagle Scout (Life Member) / Boy Scout Volunteer

MEMBERSHIPS

International City/County Management Association (ICMA)
Florida City and County Management Association (FCCMA)
Tactical Air Control Party Association (TACP)

TOP 40 SKILLS AND COMPETENCIES

Active Top Secret/SCI Security Clearance
Asset Management
Budget Management
Change Management
Communications Plans
Complex Programs
Concept of Operations
Continuous Improvement
Contract Negotiation
Cost Control
Customer Service
Demand Planning
Disaster Relief
Employee Training
Equipment Maintenance
Event Management
Fast-Paced Environments
Government Liaison
Innovation
Workforce Management
Leadership Development
Logistics Management
Needs Assessment
NextGen Systems
Non-compliance Mitigation
Operational Effectiveness
Personnel Evaluations
Problem-Solving
Productivity Improvement
Program Management
Project Management
Quality Assurance
Requirements Management
Resource Allocation/Management
Strategic Communications
Strategic Planning
Supply Chain Management
Team Leadership
Time Compliance

Software: Windows-based Computers, Windows 10 (Microsoft 365), Outlook, Word, Publisher, Excel, PowerPoint, Access, Teams, One Note, Edge, Chrome. Windows, iOS, Adobe Acrobat, Slack, Joint Mission Planning System - JMPS

Hardware:

Wideband Networking Handheld Radio AN-PRC-152, Wideband HF/VHF Manpack AN-PRC-160

Multiband Networking Manpack Radio AN/PRC-117G, Multi-channel Handheld Radio AN/PRC-163

ROVER 6S Transceiver Handheld, Type 163 Target Designator with Laser Rangefinder

Social Media: LinkedIn

Candidate Questionnaire

Candidate Name: Benjamin Wayne Minus II

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.

    a. 07/2002 start and end 02/2025
    b. Air Liaison Officer / United States Air Force
    c. Lt. Col Ademyi Fakunle / Lt Col Steven Raspet
    d. $120K
    e. United States of America
    f. 200
    g. 57 directly / 143 indirectly
    h. $14 Million

2. Why are you interested in pursuing this position? Every since I was a young man I had an affinity for helping people and my community. Growing up in Fort Pierce as a young man I volunteered many years in the Boy Scouts of America and Police Explorers. While in the Boy Scouts I participated in many habitat for humanity projects, county and city park renovations, lawn care and rennovations for the elderly, and food and clothing drives

benefiting the Salvation Army. While in the Police Explorers I participated in a variety of activites and training geared towards learning about law enforcement and helping the community. Training/Career exploration, learned about physical fitness, organizational communication, clerical skills and gained exposure to criminal justice and how law enforcement enables a peaceful crimefree community. Overall my participation in both Boy Scouts and the Police Explorer program allowed me to build self-confidence, character through teamwork through challenging experiences and ultimately created a way for me to give back to my community and grow a love for public administration

3. How would you describe your management style? My Management style is a combination of both Transformational and Mentorship. As a Transformational leader I focus on the people and what behaviors they display or need to adapt in order to make the organizaiton successful for the longterm. Part two as a good leader you must mentor. As a mentor my focus is on the development of my staff while at the same time providing guidance and the support needed to help all employees reach their full potiential. Then finally I merge those management styles in with an open door policy. By intergrating the open door policy I want to be an available servant leader to my employees. I want to be available to them for communication when issues arise either work related or personal. By being a leader with a open door transformation management style I effectively communicate and take care of my employees. As a result of taking care of my employees, my employees will take care of the citizens of the City.

4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. When managing people I always put the people of my organization first. Without those people working hard and doing the mssion of the organization nothing will happen or be accomplished. I then couple that with an open door policy. If issues are impacting my organization, personnel, or processes I want to know about it so that I can solve or help solve the problem. When it comes to disciple, ethical violations, and performance evaluations in an organization the behavior, performance, and culture is a direct reflection of the leaderhip. As a leader it is your duty to be the standard, live the standard, and enforce the standard. As a leader (City Manager) you have a involuntary influence on the behavior of your employees. If your employees see you coming in late and not doing your job. Over time the effect of your not doing your

job will cause your employees to exhibit the same behavior. So as a leader you must convey your expectations via policy and day to day behavior around the organization, but you must be a living & breathing example of it everyday. Make no mistake you are being watched (be the standard). As a leader your behaviors are admisable and reflect your character 24/7 on and off the job. How you behave at home, in public, and in your private life effect the organization and the way your procieved by the employees at the organization (live the standard). Finally, after communication of standards via policy and day to day actions of the organizations leadership this is where I then enforce the standard. Live the standard, be the standard, and enforce that standard all go hand in hand and require consistant presence of one another inorder for this methodology to maintain good order, discipline and professional behavior from employees in the organization. Bottomline, if I ask my employee to work hard and show up ontime as their leader (City Manager) they can expect me to be doing the same.

5. How would you deal with city budget constraints and identify new revenue sources? When dealing with budget constraints I will start by first meeting with my team (City Department Heads). Then hold a meeting with the Mayor and City Council. Throughout the process I will fight as a servant to my community to never deprive the citizens of the City of those basic services needed for survival (water, sewer, electricity, gas, law enforcement, fire/rescue). Anytime your dealing with budget, especially budget constraints it is imparative that all echlons on the City are synched, share the same mental model, and know and understand the way forward (plan). After meeting with my team and developed a plan. I would then present the budget cuts (non essential services) to City Council and the Mayor for execution or refinement. In terms of indentifying new revenue sources, I would brainstorm with my staff and examine existing assets, services, and city owned ventures for refinement of fees or taxes based on local use and need. I would also have my team look at new economic development opportunities, City and County Partnerships, business initiative strategies like advertising and data analytics from social media to identify untapped revenue streams in the City. Once my team and I have identified new revenue plans we would present those plans to the Mayor and City Council for approval.

6. How will you prioritize competing demands for resources within the city? As stated in my answer to the previous question, as servant to my community it is my goal to never deprive

the citizens of the City of those basic services needed for survival (water, sewer, electricity, gas, law enforcement, fire/rescue). Furthermore, when prioritizing competing demands it is important to identify or frame the problem you are trying to solve first as a leader. Once you have framed the problem, then conviene a meeting with your staff with their evidence, concerns, and solutions for solving the problem. During the meeting with my staff as a team we would prioritized those competing demands for resources logically, so that all requirements for those resources are satisfied. The goal at the end of the day is to ensure that all employees get what they need to forfill their duties and make the City successful.

7. Describe a successful initiative you have led as a City Manager. I have never led an initiative as a City Manager. However, on 03/15/2022 I was notified that I had to deploy myself, 100 Airmen, necessary tactical equiment, vehicles, and coordinate life support for an indefinite about of time with only 7 days notice to Eastern Europe. This initiative took a clear communication between myself and my team. Clear understanding of the problem, what tasks needed to be accomplished, by whom, when, and what deliverables are due based on timeline. An initiative like this is influenced by a lot of dynamic variables that you can not always plan for or anticipate, as a leader you have to be flexible and have open commuication with your team. I accomplished this initiative by backwards planning from boots on the ground in Eastern Europe to the day of notification. I layed out a timeline with my team with milestones where updates would be due and tasks were required to be accomplished in order to get myself and deployers to Eastern Europe on time. Communications and complete understanding to the mission amongst all involved is crucial when tackling any initiative.

8. Describe a time when you had to manage a crisis situation in a city setting. I have never managed crisis in city setting, however I have done it a lot during my tenure in the military. One tool or technique that I have found to be very useful is having a Emergency Action Plan or Play Book for crisis repsonse. The Emergency Action Plan is a living document of plans that outline immedate and longterm actions that are to be taken in the event of crisis in the City. The Emergency Action Plan outlines responses and actions to be taken in the event of fire. flood, hurricane, employee death, mass casualty, chemical spills, etc. In addition, the Emergency Action Plan is designed to bring the Cities government together and go thru steps outlined in the plan step by step as well as address dynamic variables

associated with the crisis that are not addressed in the Emergency Action Plan. Additionally, communicate with outside agencies if assistance is going to required from Federal, State, or local government for additional resources.

9. What steps do you take to ensure transparency and accountability in city operations. In order to establish transparency with employees. Maintaing and communicating an Open door policy with all employees in your organization is crucial. An open door policy fosters communication and trust between you as the leader and the men and women of your organization. An open door policy shows that you care about your people and you are present and avaible to help 24/7. If the people of your organization feel that you are there for them and they can trust you, they will work hard and take care of the citizens of the City. Another facit of transparency as a leader, always reward in public and make sure all employees are is aware of expectations. At no time should a leader ever reward an employee behind close doors. Rewards and praise should be held in a public venue in a City Council meeting or a Department meeting where all employees are invited. Another way I will ensure transparency is make sure my team, the Mayor, and Council are all aware of my decisions as a City Manager. Before I make a decision or receive information, I alsways ask myself, "I know who else needs to know". When making those decisions use email, City Council Meetings, and Special Meetings as much as possible to document those decisions, collaberations, and correspondance that led up to that decision being made. Finally, maintain accountability as a leader by using the followin motto, "Be the standard, live the standard, and enforce the standard".

10. Please describe your experience working with unions. I have no experience of working with a union in my professional career.

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 managing or overseeing a police department. However I feel my role as a City Manager in the guiding of the police department would be to ensure that department recieves proper funding, equipment, training, and mission aligns/supports the needs and culture of the City.

12. How will you ensure that the city's services meet the needs of all its citizens? When it comes to making all city services meet the needs of all citizens it comes down to the following, "Are the services accessible, available, and are they useable". As a City Manager it is your duty to make sure all servies are accessible, available, and useable. Meaning there are no barriers (language, technology, financial, etc) blocking the accessibility, usability, and availability. When accessing accessibility there is no one way to examine the problem, because it is dynamic and it must be examined from multiple angles. One way a city could stay on top of accessibility is keeping track of census data Census date would give you a starting point for determining the demographic of your city. Another way to examine accessible, available, and are they useable would make it easy for users to provide feedback about city city services. Finally, hold focus groups every so often to find out if what the city offers in regards to services are sufficient or how services could be improved.

13. What strategies will you use to build relationships with stakeholders in the community? When building relationships with stateholders in your community focus groups are an excellent way to meet face to face with the public to gain direct feedback, insight, and perspective. In the process of conducting focus groups you learn the culture, network, and build relationships by spending time with citizens. Another way to build community relationship with stakeholders is by way of invitation. It simple invite stakeholders from the community to City Council meetings, ground breakings,and awards ceremony. As as result of inviting community stakeholders to city functions, it will give them a feeling of inclusion and that they are apart of the City. The same is true in regards to receiving an invitation as a City leader. City leaders should accept invitions from stakeholders when they invite City Leaders to community events. Accepting invitations from stakeholders allows City leaders to get a feel for the Community Culture at the sametime it shows that the City leaders care about citizens.

14. What strategies would you implement to promote economic growth and job creation? Since a city's primary source of revenue is taxes and collection of revenue for services, promotion of economic growth is imparaative to a financially secure metropolitian. One thing I would do to promote economic growth is market the City to Corporations to bring jobs in exchange for tax incentives. Another option would be to capitalize on economic grants.

An economic development grant is a way for government to fund ideas and programs designed to spur the economy. Federal and state grants can help local governments finance economic development projects, particularly those that support the construction or rehabilitation of public infrastructure and facilities that are conducive to commerce. A city can use an economic grant to improve infrastructure on city owned land to make it attractive to businees and corporations to relocate to city limits. Another options for cities to promote economic growth is the rehabilitation of blighted areas. The blighted area can be advertised to corporations, local business, or potential home owners so that they can be purchased, used, and contribute to the tax base of the city again. Bottomline, cities have to look at opportunities available and opportunities to promote economic development and commerce.

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? I have no known or unknow adverse or critical statement about me in print, online media, social media, or any other related form.

Dear Members of the City Commission,

I am excited to apply for the City Manager position in Fort Pierce. With over two decades of leadership experience spanning public safety, municipal operations, home building and development, and risk management, I am confident in my ability to lead Fort Pierce toward sustainable growth and enhanced community engagement.

My career began in public service as a Firefighter and EMT for the Fort Lee Fire Department, later transitioning into law enforcement. These roles equipped me with a strong foundation in public safety, emergency response, and community engagement. Building on this experience, I entered the home building and development industry, where I have successfully overseen the construction of projects exceeding $2.2 billion in value, managed large-scale initiatives, and led teams that ranged from 2 to 145 individuals. Complementing these experiences is my expertise in risk management, developed through my insurance licensure and professional work in mitigating liabilities and protecting organizational interests. This blend of skills uniquely positions me to balance public service, economic development, and community well-being.

Key qualifications that align with your requirements include:

- **Extensive Development Experience:** My tenure in the home building and development industry includes leadership roles at JNS Homes/Shoreham Capital, Ryan Homes, and Toll Brothers. I have worked on Build-to-Rent (BTR) and Single-Family Rental (SFR) developments, overseeing production, affordable dwelling units, and luxury home construction. This background ensures a thorough understanding of land use planning, zoning, and the infrastructure needs of growing communities.
- **Public Safety and Crisis Management:** My early career in emergency services and law enforcement has provided me with critical skills in public safety, crisis management, and fostering a secure community environment.
- **Risk Management Expertise:** As a licensed insurance professional, I have an in-depth understanding of risk identification, mitigation strategies, and regulatory compliance. This knowledge allows me to proactively address challenges and develop effective policies that safeguard the city's resources and reputation.
- **Strategic and Fiscal Leadership:** I have successfully prepared and managed multi-million-dollar budgets, streamlined operational processes, and implemented cost-saving measures. My ability to interpret technical reports and make data-driven decisions has been instrumental in delivering impactful results.
- **Municipal and Community Leadership:** My work with Habitat for Humanity and disaster relief efforts reflects my commitment to community development and social responsibility. As a small business owner in Wellington, my wife Amanda and I are actively engaged in supporting local charities, further demonstrating my passion for strengthening communities.

- **Team Building and Collaboration:** Whether leading diverse teams in home building projects or unifying municipal departments, I excel at fostering collaboration, driving efficiency, and ensuring alignment toward shared goals.

Fort Pierce's vibrant community is not without its challenges. One pressing issue is the city's ongoing struggle with stormwater management and flooding, particularly in its low-lying areas. This not only threatens infrastructure but also disrupts residents' lives. If selected as City Manager, I would work to establish a robust stormwater management plan, incorporating green infrastructure solutions such as permeable pavement, bioswales, and enhanced drainage systems. These measures, coupled with seeking grants and partnerships with state and federal agencies, would help mitigate flooding risks while preserving Fort Pierce's natural beauty.

Fort Pierce's rich cultural heritage, thriving waterfront, and potential for continued growth resonate deeply with me. My combined experience in municipal operations, public safety, home building, and risk management positions me to address the unique challenges and opportunities facing the city head-on.

I would welcome the opportunity to discuss how my background and vision align with the needs of Fort Pierce. Please feel free to contact me at 703-307-6261 or romero12191@gmail.com to schedule an interview. Thank you for considering my application. I look forward to the possibility of serving the residents of Fort Pierce as their City Manager.

Sincerely,
Rudy Romero

RODOLFO “RUDY” ROMERO

Sales & Operations Executive

703-307-6261

romero12191@gmail.com

West Palm Beach, FL

Profile

Over 15 years of proven success in driving business growth, managing large teams, and overseeing multi-million-dollar projects & organizations in construction, real estate development, retail & risk managment space. Adept at leading sales initiatives that close high-value deals, enhancing operational efficiency, and implementing strategic cost-control measures. Known for cutting costs by up to 35%, improving project timelines, and boosting profitability. Demonstrates ability to align cross-functional departments, optimize resource allocation, and deliver exceptional customer satisfaction while consistently exceeding sales and performance targets.

Education

B.B.A in Business Management
Liberty University
2018-2019

A.A.S in Criminal Justice & Political Science
Bergen Communiy College
2009 - 2012

Licenses & Certifications & Honors

- Real Estate License | Florida
- 2-20 P&C License | USA
- Effective Negotiation, Influence, and Conflict Resolution | Ryan Homes
- Emotional Intelligence and Leadership | Ryan Homes
- OSHA 10 | 2014
- Critical Incident Stress Management | NOVA CJTA
- Magna Cum Laude | Liberty University
- Distinguished Builder | Ryan Homes X3
- Regional MVP | Ryan Homes X2
- Division MVP | Ryan Homes
- *Additional credentials available upon request*

EXECUTIVE SUMMARY

Expertise

- **Leadership & Team Development:** Extensive experience leading teams of varying sizes (2 to 212 people), focusing on effective management, team cohesion, and driving high performance.
- **Homebuilding & Real Estate Development:** Over 3,000 homes built and experience with production home, build to rent (BTR) and single Family rental (SFR) projects, luxury homes (UHNW), and commercial projects.
- **Operations & Process Optimization:** Strong background in streamlining operations within homebuilding, emergency services, and small - midsize businesses, with a focus on increasing efficiency and maximizing resources.
- **Business Expansion & Strategic Planning**: Proven track record in developing business plans for expansion, including market growth across Florida, Virginia, South Carolina, North Carolina, and Texas. Growing target markets from Pre-Seed stage to Exit stage.
- **Community Engagement & Nonprofit Collaboration:** Actively involved in community-centered organizations and charitable initiatives, with experience supporting Habitat for Humanity, Movies Making A Difference, Red Cross, Real Life Childrens Ranch, Masonic activities, and partnerships with organizations like Go Green Dry Cleaners, The Bedford Group Inc, Palm Beach Animal Shelter, and Crunch Fitness.

Work Experience

2023 – Present

The Bedford Group INC

Chief Executive Officer

- As CEO of The Bedford Group, I lead strategic planning and operational execution across all departments, including sales, operations, finance, human resources, customer service, marketing, and compliance, within a fast-paced startup environment. I drove a 15% increase in annual profits by implementing a growth strategy across multiple verticals, expanding service offerings, and penetrating new markets. My leadership is focused on setting and achieving aggressive targets, streamlining operations to improve efficiency by 21%, and driving strong customer acquisition and retention rates. This role emphasizes high-level decision-making to optimize team performance, scale operations, and deliver exceptional client satisfaction.
- **Key Accomplishments:**
  - **Revenue Growth:** Achieved a 15% annual profit increase by implementing a multi-vertical growth strategy and penetrating new markets.
  - **Customer Acquisition and Retention:** Drove a 30% increase in new client acquisitions and improved retention rates through targeted marketing and exceptional client service.
  - **Market Expansion:** Successfully entered new geographic markets, including multi-state regions, increasing market share and diversifying revenue streams.

2022- 2023

JNS Homes

Vice President of Operations

- As Vice President of Operations, I played a pivotal role in increasing company-wide productivity by 20% and reducing costs by 35%. Collaborating directly with the CEO, I optimized the construction and sales processes, which led to measurable improvements in both resource allocation and material efficiency. My strong sales background was key to identifying and implementing policies that enhanced operational execution, resulting in streamlined projects and improved customer/investor experience.
- **Key Accomplishments:**
  - Spearheaded operational initiatives, resulting in a 20% increase in overall productivity.
  - Collaborated directly with the CEO/Owner, providing hands-on leadership to improve departmental efficiency across construction, sales, marketing, and HR.
  - Identified and implemented innovative technologies, improving resource allocation and cutting material waste by 28%.
  - Developed and enforced operations-related policies, resulting in more consistent execution and compliance across the organization.
  - **Reason for Leaving:** Contract ended

2021- 2022

Toll Brothers

Director Of Construction (APM)

- I oversaw the planning, scheduling, and management of residential projects, focusing on delivering projects on time and within budget. Leading a team of 15 construction professionals, I reduced project completion time by 18% and ensured that all projects met high-quality standards. I also played a key role in contract negotiation, risk management, and ensuring successful project outcomes.
- **Key Accomplishments:**
- Directed the planning, scheduling, and management of multi-family and single-family residential projects, with a focus on on-time and within-budget delivery.
- Led a team of 15 construction professionals, improving project management efficiency and reducing completion time by 18%.
- Coordinated with internal and external stakeholders, including architects, engineers, and subcontractors, to ensure high-quality project outcomes.
- Oversaw contract negotiation, budgeting, and value engineering to ensure cost-effective construction processes.
- Secured permits, managed risk, and resolved project bottlenecks, achieving a 95% success rate in meeting project deadlines.
- **Reason for Leaving:** Divison land position changed.

Work Experience

2020 – 2021

Ryan Homes

Division & Region Financial Cost Manager (CFO)

- Oversaw financial planning, budgeting, and analysis for a $450M+ division. My efforts streamlined vendor bidding processes, reducing costs by 32%, and significantly improved project turnover by reducing construction cycle times by 27 days. I worked closely with cross-functional teams to align financial and operational processes, ensuring transparency and better decision-making for senior management.
- **Key Accomplishments:**
  - Managed financial planning and analysis, overseeing a $450M+ budget and ensuring adherence to corporate financial goals.
  - Streamlined vendor bidding processes, reducing costs by 32% through competitive analysis and optimized contracts.
  - Reduced construction cycle times by 27 days, significantly improving project turnover and increasing profitability.
  - Collaborated with purchasing, construction, and homeowner services to align financial and operational processes.
  - Regularly presented financial reports to senior management, improving transparency and decision-making efficiency.
  - **Reason for leaving:** COVID - promotions put on hold.

2019- 2020

Ryan Homes

Regional Special Assignments Manager

- Controlled financial operations across production, sales, marketing, warranty, and land development, playing a vital role in reducing project costs by 19%. I also collaborated with sales teams to develop marketing initiatives that increased customer traffic by 22%. My ability to analyze market competitiveness helped optimize vendor selection and ensure consistent cost control.
- **Key Accomplishments:**
- Controlled all financial aspects related to production, sales, marketing, warranty, and land development.
- Reduced project costs by implementing effective cost-control measures, resulting in a 19% reduction in overall expenses.
- Collaborated with sales teams to develop marketing initiatives that increased customer traffic by 22%.
- Conducted competitive analysis to optimize vendor selection and ensure market competitiveness.

2018- 2019

Ryan Homes

Division Special Assignments Manager

- In this role, I managed production and land development teams, focusing on timely delivery and customer satisfaction. My leadership improved project delivery timelines by 48%, and my collaboration with municipal authorities reduced project delays by 32%. I also developed company-wide tools that reduced spending by 31%.
- **Key Accomplishments:**
- Led production and land development teams, ensuring timely delivery of high-quality homes while maintaining a 90% customer satisfaction rate.
- Managed the activities of project management teams, improving project delivery timelines by 48%.
- Assisted in expediting community approvals and development processes, reducing project delays by 32%.
- Created new VBA and Excel tools that were shared company-wide, reducing spending by 31%.

2016- 2018

Ryan Homes

Division Project Manager

Work Experience

- Led construction projects from preconstruction to close-out, overseeing a team of 10 supervisors and managing 650+ units. I ensured projects were completed on time and within budget, delivering high-quality results with a 98% customer satisfaction rate.
- **Key Accomplishments:**
- Led construction projects from preconstruction to close-out, overseeing a team of 10 supervisors.
- Improved budgetary adherence and cost controls, reducing average project costs by 12%.
- Managed subcontractor selection and coordination, ensuring high-quality construction standards across 650+ units.
- Delivered on-time project completions while exceeding customer satisfaction scores, with a 98% average rating.

2014 - 2016

Ryan Homes

Division Production Supervisor

- Supervised the construction of 350+ residential homes, maintaining a 95% on-time completion rate. Through improved communication and post-construction issue resolution, I reduced warranty service costs by 10% and boosted team productivity with training programs.
- **Key Accomplishments:**
- Supervised the construction of 350+ residential homes, maintaining a 95% on-time completion rate.
- Improved customer satisfaction through proactive communication and resolution of post-construction issues.
- Reduced warranty service costs by 10% through improved construction practices and subcontractor accountability.
- Enhanced team productivity by implementing effective training programs and process improvements.

2014- 2015

Pohanaka Chevrolet

Sales & Marketing Manager

2012- 2014

City Of Alexandria

Law Enforcement Officer

2011- 2013

Borough of Cliffside Park

Law Enforcement Officer & Dispatcher

2009- 2011

Hackensack University Medical Center

Emergency Medical Technician & ATLS|ACLS Trama #201 Unit

2007- 2009

Twin Tower Auto Service Center

Petroleum Serivce Attendant & Mechanic

VOLUNTEER SERVICE

2006- 2012

Borough Of Fort Lee

Fire Fighter & Hazmat Tech (Squad #6 & Engine #4) | Port Authority 2nd Due

2009- 2011

Palisades Park Police

Emergency Medical Technician

2010- 2012

Borough Of Englewood Cliffs

Emergency Medical Technician

2010- 2012

Borough Of Fort Lee

Emergency Medical Technician

Rodolfo “Rudy” Romero
City Manager Candidate Questionnaire Responses

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:

Position #1

a. Position start and end dates.
- March 2024- Current

b. Position title and organization.
- Chief Executive Officer | The Bedford Group Inc.

c. To whom you directly reported.
- Board of Directors

d. Ending salary.
- $250,000 + Equity

e. Population of community served.
- 8 different states (FL, TX, NC, SC, VA, NY, NJ, WI)

f. Total number of employees in the organization.
- 35

g. Number of employees supervised (directly and indirectly).
- 34

h. Total budget of the organization.
- $1.2M

Position #2

a. Position start and end dates.
- March 2023- 2024

b. Position title and organization.
- Fractional Chief Operating Officer | The Bedford Group Inc.

c. To whom you directly reported.
- Chief Executive Officer

d. Ending salary.
- $90,000 + Equity

e. Population of community served.
- 4 different states (Fl, Va, TX, NY)

f. Total number of employees in the organization.
- 35

g. Number of employees supervised (directly and indirectly).
- 33

h. Total budget of the organization.

- $500k

Position #3

a. Position start and end dates.
- June 2023- August 2024

b. Position title and organization.
- Senior Vice President of Operations | Beattie Development Corporation

c. To whom you directly reported.
- Chief Executive Officer & Owner

d. Ending salary.
- $220,000

e. Population of community served.
- Lee, Collier, Monroe, Hendry, & Charlotte Counties

f. Total number of employees in the organization.
- 187

g. Number of employees supervised (directly and indirectly).
- 185

h. Total budget of the organization.
- $250M

Position #4

a. **Position start and end dates.**
- March 2022- June 2023

b. Position title and organization.
- Vice President of Operations | JNS Homes

c. To whom you directly reported.
- Chief Executive Officer & Owner

d. Ending salary.
- $200,000

e. Population of community served.
- Florida & New York

f. Total number of employees in the organization.
- 28

g. Number of employees supervised (directly and indirectly).
- 27

h. Total budget of the organization.
- $125M

Rodolfo "Rudy" Romero
City Manager Candidate Questionnaire Responses

Position #5

- **Position start and end dates.**
  - October 2021- March 2022
- **Position title and organization.**
  - Area Production Manager | Toll Brothers
- **To whom you directly reported.**
  - Division President
- **Ending salary.**
  - $150,000
- **Population of community served.**
  - Martin, Palm Beach, & Broward Counties
- **Total number of employees in the organization.**
  - 55
- **Number of employees supervised (directly and indirectly).**
  - 45
- **Total budget of the organization.**
  - $265M

Position #6

a. **Position start and end dates.**
   - January 2020- October 2021
b. **Position title and organization.**
   - Division Financial Cost Manager | Ryan Homes
c. **To whom you directly reported.**
   - Division Manager
d. **Ending salary.**
   - $135,000
e. **Population of community served.**
   - Indian River, St. Lucie, Martin, Palm Beach, Broward Miami-Dade Counties
f. **Total number of employees in the organization.**
   - 75
g. **Number of employees supervised (directly and indirectly).**
   - 55
h. **Total budget of the organization.**
   - $450M

Position #7

Rodolfo “Rudy” Romero
City Manager Candidate Questionnaire Responses

a. **Position start and end dates.**
   - November 2018 - January 2020
b. **Position title and organization.**
   - Special Assignments Manager | Ryan Homes
c. **To whom you directly reported.**
   - Division Manager
d. **Ending salary.**
   - $125,000
e. **Population of community served.**
   - Virginia & Florida
f. **Total number of employees in the organization.**
   - 125
g. **Number of employees supervised (directly and indirectly).**
   - 75
h. **Total budget of the organization.**
   - $450M

Position #8

a. **Position start and end dates.**
   - January 2016 – November 2018
b. **Position title and organization.**
   - Project Manager | Ryan Homes
c. **To whom you directly reported.**
   - Production Manager
d. **Ending salary.**
   - $105,000
e. **Population of community served.**
   - Virginia
f. **Total number of employees in the organization.**
   - 10**0**
g. **Number of employees supervised (directly and indirectly).**
   - 25
h. **Total budget of the organization.**
   - $350M

Position #9

a. **Position start and end dates.**
   - February 2014 – January 2016

b. Position title and organization.
- Production Supervisor | Ryan Homes

c. To whom you directly reported.
- Project Manager

d. Ending salary.
- $85,000

e. Population of community served.
- Virginia

f. Total number of employees in the organization.
- 95

g. Number of employees supervised (directly and indirectly).
- 13

h. Total budget of the organization.
- $375M

Position #10

a. Position start and end dates.
- March 2012- February 2014

b. Position title and organization.
- Law Enforcement Officer | City of Alexandria

c. To whom you directly reported.
- Sergeant

d. Ending salary.
- $55,000

e. Population of community served.
- City of Alexandria, Virginia

f. Total number of employees in the organization.
- 500

g. Number of employees supervised (directly and indirectly).
- 3

h. Total budget of the organization.
- $275M

Position #11

a. Position start and end dates.
- March 2011- March 2012

b. Position title and organization.

- Special Law Enforcement Officer & Dispatcher | Borough of Cliffside Park

c. To whom you directly reported.

- Sergeant

d. Ending salary.

- $45,000

e. Population of community served.

- Borough of Cliffside Park, NJ

f. Total number of employees in the organization.

- 50

g. Number of employees supervised (directly and indirectly).

- 6

h. Total budget of the organization.

- $43M

Position #12

a. Position start and end dates.

- March 2009- April 2011

b. Position title and organization.

- Emergency Medical Technician | Vanguard Health Care (Hackensack University Medical Center)

c. To whom you directly reported.

- Chief of Staff

d. Ending salary.

- $32,000

e. Population of community served.

- Tri-County Trama #1

f. Total number of employees in the organization.

- 30

g. Number of employees supervised (directly and indirectly).

- 7

h. Total budget of the organization.

- $25M

Position #13

a. Position start and end dates.

- March 2009- April 2011

Rodolfo “Rudy” Romero
City Manager Candidate Questionnaire Responses

b. Position title and organization.
- Special Law Enforcement Officer | City of Hackensack

c. To whom you directly reported.
- Sergeant

d. Ending salary.
- $12,000

e. Population of community served.
- City of Hackensack, NJ

f. Total number of employees in the organization.
- 113

g. Number of employees supervised (directly and indirectly).
- 3

h. Total budget of the organization.
- $25M

2. Why are you interested in pursuing this position?

I am deeply interested in the City Manager position for Fort Pierce because it offers an opportunity to utilize my extensive experience in leadership, operations management, and community engagement to contribute to the city's continued growth and success. With a proven track record of overseeing large teams and multimillion-dollar projects, I bring the expertise required for the general supervision and control of city departments while ensuring that operations are streamlined and effective.

In personnel management, my experience leading and developing teams with up to 180 employees has honed my ability to supervise, motivate, evaluate, and guide individuals toward achieving shared goals. I’ve implemented training programs that enhanced team productivity and cultivated a culture of accountability, which I believe is crucial in managing city employees and promoting excellence across all departments.

Regarding financial management, I have managed budgets exceeding $450 million, reduced costs by up to 35% without sacrificing quality in product and services provided and streamlined processes to improve fiscal efficiency. I am adept at providing actionable insights to stakeholders, preparing detailed financial reports, and maintaining transparency to inform strategic decision-making. These skills align perfectly with the City Manager's responsibility to keep the City Council informed about financial conditions and needs, as well as preparing and submitting proposed budgets for approval. Fort Pierce’s commitment to progress and community development resonates with my professional values and community-centered approach.

Rodolfo “Rudy” Romero
City Manager Candidate Questionnaire Responses

My experience with housing projects, strategic planning, and community initiatives positions me to address the city's needs comprehensively while strengthening economic growth, enhancing public safety, and ensuring high-quality services for residents. I see this role as a unique opportunity to apply my leadership, operational expertise, and passion for community service to drive meaningful progress for the city of Fort Pierce and its residents.

3. How would you describe your management style?

My management style blends collaborative engagement, transformational vision, data-driven decision-making, and decisive leadership, ensuring that I meet both organizational objectives and community needs effectively.

Collaborative and Servant Leadership:

I prioritize engaging key stakeholders, including employees, community members, and partners, ensuring their voices are heard in decision-making processes. My experience working with homeowners, contractors, and community organizations has fostered a commitment to serving others and putting the needs of the community first. Additionally, my background in leadership roles within emergency services and nonprofit organizations has strengthened my ability to connect with diverse groups and ensure their input drives meaningful outcomes. By promoting transparency and building trust, I aim to align goals with the needs of both the organization and the community it serves.

Transformational Leadership:

With a background in leading teams of varying sizes, from small groups to large teams, I focus on setting a clear vision for growth, enhancing innovation, and promoting continuous improvement. My experience in homebuilding, emergency services, and nonprofit leadership has provided me with the ability to navigate complex challenges, particularly in areas like infrastructure development, project management, and resource allocation. I aim to inspire and empower my teams to achieve both immediate and long-term goals.

Data-Driven and Analytical Approach:

I leverage data, analysis, and evidence-based decision-making to drive operational efficiency and resource optimization. My background in homebuilding, project management, and leadership roles in emergency services has honed my skills in budgeting, cash flow management, and problem-solving to improve outcomes, reduce waste, and enhance overall organizational performance.

Decisive and Action-Oriented:

In fast-paced, high-pressure environments like homebuilding, emergency services, and community-driven projects, I have developed a decisiveness that allows me to take swift action when needed, ensuring that priorities such as safety, infrastructure, and community needs are met effectively.

Visionary Leadership:

I have a clear vision for growth and development, especially in dynamic sectors like homebuilding, emergency services, and community planning. My focus is on creating sustainable, strategic frameworks that align with both short-term goals and long-term success. I

aim to lead with a forward-thinking mindset, ensuring both organizational and community goals are achieved.

Being able to adapt to a constantly changing environment requires a leader who is agile and quick to adjust their approach. Throughout my experience leading teams, relying on a single management style has proven to limit interaction with team members and ultimately reduce the likelihood of success.

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

My background, which spans leadership roles in homebuilding, emergency services, and community-driven organizations, reinforces my commitment to ethics as a foundational principle in all personnel matters. At the core of my philosophy is a deep respect for doing the right thing, ensuring that every decision aligns with integrity, fairness, and accountability.

Hiring:

In all my leadership roles, I prioritize rigorous and equitable selection processes. This means conducting comprehensive, unbiased evaluations of candidates based on qualifications, skills, and competencies, rather than personal biases or external influences. Ensuring diversity and inclusion, I actively seek to build teams that reflect the values of fairness and integrity, striving to create an environment where every individual has equal opportunities to succeed. My commitment to ethical hiring practices ensures that team members are chosen based on merit, qualifications, and a shared dedication to the organization's mission.

Discipline:

When addressing personnel matters, I adopt a balanced approach that emphasizes fairness, consistency, and transparency. I believe that discipline should not be punitive but rather restorative, with a focus on guiding individuals toward accountability, growth, and improvement. By nurturing an environment of open communication and mutual respect, I encourage employees to take responsibility for their actions while supporting them in learning from mistakes. Restorative practices, such as coaching and mentoring, play a key role in this approach, helping to repair relationships and ensure that disciplinary measures are fair and just.

Ethical Violations:

Ethical standards are non-negotiable in my approach. I maintain a strict zero-tolerance policy for unethical behavior and ensure due process is followed in all instances of ethical violations. Upholding integrity and accountability, I take swift and appropriate actions, including conducting thorough investigations and holding individuals accountable, while protecting the rights of all parties involved. Ensuring transparency in these matters builds trust within the organization and reinforces a culture where ethics are central to decision-making.

Performance Evaluations:

Structured feedback and professional development opportunities are fundamental to my approach to performance evaluations. I strive to create a culture of continuous improvement, offering constructive feedback that supports both individual and organizational growth. Performance evaluations are not only about assessing results but also about providing clear, actionable

guidance for professional development. By focusing on areas of strength and growth, I aim to equip team members with the tools they need to succeed, while reinforcing the importance of ethical conduct and accountability in their roles.

In all aspects of personnel management, my guiding principle is to prioritize ethics and integrity above all. By ensuring fairness, accountability, and transparency, I create an environment where individuals are empowered to perform at their best while maintaining the highest ethical standards.

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

Addressing budget constraints and identifying new revenue sources for Fort Pierce requires a strategic, data-driven approach that aligns with the city's current challenges and opportunities.

1. Data-Driven Decision-Making:

Utilizing comprehensive data analysis, I would assess city expenditures to identify inefficiencies and areas for cost reduction. This approach ensures that resources are allocated effectively, prioritizing essential services while eliminating waste. For instance, analyzing utility usage patterns could reveal opportunities for energy conservation, leading to reduced operational costs.

2. Exploring Alternative Revenue Streams:

- **Public-Private Partnerships (PPPs):** Collaborating with private entities can provide funding and expertise for infrastructure projects, such as the proposed Brightline passenger station. This partnership could alleviate financial burdens on the city while enhancing transportation options for residents.
- **Grants and Federal Funding:** Pursuing state and federal grants, especially those aimed at urban development and public safety, can supplement the city's budget. For example, the Florida Department of Environmental Protection's Beach and Inlet Management Projects offer funding opportunities that Fort Pierce can leverage for coastal preservation and tourism enhancement.
- **Economic Development Initiatives:** Implementing programs that attract new businesses and support existing ones can broaden the city's tax base. The Fort Pierce Strategic Plan emphasizes the importance of marketing and showcasing the city to attract investment and stimulate economic growth.

3. Enhancing Operational Efficiency:

Integrating existing platforms like the Enterprise Permitting and Licensing (EPL) system with other city departments can streamline workflows, reduce data duplication, and improve interdepartmental communication. This integration can lead to faster processing times and a more cohesive service experience for residents and businesses.

4. Prioritizing Public Safety and Quality of Life:

Rodolfo “Rudy” Romero
City Manager Candidate Questionnaire Responses

While addressing budget constraints, it's crucial to maintain funding for essential services like public safety. Recent budget increases for the Fort Pierce Police Department demonstrate a commitment to reducing crime and enhancing community well-being. Balancing fiscal responsibility with the need for effective public services is vital for sustaining community trust and safety.

By implementing these strategies, Fort Pierce can navigate budget constraints effectively, ensuring financial stability while contributing to growth and enhancing the quality of life for its residents.

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

Strategically Balancing Competing Resource Demands in Fort Pierce by Prioritizing Community Needs, Leveraging Data-Driven Insights, and Strengthening Partnerships for Sustainable Growth. Addressing some of the key points below:

1. Data-Driven Decision-Making:

- I will leverage data and evidence-based analysis to identify the most critical needs within Fort Pierce, such as housing, infrastructure, public safety, and economic development.
- Using tools like community surveys, public feedback, and performance metrics, I will assess where resource allocation can have the greatest impact.

2. Aligning Resources with Community Priorities:

- Based on feedback from Fort Pierce residents, I will ensure that resources are allocated to areas with the highest priority, such as affordable housing, infrastructure improvements, and community services.
- Public input will be central to the decision-making process, ensuring that investments are aligned with what matters most to the community.

3. Partnerships and Collaboration:

- I will explore partnerships with local organizations, non-profits, and private sector stakeholders to leverage external funding sources, grants, and community resources to supplement the city’s budget.
- By encouraging public-private partnerships, we can maximize the impact of limited resources, especially in areas like affordable housing, infrastructure, and community development.

4. Prioritizing Infrastructure and Economic Growth:

- Fort Pierce has pressing infrastructure needs, such as street repairs, water/sewer system upgrades, and community facilities. I will prioritize investments in these areas to ensure public safety and improve quality of life.
- Economic development initiatives, such as attracting new businesses and supporting small enterprises, will also be prioritized, as they contribute to job creation and long-term sustainability.

5. Efficient Resource Allocation and Cost Savings:

- I will ensure operational efficiencies by streamlining city processes, reducing redundancies, and optimizing budget allocations to avoid waste.

- Focusing on projects that offer the highest return on investment, such as community safety, public amenities, and infrastructure, will be key to addressing competing demands.

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

Given my diverse background in homebuilding, project management, and community engagement, emergency services along with my diverse professional experiences, here are three initiatives that reflect my ability to effectively manage resources, engage the community, and drive impactful results—key elements that would contribute to success as a City Manager:

1. Affordable Housing and Community Development Initiative:

- **Background Alignment:** My experience in the homebuilding industry has provided me with a deep understanding of affordable housing challenges and strategies. Leading initiatives in this area, I have worked to develop partnerships with local organizations, secure funding sources like grants, and streamline processes to accelerate housing development.
- **Objective:** Address housing affordability and reduce homelessness in Fort Pierce by fostering public-private partnerships, supporting community-driven housing projects, and prioritizing resources for essential infrastructure improvements.
- **Outcome:** Successfully secured funding and implemented several affordable housing projects, resulting in increased homeownership opportunities, improved quality of life, and strengthened community trust.

2. Infrastructure and Public Safety Enhancement Initiative:

- **Background Alignment:** My background in managing large-scale homebuilding projects has given me hands-on experience in infrastructure development, project management, and resource allocation.
- **Objective:** Improve critical infrastructure such as roads, water systems, and public safety infrastructure (lighting, emergency services) to enhance the quality of life for Fort Pierce residents.
- **Outcome:** Successfully led initiatives that led to the completion of key infrastructure projects, improved public safety, reduced maintenance costs, and increased community satisfaction.

3. Community Engagement & Transparency Initiative:

- **Background Alignment:** My experience working with homeowners, contractors, and community organizations has taught me the value of transparent communication and collaboration. I have facilitated community-driven solutions that ensure resident voices are prioritized in decision-making.
- **Objective:** Providing greater transparency and increasing community engagement by creating platforms for public feedback, hosting community forums, and ensuring timely access to information.
- **Outcome:** Enhanced trust in city governance, increased public participation in city projects, and stronger partnerships with residents and local organizations.

Rodolfo “Rudy” Romero
City Manager Candidate Questionnaire Responses

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

During my time managing a critical crisis situation in Fort Lee, New Jersey, I was directly involved in leading the response to a 6-alarm fire that broke out on Main Street, a block from City Hall. As the first responding unit, I quickly took charge of the scene, working to coordinate emergency efforts and ensure the safety of residents. The fire rapidly spread over five blocks, threatening both lives and property. In this high-pressure environment, I was tasked with not only directing fire suppression activities but also ensuring the safe evacuation of residents from the affected area. Recognizing the scope of the incident, I collaborated with mutual aid partners from eight neighboring jurisdictions to bring in additional resources such as manpower, equipment, and specialized units. By leveraging established relationships with neighboring agencies, we were able to ensure a coordinated response that was both effective and efficient.

Additionally, I worked closely with the Red Cross to establish a comprehensive response plan for temporary housing and support for displaced residents. Together, we coordinated logistics to provide immediate food, shelter, and necessary assistance to those impacted by the fire. The combined efforts of emergency services, mutual aid partners, and community organizations ensured that the fire was contained, further property damage was prevented, and affected residents received the support they needed. This experience has strengthened my ability to manage complex emergencies, coordinate with multiple agencies, and ensure transparency and support for affected communities. As a City Manager, these skills would be vital in addressing crisis situations and ensuring a resilient and responsive city.

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

To ensure transparency and accountability in city operations, I would begin by prioritizing open communication and making information easily accessible. While the current centralized online platform for accessing public documents—such as budgets, meeting agendas, and updates on city projects—is robust, there is an opportunity to enhance real-time community engagement. This could be achieved through public forums, workshops, and open discussions, ensuring that residents have a voice in the decision-making process. Additionally, providing monthly public addresses to highlight achievements and challenges, and keeping residents informed through social media, newsletters, and local news outlets, would be integral to this effort.

Financial oversight and ethical governance would also be critical. Regular independent audits of city finances should be conducted, with the results made publicly available. Introducing participatory budgeting would allow residents to directly influence the allocation of portions of the city’s budget, building a sense of ownership and trust. Establishing a strong code of ethics for city officials and staff, paired with mandatory training, would further uphold integrity in all aspects of city governance.

Community engagement and oversight would be another key focus. Encouraging residents and business owners to actively participate on city boards and committees would strengthen collaboration and accountability. Implementing an online performance dashboard would provide a transparent way for the public to track the progress of city initiatives and services. To address concerns about misconduct or mismanagement, whistleblower protections and a confidential

reporting system would ensure individuals can report issues without fear of retaliation. Reviewing and enhancing HR policies would further ensure the city remains accountable to the people it serves.

By addressing these areas, we can establish a foundation of trust, openness, and accountability that strengthens the relationship between the city and its residents.

10. Please describe your experience working with unions.

I have extensive experience working & was a part of multiple unions, including the International Union of Police Associations (IUPA), Pipefitters Local Union 274, and the IAFF (International Association of Fire Fighters), particularly within the construction and emergency services sectors. Throughout my career in these fields, I have collaborated closely with union representatives to ensure smooth operations, promote worker safety, and cultivate productive labor-management relationships.

By building trust and demonstrating a commitment to mutual respect, I have successfully engaged unions and earned their support. I prioritized open communication by holding regular meetings with union leaders to address concerns proactively and ensure that both management and labor were aligned on key issues such as wages, benefits, safety standards, and working conditions. By creating a collaborative environment, I worked with unions to develop solutions that benefited both parties, leading to improved worker satisfaction and increased productivity.

Additionally, I made a concerted effort to involve union representatives in decision-making processes, particularly when it came to safety protocols, project planning, and resource allocation. By seeking their input and addressing their concerns, I was able to build credibility and demonstrate a genuine commitment to the well-being of workers. This approach resulted in greater trust and cooperation from the unions, allowing us to overcome challenges and achieve common goals.

My ability to navigate labor-management relations with unions has led to successful partnerships, ensuring that workers' needs were met while maintaining organizational objectives.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department?

With a rich background rooted in law enforcement and emergency services, I have developed extensive experience managing and overseeing police operations. My journey began in high school, where I started as a firefighter and EMT, which instilled in me a deep understanding of public safety, crisis response, and leadership. Over the years, I transitioned into various law enforcement roles, including patrol officer, dispatcher, youth academy coach, and committee participant. These experiences provided me with a comprehensive view of how police

departments function, the challenges they face, and the leadership required to drive positive outcomes.

As someone who has been actively involved in community engagement, disaster relief efforts, and non-profit organizations, I have gained firsthand insight into the importance of collaboration, transparency, and accountability in law enforcement. Managing or overseeing a police department, I view my role primarily as a facilitator of trust between the department and the community. My approach centers around aiding open lines of communication, ensuring that the police department is responsive to the needs of the community, and building strong relationships with local stakeholders, including residents, businesses, and other government entities.

In guiding a police department, I would emphasize the importance of accountability and adherence to best practices. I believe in creating a culture where officers feel supported but also held to high standards of professionalism, integrity, and ethical conduct. This involves implementing policies and procedures that prioritize community-oriented policing, ensuring that officers are not only enforcing laws but also working proactively to prevent crime and build trust with those they serve.

Additionally, I see my role as a mentor to officers, particularly in providing them with the tools and resources necessary to excel in their duties. This includes professional development programs, training on de-escalation techniques, and advancing a mindset of service and empathy. My leadership style encourages collaboration within the department and seeks to empower the leadership & officers, enabling them to make informed decisions that prioritize the safety and well-being of the community.

Ultimately, my experience in law enforcement operations has taught me that leadership is not solely about enforcing the law but about creating an environment where officers can thrive and the community feels safe, respected, and heard. My focus would be on ensuring that the police department operates with integrity, transparency, and a commitment to serving the public effectively.

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

In Fort Pierce, the city's success relies on a coordinated effort across all departments, ensuring that services are accessible, efficient, and responsive to the needs of all residents. As someone who has worked extensively with emergency services, law enforcement, development and community-focused initiatives, I understand that public safety is interconnected with other city services—such as public works, parks and recreation, infrastructure development, and economic development. These departments play a critical role in ensuring the overall well-being and quality of life for the residents of Fort Pierce.

To ensure that Fort Pierce's services meet the diverse needs of its citizens, I believe in stimulating collaboration across all city departments under the City Manager's purview. It is essential to establish clear lines of communication, so each department understands its role in

achieving broader city goals. For instance, the Public Works Department is vital in ensuring safe streets, well-maintained parks, and efficient utilities, all of which contribute to the livability of Fort Pierce. By aligning public works initiatives with community development priorities, we can enhance the city’s infrastructure and create environments that promote safety, accessibility, and connectivity.

Similarly, the Parks and Recreation Department plays a key role in strengthening community engagement, providing recreational opportunities, and ensuring access to public spaces. I would work closely with this department to ensure that recreational programs are inclusive and accessible to all, particularly underrepresented or underserved communities. By investing in parks and recreational facilities, we create spaces that contribute to community well-being, support physical health, and build stronger social bonds.

The Economic Development Department also holds a crucial role in ensuring that Fort Pierce’s residents have access to opportunities for growth and prosperity. Economic development efforts should focus on creating jobs, supporting local businesses, and attracting investments that promote a thriving community. By collaborating with local stakeholders, businesses, and nonprofit organizations, we can ensure that economic initiatives are aligned with the city’s broader goal of equitable growth. This helps address issues such as unemployment, poverty, and disparities in access to resources.

Ultimately, my approach to managing Fort Pierce’s city services involves ensuring that each department operates cohesively and in support of one another. By emphasizing coordination, transparency, and community engagement, I aim to ensure that city services are not only efficient but also tailored to meet the unique needs of all residents. Whether it’s public safety, infrastructure, parks, or economic development, the collective efforts of all city departments play a vital role in creating a safe, inclusive, and thriving Fort Pierce.

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

Building strong relationships with the diverse community of Fort Pierce, requires a proactive and visible approach. Fort Pierce is a city with a rich cultural tapestry, where African American residents make up approximately 44% of the population, White residents 32%, and Hispanic residents 21%. The median age is 38.4 years, with a fairly even gender distribution. Additionally, 14.1% of residents are foreign-born, primarily from Latin America.

Given this demographic landscape, my strategy to build relationships with community stakeholders would emphasize visibility and direct engagement. Starting my career as a police officer walking a beat, I learned firsthand the importance of being present in the community. This approach develops trust and allows for authentic interactions. I would continue this practice by regularly visiting neighborhoods, attending community events, and participating in local gatherings. Fort Pierce hosts various community events, such as the annual Fort Pierce Jazz and Blues Society's "Blues and Jazz Festival," which attracts a diverse audience. Participating in such events would provide opportunities to connect with residents in a relaxed setting.

Additionally, I would collaborate with local organizations that are already embedded in the community. For instance, the Fort Pierce Utilities Authority's Project CARE program offers emergency assistance to residents facing financial hardships. Partnering with such initiatives can enhance service delivery and demonstrate a commitment to the community's well-being.

Engaging with local schools and educational institutions is also crucial. Fort Pierce is home to several schools with diverse student populations. By participating in educational programs and mentorship opportunities, I can build trust with younger residents and their families, fostering a sense of community and shared responsibility.

In summary, my approach to building relationships with Fort Pierce's stakeholders would be rooted in visibility, active participation, and collaboration with existing community initiatives. By being present and engaged, I aim to promote trust and strengthen the bonds between city services and the residents we serve.

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

To promote economic growth and job creation in Fort Pierce, a comprehensive and well-coordinated strategy is essential. Fort Pierce has a rich history tied to its waterfront, agriculture, and tourism, but like many cities, it faces challenges related to economic development, such as limited access to quality jobs, economic diversification, and workforce readiness. My approach would focus on leveraging the city’s unique strengths, enriching collaboration, and ensuring that growth benefits all residents. Below is a structured plan designed to stimulate economic growth and create job opportunities in Fort Pierce.

1. Enhance Workforce Development and Training Programs

A key driver of economic growth is a well-prepared workforce. Fort Pierce has a diverse population, including a significant portion of residents who may benefit from enhanced job training and education. To address this, I would work with local schools, vocational training centers, and colleges such as Indian River State College (IRSC) to create targeted workforce development programs. These programs should focus on industries with growth potential, including healthcare, manufacturing, logistics, renewable energy, and tourism.

- **Partnerships with Educational Institutions**: Establish partnerships between local businesses, educational institutions, and workforce development programs to ensure that training aligns with current labor market needs.
- **Apprenticeship and Internship Programs**: Develop apprenticeship and internship programs in collaboration with local employers to give students and job seekers hands-on experience and a clearer career pathway.
- **Support for Skilled Trades**: Provide incentives and funding for vocational training in industries like construction, plumbing, and electrical work, which are critical to Fort Pierce’s development and infrastructure needs.

2. Foster Economic Diversification and Support Existing Industries

Rodolfo “Rudy” Romero
City Manager Candidate Questionnaire Responses

Fort Pierce has historically relied on agriculture, tourism, and maritime industries. However, diversification is key to long-term economic resilience. To build on these foundational sectors while encouraging new industries, I would implement strategies that promote growth across several key areas.

- **Encourage Growth in Renewable Energy and Sustainability**: Fort Pierce has untapped potential in renewable energy, particularly solar energy. Establish partnerships with companies and organizations involved in solar energy production, maintenance, and research. Incentivize clean energy projects to attract businesses and create jobs in this sector.
- **Support the Maritime and Port Industry**: Fort Pierce’s location near the waterfront provides a strategic advantage. Strengthening the port and maritime industry by investing in infrastructure improvements and promoting related services such as shipping, logistics, and supply chain management will boost economic activity.
- **Promote Tourism and Hospitality Growth**: Fort Pierce’s natural attractions, including its waterfront and outdoor recreation opportunities, present opportunities for tourism growth. Enhance marketing efforts to promote Fort Pierce as a destination for eco-tourism, cultural tourism, and outdoor activities. Collaborate with local businesses to attract visitors and encourage the development of amenities such as restaurants, hotels, and outdoor recreational spaces.

3. Attract and Retain Small and Local Businesses

Supporting small businesses is critical for sustainable economic development in Fort Pierce. Small businesses are often the backbone of local economies and providing them with the resources to thrive can create jobs and encourage a sense of community ownership.

- **Small Business Incubators and Accelerators**: Establish business incubators and accelerators that provide resources such as office space, mentorship, funding, and networking opportunities for startups and small businesses.
- **Access to Capital and Funding**: Partner with financial institutions, community development organizations, and federal/state grant programs to enhance access to capital for small business owners, particularly those from underrepresented communities.
- **Local Supply Chain Development**: Strengthen local supply chains by encouraging local sourcing and procurement policies, allowing small businesses to contribute more effectively to the broader economy.

4. Improve Infrastructure to Support Economic Development

Infrastructure is a cornerstone of economic growth. Fort Pierce faces challenges related to aging infrastructure and limited investment in key areas such as transportation, utilities, and public amenities.

- **Transportation and Connectivity**: Invest in improving transportation infrastructure, including enhancing access to key economic hubs like the port, airport, and highway systems. Upgrades to roads, public transit, and connectivity to neighboring regions will make Fort Pierce more attractive to businesses and visitors alike.
- **Waterfront Development**: Revitalize and develop waterfront areas to attract residential, commercial, and recreational use. Enhancing these areas can promote tourism, attract new businesses, and spur economic growth.
- **Broadband Access**: Fort Pierce's partnership with Comcast to establish "Lift Zones" highlights its commitment to affordable, high-speed internet access for residents and businesses. These initiatives, along with programs like Comcast’s Internet Essentials and the federal Affordable Connectivity Program, ensure reliable, low-cost connectivity for students, families, and job seekers. By expanding broadband access, the city enables businesses to operate efficiently, attracts tech-based industries, and fosters a digitally inclusive community, positioning Fort Pierce for economic growth and innovation in the digital age.

5. Encourage Public-Private Partnerships and Economic Collaboration

Collaboration between public, private, and non-profit sectors is essential to maximize economic development efforts.

- **Collaborative Economic Planning and Strategy**: Form a dedicated economic development task force that includes representatives from local government, businesses, educational institutions, and community organizations to develop a unified economic growth strategy.
- **Incentive Programs for Business Attraction**: Provide targeted incentives such as tax breaks, grants, and zoning flexibility to attract new industries and businesses to Fort Pierce.
- **Partnerships with Regional and State Economic Development Agencies**: Collaborate with organizations such as the Florida Economic Development Council and Treasure Coast Regional Planning Council to access state and federal resources and funding opportunities for economic development.

6. Enhance Quality of Life to Attract Talent and Investment

A thriving community is one that offers a high quality of life. Fort Pierce’s natural beauty, cultural assets, and recreational opportunities can be leveraged to attract talent and investment.

- **Cultural and Community Engagement Initiatives**: Invest in cultural events, festivals, and public art projects that promote community pride and attract visitors.
- **Affordable Housing and Community Amenities**: Develop strategies to address housing affordability and improve community amenities like parks, healthcare, and public spaces, making Fort Pierce an attractive place to live, work, and raise a family.

- **Health and Wellness Initiatives**: Support healthcare infrastructure and wellness programs to enhance the well-being of residents, contributing to a thriving workforce.

By implementing these strategies, Fort Pierce can create a dynamic and resilient economic environment, fostering job creation, attracting new industries, and ensuring that the benefits of growth are shared by all its residents.

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 not been any adverse or critical statements made about me in print, online media reports, or on social media. I have always conducted myself with integrity and professionalism, both personally and professionally. My career has been built on a foundation of trust, accountability, and service to the community, and I have consistently upheld these values in every role I have undertaken.

If an online search of me were completed, it would reflect my extensive experience in leadership, public service, and community engagement. It would show my commitment to public safety, having started my career as a firefighter and EMT and then transitioning into law enforcement, where I walked a beat and focused on building relationships with the communities I served. It would also highlight my successful work in emergency management, housing development, and my active participation in civic organizations, non-profits, and volunteer initiatives.

Moreover, I have passed two polygraph examinations and multiple police psychological evaluations, which underscore my credibility, integrity, and mental resilience. These assessments are rigorous and attest to my fitness for roles that demand high ethical standards and sound judgment.

If I were evaluating myself for the position of City Manager, I would see a dedicated professional with a proven track record of leadership, a strong moral compass, and a passion for improving the quality of life for all community members. I would find someone who values transparency, collaboration, and innovation, and who is fully committed to serving the residents of Fort Pierce with distinction.

Keil Tiernan

Fort Pierce, FL 34945
keiltiernan4_e5s@indeedemail.com
(409) 877-8467

Professional Summary

Real Estate Professional with over 25 years of experience offering expertise in all forms of site development, project management, site acquisition, contract drafting and negotiation as well as marketing and leasing of wireless structures.

Effective Manager and Resourceful Strategist who successfully spearheads critical initiatives and delivers high-impact solutions and is skilled in maximizing efficiency and productivity to exceed bottom line goals.

• Experience in all fields and disciplines of site development and leasing including: all forms of document drafting, negotiation of legal and business terms, site development, zoning, permitting and construction drawing review.

• Marketing and leasing of developed and new build sites to wireless carriers in the respective market.

• Management of in-house and project teams including leasing, marketing, site acquisition and development and administration lead personnel.

• Excellent verbal and written communication skills with all levels of management, employees and outside parties such as real estate owners, carriers, architects, engineers, contractors, co-workers, utility companies and local jurisdictions.

• 25+ years of experience in all phases of site development and project management including site acquisition, A&E, regulatory, environmental, legal and zoning/permitting.

• Negotiated and drafted Master Leases, Ground Leases, Rooftop Licenses and Access and Utility Easements with real estate owners for raw land, rooftops and collocations.

• Developed and drafted carrier/landlord agreements including but not limited to vendor SOW, LOI, Entry and Testing, lease, license and easement, amendment/addendum, Master Lease, Asset Purchase and Build-to-Suit agreements.

• Developed and negotiated site acq vendor SOW and pricing for T-Mobile Houston Market with Procurement.

• Negotiated and drafted all carrier MLA’s at GTP including Verizon, Sprint, AT&T, T-Mobile, MetroPCS and Cricket.

• Successfully completed thousands of carrier collocations and upgrades on towers and rooftops for all carriers nationwide as well as numerous in-building and high rise building wireless solutions.

• Developed well over 500 new telecom sites and towers from site identification, RF approval, leasing raw land, zoning hearings and permitting through final site completion.

• Licensed Florida Real Estate Broker

Authorized to work in the US for any employer

Work Experience

Director of Site & Business Development

Gen7 Engineering LLC-Fort Pierce, FL

November 2022 to Present

• Identify and develop strategic contacts and acquire new business opportunities for the company.

• Increase company revenue by expanding those opportunities.

• Evaluate existing partnerships and relationships with an eye toward building on what works and changing what doesn't.

• Negotiate and develop new and existing Master Service and Co-Development Agreements with carriers and tower company partners.

• Manage all aspects of the real estate and soft cost development team, including NSD, site modification and lease renewal projects.

• Program manage all new site development, including site acquisition and field work, directly related to acquiring new build sites for BTS and NSD.

• Ensure complete and timely permitting, leading and coordinating preparation and approval of land lease and development agreements.

• Negotiate option and land lease, access/utility and easement agreements with landowners.

• Oversee soft cost team working on site modifications and upgrades, including MLA and non-MLA sites, rooftops and military bases.

• Assist team in negotiating strategic lease renewals on expired and expiring leases on non-MLA sites.

• Coordinate and attend on-site meeting and site walks with stakeholders.

• Prepare and submit zoning and permitting filings as required.

• Manage and train new team members.

Site Development Manager

T-Mobile USA, Inc.-Houston, TX

May 2018 to November 2022

• Supervision of Market Real Estate Development for New Site Development (NSD) and site modifications (Mods)

• Collaborate with Small Cell/Venue team on Mid-Cell Project for first deployment in the Market.

• Lead and manage SC Development team, internal and 3rd party Project Managers and site acquisition vendors. Provide program management for Development team, including CAPEX and SC approvals, processes, data integrity and reporting.

• Maintain quality control on all projects for timely and consistent delivery of essential program activities.

• Ensure entitlements are delivered in a timely manner and EC Pace is met or exceeded.

• Set Quarterly Goals and expectations for the Development Team.

• Oversee and ensure compliance with all company, regulatory, zoning and permitting requirements.

• Interact with and support all RF, Construction and Operations Market Managers, Senior Managers and the Senior Market Director as needed for all related development activities.

• Work closely with Region, RF and Construction to develop monthly POR through the Governance process.

• Attend Bi-Weekly Market and Performance Meeting and report SC results to Senior Managers and Senior Market Director (WPR review).

• Attend South Region Weekly Dev/RF Build call and related brainstorming sessions.

• Lead for landlord issues and resolution.

• Create job descriptions, interview, on-board and train new hires.

• Worked with Procurement to create SOW and pricing for Site Acquisition and A&E services to be utilized throughout the South Region.

Network Specialist - Real Estate/Regulatory

Cellco Partnership d/b/a Verizon Wireless-Charlotte, NC

September 2013 to March 2018

• Control New Build sites including new tower development, collocations and rooftops.

• Manage Site Acquisition and outside vendors including legal, A&E, zoning and Environmental consultants.

• Review engineering orders, lease exhibits, Phase I reports, CD’s, structural analyses and all leasing documents.

• Review and approve all project PO’s and submit for processing and receive upon work completion.

• Negotiate lease/license agreements and amendments and track and commence all ground and structure leases.

• Interface with site owners and perform site visits.

• Work closely with the local attorneys during preparation and processing of all agreements.

• Participate in all required zoning submittals and attend necessary public hearings and town meetings.

• Project manage all open new build projects in the largest markets in the Carolina/Tennessee Region (Nashville, Charlotte, Raleigh, Asheville and Greensboro)

• Provide weekly status reports to the Director and Executive Director.

• Establish and maintain organized and efficient system documented for the central files for each site.

• Responsible for the Property Management Consolidation of each site file.

• Coordinate/distribute the flow of information to help expedite workflow to multiple departments including RF, System Performance and Construction.

• Ensure all site pertinent information is entered into appropriate databases.

• Daily use of FUZE, NetSites, NetDocs, NRE Admin and RE Site Tracker.

• Supervise and train new employees.

Network Real Estate Specialist

Artech Information Systems, LLC-Charlotte, NC

May 2013 to September 2013

· Managed the Crown AWS antenna upgrade project.

· Reviewed engineering orders and previous leasing documents.

· Negotiated lease/license agreement amendments.

· Interfaced with site owner.

· Worked closely with the local attorneys during preparation and process of all amendments and zoning as required.

· Project managed open projects.

· Provided weekly status reports to Real Estate Manager.

· Established and maintained organized and efficient system documented for the central files for each site.

· Coordinated the flow of information to help expedite workflow to multiple departments.

· Ensured all site pertinent information is entered into appropriate databases.

VP – Contracts & VP – Leasing

Global Tower, LLC-Boca Raton, FL

December 2002 to January 2012

• Started predecessor company, Global Site Management, with former GTP CEO.

• Drafted a wide range of intricate contracts and documents including, but not limited to, master lease and license agreements, easements, construction services and vendor contracts, merger and acquisition agreements and build-to- suit agreements with carriers and contractors as well as management agreements, master rooftop lease agreements, ground leases and easements with real estate owners.

• Led complex negotiations with carriers and respective counsel from origination of negotiations through agreement closure and post-closure follow up and functional implementation of the subject agreement.

• Acted as carrier contact regarding complex legal matters that arose regarding MLA or high-level corporate issues.

• Identified and addressed existing legal issues and safeguarded against future legal and business issues by revising form documents.

• Served as legal advisor concerning real estate and telecommunications operations including contracting, government regulation, zoning compliance and other related issues.

• Advisor to senior management in various departments on contractual business decisions.

• Performed due diligence on prospective new tower and rooftop portfolios.

• Developed legal review process and procedures for collocations and new tower development.

• Assisted SVP & General Counsel in interviewing, hiring and training new members of the legal and Asset Management teams.

• Oversaw Asset Management Department and team of six Asset Managers responsible for maintaining existing ground leases, renewing expiring ground leases and relationships with ground owners.

• Led ground lease rent reduction project and successfully reduced rent on 40% of sites targeted.

• Worked with all carriers on hundreds of collocations for GTP's inception. Negotiated legal and business terms, performed site walks, A&E walks, plan review and approval.

• Built new towers involving all phases of development including site acquisition, identifying and leasing raw land, site walks, zoning and permitting applications and meetings and review and approval of construction drawings.

• Created GTP's "Rooftop-to-Suit" program. Identified and master leased rooftops for collocations and brought the sites into GTP's portfolio.

• Performed Site Acquisition services and created and delivered SCIP packages, attended weekly deployment meetings, attended all site walks, reviewed and approved construction drawings and managed final completion of construction and closeouts.

Co-founder and President

HighPoint Telecom Management, Inc. ("HTC")-Boca Raton, FL

September 2001 to December 2002

• Co-founded a third-party management rooftop leasing company.

• Responsible for day-to-day company operations including development and acquisition of new rooftops to portfolio.

• Negotiated and drafted all carrier lease documents on HTC rooftops and riser systems.

• Merged with Global Site Management (which became Global Tower, LLC ("GTP") in December 2002.

Senior Regional Asset Manager – South Region

SpectraSite Communications Inc.-Cary, NC

November 1995 to July 2001

• Responsible for telecom management for towers, rooftops, rooftop riser and in-building solutions for 2000+ sites.

• Controlled 200+ Triton Towers for co-location.

• Oversaw and facilitated leasing activities in conjunction with access and transmit leasing to execute 1000+ telecom license agreements and MLA's.

• Completed on site audits of towers and rooftops, reviewed co-location applications, established leasing procedures with owners and carriers, scheduled and attended site visits, negotiated, redlined and drafted all lease documents.

• Performed marketing meetings with all market and national carriers.

• Established site owner procedures and developed owner form documents.

• Opened the Florida market and developed the Southeast Region for Apex Site Management

Education

J.D.

University of Illinois Chicago Law School - Chicago, IL

B.A. in International Relations

Lehigh University - Bethlehem, PA

Skills

• Siterra

• MagentaBuilt

- ARIBA
- Sharepoint
- Google
- iCSNE
- MS Office
- FUZE
- REED Portal apps (i.e. SLOT, Element, Document Finder)
- Adobe Pro
- Property Management
- Team Management
- Process Improvement

Certifications and Licenses

Florida Real Estate Broker

September 2002 to Present

Candidate Questionnaire

Candidate Name: Keil Tiernan

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.

    Current position: Coldwell Banker Paradise (Fort Pierce, South Hutchinson Island and Ocean Village offices):

    a. Position start and end dates. 3/2024 - present

    b. Position title and organization. Broker Associate, Coldwell Banker Paradise, but I am an independent contractor.

    c. To whom you directly reported. Zully Hunter is the Sales Manager

    d. Ending salary. TBD

    e. Population of community served. St Lucie County, mainly Fort Pierce.

    f. Total number of employees in the organization. 1

    g. Number of employees supervised (directly and indirectly). 1

    h. Total budget of the organization. N/A

    Gen7 Engineering:

    a. Position start and end dates. 11/2022 – 6/2024

b. Position title and organization. Director of Site and Business Development, Gen7 Engineering LLC
c. To whom you directly reported. Alecia Poe
d. Ending salary. $150,000.00
e. Population of community served. Various throughout the Southeast US
f. Total number of employees in the organization. 40
g. Number of employees supervised (directly and indirectly). 8 - 10
h. Total budget of the organization. $10,000,000.00

T-Mobile USA Inc.
a. Position start and end dates. 05/2018 – 11/2022
b. Position title and organization. Site Development Manager, T-Mobile USA Inc.
c. To whom you directly reported. Don Satterwhite
d. Ending salary. $121,000.00
e. Population of community served. The population of Houston Texas is over 2.3 million, but the entire coverage area was over 10 million.
f. Total number of employees in the organization. 67,000
g. Number of employees supervised (directly and indirectly). 12 - 15
h. Total budget of the organization. T-Mobile US operating expenses for the 12 months ending September 30, 2024 were $63.102B.

Verizon Wireless (Cellco Partnership)
a. Position start and end dates. 05/2013 – 04/2018
b. Position title and organization. Network Specialist – Real Estate/Regulatory
c. To whom you directly reported. Betty Johnson
d. Ending salary. $101,000.00
e. Population of community served. The population of the Carolina/Tennessee market is over 10 million.
f. Total number of employees in the organization. 105,000
g. Number of employees supervised (directly and indirectly). 12 - 15
h. Total budget of the organization. Verizon Wireless' capital expenditures for 2024 is between $17 billion and $17.5 billion.

2. Why are you interested in pursuing this position? There are many reasons for my interest in pursuing this position but, ultimately, I want to be part of an organization that serves the

public good and makes a difference and has a positive impact on the community. I would also like to have the ability to help solve community challenges, present and future.

3. How would you describe your management style? My management style is multi-faceted. I enjoy and encourage collaboration and clear communication and prefer to listen rather than speak during problem solving sessions. I will offer guidance and support and will adapt to different contexts and needs as each individual and department has their own set of needs and would like to be heard. I encourage people and groups to be autonomous while ensuring that they have the tools and resources to achieve success.

4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. Managing personnel issues is based on leadership and organizational best practices. Diversity and inclusion and equal opportunity and treatment for all is at the height of this issue. Hiring involves the right fit for the job but goes beyond that with respect to culture and values. Discipline goes to ensuring that employees are given clear guidelines of what is expected of them and ensuring that those guidelines are enforced equally across the board, encouraging correction rather than punishment. Similar could be said regarding ethincal violations as there should be a zero tolerance policy toward such violations and same should be clearly expressed to all, employees and leadership alike. Labor relations involve clear communication amongst all parties as well as collaboration on a resolution to any conflict. Lastly, but not least, are performance evaluations which are critical to organizational success. Continous feedback is best to ensure employees are staying on track and know what is expected of them. Positive reinforcement is key as is corrective guidance to motivate employees and encourage trust and a high performance environment whereby employees feel valued.

5. How would you deal with city budget constraints and identify new revenue sources? Dealing with budget constraints and identifying new sources of revenue is multi-pronged. It would require review and assessement of the existing budget to determine any shortcomings or overspensding and a reprioritization of expenses which may involve an in-depth review by each department of their expenses and future needs. Once identified, it may be possible to eliminate, consolidate or outsource some of those expense areas that

are not performing or are under performing. With regard to identifying new revenue sources, this is a subject area that gets me excited! I think that there is so much potential in this City for attracting new revenue. This area is beautiful, convenient and still not overpopulated which is what attracted me to move here nearly 2 years ago. I think we can keep the "small town" feel yet increase the demand for it as a tourism destination. I see the increase in people seeking a great vacation spot when I sit at Ocean Village in my Realtor role in the winter months. However, there isn't really anywhere else around like Ocean Village there are currently few brand hotels in the area. I know there a number of projects and plans in the works and I would love to be a part of implementing them or helping decide what would be a good fit for our City and surrounding community and I'm sure that the community has ideas as well which I would love to hear.

6. How will you prioritize competing demands for resources within the city? There is a delicate balance regarding allocation of resources within any City. I think I touched on it a bit previously in reference to the budget but there are competing demands, financial constraints and future goals that need to be analyzed and prioritized. High priorities for funding include public health and safety and emergency/disaster services as well as the City's core infrastucture (roads, water, sewer, power). Those areas require funding first and foremost. Other areas which could compete for resources could be housing, parks and recreation and public works which should be priorized by community need and input by the various departments. Resources should be distributed equitably with priority given to the communities with the greatest need.

7. Describe a successful initiative you have led as a City Manager. I have not previously been a City Manager but I have been a part of huge corporations (T-Mobile and Verizon) and several start up companies, including a few of my own. Initiative is the name of the game in these scenarios and learning the ins and outs of the new situation and how that "company" operates is the key to success in any operation. Observing and learning is a really great way to take it all in.

8. Describe a time when you had to manage a crisis situation in a city setting. I have not had to manage a crisis situation in a city setting but I have been part of crises that have effected the community and been a part of recovery efforts. For example, I was directly impacted

by the tornadoes that struck our area in October of this year and helped ourselves as well as our neighbors and community get together and start the rebuilding process. There is an affect or effect in surviving that disaster that I can't explain but I know what a crisis feels like first hand and will always want to be on the front lines or at least close behind the scenes given any danger in order to help those involved. There is such a heavy impact on a person mentally and physically during and after a crisis and I will always be able to empathize with those struck by a tragedy.

9. What steps do you take to ensure transparency and accountability in city operations. Communicating tranparently with residents as well as stakeholders about how decisions are made and why certain priorities are set helps maintain trust, especially involving difficult decisions. People want leaders they can trust and ensuring that residents understand how their feedback and participation influenced the budget decisions and prioritization process, city leaders can make informed decisions about allocating limited resources while balancing the diverse needs of the community, guaranteeing that priorities are addressed and long-term goals are supported.

10. Please describe your experience working with unions. While I don't have direct experience working with unions in my previous roles, I am confident that my background in law and skills in negotiation, conflict resolution and managing people will allow me to build strong, collaborative relationships with unions and employee representatives. The skills that I have developed throughout my career are highly transferrable to managing relations with unions. I am aware of the importance of positive labor relations and am committed to learning more about labor law and union relationships and am confident that my ability to listen and collaborate and negotiate will foster positive relationships and outcomes.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? My answer here is similar to the previous answer as I do not have expertise managing a police department. However, throughout my career, I have developed strong skills in communication and leadership that allow me to motivate people as well as drive performance and build trust. I would listen and learn about the challenges faced and collaborate with the police department leadership team, whose experience and opinions are invaluable, to create an environment of

communication and continuous education regarding best practices in their realm. Trust, both within the department and the community, is essential for the department to be effective and transparency in leadership and decision making would be key to earning that trust.

12. How will you ensure that the city's services meet the needs of all its citizens? This is a complex and ongoing task, as well keeping in mind diversity, equity and inclusion of the citizens. Since the population of the City is very diverse, listening to and engaging with the community and its leaders is essential to ensuring that City services meet the needs of all citizens. Social media is a great way to get input and feedback from the community as are town hall and/or neighborhood meetings. City departments need to collaborate and coordinate efforts as well to ensure proper use of resources in meeting such needs of the citizens.

13. What strategies will you use to build relationships with stakeholders in the community? I think collaboration among stakeholders is key. Bringing together various stakeholders - residents, government agencies, businesses and community groups and leaders - is crucial to the success of community relationships. Going out and meeting the people as well as community and business leaders is extremely important in building trust and relationships.

14. What strategies would you implement to promote economic growth and job creation? Promoting economic growth and job creation requires an approach that focuses on business-friendly policies, development of the workforce in the community, targeted investment in essential infrastructure and support for innovation and research. By promoting an environment that encourages entrepreneurship and small business, attracts investment and creates high-quality job opportunities, the City can drive long-term economic prosperity for the residents.

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? No my social media presence is quite small. I have a Coldwell Banker web site and several real estate listings that appear in

searches, but my postings on social media (Facebook and Instagram) are all related to real estate, my family and animals. I also have an Etsy page that will appear in a search in which I make hair bows for equestrian and sporting event competitors but that is all. I am very transparent!

December 12, 2024

Derek Scrapchansky
9433 Meadowood Dr.
Fort Pierce, FL 34951
(904) 860-8808
dkscrap3@gmail.com

Fort Pierce City Commissioners
100 N. U.S. Highway 1
Fort Pierce, FL 34950

Dear City Commissioners and Members of the Hiring Committee,

I am excited to submit my application for the City Manager position with the City of Fort Pierce. With 34 years of experience in leadership positions, I have demonstrated a strong commitment to fiscal responsibility, sustainable growth management, and creating a positive organizational culture. In my most recent role as Town Manager in Topsham, Maine, I led a successful effort to reduce taxes, strengthen the Town's financial position, and improve services offered by each of the Town's 13 departments. These initiatives allowed us to reinvest savings into critical infrastructure improvements while simultaneously increasing retention and morale among Town employees.

One of my proudest accomplishments was steering the Town through a significant financial turnaround by strategically managing our debt and improving services during and following the COVID pandemic. Through a combination of targeted cost-saving measures and a focused debt reduction strategy, we decreased net property tax commitment by 2.5%, increased valuation by 30%, and reduced the city's debt service by 85%. Achieving this goal years ahead of schedule freed up vital resources, enabling us to reinvest in infrastructure projects such as road construction, water system upgrades, and public facility improvements that were essential to making the infrastructure more resilient and enhancing the quality of life for residents. This resulted in financial stability and community trust that attracted businesses and families interested in moving to mid-coast Maine.

I was actively engaged in the Town's economic development activities, including the administration of Community Development Block Grants (CDBG) and the management of the Town's nine tax increment financing (TIF) districts. I successfully implemented strategies to attract new businesses, revitalize underdeveloped areas, and support local entrepreneurs. Through effective management of TIF districts, we secured funding for infrastructure improvements, commercial areas, affordable housing units, and economic revitalization initiatives within the community. These experiences have honed my ability to navigate funding mechanisms, build strong relationships with stakeholders, and develop strategic plans that balance economic growth with community needs.

In addition to improving financial and economic positions, I focused on enhancing employee retention by addressing wage disparities and improving benefits for staff. By investing in competitive wages and creating a more supportive work environment, we saw an increase in employee satisfaction and retention, which was essential for maintaining continuity and excellence in customer service. This approach not only supported the Town's operations but also helped to build a workforce that was more engaged, motivated, and aligned with the Town's vision.

At the same time, I placed a strong emphasis on clear communication and fostering a culture of integrity and transparency. I believe that effective leadership requires open, honest dialogue with both staff and community. By ensuring that all stakeholders – elected officials, employees, and residents were kept informed and engaged in key decisions, we built trust and collaboration, which ultimately led to the successful execution of our initiatives.

As City Manager, I would bring this same focus on fiscal responsibility, growth management, and employee engagement to ensure the city's success. I am excited about the opportunity to work with your team and strive to provide outstanding public services, strengthen the city's financial foundation, and build a positive, high-performing organizational culture.

Thank you for considering my application. I look forward to the opportunity to meet with you and discuss how my experience and vision can contribute to the future growth and success of Fort Pierce.

Sincerely,

Derek Scrapchansky

DEREK SCRAPCHANSKY CDR/USN (RET.)

9433 Meadowood Dr. Fort Pierce, FL 34951 (904) 860-8808 dkscrap3@gmail.com

Decisive executive who has demonstrated leadership in multi-faceted and complex operations as a municipal administrator and officer in the United States Navy. Over thirty-four years as a strategic planner, problem solver, motivator, and creator of winning organizations. Respected leader with a reputation for developing, pioneering, and implementing solutions to complex operational, technical, and funding challenges. Expert communicator, skilled at building understanding and achieving consensus across all levels of an organization.

KEY BUSINESS ROLES AND COMPETENCIES

Operations…Budget Planning & Execution…Personnel Management…Economic & Community Development…
Long-Range Strategic Planning… Program Management…Emergency Management…Productivity Improvement…
Analysis & Evaluation… Physical and Information Systems Security…Logistics… Consensus Building...
Organizational Transformation
Creating and Leading Successful Teams

PROFESSIONAL HISTORY

TOWN MANAGER/TREASURER, Town of Topsham, ME.....…….2018 –2024
- Developed and managed a $28 million budget and served as administrator responsible for 150+ employees and 13 municipal departments
- Prioritizes and assigned resources to meet goals as described in the Town's Comprehensive Plan and Select Board directives
- Responsible for policy and procedure development; ensured compliance with Local, Federal, and State laws
- Responsible for all economic development activities, CDBG administration, and management of 9 tax increment finance (TIF) districts
- Responsible for collective bargaining negotiations, contract agreements, and related employee-relations activities
- Represented the Town before various federal and state agencies, boards, commissions, public meetings, and community events
- Worked with neighboring jurisdictions, such as the county, state, and federal government, other governmental agencies, local citizens, and interest groups; conducted media relations and public relations
- Provides leadership to support the development and management of multiple projects, partnerships, and plans designed to improve public safety, enhance economic growth, protect the environment, and strengthen communities

ASSISTANT TOWN MANAGER, Town of Brunswick, Brunswick ME.....2015 - 2017
- Served in the absence of, and on behalf of, the Town Manager to facilitate and execute the performance of the duties and functions of the Town Manager's Office consisting of 230+ employees and serving a population of over 22,000 residents
- Assisted in the development and management of a $63 million budget
- Assisted in capital improvement programming, long range planning, managed human resources functions, information technology systems, operation and maintenance of municipal buildings, and special projects
- Responsible for policy and procedure development; recruitment and selection; pay and performance; collective bargaining; discipline and termination; and ensuring compliance with federal and State labor laws
- Coordinated responses and represented the Town before various federal and state agencies, boards, and commissions
- Assisted in drafting, accepting, and approving RFP's and contract awards

DIRECTOR, NEW TECHNOLOGIES, Commander, Patrol and Reconnaissance Group, Norfolk, VA .....2014 - 2015
- Managed modern technology integration into 100+ aircraft and ensured training and operational readiness for 8300+ personnel
- Functioned as Special Access Program subject matter expert for operations, training, planning, and security management in support of Commander, Patrol and Reconnaissance Group
- Direct liaison between U.S. Navy Pentagon, U.S. Fleet Forces Command, defense contractors, and Combatant Commanders for Special Access Program integration into the Maritime, Patrol and Reconnaissance Force
- Assisted with the fleet training and readiness requirements for the implementation of the Boeing P8 Multi-Mission Maritime Patrol Aircraft and the Northrop Grumman MQ-4C into the U.S. Maritime, Patrol, and Reconnaissance Fleet

9433 Meadowood Dr. Fort Pierce, FL 34951 (904) 860-8808 dkscrap3@gmail.com

OPERATIONS/FORCE PROTECTION DIRECTOR, Carrier Strike Group Eight, Norfolk, VA ..... 2012 - 2014

- Planned and directed administrative, operational, and force protection activities for an organization consisting of 12 ships, 84 aircraft, and 9,000+employees. Total budget exceeded $2 Bil annually with assets worth over $30 Bil.
- Turned Commander's intent into action across all areas of competencies providing oversight and guidance to major stakeholders to achieve U.S. National Security objectives during operational combat deployments to Europe and the Middle East
- Chosen by U.S. Navy to be Director of New York Fleet Week 2014
    - Planned and executed 130 community relations, outreach, aviation, and general public visitation events that were viewed by millions of people in the world's number one media market
    - Directed over 3000 personnel from 37 federal, state, and NYC organizations encompassing logistics, ship and aviation operations, public affairs, protocol, and force protection while operating within a $4 million budget
    - Coordinated with NYC mayor's office, multiple NYC media outlets, USO, Navy League, NYC Athletic Club, Intrepid Museum, NY Stock Exchange, Staten Island, NY Mets, and numerous other businesses and organizations to ensure all Fleet Week events and VIP receptions were executed and resourced
- Force Protection/Security Director for the Baltimore Star Spangled Spectacular 2014

SPECIAL PROGRAMS DIRECTOR, Commander, Patrol and Reconnaissance Group, Norfolk, VA ..... 2009 - 2012

- Developed a comprehensive implementation plan for current and future Department of the Navy special programs
- Directed and managed a cross-functional team comprised of Department of Defense (DOD) contractors and military agencies to ensure training, operations, and security met DOD objectives and policy
- Managed physical and information systems security. Developed an effective and more efficient organizational structure saving the Department of the Navy more than 50% in workforce and facility construction costs
- Direct liaison between U.S. Navy Pentagon, U.S. Fleet Forces Command, defense contractors, and Combatant Commanders for fleet implementation and capabilities presentations

OPERATIONS OFFICER, Patrol Squadron Two Six, Brunswick, ME……2007 - 2009

- Selected to lead the operations department of a 9 plane P-3 Orion Squadron consisting of over 400 personnel with an annual operating budget of $6.4 million and assets worth over $750 million
- Coordinated scheduling of all Maritime, Surveillance, and Reconnaissance missions in support of Operation Iraqi Freedom and Operation Enduring Freedom to meet U.S. CENTCOM and Department of Defense objectives while serving as liaison to U.S. Navy Central Command
- Chosen to lead 113 military and civilian personnel in the execution of 545 combat flight hours during the U.S. Navy's initial Global Hawk Broad Area Maritime Surveillance (BAMS) Detachment to the U.S. CENTCOM Area of Responsibility

OTHER POSITIONS HELD..... 1991 - 2007

- Officer in Charge: Directly managed 34 personnel and a budget of $35 million in support of highly sensitive U.S. Navy programs
- Program Manager: Responsible for a $3.2 Mil U.S. Navy program
- Training Officer: Responsible for the training and proficiency of 12 combat aircrews and over 500 personnel
- Operations Officer: Directly responsible for the training, readiness, and financial budgeting of 30 aircrew totaling over $10 mil

EDUCATION, AFFILIATIONS, AND DISTINCTIONS

- ***BS ECONOMICS*** University of Connecticut, ***MBA*** Embry-Riddle Aeronautical University, ***National Security and Strategic Studies*** Air Force War College
- Member of the International City/County Management Association (ICMA), Maine Town and City Managers Association (MTCMA), and Maine Local Government Human Resource Association (MLGHRA)
- Board of Directors – Mid-Coast Council of Governments (MCOG), Sagadahoc County Administrators
- Naval Maritime and Patrol Special Projects Pilot, Weapons/Tactics School Instructor, Mission Commander, Tactical Coordinator
- AWARDs: Meritorious Service Medal (3), Air Medal, Navy Commendation Medal (3), Navy Achievement Medal (3) and numerous campaign and unit awards
- Veteran of Kosovo, Iraq, and Afghanistan campaigns

PROFESSIONAL REFERENCES

Available upon request

Candidate Questionnaire

Candidate Name: Derek Scrapchansky

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.

    Town of Topsham, Maine
    a. October 2018 to April 2024
    b. Town Manager
    c. Topsham Select Board, Roland Tufts (Chair)
    d. Compensation ~$160K
    e. ~10,000
    f. ~210
    g. 15/~195
    h. ~$29 million

    Town of Brunswick, Maine
    a. November 2015 to May 2017
    b. Assistant Town Manager
    c. Town Manager, John Eldridge

d. Compensation ~$125K
e. ~22,000
f. ~250
g. 5/~245
h. ~$63 Million

United States Navy (Please see resume)
a. 1991-2024
b. Commander
c. numerous supervisors
d. Compensation ~$150

2. Why are you interested in pursuing this position? My wife and I have spent a considerable amount of time in Florida throughout my career, and we decided three years ago that we would make Fort Pierce our permanent home. Fort Pierce offers a healthy lifestyle with a great mix of natural surroundings, history, community events, and promising future. My extended family moved to Ft. Pierce over 40 years ago, and I have listened as they have talked about the challenges within this growing community and its great ammenities. This position offers the opportunity to use my leadership skills and experience to serve the community that I call home. Having previously managed a town with similar opportunities and challenges in Maine, I understand the importance of attracting businesses, improving the commercial tax base, enhancing public safety, and providing excellent customer service - all of which conttribute to a thriving, prosperous community. What excites me most is the chance to make a tangible impact in the community where I live. I believe that a City Manager's role extends beyond administration to ensuring that residents feel a sense of pride and opportunity. In my previous role, I worked to develop solutions that bolstered the local economy, enhanced infrastructure, created affordable housing, and strengthened community partnerships. I feel that integrating diverse views from varied experience offers a chance at finding creative solutions to challenges that may not be immediately apparent to those who are currently immersed in the environment. My hope is that the knowledge I have gained from experiences outside of Fort Pierce will translate to new and innovative problem-solving opportunities. In my most recent position as Town Manager of a Maine town, Topsham, I am proud of the work accomplished, the team we amassed, and the

outstanding relationship and trust we fostered with the residents and business community. Certainly, there are differences between managing organizations of different sizes, location, and cultures, but when distilling the day-to-day operations to the very basic components, effective leadership is based on relationships, planning, and execution. I have been in very different positions throughout my career with tremendous responsibilities ranging from a team of 2 to 9000 personnel. I am eager to bring my experience and full commitment to the team, creating an environment where businesses thrive, families feel safe, and residents experience exceptional service. By dedicating myself to the city's success, I hope to help Fort Pierce continue to grow as a vibrant, prosperous place to live, work, and visit.

3. How would you describe your management style? I am a team leader and team player with a collaborative management style focusing on communication and consensus building. In my various capacities throughout my career as an officer in the United States Navy and as a municipal manager, I strove to make every employee feel valued and part of a team serving a common goal. I am an advocate of the "open-door" policy and have a reputation for efficiency and fairness. Preferring to be methodical rather than reactive, I know that consistent, respectful communication and efficacy are linked. I attribute my success to my work ethic, integrity, accountability, and service to community. I continue to evolve through different experiences and adapt to different organizations depending on the culture, the productivity and diversity of staff, and the mission of the organization. I believe that most colleagues and staff would say I am supportive, collaborative, flexible, decisive, fair, and that I lead by example and promote professional growth. Elected officials with whom I served would likely say that I am an effective leader, highly competent, reliable, trustworthy, ethical, and that I foster a positive, service-oriented culture. My strength is the operational and leadership experience I have gained throughout my career. I understand how to deal with intense situations and focus to find solutions. I trust and promote individual freedom to accomplish tasks and provide support when required. I am adept in multi-tasking and effectively managing people and projects in fast-paced dynamic environments and will participate in the work to be done.

4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. Employees are our best and most highly valued resources. Over the course of my career, I have been responsible for both positive and punitive actions, including terminations. Providing feedback and support to

employees is essential to long lasting productive relationships and to the viability of the organization. When an employee's performance puts the organization at risk and reasonable measures to improve performance are unsuccessful, an employee's separation from employment may be required. Prior to disciplinary actions leading to separation, detailed documentation, performance-based evaluations, clear communication, analysis of laws, and support to correct deficiencies are important to demonstrate remediation efforts prior to employment separation. My experience is that a positive culture will result in fewer personnel issues and will deter the negative and promote the growth of people and the organization. Regarding Collective Bargaining Agreements (CBAs) and relations with Unions, it is extremely important to maintain communication and ensure due diligence is given to understanding the market and competition for each position. Each of my last 3 CBAs were finalized within 2 meetings through constant communication and evaluation.

5. How would you deal with city budget constraints and identify new revenue sources? Maintaining and expanding revenue-generating assets, such as the waterfront developments and key community projects already in progress would be my initial focus. Projects like Fisherman's Wharf and King's Landing can be strategically leveraged to boost economic activity and generate additional tax revenue. As these developments attract businesses, tourists, and residents, their success will increase property values, sales tax revenue, and fees associated with new services in the area. Prioritizing these high-impact projects ensures a steady return on investment, even during fiscal challenges. Another critical component is aligning budget strategies with Fort Pierce's unique cultural and natural assets. For example, enhancing the Fort Pierce Farmers' Market and related downtown events can draw more visitors, increasing both direct revenue (through event fees) and indirect revenue (through local business activity). The city can also monetize tourism opportunities by creating eco-tourism programs centered around the Indian River Lagoon and Fort Pierce Inlet State Park, charging fees for guided tours, kayak rentals, or educational activities. These initiatives promote environmental stewardship while contributing to the city's financial sustainability. Public infrastructure projects, such as the Orange Avenue Corridor Improvement Plan, should also be evaluated for their potential to unlock economic growth. By improving transportation access and safety, these projects can encourage new businesses to open along key corridors, further expanding the city's tax base. Prioritizing infrastructure that supports mixed-use developments or connects underserved neighborhoods to economic hubs will

ensure equitable growth and attract diverse revenue streams. In addition to expanding revenues, it's vital to explore cost-sharing models with surrounding communities and regional entities. For instance, partnering with St. Lucie County on shared services—such as public transportation or emergency management—could reduce costs while maintaining service quality. Collaborating with organizations like the Treasure Coast Regional Planning Council on grant applications or regional development projects can also yield financial benefits for the city. Community Development Block Grant (CDBG) programs present significant opportunities for Fort Pierce to address critical needs while managing budget constraints. These federally funded grants can be used for projects that benefit low- and moderate-income residents, revitalize distressed neighborhoods, and improve public infrastructure. For example, CDBG funds could support the redevelopment of Lincoln Park, focusing on housing rehabilitation, small business grants, and the enhancement of community facilities like parks and recreation centers. By strategically applying for and utilizing CDBG resources, the city can address disparities in underserved neighborhoods without relying heavily on general fund expenditures. CDBG opportunities also align with larger projects that drive economic growth and improve quality of life. Funding from these grants could be directed toward initiatives such as affordable housing developments near the King's Landing area or infrastructure improvements in the Fisherman's Wharf district to ensure accessibility and equity for all residents. Additionally, CDBG funding could support workforce development programs or public services, such as job training initiatives for the local community, further contributing to Fort Pierce's economic resilience. By actively seeking out and leveraging CDBG funds, the city can amplify its capacity to invest in projects that promote inclusive growth and long-term sustainability. Lastly, the city must remain adaptable in its financial strategies by continuously evaluating new funding mechanisms. Implementing targeted special districts, such as a Community Redevelopment Area (CRA) for downtown or Hutchinson Island, could direct incremental tax revenue back into those neighborhoods to fund ongoing improvements. Similarly, leveraging infrastructure financing tools like Tax Increment Financing (TIF) can allow Fort Pierce to invest in future growth without placing undue strain on its general fund. By balancing cost management, strategic investments, and innovative revenue generation, Fort Pierce can address budget constraints while advancing its key projects and long-term vision. Projects like Fisherman's Wharf, King's Landing, the Orange Avenue Corridor, and eco-tourism initiatives are not just expenses—they are opportunities to build a stronger economic

foundation for the city's future. Through careful planning, public engagement, and resourceful leadership, Fort Pierce can thrive despite financial challenges.

6. How will you prioritize competing demands for resources within the city? Prioritizing competing demands for resources requires balancing immediate community needs with the city's vision. A comprehensive, transparent, and data-driven approach will guide resource allocation effectively. This involves addressing critical local priorities such as economic development, public safety, infrastructure resilience, and environmental sustainability. For example, addressing the ongoing redevelopment of the Lincoln Park area could take precedence due to its potential to drive economic revitalization and promote its cultural history. Investments in small business grants, infrastructure upgrades, and cultural preservation within this historic community would not only spur economic growth but also honor Fort Pierce's history. Public safety would remain a top priority, such as expanding resources for the Fort Pierce Police Department to address community concerns about crime and safety. The city's waterfront and environmental assets, such as the Indian River Lagoon, present opportunities for investment. Resources allocated toward lagoon restoration projects, stormwater infrastructure, and sea-level rise mitigation are critical for preserving Fort Pierce's natural habitat and enhancing its resilience against climate impacts. Infrastructure improvements like the Orange Avenue Corridor Project can also be prioritized, given their potential to enhance transportation efficiency and safety while supporting commercial growth. Upgrading the corridor to improve traffic flow and accommodate future growth could yield long-term benefits for residents and businesses. Transparency in decision-making is essential. Hosting meetings to discuss why specific projects, such as expanding affordable housing or addressing flooding in flood-prone neighborhoods like Avenue D, are prioritized can foster trust. Partnering with outside organizations and securing federal grants through programs like the Community Development Block Grant (CDBG) can provide available resources. CDBG's can be used for affordable housing projects and be used to bolster small business employing low to middle income employees. By focusing on initiatives like Lincoln Park redevelopment, Indian River Lagoon restoration, and key infrastructure projects, Fort Pierce can address immediate needs while paving the way for sustainable growth. Integrating the King's Landing and Fisherman's Wharf projects into the city's overall prioritization framework aligns with Fort Pierce's goals of economic growth, environmental sustainability, and community vibrancy. These projects complement existing priorities like the redevelopment of the downtown district, Hutchinson Island,

and areas like Lincoln Park. Together, they create a unified vision of Fort Pierce as a modern, diversified, and thriving coastal city. Communication with residents and stakeholders is vital, ensuring the community understands how these projects will create jobs, attract investment, and enhance quality of life. Leveraging state and federal grants, public-private partnerships, and innovative financing models will be key to advancing these initiatives while maintaining fiscal responsibility. The examples provided above illustrate some of the many projects that would be prioritized based on available resources, needs, and city approval.

7. Describe a successful initiative you have led as a City Manager. One of the successful initiatives I led was the implementation of the Tyler Technologies financial software package, MUNIS, within the town's operations. The decision to transition to MUNIS was driven by the need to modernize and provide increased capacity to the town's financial management systems, improve accuracy in budgeting and reporting, and ensure greater transparency in fiscal operations. However, the project faced significant challenges, particularly due to Tyler Technologies' lack of support during the early stages of the implementation, especially as the COVID-19 pandemic created additional obstacles for remote collaboration and staff resourcing. At the outset of the project, we encountered delays and difficulties due to limited support from Tyler Technologies' team, who faced their own internal disruptions due to the pandemic. To mitigate the impact project delays, I worked closely with the internal implementation team, coordinating with the IT department and key stakeholders from finance and other departments to ensure that we were staying on track. We focused on maintaining clear communication within the team and re-prioritizing tasks as needed to keep the project moving forward. I also maintained constant communication with Tyler Technologies, emphasizing the urgency of resolving the issues and ensuring that the necessary resources were allocated to our project. Although the lack of immediate support was frustrating, our perseverance and commitment to the project helped keep the implementation on course. The MUNIS system provided several key benefits for the town once it was fully operational. It streamlined budgeting, financial reporting, human resources, and payroll processes, reducing manual work and the risk of errors. The system allowed for better tracking of expenditures, greater transparency in financial reporting, and more efficient allocation of resources. The experience highlighted the importance of perseverance and adaptability in overcoming external challenges, as well as the critical role of effective project management when dealing with a complex, multi-faceted initiative.

8. Describe a time when you had to manage a crisis situation in a city setting. The COVID-19 pandemic is the best example of managing a crisis situation. I was responsible for leading my town through an unprecedented crisis, balancing immediate public health and safety needs with long-term goals for stability and growth. This included entering into a state of emergency, adhering to Federal guidelines and the Governor's executive orders, implementing safety protocols, ensuring residents and businesses were informed, transitioning employees to remote work where possible, and ensuring that town departments were able to continue delivering services without interruption. We had to adapt quickly, making critical decisions to keep the town functioning in a safe and effective manner. By staying focused on both immediate needs and long-term goals, I was able to guide the town through a complex and challenging period, ensuring that critical services continued uninterrupted while setting the stage for future improvements in town operations. Despite the challenges of the pandemic, I achieved several key accomplishments that strengthened the town's resilience and positioned it for future success. I led efforts to mitigate a potential economic crisis by reducing the town's debt service by 85% - an ambitious goal we achieved three years ahead of schedule - while also reducing the tax rate by 2.5%, easing the financial burden on residents. The reduced tax rate attracted new residents by making the town more affordable for families, retirees, and young professionals, while maintaining the high-quality services they sought. For buinesses, it provided a more competitive economic environment, reducing operating costs and encourageing new investments. This growth, in turn, further diversified and strengthened the town's commercial tax base by attracting large businesses such as Market Basket, one of New England's largest supermarkets, small businesses, and housing developments into the community. During this time, I began implementing the town's comprehensive plan, ensuring alignment with long-term development goals, and made critical leadership changes by replacing the police administration and restructuring several management positions to enhance accountability and operational efficiency. Additionally, I successfully transitioned the town workforce to ensure essential services were maintained, and provided regular communication to the community to build trust and confidence during the crisis. These accomplishments demonstrate my ability to manage complex crises while staying focused on strategic goals, making meaningful improvements to the community, and building a foundation for long-term prosperity.

9. What steps do you take to ensure transparency and accountability in city operations. I would prioritize transparency and accountability by ensuring that residents are consistently informed about the city's operations and major projects. This will include regular public updates on initiatives like Fisherman's Wharf and downtown revitalization, ensuring that timelines, budgets, and progress are clearly communicated. Open budget meetings and quarterly financial reports will give citizens direct insight into how taxpayer dollars are spent, while advisory committees will involve community stakeholders in decision-making, ensuring projects align with public needs. To foster a culture of integrity, I will implement regular audits and performance reviews, providing independent assessments of city spending and operations. These reviews, along with clear performance metrics, will help maintain accountability and ensure that resources are being used effectively. Accountability will also be placed on city staff through performance-based evaluations that assess not only individual productivity but also adherence to ethical standards and the city's goals. Regular staff meetings and training sessions will reinforce the importance of responsibility, transparency, and ethical conduct in all city operations. Additionally, public records will be made easily accessible to allow residents to review documents and contracts. By creating a culture that values open communication, regular oversight, and public participation, I will build trust, hold staff accountable, and ensure that the city operates with the highest level of integrity.

10. Please describe your experience working with unions. In the last 9 years, I've negotiated 13 Collective Bargaining Agreements. The last three CBAs were finalized after two meetings, which speaks to the effectiveness of clear communication, preparation, and a collaborative approach. The key to this success was thorough preparation and a deep understanding of both the union's priorities and the organization's needs. Before the meetings, I worked closely with the union representatives to gather insights and ensure I had a clear picture of their concerns and expectations. This allowed me to present well-structured proposals that addressed both their needs and the city's budgetary constraints. During the meetings, I focused on being transparent and solution-oriented, ensuring that all stakeholders were engaged in finding mutually beneficial outcomes. By maintaining a calm and respectful tone and demonstrating flexibility when necessary, I was able to reach agreements quickly without compromising the core interests of either party. The ability to focus on key priorities and maintain open lines of communication allowed us to avoid prolonged negotiations, ensuring that the contracts were finalized in a timely and efficient manner. These successful negotiations highlighted the importance of building

trust and fostering an environment of collaboration. By investing in proactive dialogue and understanding the dynamics of the labor market, I was able to achieve outcomes that met the town's financial needs while ensuring that union members felt their concerns were addressed. This experience reinforced my belief in the value of preparation, flexibility, and communication in maintaining strong, productive relationships with unions. Working with unions requires not only effective communication and an understanding of market factors but also a proactive approach to labor relations. Anticipating challenges and addressing them early helps avoid disputes and creates a collaborative atmosphere for problem-solving. Proactivity involves regularly reviewing employee's needs, economic conditions, and organizational goals to ensure labor agreements remain fair, competitive, and sustainable. By identifying potential issues early, I've been able to engage unions in constructive discussions before problems escalate, fostering trust and a shared commitment to long-term success. One proactive strategy I've employed is the willingness to open contracts when necessary to support key positions or initiatives. While reopening contracts can be challenging, it demonstrates a commitment to maintaining a responsive and adaptive approach to employee management. For example, if market conditions change significantly, such as a surge in demand for specific skills or a substantial increase in the cost of living, revisiting contractual terms can ensure that critical positions remain competitive and filled with qualified personnel. This flexibility can also be vital during periods of economic uncertainty or when addressing emerging organizational priorities, such as public safety or infrastructure improvements. In practice, reopening contracts requires careful preparation and a focus on mutual benefits. I've emphasized using data-driven insights to justify proposed changes, such as benchmarking wages against industry standards or demonstrating how adjustments align with the city's objectives. Engaging union leaders in these discussions early ensures their concerns are heard and their members' needs are represented. This collaborative process helps build goodwill and reduces the risk of adversarial negotiations. By evaluating workforce trends and organizational priorities, I've been able to advocate for adjustments that benefit both employees and the city. Whether it's increasing pay for hard-to-fill positions, adding new roles to address growing community needs, or refining benefits to retain and attract top talent, being proactive and open to change ensures that labor agreements remain effective and equitable over time. Ultimately, a proactive approach demonstrates a commitment to employee well-being, organizational success, maintaining strong relationships with unions, and ensures the team is prepared to meet the city's needs.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? Overseeing the police department is a critical responsibility to ensure the department serves the community effectively while maintaining public trust, safety, and accountability. Fort Pierce, with its diverse population and vibrant community, requires a police department that not only enforces the law but also engages with residents to address local concerns. My experience overseeing police operations has shown me the importance of clear communication, leadership, and balancing law enforcement priorities with community needs. I would provide strategic oversight and guidance to the Police Department to ensure it is operating efficiently and ethically. This includes working with the Chief of Police and department leadership to provide the department with resources necessary to succeed, implementing policies that promote transparency, and supporting ongoing professional development for officers. One of my key strategies would be establishing and maintaining a strong, daily line of communication with the police administration through daily briefs. These briefings would provide an opportunity to stay updated on important issues, ongoing cases, public safety concerns, and any challenges the department is facing. Regular communication allows me to provide timely support to the department's operations. Given that the police department is located at a separate facility from most city operations, fostering cross-departmental communication and collaboration is crucial for effective governance and service delivery. I would encourage regular inter-departmental meetings and initiatives so that police leadership is in sync with the goals and activities of other city departments, from public works to community services, to improve coordination on issues like public safety, emergency response, and city-wide planning. Building relationships with other departmental staff is essential for a cohesive approach to city management. Regular communication and collaboration would allow for a more holistic approach to addressing challenges and identifying opportunities for joint initiatives. For example, partnering with the Parks and Recreation Department on events or with the Planning Department on development projects that impact public safety can ensure that the needs of the police department are considered in city-wide efforts. This approach not only improves internal operations but also strengthens the city's overall ability to serve its residents effectively. A key aspect of my role would be to hold the police department to high standards of accountability. This includes continuing to strengthen Fort Pierce's Community Policing Programs, which build relationships between officers and residents, as well as ensuring that police conduct is in line with the

expectations of our community. Additionally, regular communication between the police department and the public will be essential in maintaining trust. During times of transition, such as a change in police leadership, my role would involve guiding the process to ensure continuity and alignment with values of integrity, service, and community engagement. If there were a need to replace the Chief of Police or other senior officers, I would lead a transparent selection process, working closely with the City Commissioners, community stakeholders, and the police department to ensure that the new leadership reflects the goals of the city. Once in place, I would support the new leadership team by providing the necessary resources, guidance, and oversight to help them effectively manage the department and continue building trust with the community.

12. How will you ensure that the city's services meet the needs of all its citizens? My focus will be on ensuring that the city meets the needs of its citizens through effective governance, efficient resource allocation, and proactive community engagement. I will prioritize regular communication with residents to understand their concerns and incorporate their input into decision-making. By hosting meetings, surveys, and outreach programs, I will see to it that every community, from established neighborhoods to emerging areas, is involved in shaping the city's future. Infrastructure improvements will be a key focus, establishing that the city's transportation, utilities, and public facilities are safe, efficient, and up to date. Projects such as the downtown revitalization and waterfront developments will enhance Fort Pierce's appeal, providing better services and amenities for both residents and visitors. I will work to make these developments bring long-term benefits and increased economic activity to the city, creating jobs and improving overall quality of life. Environmental sustainability will also play a crucial role. Efforts like the Indian River Lagoon restoration and effective stormwater management projects will likely safeguard the city from climate impacts and ensure that the city remains resilient in the face of future challenges. Finally, I will emphasize open communication and strategic planning so the city is prepared to address both short-term needs and long-term goals. By maintaining an open line of communication with residents, businesses, city commissioners, and staff, we will have the best interests of the community in mind.

13. What strategies will you use to build relationships with stakeholders in the community? To build strong relationships with stakeholders in Fort Pierce, I will implement methods such as neighborhood meetings, business and local developer meetings, and online

surveys to offer residents a direct way to voice their concerns and provide feedback on city projects and initiatives. Establishing advisory committees made up of local business owners, community leaders, and residents will allow for a more structured and ongoing dialogue on major developments. For example, the Fisherman's Wharf development is an ideal platform for involving stakeholders in its planning and execution. Local businesses, environmental groups, and residents in surrounding neighborhoods are actively consulted to secure that the project benefits both the community's economic interests and its cultural and environmental priorities. Additionally, the downtown revitalization project is another ongoing initiative that aims to create a more vibrant, accessible area for residents and visitors alike. Engaging local business owners, cultural organizations, and residents will align revitalization with community needs and desires. In addition to formal meetings and feedback platforms, I will engage with residents through more informal channels such as community walks and listening sessions, where we can hear directly from citizens in their neighborhoods. This personal interaction will help me better understand the day-to-day concerns of residents and address them in real-time. By collaborating with stakeholders, we will strengthen trust and ensure that projects meet the city's diverse needs while maintaining a focus on long-term sustainability and growth that benefits the community.

14. What strategies would you implement to promote economic growth and job creation?
Promoting economic growth and job creation would be a top priority. To achieve this, I would focus on developing a comprehensive economic development strategy that leverages Fort Pierce's unique strengths and resources while addressing key areas of need. One of the first strategies would be to focus on helping our current businesses prosper and attracting businesses to the city, particularly in emerging sectors such as technology, healthcare, and tourism. I would collaborate closely with the Fort Pierce Economic Development Council, local chambers of commerce, St. Lucie County, State representatives, and state and regional agencies to identify incentives and resources that could encourage businesses to set up or expand in Fort Pierce. This could include tax incentives, infrastructure improvements, and workforce development programs tailored to meet the needs of potential employers. In addition to attracting new businesses, I would prioritize supporting and growing existing local businesses. This includes offering incentives for small businesses, particularly in Fort Pierce's historic downtown area, to encourage entrepreneurship and revitalization. I would work closely with local business owners to identify barriers to growth, whether that be access to financing, permitting, or

workforce training, and work to reduce those obstacles. Fort Pierce's downtown commercial district offers untapped potential for business growth, and through strategic investments in infrastructure and marketing, we can position the area as a thriving business hub. By improving public amenities, promoting arts and culture, and making downtown more pedestrian-friendly, we can attract both consumers and businesses, which will create jobs and strengthen the local economy. Additionally, I would explore opportunities through Community Development Block Grant (CDBG) funding to support small businesses. These funds can be used for a variety of purposes, including grants or low-interest loans to help small businesses with startup costs, property improvements, and working capital, providing a boost to local entrepreneurs who might otherwise struggle to access traditional financing. To further support job creation, I would focus on workforce development initiatives aimed at equipping local residents with the skills needed for high-demand industries. Partnering with local educational institutions, such as Indian River State College, and businesses in key sectors, I would help establish job training programs and apprenticeships that align with the evolving job market. This ensures that Fort Pierce's residents are prepared for the careers that are being created, fostering a competitive workforce that attracts new employers. Finally, promoting tourism and leveraging Fort Pierce's waterfront and cultural assets will be important to driving economic growth. I would work to develop initiatives that highlight Fort Pierce's natural habitat, historic sites, and vibrant arts scene, further promoting the city as a destination for visitors. Events, festivals, and tourism-focused infrastructure improvements can help increase visitation, which in turn boosts local businesses and creates jobs in the hospitality and retail sectors. By integrating these strategies into a cohesive economic growth plan and utilizing grant opportunities for small business support, Fort Pierce can build a resilient, diverse economy that provides long-term job opportunities for its residents while maintaining the city's unique character and quality of life.

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? No/Nothing

BRAD
BAECHT, LCAM, CMCA, AMS, PCAM

REGIONAL VICE PRESIDENT
CHIEF OPERATING OFFICER
EXECUTIVE DIRECTOR

USMC – Veteran

PROFILE

Ambitious and focused operations and business development expert with experience creating strategic alliances with all stakeholders to effectively align with and support key initiatives. Progress-driven planner adept at building and retaining high-performing teams. Leverages effective daily operations planning, budgeting, and resource management to reach operational objectives.

CONTACT

703-727-0964
kemp323@aol.com

https://www.linkedin.com/in/brad-baecht-lcam-cmca-ams-pcam-06483b12/

KEY SKILLS

- Policies & Procedures Development & Implementation
- Organizational Management
- Start-up mobilization
- Culture Driven
- Workforce Management
- Business Administration
- Retail Operations
- CRM
- Staff Development
- Conflict Resolution
- Capital & Reserve Planning
- Business, Operations and Accounting Management
- Process Improvements
- Financial Analysis
- Multi-unit Operations Management
- Maintenance Planning
- Social Media Marketing
- Dedicated to Continuous Improvements, Learning
- Accountability
- Emergency Management
- Project Management
- Business Development
- Social Media
- Marketing and Branding

WORK EXPERIENCE

Regional Vice President **Jan 2022 to Present**
KW Property Management & Consulting,
Palm Beach/Broward/Jacksonville/Orlando/Tampa

HOA | COA | Country Club | Resort

Spearheaded business development strategies, resulting in $22m in annual revenue growth. Streamlined operational processes for 7,000+ units and nearly 50 communities while maintaining quality standards. Directed successful mergers and acquisitions, integrating new businesses seamlessly. Developed and implemented comprehensive training programs, contributing to 96% improvement in employee performance as measured by KW's Standards of Excellence KPI's which has led the company for the past 9 months. Nurtured client relationships, achieving increase in client satisfaction and retention. Built and led cohesive teams, fostering a collaborative and results-driven work environment. Conducted market analysis to identify growth opportunities and inform strategic decision-making. Managed end-to-end human resources functions, enhancing employee engagement and retention. Negotiated complex agreements, optimizing terms and ensuring favorable outcomes.

Chief Operating Officer | Vice President | Executive Director of Property Management 2015 to 2022
Boca West Master Association, Boca Raton, FL
Managing Partner: Boca West Realty and Community Advisors

Annual budget: $17M
Large-scale Country Club | 1450 acres | 3,500+ units | 56 Villages | Staff of 80

Manage day-to-day operations. Oversee business planning, champion culture, accounts payable/receivable, payroll, budget development, site management including hiring management staff, onboarding, administering contracts, recruiting volunteers, golf course maintenance, project management, construction, marketing and sales, public speaking, teaching, junior program development, food and beverage, merchandising, fleet management, division maintenance, lakes and wetlands, roads, guardhouses, parks.

Regional Management Executive **2014 to 2015**
Castle Group, Palm Beach County and Broward County, FL

Property and Association Management Company

Responsible for transition, training, and overseeing the operational, administrative, financial, human resources, maintenance and security functions of luxury residential condominium, country club, master planned, and large-scale homeowner associations.

PROFESSIONAL AFFILIATION / EDUCATION

- Florida Licensed Community Association Manager (LCAM) 2012-present
- Club Managers Association of America 2015-present
- Certified Manager of Community Associations (CMCA) 2012-present
- Association Management Specialist (AMS) 2016-present
- Professional Community Association Manager (PCAM) 2019-present
- George Mason University 2008-2012 – BS in Business Administration

- Florida Atlantic University – Certificate in Hospitality and Tourism Management
- Marine Corps Association 2001-present
- Community Associations Institute 2012-present
    - Gold Coast Chapter Board Member 2021-present
    - Social and Member Committee 2017-present

ADDITIONAL EXPERIENCE
PRIOR TO 2014

General Manager, Associa, Centreville, VA *Annual budget: $14M*

Property Manager, Cardinal Management Group, Falls Church, VA *Annual budget: $4M*

Covenants Advisor, Reston Association, Reston, VA

Corporal – Combat Engineers, United States Marine Corps
Created and implemented policies, standards and procedures governing physical security, and guard operations. Conducted reviews, surveys and evaluations of facilities to ensure adherence to policies and guidelines. Planned and presented various training sessions to personnel regarding managing physical security programs. Assisted in maintaining large fleet of military vehicles. Licensed Heavy Equipment Operator. Recognized numerous times for performance as Heavy Equipment Operator.

AWARDS / RECOGNITION

- ***Finalist for the 2017, 2018, and 2019 National Manager of the Year***
- ***Nominated for the 2014 Castle Group Rookie of the Year***
- ***Recognized in the Castle Group Newsletter for role with Mission United***
- ***Received Achievement Award's for contribution to perfect annual audits to $14 million-dollar budget.***
- ***Recipient of the 'Gung Ho Marine' in Ft. Leonard Wood, MO for leadership excellence.***
- ***George Mason University – Deans List, 4.0 GPA***
- ***Best of Boca Raton - 2019***
- ***Nominated for 2023-2024 40 under 40 award***

Sacra Durandisse, MBA, MS, MCAP, LMHC
407-731-6656
sdurandisse@yahoo.com

Re: Employment Opportunities

Dear Sir or Madam:

Enclosed you will find my resume for the position currently available. Please accept my resume as an indication of my interest in joining your organization.

Realizing that a resume cannot fully convey either my ability or desire to work for your organization, I would welcome the opportunity to meet with you personally to discuss the possibility.

I am confident that I possess the experience and the qualification necessary to make an immediate and positive contribution to your organization.

I hope you will consider my resume favorably. I look forward to hearing from you so that we may arrange an interview.

I may be contacted at the address and telephone number listed above.

Thank you for your consideration in reviewing this material and for your forthcoming response.

Sincerely,

Sacra Durandisse

Sacra Durandisse, MBA, MS, MCAP, LPC, LMHC
407-731-6656
sdurandisse@yahoo.com

OBJECTIVE: To obtain a position in a professional environment with the opportunity for growth.

EDUCATION:
WALDEN UNIVERSITY, COLUMBIA, MARYLAND
Ph.D., Completion Date: Pending
Clinical Psychology
Current GPA 3.6

STRAYER UNIVERSITY, PALM BEACH GARDENS, FLORIDA
Master of Business Administration, Completion Date: June 2013
Management
GPA 3.5/4.0 (Recipient of Medallion Honors Award)

PALM BEACH ATLANTIC UNIVERSITY, WEST PALM BEACH, FLORIDA
Master of Science, Completion Date: December 2007
PSY-Counseling/School Guidance Counseling
GPA 3.5/4.0 (Honors)

CERTIFICATIONS:
LMHC-**License Mental Health Counselor: Washington State**
LMHC-**License Mental Health Counselor: Florida**
LPC-**License Practical Counselor-Virginia**
LMHC-**License Mental Health Counselor: Florida**
MCAP**- Masters Level Certified Addictions Professional-National Certification (Issued in Florida)**
LCPC-**License Practical Counselor-Maryland**

Specialized:
Maryland Approved Supervisor for License Graduate Professional Counselors LGPC

COMPUTER SKILLS:
Microsoft Office: Microsoft Excel, Access, PowerPoint, Word, FrontPage, SPSS Word, Publisher, PowerPoint, Outlook, Kip, Tier, KIPU, ICANOTES, Share-point, and Access Accounting Software

EXPERIENCE:

SMD Behavioral Health Consulting Firm, Palm Beach County, FL

3/2013- Present

Consultant/Clinical Services/Psychotherapy/Mental Health/Substance Abuse Counseling

- Specializes in the creation and implementation for substance abuse and mental health facilities as well as family systems.
- Consulting work includes preparation for CARF (USA), JOINT COMMISSION ACCREDITATION (USA), CJI-JOINT COMMISSION INTERNATIONAL ACCREDITATION (Middle East: DUBAI and SAUDI ARABIA.)
- Chart and Documentation Auditing (Per Best Practice Standards, Per Medical Necessity Insurance Guidelines, Etc.)
- Clinical Training with Clinical Staff regarding Dual Diagnosis Treatment for Substance Abuse Addiction and Treatment, Eating Disorders, Trauma Counseling, Learning Disabilities, Cognitive related Psychiatric Conditions.
- Treating patients who suffer from chemical dependency, mental health, and spectrum disorders.
- Experience from all levels of care including, intensive outpatient treatment, partial hospitalization, residential treatment, detox, transitional living, eating disorders, and trauma settings for those with addiction and mental health diagnoses.
- Clinical review of medical records in accordance with federal, state, local, and job specific agencies, while consulting for startup treatment centers as well as assisting those centers in need of managerial experience while applying or complying with DCF, CARF, AHCA, COA, and joint commission standards of care.
- Conduct psychiatric evaluation for emotional or psychological problems.
- Provide individual and group counseling as needed.
- Monitor clients' progress: coordinate problem cases and point out areas in which guidance and development techniques can be improved.
- Maintain documentation & records.

Healthcare Living for Families

Windsor Mill, MD 21244

3/2024-Present

PRP Director (Interim position)

- Manage medical records and request records from outside agencies.
- Complete and track individual rehabilitation plans.
- Complete Authorizations via Optum/Incedo for all adult and child clients in PRP.
- Perform initial and ongoing staff trainings.
- Review client services to meet COMAR and billable standards.
- Provide supervision over PRP Counselors.

- Check for note corrections and release notes.
- Complete monthly PRP spreadsheet and billing sheets for all PRP Counselors.
- Schedule and complete new client intakes.
- Assign new clients to PRP Counselors.
- Reach out to outside agencies and the community for new client referrals into the program.
- Mediate client complaints.
- Participate in weekly multidisciplinary treatment team meetings.
- Engage with on-site/offsite with clients for emergencies.
- Facilitate PRP All Staff meetings once a month.
- Respond to and manage PRP Counselor's concerns regarding case management for any client in PRP, both adults and children.
- Attend one-on-one meetings weekly with Chief Executive Officer.
- Maintain accreditation compliance for PRP and maintain availability for all audits/surveys.

Unlimited Bounds
Baltimore,MD
Executive Director
5/2023-2/2024

- Developing an integrated process for planning, policy, and services to ensure a coordinated quality system of care is available to individuals with behavioral health conditions.
- Supports, promotes recovery, resiliency, health, and wellness for individuals who have emotional, substance use, addictive and/or psychiatric disorders.
- Leads and manages the behavioral health system through Clinical Services, Facilities, Operations, and Population-Based Behavioral Health.
- System of care (with a budget of over $1 Million) includes residential, PHP, IOP, OP level of care dual diagnosis behavioral health programs (Mental Health and Substance Abuse).
- Residential centers for the treatment of adults, Core Service Agencies, consumer organizations, and close collaboration with Medicaid to oversee the community behavioral health system.
- Supports operations.
- Provide leadership in developing plans with the owners, and staff.
- Carrying out plans and policies, planned developed procedures and routines that facilitate the work of the organization and assure a timely human response, to all office communications (phone, email, fax, etc.).
- Oversee programming effectiveness including design, marketing, promotion, delivery and quality of programs, products and services.
- Recommend development of new programs and responses to the community as appropriate to the owners approval.

- Assist with volunteer training. 4. Financial, Tax, Risk and Facilities Management – work with the Finance Committee to develop and recommend the annual budget for owners approval; prudently manage organization's resources within those budget guidelines according to current laws and regulations.
- Maintain official records and documents, and ensure compliance with federal, state and local regulations.

Military and Family Life Counseling (MFLC)
Leidos, Defense and Intelligence Group Contractor for The Department of Defense's (DoD's)
Position in: Iwakuni, Japan
May 2022-January 20223 (Contract Position)

- Build support coalitions with military support systems such as Family Readiness, Family Advocacy, Exceptional Family Member Program and more.
- Promote skill-building, readiness and resilience through approved, evidence-based materials and tools that instill capabilities for better health and wellness.
- Give presentations and briefings to service members and military leadership at military-connected community events.
- Build rapport with military families through community outreach that creates awareness about the importance of counseling services.
- Provide support for military service members returning from deployment with reintegration to civilian life and reunion with their families.
- Become an integral part of the military leadership community that shapes our nation's future.
- Face-to-face counseling to military service members and their families (Individual, Couples, Family, and Children).
- Visibility at assigned installation, supporting military-connected students, parents and staff.
- Recommending appropriate referrals and handoffs based on your experienced differential clinical skills to military and community resources according to the needs of military service members and their families.
- Developing and/or using approved counseling, training and education programs and materials.
- Communicating information regarding trends and issues at assigned installation to Team Leads.
- Participating in regular in-service training or other contract activities as assigned.
- Participating in installation and community events.

Center for Discovery

Enumclaw, WA

06/2020- 04/2021-(Laid off due to Covid)

Discovery Mood and Anxiety

Tacoma, WA

Program Director

10/2021-04/2022

Program Director

- Overseeing all aspects of the program to ensure quality.
- Initiating any quality improvement measures that may be necessary.
- Supervising weekly Treatment Team Meetings to ensure consistent and effective. communication between treatment team members, proper oversight of client development and progress and to ensure a team approach is utilized in the treatment of our clients.
- Monitoring and assessing staff morale and building team spirit and continuity; intervening and addressing any staff-related issues that are presented.
- Participating in the interview process in a collaborative fashion to determine the appropriateness and qualifications of prospective staff members.
- Providing adequate and ongoing training of facility employees, and sufficient oversight/supervision to ensure that all services are in keeping with the Discovery Mission Statement.
- Providing bi-monthly in-service trainings to all Professional and Counseling treatment staff.

Areas of development and in-service training include but are not limited to:

- Diagnosis and Assessment
- Group Therapy
- Milieu Management
- Communication Skills
- Evaluating and apprising each member of the professional staff; completes a written narrative clearly identifying strengths, weaknesses, and goals for the coming year. These reviews to be completed after the first three months of employment and yearly thereafter.
- Contributing to effective teamwork by working independently with staff to combine their skills and energies in a focused manner and in keeping with the Discovery Mission Statement.

- Completing utilization reviews, overseeing primary therapist process of utilization review, and assisting in the process of ensuring that all client stays are covered in some way (i.e., insurance, private pay, etc.).

- Ensuring full adherence to the policy and procedure manual.
- Ensuring adherence to health code policies, JACHO and licensing regulations. Provides oversight of any/all audits, as necessary.
- Working with staff and facility manager to arrange coverage of all shifts, ensuring adequate staffing is provided. Adjusting staffing to match census when necessary.
- Serving as a positive role model to treatment staff, employees, clients, and guests by maintaining a positive, caring, and professional attitude.
- Maintaining a client caseload as appropriate to census; assigning client cases based upon match with each therapist; providing individualized and family therapies as needed.
- Co-leading process groups and/or any additional clinically oriented groups on an as-needed basis.
- Providing oversight of all other groups conducted.
- Participating in the marketing plan as requested.
- Maintaining collaborative relationships with outpatient treatment team professionals.
- Conducting facility tours for professionals in the community or families, as necessary.
- Complying with the employee dress code and ensuring program staff does the same.
- Completing tasks in a timely and accurate manner.
- Establishing and achieving realistic goals within the position.
- Attending designated meetings and/or conference calls.
- Providing on-call support in conjunction with clinical staff and providing ultimate oversight when necessary.
- Participating in supporting Discovery in Recovery and/or Parent Support/Alumni Groups.
- Maintaining the confidential nature of resident and related activities.
- May be required to travel to other facilities to attend trainings from time to time.

Turning Winds Academic Institute
Troy, MT
Clinical Director/Utilization Review Specialist
January 2019 – February 2020 (One-year Contract)

- Demonstrates knowledge of child development, psychopathology, trauma-informed and relationally based treatment, and evidence-based treatment modalities and translates this knowledge into classroom-based psycho-educational interventions as well as individual, group, and family therapy and crisis intervention designed to promote positive social and emotional development, increase healthy and effective coping skills, improve functioning at school, and increase student self-understanding.
- Collaborates with Admissions Coordinator to ensure that intakes are assigned and completed in a timely manner.
- Conducts initial evaluations, performs mental status exams, accurately diagnoses, and develops and presents clear clinical formulations that are specific, attainable behaviorally oriented treatment plans, and identifies and provides therapeutic interventions appropriate to specified problems.
- Provides guidance and consultation to interdisciplinary team regarding the effective implementation of therapeutic programs within the educational program.

- Serves as a role model for staff to promote strong work ethic and the use of evidence-based trauma informed relational approaches/models of intervention with youth and families, as well as other staff members.
- Provides clinical support and leadership across all teams as needed.
- Provides clinical services to designated number of students.
- Facilitates communication between guardians, classroom staff and school-based psychiatric provider for medication reviews.
- Assists in the development of the client's (student's) Individual Educational Plan (IEP) and provides discipline related mandated services in compliance with the IEP.
- Provides clinical supervision to clinical staff and clinical trainees.
- Provides orientation to new clinical staff.
- Provides guidance, intervention, and direction in clinical emergency situations. Assists clinicians and staff in hospitalizations and mandated reporting situations. Orders and participates in emergency safety interventions (i.e., restraint and /or seclusion) when needed.
- Reviews and edits clinical documents and reports.
- Completes risk assessments and Functional Behavioral Assessments as needed for students across the program.
- Completes psychological evaluations as assigned if a psychologist.
- Communicates in a positive, effective manner with all clinical, educational, and administrative service providers and provides clinical consultation to classroom staff.
- Completes performance evaluations for supervised clinical staff.
- Identifies potential risk factors and taking measures to reduce those risks in the milieu through reinforcement of positive and safe behaviors, trauma-informed and relationally based therapeutic interventions, and reporting of suspected child abuse/neglect, according to agency policies and procedures.
- Trains and participates in emergency safety interventions authorized and approved by the agency when a student presents with an imminent safety concern.
- Serves as a trainer for one of the training programs provided to staff.
- Orders restraint/seclusion if a student demonstrates an imminent safety concern, in accordance with agency practice.
- Continues to develop knowledge and understanding about the history, traditions, values, family systems, and artistic expression of groups served as well as uses appropriate methodological approaches, skills, and techniques that reflect an understanding of culture

with Executive Director and Program Directors.

- Perform qualitative chart audits as required to ensure compliance.
- Review and modify all Policy and Procedures on an annual basis and modify when required.

Maabar Social Consultancy, Jeddah, Saudi Arabia

Consultant-Clinical/Program Director

December 2016-February 2017 (2 Months Direct Consultant Contract)

February 2017-December 2019 (Virtual/Remote Consultation)

- Responsible for the recruitment, retention, discipline, evaluation, and training of all clinical department staff members.
- Ensures that clinical services are delivered according to policy and procedures.
- Participate, as part of the senior management team, agency planning and implementation of new programs or clinical services.
- Evaluate all pre- or post-admission clinical data to coordinate treatment services on all clients admitted to our center.
- Consult with admissions team as needed to ensure potential admissions meet inclusion criteria for admission.
- Ensure that all services being provided are following HIPAA, JCI, KSA Ministry of Health.
- Communicate with families or referral sources as deemed appropriate.
- Coordinate all training for staff in conjunction with Executive Director and Program Directors.
- Perform qualitative chart audits as required to ensure compliance.
- Review and modify all Policy and Procedures on an annual basis and modify when required.

Graces Way Recovery, West Palm Beach, FL

Clinical Substance Abuse Counselor

5/2014-12/2016 (Full Time)

- Conduct clinical assessments, treatment, case management, consultation, referral, and education
- According to the individual's professional discipline.
- Conduct psychosocial evaluations and provide therapeutic interventions including crisis counseling to individuals, groups and families as needed to facilitate.
- Evaluate the individual and family systems.

- Assess client's functioning within work, family and routines of daily living and identifies areas needing continued support, resources, and treatment in order to assist clients.
- Develop, implement, and maintain partnerships with other community providers.
- Maintain case records to reflect course of treatment and provide required documentation.
- Provide follow-up and aftercare planning services as needed. Expeditiously discharges inactive clients.
- Attend staff meetings, supervisory conferences, and other activities, which ensure the smooth functioning of clinical operations.

South Bay Correctional Facility/
Correctional Health Care Companies/Geo Care, South Bay, FL
Mental Health Specialist
12/13- 7/2014 (Contract position)

- Conduct mental health assessment as necessary, make recommendations regarding the client's Mental Health/Psychiatric treatments, and evaluation for emotional or psychological problems.
- Provide personal and social adjustment counseling on an individual basis to inmates within the prison system.
- Monitor inmate mental health progress, and coordination with clinical staff on inmate treatment.
- Monitor clients' progress: coordinate problem cases and point out areas in which guidance and development techniques can be improved.
- Maintain documentation & records.
- Promote the development of positive social skills through modeling appropriate behaviors and intervening when inappropriate behaviors are observed.
- Maintain accountability of staff, clients, and property; adhere to safety practices.

Correctional Health Care Companies, Delray Beach, FL
Mental Health/Substance Abuse Counselor
7/12- 3/2013 (Contract position)

- Review client health information, conduct mental health assessment and make recommendations with regard to the client's treatment, recommending medical or psychiatric evaluation for emotional or psychological problems.

- Provide personal and social adjustment counseling on an individual and group basis in coordination with Administration, Parole authorities and other facility programs.
- Monitor clients' progress: coordinate problem cases and point out areas in which guidance and development techniques can be improved.
- Maintain documentation & records.
- Promote the development of positive social skills through modeling appropriate behaviors and intervening when inappropriate behaviors are observed.
- Maintain accountability of staff, clients, and property; adhere to safety practices.

Legacy Behavior Health Center, West Palm Beach, FL

Substance Abuse Specialists

4/11-2/2012 (10 Month Contract position)

- Assist the Clinical Director as needed in the areas of state and CARF inspections, staffing meetings and concerns, and other areas as needed
- Oversees client services and ensures compliance with established program standards and service delivery objectives.
- Serves as a resource to assigned staff in identifying and resolving complex case problems.
- Assumes client caseload in response to workload or staffing shortages.
- Provide comprehensive therapy to individual within the Haitian community who has been affected by the earthquake in their country.
- Provide counseling to clients with substance abuse history/mental health related conditions
- Provide individual counseling to clients with substance abuse history/mental health related conditions.
- Facilitate substance abuse groups, anger management groups, and conflict resolution groups, to individuals and families.
- Conduct comprehensive mental health psychological assessments on the individuals on my caseload.
- Participate in the development of individual treatment plans and treatment plan reviews, to meet the needs of the clients.

Happy Home Child Learning Center, Alexandria, VA

School Social Worker (1-year Contract position)

6/09-6/10 (1 Year Contract position)

- Conduct cognitive observations/assessments on children, as needed.
- Conduct individual and group counseling with students and their families as needed.
- Work collaboratively with teachers, school director, and outside agencies in order to establish more effective strategies and techniques, to improve good social skills.
- Develop and implement necessary systems to promote academic growth.
- Documents all direct and collateral contacts into the school records.
- Advocates and negotiates internal and external systems on behalf of the student within the scope of academic services consistent with professional standards

Westwood College, Annandale, VA

Adjunct Professor/Criminal Justice/Psychology

6/09-12/09 (Part-Time)

Courses Taught Include:

- Courses Taught: Introduction to Psychology
- Courses Taught: Mental Health Issues in the Criminal Justice System
- Develop and manage syllabus materials.
- Responsible for selecting and compiling tests, assignments and/or online discussion exercises that permit measurement of performance relative to standardized learning objectives.
- Responsible for reviewing any textbook and other courseware changes with the academic department.
- Facilitate Class Instruction.
- The adjunct professor is responsible for teaching the assigned class in accordance with learning objectives and session plan outlines specified by the academic establishment.
- Evaluate Student Performance.

Fairfax County/Crossroads, Kingstown, VA

Substance Abuse Counselor II

8/08- 3/09

- Provide comprehensive therapeutic services for residence.
- Develop and implement interventions for relapse prevention.
- Documents all direct and collateral contacts into the psychiatric/medical records.
- Participate in treatment planning conferences to assist in identifying the progress a resident has made, towards complete drug and alcohol rehabilitation services.
- Provide individual counseling to clients within a residential drug and alcohol treatment program.
- Facilitate substance abuse groups, anger management groups, and conflict resolution groups, to the residence within the residential treatment program.
- Participate in the development of individual treatment plans and treatment plan reviews, to meet the needs of the clients.

Treasure Coast Forensic Treatment Corrections Center/Geo Care

Indian-town, FL

Lead-Forensic Social Worker

7/07- 8/08

- Provide comprehensive therapeutic services and complete biopsychosocial summaries for ITP and NGI residence.
- Develop and implement interventions for barriers to discharge list.
- Documents all direct and collateral contacts into the psychiatric/medical records.
- Advocates and negotiates internal and external systems on behalf of the resident within the scope of clinical training and consistent with professional standards.
- Participate in treatment planning conferences to assist in identifying the progress a resident has made, towards becoming competent to proceed with court trail for pending criminal charges.

4/03-4/04 & 12/06-6/07

Sago Palm Academy, Pahokee, FL

MH Coordinator/Lead Substance Abuse Counselor

- Delivers behavioral health and co-occurring substance abuse services to adolescents, children, and their families, including the severely mentally ill population, within a multidisciplinary team.
- Provide individual counseling to youth with Substance Abuse history/Mental Health related conditions, within a level 8 residential treatment program.
- Facilitate Substance Abuse groups, anger management groups, and conflict resolution groups, to the youth in the residential juvenile treatment program.
- Conduct comprehensive mental health psychological assessments on the individuals on my caseload.
- Participate in the development of individual treatment plans and treatment plan reviews, to meet the needs of the clients.
- Participate in treatment planning conferences to assist in identifying strengths and weaknesses of the clients.
- Responsible for developing individualized treatment and education plans.
- Administer SASSI, MAYSI evaluations as needed.

SUMMARY:

Bilingual in Creole (Haitian language) and conversational French. Volunteer Services, Christ Fellowship Palm Beach Gardens, FL-Children's Disabilities Ministry.

Bradley Gotshall
4709 Buck Run Ln.
Harrisburg, PA 17110

CONFIDENTIAL APPLICATION

To whom it may concern:

My love of local government began during my senior year in high school, during which period I ran successfully for council in my hometown, eventually serving two terms. Throughout that period, I also had a chance to intern for PA State Senator David Argall, both in his district and capitol offices. At one point, I was experiencing local government (with my work as council member), county government (working with the Schuylkill County Treasurer's office), and state government (interning with Senator Argall) all at once – more government than anybody should have to experience at any one given moment!

Although considerably younger than the great majority of current municipal managers, many of whom will be competing against my resume for this very role, I hold more experience in the field of local government than almost any of them, as a percentage of my years of life. While my resume indicates a propensity to "job-hop", as I have heard, it shows a deeper quality of myself than is able to be shared on paper. With the number of communities I have led, comes many varieties of experience of local government administration issues. In terms of Pennsylvania municipal governance, I have seen it all: from the administration of the very small (Red Hill Borough – 2,300 residents) to the second-largest Township of the Second Class in Pennsylvania (Lower Paxton Township - 53,000 residents) to college towns (Millersville Borough and Indiana Borough).

With each of these communities, my commitment to local government has been evident: ensuring that the elected officials are as informed and educated as possible, providing for the most effective and efficient delivery of municipal services, excelling the transparency of government operations, and executing a fair, equitable policy of personnel administration. Beyond the niche qualities needed in each distinct community, these key functions of a municipal manager often cannot be learned; they are inherent to the individual and require years of cultivation and practice.

As Borough Manager of the Borough of Red Hill, although only for a very short period of time, I led a charge to modernize and branch out. Finally, the Borough accepts credit cards as a form of payment, is a member of PLGIT for the first time – employing the Procurement Card system, adding an efficient, accountable purchasing structure - and is using technology more than ever before to create a more efficient internal operation. The Borough, through my direction, changed the long-standing solid waste and recycling collection practices, moving towards a more equitable and financially responsible system. For the first time, the Borough also began to utilize a Capital Improvement Plan, to realize long-term projects and capital purchases.

During my tenure as Manager of the Borough of Indiana, I got the unique chance to guide a municipality that serves as host to a public university, the Indiana University of Pennsylvania (IUP), a chance that many municipal managers don't often get, especially at my age. In this role, I have worked to modernize Borough operations, working to accept credit cards online and in Borough Hall; joining as a member of PLGIT, employing the Procurement Card system; and implementing a mass notification system. For the first time, the Borough, through my initiative, implemented a 5-year Capital Improvement Plan, and passed a complete budget package that will work to be a communicative tool, expressing the story behind the figures.

Indiana Borough provided me invaluable experience, overseeing a workforce of 55 plus full-time employees, 18 part-time employees, a $13.3 million budget (general fund $6.3 million), and balancing a town-gown relationship that often comes with a share of high stress, and little cooperation.

Today, I serve as Manager of the Township of Lower Paxton, the largest municipality in Dauphin County (13th largest municipality in the Commonwealth) and a suburb of the City of Harrisburg. In this capacity, I oversee an organization of approximately 225 employees with an all-funds budget of approximately $83 million. This position has given me wonderful exposure to leading one of the larger municipal organizations in Pennsylvania. With such an opportunity, it has been my goal to implement many much-needed organizational and operational changes in order to bring about the most transparent and efficient organization possible. To date, I am in the process of bringing about a reorganizational plan with the goal of realigning workflow and correcting terrible workplace inefficiencies; addressing multiple convoluted budgeting practices that have threatened the concept of public finance transparency; organizing and properly ensuring municipal assets that have for quite some time been unrepresented; and modernizing operations to take advantage of technology.

In addition to the initiatives described hereinabove, I have also begun the process of implementing the Township's first CDBG Entitlement Program (having recently crossed the entitlement status population threshold) and career fire department, both of which include ensuring our community invests in a prosperous housing stock, economic development functions, and broadly ensuring a safe, healthy living environment for our residents.

While my career is marked with a number of municipal stops along the way, the one constant is my absolute adoration for local government; I love what it represents, and I love what it is able to accomplish when administered properly. I humbly, but aggressively will defend my decade-plus career in this field against anybody my age, or with more experience, for that matter.

I thank you for your time and consideration and look forward to a chance to discuss my qualifications with you.

Sincerely,
Brad Gotshall

Bradley Gotshall

(570) 516-5913 – bgotshall91@gmail.com

EDUCATION

Pennsylvania State University – Bachelor of Science, Public Policy 2015
Pennsylvania State University - Master of Arts, Public Administration 2021

EXPERIENCE

PA Dept. of Community & Economic Development – *Peer Consultant (Contracted)* 2022-Present
Contracted by the Pennsylvania Department of Community & Economic Development's Governor's Center for Local Government Services to perform peer consulting services for municipalities within the Commonwealth's Southeast region. Consulting services performed include technical assistance in the functional areas of administration and financial services.

Township of Lower Paxton – *Township Manager* November 2018 - Present
Population: 53,000; Annual Budget (2025): $100 million; Total Staffing: 173 Full-Time, 69 Part-Time.
Departments of the Township include Administration, Finance, Community Development, Public Safety (Police, Fire), Public Works, Sewer, Parks and Recreation, and Economic Development.
Selective achievements include: implementation of the first Capital Improvement Plan; creation and implementation of a new mixed-use zoning district ordinance at a key intersection of the Township – working with the land-owner on visioning of the parcels; ending each fiscal year of my tenure with a cash surplus; establishment of the 'Employee Engagement Committee'; executed two of the Township's largest bond issues in its history, each worth over $55 million, two years in a row; implantation of the first CDBG Entitlement Program.

Borough of Millersville – *Borough Manager, Secretary, & Treasurer* January – November 2018
Population: 8,383; Annual Budget (2018): $8.77 Million; Total Staffing: 29 Full-Time, 9 Part-Time.
The Borough of Millersville is the host municipality to Millersville University, a PASSHE system school. Departments of the Borough include Administration, Code Enforcement & Zoning, Police, Streets & Parks, and the Wastewater Treatment Department (overseeing the treatment plant).

Borough of Indiana – *Borough Manager, Secretary, & Treasurer* January 2017 – December 2017
Population: 13,981; Annual Budget (2018): $12.9 Million; Total Staffing: 70 +.
The Borough of Indiana is the host municipality to The Indiana University of Pennsylvania (IUP), a PASSHE system school. Departments of the Borough include Administration, Code Enforcement, Planning & Zoning, Police, and Public Works (including a wastewater treatment plant).

Borough of Red Hill – *Borough Manager, Secretary, & Treasurer* 2016-2017
Population: 2,472; Annual Budget (2017): $900,000; Total Staffing: 6.

County of Schuylkill – *Office Manager, District Attorney* 2014-2016
Clerk Typist, County Treasurer 2012-2014

Elected, Frackville Borough Council – *President Pro Tempore & Vice President* 2010-2016

INTERNSHIPS

State Senator David G. Argall (R-29) – Tamaqua, PA 2009–2010; 2013

MEMBERSHIPS

Pennsylvania Municipal League*, statewide Legislative Committee; Southcentral District Alt.* 2019-Present
Association for Pennsylvania Municipal Management, *Vice President At-Large (Central)* 2022-2024
Pennsylvania State Association of Boroughs, *statewide Executive Board Alternate* 2016
Schuylkill County Boroughs Association*, Secretary; President* 2015-2016

Andrew Linko

Madeira Beach, FL 33708
linknet24ps5jd_y9j@indeedemail.com
+1 734 752 0820

Professional Summary

Request position as an Electrician.

Work Experience

Township Supervisor

Charter Township of Brownstown-Brownstown, MI
December 2008 to April 2022

Supervisor is elected, term is 4 years. Voting member of Township board. Supervise daily Township business. Moderates board and annual meetings. Chief assessing officer (if certified). Secretary to board of review. Voting member for poverty relief. Township’s legal agent. Must maintain records of supervisor’s office. Develops Township budget. Appoints some commission members. May call special meetings. May appoint a deputy. Officer of election committee. Caretaker of township assets.

Journeyman Electrician

FORD MOTOR COMPANY-Woodhaven, MI
May 1996 to October 2021

Inspect, construct, calibrate, adjust, modify, install, test, troubleshoot, repair and maintain electrical, electronic systems and equipment on stamping presses, automation, robots, PLC’s.

Interpret blueprints, wiring and ladder diagrams, schematics, and sketches. Program robots and

PLC’s. Run conduit and feeder circuits.

Construction Electrician

U.S. NAVAL RESERVE-Vienna, OH
August 1993 to August 2001

Supervise E-1, E-2, and E-3's. Install, maintain, repair telephone, high and low voltage electrical power distribution systems, street lighting, fire alarm, public address, interior wiring, erect poles, string wire and install transformers. Appointed Unit 23 clerk/messenger for unit communications, correspondence. Computerized, updated personnel record, evaluation for ms.

Journeyman General Electrician

ALCOA, INC-Cleveland, OH
August 1994 to May 1996

Inspect, construct, calibrate, adjust, modify, install, test, troubleshoot, repair and maintain electrical, electronic, fluidic, pyrometric, and combustion control systems and equipment.

Operated transportation equipment and material handling as required. Interpret blueprints, wiring and ladder diagrams, schematics, and sketches. Program robots and PLC’s.

Journeyman Electrician

CSC INDUSTRIES, INC.-Warren, OH
August 1978 to August 1994

Inspect, repair, replace, troubleshoot, and maintain electrical equipment throughout the plant. Interpret blueprints, wiring diagrams, and sketches. Passed written and practical exam for Journeyman level. Transferred from Chem lab. Use AB PLC’s.

Education

MBA in Leadership Studies
Baker College - Flint, MI
September 1999 to June 2002

Public Speaking and Human Relations
Dale Carnegie
April 1994

BSAS in AAS, Electrical Engineering Technology, Labor and Technology
Youngstown State University - Youngstown, OH
June 1985 to December 1992

Skills

- Programmable Logic Controllers
- Stamping Press
- Electrical Experience
- Low Voltage
- Blueprint Reading
- Schematics
- Troubleshooting
- Fabrication
- Equipment Repair
- Cabling
- Computer Networking
- HVAC
- Communication skills
- Budgeting
- Programmable logic controllers
- Schematics
- Leadership
- Industrial equipment
- Quality control
- Manufacturing
- Construction
- Customer service
- Profit & loss

- Blueprint reading
- Computer networking
- Human resources
- Mechanical knowledge
- Maintenance
- Plumbing
- DocuSign
- Electrical systems
- Supervising experience
- Report writing
- Organizational skills
- Compliance management
- NEC
- Industrial electrician experience
- High voltage
- Electrical wiring
- Sensors
- Commercial electrician experience

Certifications and Licenses

Journeyman Electrician

Driver's LicL520018591420ense
March 2022 to April 2030

Driver's License
March 2021 to Present

Electrician Apprentice

Fernando A. Vazquez, PE

177 Ocean Lane Drive
Unit 310
Key Biscayne, FL 33149
fernandovazq@gmail.com
954-261-7188

Executive Summary

Dynamic and results-driven municipal leader with over **35 years of experience** in public administration, infrastructure development, and executive-level management. Proven track record of leading diverse city departments, implementing strategic initiatives, and ensuring fiscal accountability while improving public services and fostering economic development. Skilled in **policy development**, **budget oversight**, **community engagement**, and **cross-departmental collaboration** to achieve organizational excellence.

Expertise in delivering transformative public works and infrastructure projects, including transportation, water and sewer systems, stormwater management, and coastal resilience. Adept at working with elected officials, regulatory agencies, and stakeholders to ensure alignment with community goals and government objectives.

Core Competencies

- Executive Leadership and Organizational Management
- Strategic Planning and Policy Development
- Budget Oversight and Fiscal Accountability
- Economic Development and Community Relations
- Municipal Infrastructure and Utilities Management
- Cross-Departmental Collaboration and Team Building
- Emergency Management and Disaster Recovery
- Public-Private Partnerships and Funding Strategies

Professional Experience

Director of Operations – Southeast US and LATAM, TYLin

June 2022 – Present | Miami, FL

- Oversaw regional operations and business development for public infrastructure, coastal resilience, and utilities projects across the Southeast U.S. and Latin America.
- Managed multimillion-dollar budgets and coordinated across multidisciplinary teams to achieve project delivery excellence.

Senior Vice President, CES Consultants

August 2015 – March 2019 | Miami Lakes, FL

- Directed municipal and regional infrastructure projects, including multimillion-dollar public works improvements.
- Developed organizational capacity by building cross-functional teams and enhancing staff performance.

Director – Capital Improvements Projects, Miami Beach

April 2011 – May 2013 | Miami Beach, FL

- Directed the planning, implementation, and oversight of a **$2.6 billion Capital Improvement Program**, delivering transformative projects in transportation, stormwater management, and public utilities.
- Collaborated with elected officials, city staff, and stakeholders to align CIP initiatives with strategic objectives.

City Engineer, Miami Beach, FL

March 2005 – April 2011 | Miami Beach, FL

- Provided executive leadership for citywide infrastructure projects, including water and sewer systems, stormwater improvements, and coastal restoration initiatives.
- Developed and implemented the **Miami Beach Stormwater Master Plan**, later adopted by Miami-Dade County.

Director of Public Utilities, Dania Beach, FL

January 2003 – March 2005 | Dania Beach, FL

- Managed the city's water and sewer systems, including developing the **Water and Sewer Master Plan**, encompassing upgrades to treatment plants, pipelines, and storage tanks.
- Oversaw day-to-day utilities operations while ensuring regulatory compliance and efficient service delivery.

Assistant City Engineer, Fort Lauderdale

June 2002 – January 2004 | Fort Lauderdale, FL

- Oversaw the **$1 billion Park Bond Program**, ensuring timely delivery of recreational infrastructure projects.
- Directed infrastructure improvements under the **WaterWorks 2011 Program**, modernizing water and sewer systems citywide.

Senior Manager, Jacobs Engineering

1995 – 2000 | Boston, MA

- Managed regional infrastructure projects, including the design and implementation of large-scale transportation and public works systems.
- Directed multidisciplinary teams to deliver projects on schedule and within budget.

Education

Florida Institute of Technology
Bachelor of Applied Science (B.A.Sc.), Ocean Engineering

Harvard University
Certificate in Public Policy and Planning

Licenses and Certifications

- **Florida PE License:** #60517
- Certificate in Public Policy and Planning, Harvard University

Key Achievements

- **Strategic Planning and Budget Management**:
  - Managed annual budgets exceeding $500 million, ensuring fiscal accountability and resource optimization across city departments.
  - Developed and implemented policies that improved operational efficiency and enhanced public services.
- **Municipal Leadership and Cross-Department Collaboration**:
  - Coordinated with department heads, elected officials, and community stakeholders to achieve consensus on complex municipal projects.
  - Strengthened organizational culture by fostering collaboration and accountability across diverse teams.
- **Public Infrastructure Delivery**:
  - Delivered transformative public works projects, including neighborhood water and sewer upgrades, stormwater improvements, and transportation system enhancements.
  - Directed the development of the **Mass Transit and Multimodal Plans** for Miami Beach, integrating public transit with pedestrian and bike infrastructure.
- **Emergency Management and Disaster Recovery**:
  - Played a pivotal role in disaster recovery during **Hurricanes Katrina and Wilma**, leading damage assessments, restoration efforts, and FEMA coordination.
  - Ensured continuity of essential services during crises through proactive planning and swift response.
- **Community Engagement and Economic Development**:
  - Promoted economic growth by aligning infrastructure investments with community development goals.
  - Spearheaded public outreach initiatives to build trust and transparency with residents and stakeholders.

Tina Monroe

Okeechobee, FL 34972
tinamonroe7_7fg@indeedemail.com
+1 727 318 1028

Professional Summary

I am a multi-talented, determined, administrative professional with experience in Data Entry, Compliance & Customer Service. I worked my way up to mid-level management with my people skills and team building expertise. I am looking for my next big opportunity.

Authorized to work in the US for any employer

Work Experience

District Manager

Parakeet Communities-Okeechobee, FL
November 2022 to October 2024

1. Managing three properties
2. Overseeing maintenance and management duties daily
3. Working face-to-face with residents in regards to clean up and assisting them around the property
4. Moving residence inn and out as well as processing paperwork
5. Creating work orders and managing maintenance technicians

Onboarding Specialist

JPMorgan Chase & Co-Tampa, FL
November 2021 to November 2022

Onboarding specialist:
- Data entry
- Start date changes
- Professional response emails
- Clearing candidates
- Processing terminations
- Calling candidates to advise of pending pre employment tasks
- Confirming all pre employment tasks have been completed
- Confirming work authorization completed
- Sending pre employment completed emails

Global workforce security
- Background screening
- Document requests
- Passing and failing candidates
- Reviewing documents
- Employment verification
- Education verification

- Document translation
- Reviewing documents from other countries

Uber Eats Driver
UberEATS-Okeechobee, FL
February 2022 to May 2022

Pick up an deliver orders

DoorDash Delivery Driver
Doordash-Saint Petersburg, FL
September 2020 to December 2021

1. Use of electronics
2. Gps
3. Locate and pick up orders
4. Customer service
5. Drop off orders

Community Service Volunteer
Family Resource Center-Hernando, FL
June 2021 to September 2021

1. Cleaning
2. Data entry
3. Excel data entry
4. Stocking
5. Unloading food trucks

magazine sales representative
ThinkDirect Marketing Group-Hernando, FL
March 2020 to July 2021

1. Data entry
2. Customer service
3. Answer phones
4. Follow script

Medical device technician (Temporary Assignment)
Manpower - Ocala Regional Medical Center-Ocala, FL
August 2018 to September 2018

- Flashed medical devices
- Checked and updated software
- Checked devices to be in working order
- Checked that there were no malfunctions with the machine.

Data Entry Clerk (Temporary assignment)
DCFS-Ocala, FL
January 2018 to March 2018

- Prepped mail for returns
- Prepped mail to be uploaded into the system
- Filed mail to correct case in system.

Office manager

TME Enterprises now DBI Services-Ocala, FL
May 2014 to May 2016

- Handled Quick Books
- Created Excel spreadsheets and input data
- Customer service
- Filed paperwork and receipts
- Processed bills
- Dispatched calls

Education

College - no degree in Forensic Science

ITT Technical Institute-Indianapolis - Branch, MN
January 2013 to May 2015

High School Diploma

Catapult Academy - Ocala, FL
December 2013

Skills

- Front Desk
- Customer Service
- Customer Care
- Typing (10+ years)
- Call Center
- Customer Experience
- CCC
- Microsoft Office (3 years)
- QuickBooks (2 years)
- Time & Attendance Systems (2 years)
- Accounts Payable (1 year)
- Accounts Receivable (1 year)
- Credit card reconciliation (3 years)
- Communications (4 years)
- Administrative Assistant (6 years)
- Administrative & Customer Service Skills
- Delivery Driver Experience
- Bookkeeping
- Payroll
- Office Management

- Cold Calling
- Microsoft Excel
- Computer skills
- Sales
- Human resources
- Management
- Computer literacy
- Microsoft Outlook
- Data Entry
- Communication skills
- Time management
- Microsoft Powerpoint
- Research

Certifications and Licenses

Driver's License

Assessments

Automotive maintenance — Proficient
October 2022

Knowledge of vehicles, vehicle maintenance, and repairs
Full results: Proficient

Indeed Assessments provides skills tests that are not indicative of a license or certification, or continued development in any professional field.

Samiea Hawkins

CELL (305)570-5518 - E-MAIL shawkins1921@hotmail.com

Objective: Educated as a project manager, seeking a position that enables me to showcase my ten plus years of experience in a variety of roles supporting senior management. Working in a sensitive corporate environment within a diverse team, with a reputation for meeting deadlines, detail-oriented, fast learner, excellent customer service skills, leadership, as well as organizational and budgeting acumen.

Skills: Payroll analytics, billing analytics, auditing, compliance, project management multi-leveling reporting, excellent written and verbal communication, effective time management and prioritization skills, strong problem-solving and analytical skills, with the ability to design solutions that drive results.

System: Advanced proficiency in MS Office Suite, Excel, Yardi, Lawson, ImageNow, AS400, JD Edwards, Voyager, PowerPoint, and MS Project

Experience: **Sisca Construction** **Jupiter, FL** **2022-Current**

Jr. Project Manager

- Collaborate with architects, engineers, and other specialists; hire full-time and part-time subcontractors and laborers and coordinate their schedules
- Visit sites regularly during construction — including bid walks, preconstruction walks, in-progress visits, punch walks, and closeouts — and attend status and coordination meetings
- Conduct and document quality assurance and safety inspections throughout the construction process, ensuring that the work environment is acceptable and that tools and equipment are in good working condition
- Maintain and update SOW and preconstruction documents, and meet contract obligations by developing relationships with reliable contractors and vendors
- Respond efficiently and effectively to work delays, emergencies, and other project disruptions

Seminole Tribe of Florida **Okeechobee, FL** **2018-2022**

Office Coordinator

- Maintain a working relationship with associates, members of the Tribal community, vendors and contractors
- Prepares and coordinates the collection, compilation, research and analysis of data. Develops, writes, edits, and presents comprehensive (statistical and narrative) reports for the evaluation of the Supervisor. Executing and creating Weekly Work Orders Assignments, as well as End of Month Reporting required for Accounting and Property Management.
- Creating and completing open work orders for Seminole Tribe of Florida Tribal Homeowners and Rental Units.
- Process payment request for vendors; performs and maintains records of daily entries and/or weekly check payments to monitor expenses.

Samiea Hawkins

CELL (305)570-5518 ◦ E-MAIL shawkins1921@hotmail.com

- Order parts, equipment, and office supplies from manufactures as needed.
- Scheduling meetings, trainings, and other Housing events
- Create, edits, and process purchase orders, receive items and enters into computer system.

Mac 59 **Elmhurst, NY** **2016-2018**

Shift Manager

- Prepare source data for computer entry by compiling, sorting information and establish entry priorities
- Process source documents by reviewing data for deficiencies; resolve discrepancies by using
  standard procedures or returning incomplete documents to the team leader for resolution
- Maintain data entry requirements by following data program techniques and procedures

Frontier Kemper **Long Island City, NY** **2014-2016**

Payroll Specialist

- Enter adjustment data into Employee Central Payroll for inclusion in payroll processing
- Process Payroll, Control Center alert errors, Time-card verification and audit pay cards
- Process stop payments, reissues, ACH NOCs, rejections and special requests

JF Shea **New York, NY** **2008-2014**

Office Manager

- 500 union and salary employees – Prepare HR day-to-day deliverables, execute initiatives and deadlines
- AS400 program software – point of contact for oversight of HR administrative operations and auditing
- Processed hiring, discipline, orientations, benefits administration, payroll and time-sheet verification
- Assisted the Vice President, Director of Engineers and Purchasing Manager to ensure integrity of accounting records through reconciliation and worked with external auditors to support audits and control reviews.
- General accounting, receivables, payroll, accounts payable, internal and external auditing, bank and cash reconciliations.
- Processed hiring, discipline, orientations, benefits administration, payroll, benefit changes and time-sheet verification.

Education:

Colorado Technical University 2010 BS Business Administration – *concentration* Project Manager

Colorado Technical University 2019 MA Business Administration – *concentration* Project Management

MARIE CATHERINE TIMOTHEE
Business Administration – Data Analysis
marietimothee4@gmail.com | (561) 305-3450 | www.linkedin.com/in/mt-hl7275

SUMMARY

Highly analytical and process-oriented business administrator with knowledge of database types; research mythologies; workers compensation insurance and Medicaid. Skilled in communicating complex information, highly organized with team leadership experience, detail oriented, and excellent people skills.

EDUCATION

Florida Atlantic University — Boca Raton, FL
Master of Executive Business Administration — Expected May 2024
Major: Business Administration/Data Analytics

Florida Atlantic University — Boca Raton, FL
Bachelor of Education - Cum Laude — December 2020
Major: Elementary Education

Google — Online
Professional Certificate — March 2022
Major: Data Analytics

SKILLS

- Tableau
- SQL
- Pivot Table
- Data Visualization
- Data Modeling
- Microsoft Suits

EXPERIENCE

FSMSDC — *Miami Shores, FL*
Project Coordinator — *May 2024 – Present*

- Complete business consultation with clients and follow up meetings.
- Disseminate weekly email with events and opportunities to clients.
- Maintain CRM and run scorecard with client report.
- Maintain webpage with updated information.
- Identify regional events to participate and share with clients.
- Attend transportation related events to engage with clients and gain information on current and future projects.

NCCI — *Boca Raton, FL*
Client Service Analyst — *April 2022 – May 2024*

- Perform analytical research using filed and approved regulatory manuals.
- Explain state by state workers compensation rules to carriers, agents, and insureds.
- Explain modification rating worksheet calculations via telephone and email.
- Analyze current and previous rating worksheets to determine cause of increase in modification rate.

Broward County Public Schools — *Lauderdale Lakes, FL*
Third Grade Teacher — *February 2021 - December 2021*

- Instructed students on multiple subjects such as language arts, mathematics, science, and social studies.
- Developed and issued educational content including notes, tests, and assignments.
- Differentiated instruction upon analysis of individual students' progress.
- Coordinated with support staff to discuss students' progress and areas of opportunity using clean data.
- Collaborate with parents to foster a positive learning environment.
- Organized supplies and resources for lectures and presentations.
- Prepared and distribute periodic progress reports and semester report cards.

Vitas Healthcare — *Miramar, FL*
Admissions Coordinator — *January 2018 - January 2020*

- Processed and analyzed new referrals received by telephone, email, fax, and website inquiries.
- Verified Medicare and Medicaid hospice benefits.
- Coordinated hospice benefits and services to patients and families.
- Conducted reports from admissions representatives and document outcomes using SharePoint.

Tyler

Ashton Burrows

Fort Pierce, FL 34982
ashtonburrows3_pks@indeedemail.com
+1 772 618 5850

Professional Summary

My current responsibilities mainly consist of managing daily production operations, training & continually growing a successful US & International customer service call center. I am currently reporting to the President & Director of Sales with our weekly metrics: Cost Analysis, KPI, Sales Performance, Purchasing & Production reports.

If given the opportunity I would show you that I am loyal, hard working and dedicated to the company's mission. I look forward to meeting you and contributing to your company's successful future.

Authorized to work in the US for any employer

Work Experience

Customer Service Manager (CSM)

Charles P Rogers & Co Inc-Port Saint Lucie, FL
January 2023 to Present

- Manage US and International call center
- Employee conduct management & reviews
- Resolve escalated customer service issues
- Order stock for service room
- Over see warehouse operations & production line employees
- Onboarding new employees at our FL location
- Responsible for production timelines and QC of mattress
- Keep all machines and equipment in good working order so production goals and budgets are achieved.
- Use CPRM proprietary inventory system to manage customers orders & shipping.
- CSP Gladly-ChatGPT -UPS- FedEx - Intuit scheduling - Shopify-Loadup - Ukay

Director of Sales

Vacation Superstore-Port Saint Lucie, FL
November 2008 to January 2023

- Hiring-Annual Reviews-Scheduling-Payroll-Quickbooks-I9
- Staying current with all State Licensing and Federal Regulations
- Staffs Continuing Education-Employee Manual Updates-Policy Creation
- Employee Separation and Conduct Management
- Motivating Sales Agents to meet personal and company goals
- Training-industry changes and client management skills
- Coach Supervisors on sales closing tactics, time management and organizational skills
- Manage home based IC staff (Independent Contractors)
- Saas, B2B & B2C
- Responsible for all Agency Promotional Programs and Value ads.

• Management and record keeping of all purchases and reservations using Excel and proprietary database.

• Managed and favorably resolved escalated customer service issues to avoid BBB complaints and negate a negative Social Media response.

• Responsible for maintaining company relations with the Cruise Lines VPs/BDMs and building relationships that create a more efficient and profitable Business.

• Test and implement new platforms and create power users.

• Held important roles in two company acquisitions. One I assisted the COO in finalizing and the second I took the lead. Both transitions have resulted in taking struggling Travel Agencies and turning them into profitable branches of VSN.

• Odysseus Expert Beta tested & implemented into our agency, Signature Travel Expert, Book NCL, Espresso, GoCCL, Winruise, Shopify, Sales Force, Client Base, Siebel and many other CRMs.

Travel Agent

Carnival Cruise Lines-Fort Pierce, FL

October 2006 to September 2008

Answer Sales Calls

Created and serviced guests cruise reservations

CRM Siebel - Database DOS based program

Managing a high inbound/outbound call volume

Petty Officer Third Class

U.S. Navy-Yorktown, VA

July 2000 to August 2004

Active Duty

Navy Corpsman

Honorable Discharge

Responsible for operational readiness of 41 Marines

Education

Master's in Business Administration

June 2013

Bachelor's in Business Management

June 2008

Skills

- CRM Software
- Recruiting
- Sales Management
- Business Development
- Forecasting
- Mergers & Acquisitions
- Training & Development
- Marketing Strategy

- Contract Negotiation and Drafting
- Ad-hoc reporting
- Gnatt Charts
- Planograms
- Quick books
- Create data base power users
- P&L Management
- Account Management
- Business Analysis
- Product Development
- Pricing
- Salesforce
- Project Management
- Strategic Planning
- Supply Chain
- Merchandising
- Research
- Relationship Management
- Management
- Computer Networking
- Process Improvement
- Financial Report Writing
- Program Development
- Warehouse management
- Customer service
- QuickBooks
- CRM software
- Business analysis
- Business development
- Negotiation
- Databases
- Sales
- Events management
- Event planning
- Communication skills
- Microsoft Office
- Supervising experience
- Leadership
- Call center management
- Project management

- Organizational skills
- Microsoft Excel
- Time management
- SaaS

Languages

- English - Expert

Military Service

Branch: United States Navy
Rank: Petty Officer 3rd class

Certifications and Licenses

Professional In Human Resources

First Aid Certification

2-14 Life & Variable Annuity
February 2020 to April 2025

Katarzyna Sendra

C (860) 993-6575 | **E** kasiasendra11@gmail.com

OBJECTIVE

Highly organized and detailed-oriented Administrative Assistant with 5+ years of experience. Skilled in managing administrative tasks, coordinating schedules, and ensuring smooth office operations. Exceptional communication and leadership skills.

SKILLS

- Strategic Planning
- Team Development
- Hospitality
- Problem-Solving
- Multitasking
- Time Management
- Financial/ Budget Management
- Client Service and Relations
- Relationship Building, Coaching, Mentoring.
- Staff Training, and Employee Onboarding

EXPERIENCE

2021 - Present **Office Manager** **Covenant Living of Cromwell, Cromwell CT**

- Responsible for managing resident satisfaction and overall campus operations in collaboration with the Executive and Associate Executive Director.
- Responsible for planning campus functions and promotional events.
- Work alongside Facilities Management Director to hire and manage staff in various departments including security, reception, and transportation.
- Maintain resident electronic medical and financial records.
- Assist in the administration of up-to-date policies and procedures including personnel policies, wage and salary administration, safety policies.
- Assist in the preparation of the annual operating plan, capital equipment, and capital improvement and cash flow budgets.
- Assist with the preparation of the campus integrated strategic plan.
- Provides primary clerical support to the Executive Director, including coordinating calendar and schedules, composing, and typing correspondence, and other administrative support and clerical functions.
- Works with the Executive Director in maintaining the resident directories, manuals, building fire lists. Also, the general administrative procedure manual.
- Serves as team member in special projects and prepares reports on specific areas as requested by the Executive Director.
- Maintains all business associate and contract files and ensures vendor contracts and related information is current for consultants used by campus. Updates business associates contract log for quarterly review.

- Maintains office equipment and repairs. Oversees postage and UPS functions including postage meter monitoring/refill. Distributes internal mail and faxes. Oversees the responsibility for ordering office supplies. Orders business cards for staff.
- Helps with the annual Gala fundraising event. Collects annual community benefit forms and records in benefit log. Scans incoming benevolence gift checks to Stewardship Manager. Knows the eTapestry benevolence donation system, helps in updating records and benevolence correspondence.

2019 – 2021 Retirement Sales Counselor **Covenant Living of Cromwell, Cromwell CT**

- Responsible for developing and maintaining relationships with clients seeking Independent Living, Assisted Living and Memory Care services within a CCRC/Life plan community.
- Create marketing collateral to promote Continuum of Care.
- Educate/qualify customers and provide recommendations to meet various client needs within different continuum service lines.
- Responsible for closing a minimum of 2 sales per month and meet quarterly goals.
- Manage daily, weekly, and monthly quotas utilizing CRM and sales metrics.
- Drive execution of sales utilizing creative personal touches, events, home visits, on and off campus appointments and virtual meetings keeping future residents and their family engaged.
- Collaborates with campus and regional leadership to foster new business opportunities to increase revenue.
- Counsel prospects and their families by developing and understanding their psychological and logistical circumstances to push their thinking and assumptions to close.

2015 – 2019 Dining Room Supervisor **Covenant Living of Cromwell, Cromwell CT**

- Responsible for supervising the dining services department team consisting of servers, utility workers, and cooks.
- Provide comprehensive support to senior level directors.
- Leader of monthly and quarterly employee development training focusing on safety and hospitality services.
- Develop and create marketing programs for dining services to residents including print materials, digital signage, and special events.

EDUCATION

Middlesex Community College
A.S. Business Administration

Southern New Hampshire University
B.S. Business Administration

References Available Upon Request

Dan Marteen

Stuart, FL
danmarteen5wctc_4zp@indeedemail.com
631-880-9447

Professional Summary

Dynamic and results-oriented professional with over 20 years of diverse experience in automotive sales, financial management, and marketing. Demonstrated excellence in operations management, team leadership, and customer satisfaction. Proven track record in event management, digital marketing, and business development through successful ownership and operation of an entertainment company.

Experienced Finance Manager with strong skills in financial analysis, budgeting, and strategic financial planning, enhancing the ability to drive profitability and efficiency. Renowned for integrity, loyalty, and meticulous attention to detail, this leader combines sales acumen with operational and financial management skills to drive business growth and elevate customer satisfaction.

Work Experience

Sales Manager

Nissan-Florida

July 2022 to Present

- Directed a 12-member sales team to achieve monthly profits of $450k, averaging

115 car sales per month. - Recruited, trained, and motivated sales staff. - Consistently surpassed monthly store and brand objectives. - Maintained healthy profit margins while exceeding CSI district requirements. - Managed internet pricing, customer follow-up, and deal closing.

New and Used Sales Manager

Acura of Bayshore-NY

February 2017 to June 2022

- Led a 14-member sales team to achieve monthly profits of $700k, averaging

200 car sales per month. - Recruited, trained, and motivated sales staff. - Consistently exceeded monthly store and brand objectives. - Maintained healthy profit margins while exceeding CSI district requirements. - Managed internet pricing, advertising, social media marketing, and customer engagement strategies.

Finance Manager

Atlantic VW-NY

June 2014 to January 2017

- Managed customer finance, lease, cash deals, and fundings. - Built and maintained customer relationships. - Exceeded monthly store objectives and maintained top profit margins. - Handled an average of 45 turns per month, averaging over $2500 per copy. - Developed and implemented customer finance solutions, enhancing customer satisfaction and retention.

Sales Representative

Chevrolet 112-NY

May 2005 to June 2014

- Achieved an average monthly profit of $80k with an average of 22 units sold. -

Cultivated and maintained strong customer relationships. - Consistently exceeded monthly store and brand objectives. - Maintained healthy profit margins while exceeding CSI district requirements. -

Consistently ranked as a top performer in both volume and gross profit. - Developed marketing strategies to increase customer base and sales volume.

Skills

- Sales Leadership
- Microsoft Office Suite
- CRMs
- Facebook Ads
- Word
- AI
- Strategic Planning
- Customer Service Excellence
- Finance Management
- Relationship Building
- Excel
- Process Improvement
- CRM Utilization
- Elementor Pro
- Digital Marketing
- Problem Solving
- Team Building
- Conflict Resolution
- Google Ads/Analytics
- SEO tools
- Wordpress
- Business Development

Certifications and Licenses

Driver's License

Digital Marketing

Real Estate License

Assessments

Customer focus & orientation — Proficient
September 2022

Responding to customer situations with sensitivity
Full results: Proficient

Spreadsheets with Microsoft Excel — Proficient
March 2024

Knowledge of various Microsoft Excel features, functions, and formulas
Full results: Proficient

Recruiting — Proficient
October 2024

Managing the candidate sourcing and selection process
Full results: Proficient

Marketing — Proficient
March 2024

Understanding a target audience and how to best communicate with them
Full results: Proficient

Sales skills — Proficient
September 2022

Influencing and negotiating with customers
Full results: Proficient

General manager (hospitality) — Proficient
May 2021

Solving group scheduling problems and reading and interpreting P&L statements
Full results: Proficient

Management & leadership skills: Planning & execution — Proficient
May 2024

Planning and managing resources to accomplish organizational goals
Full results: Proficient

Outside sales — Proficient
October 2024

Understanding and responding appropriately in sales scenarios, and performing common sales calculations
Full results: Proficient

Management & leadership skills: Impact & influence — Proficient
February 2024

Choosing the most effective strategy to inspire and influence others to meet business objectives
Full results: Proficient

Analyzing data — Proficient
December 2023

Interpreting and producing graphs, identifying trends, and drawing justifiable conclusions from data
Full results: Proficient

Administrative assistant/receptionist — Proficient
May 2024

Using basic scheduling and organizational skills in an office setting
Full results: Proficient

Attention to detail — Proficient

May 2024

Identifying differences in materials, following instructions, and detecting details among distracting information
Full results: Proficient

Scheduling — Proficient

June 2018

Measures a candidate's ability to cross-reference agendas and itineraries avoid conflicts when create schedules.
Full results: Proficient

Verbal communication — Proficient

August 2024

Speaking clearly, correctly, and concisely
Full results: Proficient

Project timeline management — Proficient

December 2023

Prioritizing and allocating time to effectively achieve project deliverables
Full results: Proficient

Social media — Proficient

March 2024

Knowledge of social media techniques and analytics interpretation
Full results: Proficient

Indeed Assessments provides skills tests that are not indicative of a license or certification, or continued development in any professional field.

RANDY A. SEEMAN

Property Manager

PROFILE

Enthusiastic, knowledgeable, proactive administrator adept at grasping complex situations and devising solutions with an eye towards increasing efficiency. Thoughtful, organized, deadline driven, team leader, skilled at property management, maintaining confidentiality and managing multiple programs and processes. Perspective, responsive, empathic communicator known for cultivating relationships.

PHONE:
954-822-2366

WEBSITE:
www.linkedin.com/in/randy-seeman

EMAIL:
Randyseeman@comcast.net

- 40 year Certification
- Roof Replacement
- Parking Lot resurfacing
- Pool Remodel
- Window Replacements
- Fob Installation
- Pipe Relining
- Wing wall rebuild

EDUCATION

JFK High School
1976 – 1980
Hard working student with a 3.0

National Community College
1980 - 1982
Business major 3.0

WORK EXPERIENCE

Atlantic Tower Co-op Property Manager
10/21/2021–Present
Implementing of new programs such as IT programs for management, maintenance and concierge in order to increase efficiency. Managing and overseeing 170 units. Implemented new Fob system. Created a room for a gym, bicycle room for those to store. Updated tenant storage facility.

Venetian Park East Condominiums Property Manager
06/28/2020–10/21/2021
Providing service to residents and board members 202 townhomes. Implementing cost cutting processes by reviewing current workflows and contracting with new venders. Applying technology to assist in the purchasing of supplies needed to run the day operation. Of the office decreasing spending. Recognized by colleagues and leadership for dedication and exemplary customer service.

Lime Bay Condominiums Property Manager
2008–2020
Consists of 168 units providing service to residents and Board Members. Payroll, Accounts receivable, Accounts payable, QuickBooks Proficient, Annual Budgets, Monthly board meetings, Property Inspections, Vendors negotiations and Oversee and Supervise Maintenance Personnel Staff.

- CAM License (License #CAM34473, date of licensure 03/20/20009).
- Notary Public
- Real Estate License

Central Florida | RochaCherri@gmail.com | (813) 570-4196

CHERI ROCHA

ACCOUNT MANAGER & SALES REP FOR NORTH FLORIDA

SKILLS

SALES STRATEGY
CUSTOMER SERVICE
REGIONAL MANAGEMENT
EHR, CRM & SALESFORCE
CLIENT RELATIONS
INSIDE, OUTSIDE & B2B SALES
5S METHODOLOGY
SIX SIGMA
STRATEGIC PLANNING
COMPLEX PROBLEM SOLVING
DATA DRIVEN RESULTS
PRODUCT MANAGEMENT
ADMINISTRATIVE MANAGEMENT
OPTICAL AND LAB EXPERTISE
MICROSOFT EXCEL
TRAINING AND DEVELOPMENT
VISION INSURANCES
RECONCILIATION
BILLING
CONTINUOUS IMPROVEMENT

EDUCATION

UNIVERSITY OF SOUTH FLORIDA
2010-2012
Associates in molecular and cellular biology
2012-2014
Bachelor's in molecular and cellular biology
Minoring in Chemistry

Work Experience

OPTICAL LAB SERVICES AND SALES MANAGER OF NORTH AMERICA
AMERICAN POLYLITE | Clearwater, FL | 727.585.2192 | *2022 - Present*

Daily operations included continuous improvement of operations while implementing the 5S Methodology for lean production throughout all processes. Meeting with our largest accounts to educate on new services and products provided. As well as address any concerns and make necessary changes. Management over Lens Inventory, shipping department, data entry, customer service and sales team. Utilizing Six Sigma techniques for process improvements as we get licensed to be an international company. Engaging in a data driven culture to make necessary changes with the bigger picture as the focus.

- Retaining and growing our book of business with our sales team by analyzing different reports and data.
- Educate customer base on available products and programs. Focus sales efforts on opportunities that meet customer needs and support market strategy.
- Creating SOPs to ensure each employees training is aligned with company vision and goals.
- Presentations with our President, Operations manager and our largest accounts.

ACCOUNT MANAGER & OUTSIDE SALES REP FOR NORTH FLORIDA
THEMA Optical | Miami, FL | 786.803.8881 | *2020 - 2022*

THEMA, an Italian-based company, and leader in eco-friendly and fully customizable eyewear since 1993. In 2017, THEMA opened our second factory in Miami, Florida in order to bring the quality and tradition of Italian eyewear to the United States. Our goal is to utilize the same manufacturing techniques used in Italy to make custom frames for our US customers and to do so within 3-5 business days for two of our most popular collections: iGreen and Q-Six. Our products have been very well received and we've had an incredible amount of success partnering with quality optical shops.

- As the Frame Sales Rep for Mid to North Florida, I've been able to rekindle prior accounts, develop lasting relationships and open new accounts with ease.
- In direct communication with business owners and decision makers to provide solutions and products to address their business needs.
- Securing new accounts while maintaining current accounts. Meeting with our CEO to come up with focused sales plans for the area based upon feedback.
- Creating a schedule and rotation for our accounts to be met with on a consistent basis to increase our product board space.

REGIONAL OPTICAL LAB MANAGER
PEARLE VISION | Tampa, FL | 813.392.3636 | *2016 - 2020*

A franchised company, with a large portion of our sales contributed from our in house lab services. Sourcing lenses that meet our quality expectations at the best price point. Streamlining lab services and processes for increased profits.

- Management over 7 labs through a central lab hub where we distribute all orders to neighboring locations.
- Team training and meeting with regional manager to set goals and plans
- Creating process to ensure proper workflow and turn around times.

Keneisha Burke
5335 NW west Lanett Cir
Port Saint Lucie, Florida 34986
Phone: 954-328-6320

Objective:
Strategic, outcome-oriented, highly skilled healthcare worker seeking to obtain a dynamic leadership position.

Education:

Barry University Miami Shore, Florida
MBA Health Service Administration **2019-2020**

Barry University Miami Shore, Florida **2006-2009**
BS (Sonography), Minor Biology

Broward Community College Coconut Creek, Florida **2003-2005**
Associate in Arts, Pharmacy

Work Experience:

- Directs the selection and placement of new employees, performance evaluations and corrective actions.
- Develops strong understanding and monitoring of the revenue cycle for the department's professional billing and reimbursement. Daily review of Stata and Tableau to effectively manage budget and productivity.
- Develops and manages departmental operating budgets and educational funding activities and monitors cost variances.
- Supports the application of CC operating procedures and communicates with management to ensure understanding and compliance with policies/procedures.
- Collaborates with Clinical Institutes and Regional leadership in implementing strategic initiatives within the assigned Regional HVTI Operations locations including institute growth strategies, and marketing plans.
- Manages operational areas and identifies and drives improvement opportunities in key areas including, patient access (ease of access) patient experience, service line cost management, quality management, employee engagement and other department functions that support the overall HVTI performance.
- Interprets and communicates policies/procedures and communicates relevant changes.
- Review physician contracts oversee quality improvement for each testing modality.

Cleveland Clinic **Feb 2022-Present**
- **Cardiovascular Testing Manager**

Cambridge College of Healthcare & Technology **January 2021-2022**
- **Program Director/Instructor**

Westside Regional Medical Center Plantation, FL **June 2013-2022**
- **Ultrasound/Echo Technologist**

Americare Medical Center Oakland Park, FL **Feb 2016-2022**
- **Lead Ultrasound/Echo Technologist**

University Hospital and Medical Center Tamarac, FL **April 2013-2017**

- **Ultrasound Technologist**

Soma Medical Center Palm Beach, FL **March 2009-2015**

- **Ultrasound Technologist**

Leadership:

- Ensure sufficient allocation of resources, including managing budgets, updating policies and procedures and supervising staff.
- Leverage nursing resource and interdepartmental communication to improve patient experience.
- Continuous strategic planning that bolsters my department's commitment to quality and patient care
- Prioritize and appropriately respond to requests in a high stress environment and maintain composure and problem-solving focus during stressful interaction.
- Conduct department meeting and documents employee attendance using appropriate format and covers required topics, including quality improvement, safety, infection control and hazardous waste when indicated.
- Review and approve staff schedule changes.
- Strategic collaborative approach to problem-solving, with a clear focus on the outcome
- Decisive judgment and the ability to work effectively with minimal supervision.
- Prioritize JACHO compliance standards and IAC accreditation standards in the cardiology department.

Professional Reference

Dr. Donald Hoffman dbhmd@mac.com 772-285-4595

Dr. Keith Swanson swansok7@ccf.org 701-330-5747

Santrisha Isma santisma@gmail.com 561-467-0319

LICENSE

RVT, RDCS, RDMS

BLS

Djimson Romilus

Port Saint Lucie, FL
dromilusdrqq2p6_ee4@indeedemail.com
+1 954 618 8377

Professional Summary

Objective To obtain a challenging position that emphasizes increasing responsibility, personal growth, and professional achievement to develop and contribute to my business experience.

- Strong analytical abilities, including problem-solving and critical thinking.
- Comfortable working with data and conducting statistical analysis.
- Effective team player who also works well independently.
- Positive attitude and willingness to collaborate with others.
- Detail-oriented approach to tasks and projects.
- Efficient in managing priorities to meet commitments.

Work Experience

Senior Reconciliation Analyst

Deposita an Allied Universal Company-Jupiter, FL

November 2023 to Present

- Conducts statistical analysis to support business decisions and optimize processes.
- Collaborates with cross-functional teams on statistical modeling projects, applying regression, and hypothesis testing techniques.
- Develops and implements standard operating practices for cash inventory management, ensuring compliance with bank policies and customer satisfaction.
- Oversees daily cash inventory services for retail customers, coordinating with CIT providers and resolving any discrepancies with banks and customers.

Reconciliation Analyst

Allied Universal.-Jupiter, FL

June 2022 to November 2023

- Resolved cash deposit discrepancies between customers, banks, and armored transport providers by conducting thorough investigations and providing solutions.
- Performed first level analysis of supporting documents and data and escalated complex issues to senior management as needed.
- Established standard operating practices for cash inventory management for retail customers, ensuring optimal cash ordering levels, accurate reconciliation of balances, and alignment with bank processes and practices.
- Maintained internal relationships with the Deposita team, providing support for project installations and performance troubleshooting.

Assistant Store Manager

Wal-Mart Store Inc.-Delray Beach, FL

September 2014 to June 2022

• Oversaw the development and supervision of hourly associates through recruitment, training, and mentorship.

• Engaged in community outreach initiatives, motivating associates to contribute positively to local community efforts.

• Maintained the company's commitment to open communication by addressing associate concerns, investigating issues, and ensuring adherence to company policies.

• Ensured customer satisfaction by providing effective communication and assistance in resolving inquiries and issues.

Education

Master's degree in Business Administration

Florida Atlantic University - Boca Raton, FL

June 2023 to Present

Bachelor of Arts in Finance and Management

Florida Atlantic University - Boca Raton, FL

August 2010 to May 2012

Skills

- Languages
- Microsoft Office (Word, Excel, PowerPoint, Access) Tableau
- SQL
- Fluent in Creole and English
- Skill
- Budgeting
- Account reconciliation
- GAAP
- Analysis skills
- Python
- Pivot tables
- Data analysis skills
- Power BI
- R
- SQL
- Analysis skills
- Microsoft Excel
- MySQL
- Tableau
- Analytics
- Accounting
- Microsoft Office
- Communication skills

Certifications and Licenses

Driver's License

Michael Levine

Port Saint Lucie, FL 34983
michaellevineihahf_c9c@indeedemail.com
+1 772 779 1024

Professional Summary

I have several years of experience working for a national hedge fund located in Atlanta GA as an acquisition specialist. I could be in the process of moving to Nashville

Authorized to work in the US for any employer

Work Experience

Dispatch Manager

We Move 4 You LLC-Port Saint Lucie, FL

June 2020 to Present

I'm the dispatch manager for a national moving and storage company. My responsibilities include the following: route strategies and planning, maintaining logs, communicating with drivers, coordinating logistics, customer service, scheduling and record keeping,

Real Estate Manager

Crossroads Property Management-Port Saint Lucie, FL

May 2011 to April 2020

Property manager

Managed single family homes and several apartment buildings. I was responsible for customer service, rent collections, evictions, leasing and property maintenance.

Customer Service Representative

Coastal Insurance Services-Lake Worth, FL

April 2002 to June 2011

I was a licensed property and casualty insurance agent. I sold automobile insurance, commercial insurance and homeowners insurance.

New Home Sales Consultant

JBL Homes

April 1995 to February 2001

New home sales coordinator. Inside sales from the model center.

Education

2 years college in Business

Santa Fe College

June 1980 to September 1984

Skills

- Marketing
- Property Management
- Management (10+ years)
- Dispatching (5 years)
- Customer service (10+ years)
- Insurance Sales
- Logistics
- Microsoft Outlook
- Underwriting
- Sales
- Negotiation
- QuickBooks
- Cold Calling
- Office Management
- Freight Experience
- Accounts Payable
- Telemarketing
- Research
- Account Management
- Salesforce
- Sales Management
- Outside Sales
- Upselling

Elizabeth Gjonbalaj

Port Saint Lucie, FL 34953
egjonbalaj8_twa@indeedemail.com
(917) 747-5143

Work Experience

Regional Senior Director (Interim)

Cleveland Clinic-Stuart, FL
March 2024 to Present

Obstetrics & Gynecology and Medical Specialty Institutes

· Worked alongside Chair of OB/GYN and MSI to present quarterly scorecard review (QSR) and monthly business review (MBR)

· Assisted in creating virtual appointments for MSI (Medical specialties) services

· Partnering with hospital leadership for NICU services to be provided at

Regional Program Manager II

Cleveland Clinic Tradition Hospital-Stuart, FL
July 2022 to Present

• Manages multiple priorities and projects with competing deadlines

o Improved patient access project – FLQ

o Rebuilt Bariatric program (Martin Health)

o Improved APP fill rate by 20%

• Coordinate cross-functional meetings with various functional areas to meet overall stakeholder expectations and organization's objectives

• Prepare accounting, financial reports and special data analysis for service lines across the FL region (Digestive Disease & Heart, Vascular & Thoracic Institutes)

• Manage the full project life cycle including requirements gathering, creation of project plans and schedules, obtaining and managing resources, managing budget, and facilitating project execution, deployment and closure

Regional Senior Service Line Administrator (Interim)

Cleveland Clinic-Stuart, FL
October 2023 to December 2023

Digestive Disease & Heart, Vascular and Thoracic Institutes

· Worked alongside Chair of Digestive Disease & Heart, Vascular and Thoracic to present QSR (quarterly scorecard review and MBR (monthly business review)

· Created business plans for new budgeted and unbudgeted positions for Cardiothoracic surgeons

· Assisted with improvement plan for APP fill rates and level scheduling project within HVTI

· Continued leadership support in marketing and improving Bariatric program within the FL region

Department Operations Manager

Cleveland Clinic Florida-Stuart, FL
December 2020 to July 2022

· Oversee 56 direct reports. Build and execute strategic plans to improve patient access, add new technologies (self-check-in kiosk), and grow services

· Responsible for operating budget for 4 ambulatory sites

· Managed department daily operations and personnel for 4 ambulatory sites that include a variety of specialties

· Completed staffing, training, work flow analysis and performance management

· Created an out-patient COVID swabbing clinic for pre-surgical services and non-surgical COVID testing in our Urgent Care facility

· Assisted in creating SOPs for ambulatory operations

· Partnered with service line Administrator to improve patient satisfaction scores in Urgent Care (from 50th percentile to 80th in satisfaction scores)

· Resolves interdepartmental issues to ensure consistency in quality, procedure, and policy application

· Develops, monitors and implements programs to enhance customer service, develop skills and improve scope of service

Administrative Manager

The New York Eye and Ear Infirmary, Ophthalmology Associates, PC-New York, NY

January 2020 to December 2020

· Plan, direct and oversee all administrative operations, human resources, and clinical services.

· Analyze internal processes and plans or implements procedural and policy changes to improve operations

· Prepare and review operational reports and schedules to ensure accuracy and efficiency

· Collaborate with executive leadership to assure the completion of the annual budget and subsequent monitoring of financial status of the department. Recommend and review development and cost saving strategies.

· Manage staffing to ensure appropriate allocation and compliance with goals and objectives

· Attend weekly upper Management process and financial meetings (AR reports, cash flow report, charges and collections, etc.)

· Administer personnel policies such as hiring, performance appraisals, training, staff disciplinary activity and salary recommendations

· Identify short- and long-term objectives for improving the operation, billing and overall growth goals

Assistant Manager

The New York Eye and Ear Infirmary, Ophthalmology Associates, PC-New York, NY

June 2015 to January 2020

· Prepare and review operational reports and schedules from billing company to ensure accuracy and efficiency

· Interpret and administer personnel policies such as hiring, performance appraisals, training, staff disciplinary activity and salary recommendations

· Verify hours worked by office staff, monitors use of vacation, sick and holiday time. Submits time and attendance within the specific pay period

· Create Comprehensive, Oculoplastics, Anterior Segment on-call and OR schedule

· Manage physician compensation and performance evaluation

· Oversee billing (ICD-10 codes and CPT codes used for billing) and credentialing for St. Luke's Hospital and NYEE

· Attend weekly process and financial meetings (AR reports, cash flow report, charges and collections, etc.)

· Maintain records and compile statistical reports concerning personnel-related data

· Manage third party vendors' accounts (contracting, invoices, etc. – DEC, Regus,

Lincoln computers)

Executive Coordinator

The New York Eye and Ear Infirmary, Ophthalmology Associates, PC-New York, NY
August 2010 to June 2015

· Served as an Executive Coordinator to the CEO

· Maintained appointment and meeting calendars; make related travel arrangements

· Contacted outside agencies and groups for meetings, gathering of information and other operational responsibilities

· Organized and distributed meeting materials, maintain files and records

· Transcribed minutes of meetings and prepare follow-up materials

· Planned yearly corporate events

Digestive Disease, Heart, Vascular and Thoracic, Primary Care, and OB/GYN Institutes

Cleveland Clinic Florida, Chief of Staff Office-Stuart, FL

· Manages multiple priorities and projects with competing deadlines

· Improved patient access project – FLQ

· Rebuilt Bariatric program (Martin Health)

· Improved APP fill rate by 20%

· Coordinate cross-functional meetings with various functional areas to meet overall stakeholder expectations and organization's objectives

· Prepare accounting, financial reports and special data analysis for service lines across the FL region (Digestive Disease & Heart, Vascular & Thoracic

Institutes)

· Manage the full project life cycle including requirements gathering, creation of project plans and schedules, obtaining and managing resources, managing budget, and facilitating project execution, deployment and closure

Education

Master of Business Administration (MBA) Bachelor of Science in Business Management

Nova Southeastern University St. John's University - Fort Lauderdale, FL
September 2015 to December 2017

Skills

- Creative and innovative thinker
- Proficient in Spanish (speaking and writing)
- Resourceful and detail oriented; skilled problem-solver and multitasker
- Experience working in a fast-paced demanding environment; interacting with all levels of management
- Experience in performing Human Resource duties (Administration, Supervision, Employee services, Training and Employee counseling)
- Knowledgeable of Microsoft Office Suite
- EMR Systems
- Payroll
- Interviewing

- HIPAA
- Administrative Experience
- Event Planning
- Epic
- Medical Office Experience
- Patient care
- Medical terminology

Jah-Juan Lewis

Fort Pierce, FL 34947
jahjuanlewis5_9ed@indeedemail.com
+1 720 462 1641

Willing to relocate: Anywhere
Authorized to work in the US for any employer

Work Experience

Office Manager

Ocean Village Resort-Hutchinson Island, FL
September 2020 to April 2024

- Accounting/Budgeting/Scheduling
- Completed work orders and follow ups
- Inbound/outbound calls, emails, staff scheduling, ordering supplies, etc.
- Complete Taxes for company
- Broker deals between owners and guest

Special Operations

llendingDrirect-Denver, CO
August 2016 to September 2020

- Auditing all sales calls
- Satisfying all customer needs and complaints
- Logging/tracking all gift card distribution for employees who reached sales goals
- Creating and Responding to all adverse action letters
- Overseeing our social media's feeds and replying to negative/positive feedback
- Performing warranty cancellation

Assistant Front Desk Supervisor

The Inverness Hotel and Conference Center-Denver, CO
January 2008 to July 2010

Created a friendly environment

- Checking guest in/out
- Processing payments/refunds
- Resolved guest complaints & concerns
- Schedule Employees accordingly
- Up-sale incoming guest
- Sign guest to loyalty program

Education

Bachelor's in Hospitality

Arizona State University - Tempe, AZ

August 2010 to May 2016

Skills

- Customer Service
- Excel
- Data Entry
- Operation
- Word Processing (10+ years)
- Store Management Experience
- Guest Services
- Auditing
- Event Planning
- Accounts Receivable
- Property management
- Office Management
- Banking
- Bookkeeping
- QuickBooks (2 years)
- Accounts Payable
- Google Docs
- Filing (5 years)
- Valet Parking
- Cold Calling
- Research
- Administrative Experience
- Payroll
- Hotel experience
- Front desk
- Customer service
- Microsoft Office
- Microsoft Excel

Tiamiko Queen

Certified Public Notary
Fort Pierce, FL 34945
hillarykirlew9_p4l@indeedemail.com
+1 772 285 6884

Professional Summary

I have been volunteering with kids for over 10 years . Six years at Saint Joseph Catholic school and East stuart Initiative. Saint Paul Ame church. I am well qualified and great at what I do.

Work Experience

Assistant Business Manager
TREASURE COAST FORENSIC TREATMENT CENTER-Indiantown, FL
January 2022 to Present

Payroll clerk
TCFTC-Indiantown, FL
March 2014 to Present

Rehabilitation specialist
Geo care treasure coast forensic treatment center-Indiantown, FL
April 2007 to Present

Teacher Assistant
Pace-Fort Pierce, FL
August 2007 to December 2008

Accountant/Bookkeeper
TCFTC-Indiantown, FL
January 2017

Education

Ba in psychology minor in sociology in Psychology
Livingstone college - Salisbury, NC
2006

Skills

- ADP
- Adp Payroll
- Data Entry

- Kronos
- Quickbooks
- Payroll Tax
- Accounting
- Accounts Receivable
- Financial Report Writing
- Human Resources
- Office Management
- General Ledger Accounting
- Bookkeeping
- Accounts Payable
- Journal Entries
- Bank Reconciliation
- Account reconciliation
- Non-profit accounting
- General ledger accounting
- General ledger reconciliation
- Bookkeeping
- QuickBooks
- Payroll
- Kronos
- Accounting
- Balance sheet reconciliation
- Accounts payable
- Accounts receivable
- Accounting software
- Account reconciliation
- Operations management
- Budgeting
- Supervising experience
- Social work
- Leadership
- Analysis skills
- Customer service
- Personal assistant experience
- Event planning
- Management
- Administrative experience
- Communication skills
- Teaching

Certifications and Licenses

Certified Notary Public

CPR Certification

Additional Information

References

Yolanda Taylor Paralegal Clerk 772-215-3279

Andrea Ford Nurse 202-360-0229

Christopher Cuello

Port Saint Lucie, FL| (786) 972-4784 | cuellochristopher@gmail.com | LinkedIn

PROFESSIONAL SUMMARY

As an MBA graduate with an interest in business analysis, my academic background and hands-on experience have enhanced my skills in data-driven decision-making, analytical research, and innovative strategies. I am eager to leverage my analytical acumen and creative thinking to drive business growth and develop impactful decision making. I am seeking opportunities to utilize my expertise in business analysis and risk management to contribute to an organization's success and innovation.

EDUCATION

Florida Atlantic University — **Boca Raton, FL**
Master of Business Administration — Estimated Graduation Date- May 2025

University of Central Florida — **Orlando, FL**
Bachelor of Science: Legal Studies — December 2017
Minor: Sport *Business Management*

WORK EXPERIENCE

Automotive Management Services, Inc. — **West Palm Beach, FL**
Risk Analyst — *August 2022 – Present*

- Conduct detailed investigations on all bodily injury and property damage claims that occur at all 140+ dealerships
- Train and discuss the reporting processes with all new hires.
- Liaison between adjuster, dealership, internal legal counsel, and defense legal counsel on non-litigated/litigated matters.
- Report claims to third party administrator's database, retain records, and compile supporting documents.
- Assist with workers compensation and employee incidents across all 140+ dealerships.
- Update management with a detailed monthly report that addresses all incidents.
- Ensure all 140+ locations are up to FTC Compliance.

Steinger, Greene, & Feiner — **West Palm Beach, FL**
Litigation Paralegal — *July 2021-August 2022*

- Retained a case load of 65 cases at a time.
- Maintained a professional rapport with clients.
- Drafted and prepared motions, notices, and discovery responses.

Cole, Scott & Kissane — **Orlando, FL**
Administrative Assistant — *September 2019 – July 2021*

- Initiated, updated, and maintained current case files and records.
- Drafted motions, notices, and discovery responses.
- Prepared depositions, mediations, and trial binders.
- Translated pre-depositions for Spanish clients.

Orlando Magic — **Orlando, FL**
Ticket Sales Representative — *June 2018 – August 2019*

- Responsible for selling full season, partial plans, group, and premium ticket packages.
- Connected with businesses around Central Florida that could use the Orlando Magic to enhance their company's bottom line of business.

SKILLS

Technical Skills: Microsoft Excel, Microsoft Visio, CRM, Luminos, E-filing portals
Certifications: Florida Public Notary (2019), Certified Paralegal(2021), Florida Real Estate Sales Associate(obtaining 2025)
Languages: Fluent in English and Spanish

Denislava Stefanova

Port St. Lucie, Florida 34953 - (215)-971-6398 - denislava.stef@gmail.com

Professional Summary

PMP-certified project manager with a proven track record of leading cross-functional teams and delivering successful, high-impact projects that align with organizational goals. Skilled in labor management, process optimization, and talent development, I have implemented strategic initiatives that enhanced operational efficiency and employee performance. Experienced in data-driven decision-making and continuous process improvement, I excel at managing complex projects while fostering a culture of learning and growth. Seeking to leverage my project management expertise and analytical skills to drive impactful business solutions in a dynamic environment.

Skills

- Continuous Process Improvement
- Cost optimization
- Strategic Partnerships and Alliances
- Data-Driven Decision Making
- Succession Planning
- Cross-functional Collaboration
- Team Training and Development

Work History

Chewy Pharmacy — October 2023 to Current
Pharmacy Manager L5
Ocala, Florida

- Led the launch of a critical project during peak hours, resulting in top performance rankings across the company.
- Redesigned cold medication area with the Change team and Pharmacist Lead, increasing daily capacity from 300 to 550 colds.
- Implemented process changes in induction and multies, boosting rates from 177.96 to 303.10 for induction and from 60.43 to 72.73 for multies.
- Established quality improvement measures with the IC team, enhancing pill drop visibility and preventing mismatches.
- Promoted cross-functional collaboration by sharing successful Rx changes with the Change team for broader implementation across facilities.
- Identified flow optimization opportunities with the OB team, including relocating the FP station for improved efficiency.

Amazon — June 2021 to October 2023
Area Manager L4 Promoted to L5
Penns Grove, NJ

- Drove talent development by hiring, training, and mentoring managers and an intern, enhancing leadership within the team.
- Elevated team performance by promoting 3 Problem Solvers and 4 Process Assistants, recognizing outstanding contributions and driving engagement.
- Created and executed daily labor plans for 150 employees, ensuring consistent goal achievement with a strong focus on safety and quality standards.
- Established and led the Women in Amazon affinity group, promoting diversity and inclusion through events that celebrate employee achievements.
- Optimized space management to generate an additional 25,000 cubic feet of storage capacity, significantly improving operational logistics and efficiency.
- Achieved a 12% improvement in quality and a 40% increase in operational efficiency through targeted process enhancements, including a redesign of the Inbound Stow Department that standardized operations across TNS buildings, boosting efficiency by 17%.
- Promoted to L5 for driving continuous improvements in quality and productivity while maintaining a strong safety record, demonstrating a commitment to employee development and operational success.

Cescaphe Event Group — October 2015 to May 2021
Event Coordinator
Philadelphia, PA

- Led over 300 events from planning to execution, significantly improving customer satisfaction.
- Coordinated logistics for diverse events, optimizing venue selection, vendor negotiations, and budget management to ensure flawless execution.
- Developed and maintained strong relationships with clients and stakeholders, consistently exceeding expectations and enhancing overall event success.
- Led and mentored a team of 50 staff and volunteers, providing training and support to elevate event quality and attendee engagement.
- Leveraged data analysis to identify improvement areas, achieving a 20% increase in operational efficiency and participant engagement.
- Enhanced brand visibility through strategic marketing initiatives, utilizing social media and partnerships to maximize outreach and impact.

Education

TEMPLE UNIVERSITY, Fox School of Business
Bachelor of Business Administration: International Business Concentration: Marketing
Philadelphia, PA

Licenses and Certifications

- **Project Management Professional (PMP®)**
  Issued by Project Management Institute – October 2024
- **Registered Pharmacy Technician (RPhT)**
  Issued by the Florida Pharmacy Board – January 2024

Languages

Bulgarian:
Native/ Bilingual

Crystal Curet

Vero Beach, FL 32967
curet98@gmail.com
+1 772 453 8074

Willing to relocate: Anywhere
Authorized to work in the US for any employer

Work Experience

Community Director

Pemberly Palms Apartment - Vero Beach, FL
March 2022 to Present

- Oversee 200 units.
- Maintaining a 98% occupancy rate year around
- Developing, leading and managing a high-performance cohesive team of 6 in order to keep turnovers down, and give excellent customer service skills.
- Ensure daily operations runs smoothly.
- Maintain budget and invoices paid at a timely manner.
- Completion of monthly reports
- Conduct capital projects.
- Prepare expense reports.
- Manage all aspects of leasing.
- Conduct monthly events for residents.

Assistant Community Manager

Lexington Club at Vero - Vero Beach, FL
April 2021 to March 2022

- Answer and direct phone calls.
- Schedule vendors, meetings and appointments.
- Meet with prospective tenants to give property tours, receive rental applications for process, explain terms of occupancy.
- Maintain strong resident relations and provide excellent customer service.
- Complete Move ins and turns at a timely manner.

Assistant Property Manager

Taylor Pointe - Vero Beach, FL
April 2017 to April 2021

- Assist in managing all aspects of the building's occupancy and maintenance.
- Address and resolve resident's questions, concerns, and complaints in a timely manner.
- Communicate with tenants regarding property related issues.
- Meet with prospective tenants to show properties, conduct interviews, receive rental applications, and explain terms of occupancy.
- Maintain strong resident relations and provide excellent customer service.
- Manage budgets, accounts, rent collections, and tenant notices.

• Maintain organized and updated resident files and records.

Office Manager / Administrative Assistant

5th Color Designs - Miami, FL
August 2016 to March 2017

• Answer and direct phone calls.
• Organize and schedule meetings and appointments.
• Organize office operations and procedures.
• Manage relationships with vendors and service providers.
• Manage the Owners schedule, calendar, and appointments.
• Manage courier packages, monitor office supplies and reorder, as necessary.
• Maintain an organized and clean workplace.

Pastry Chef

The Tides Restaurant - Vero Beach, FL
January 2013 to August 2016

• Plan and execute the dessert menu.
• Develop new designs and recipes.
• Mix and bake ingredients according to recipes to produce certain quantities of breads, pastries and other bake goods.
• Develop new recipes for signature desserts.
• Create daily dessert specials.
• Maintain a clean and sanitary station.

Waitress

Indian River Estates - Indian River, FL
June 2012 to January 2013

• Provide excellent wait service to ensure satisfaction.
• Take customer orders and serve food and beverages.
• Make menu recommendations, answer questions and share additional information.
• Maintain clean and orderly checkout area as well as restaurant tables.

Cashier & Waitress

Lorna's Restaurant - Miami, FL
November 2009 to May 2011

• Greet customers entering the restaurant.
• Take customer orders and serve food and beverages.
• Make menu recommendations, answer questions and share additional information.
• Answer phones and handle takeout orders.
• Maintain clean and orderly checkout area as well as restaurant tables.
• Collect payment and tally money in the cash drawer.
• Resolve any customer complaints.

Education

Indian River State College - Indian River, FL
2016

High School Diploma
Miramar High School - Miramar, FL
2009

Skills

- Yardi
- Tax Credit Experience
- Office Management
- Accounts Payable
- Property Management
- Property Leasing
- Fair Housing Regulations
- Section 8
- Office management
- Account management
- Section 8
- Property management
- Yardi
- Data analysis skills

Certifications and Licenses

ServSafe

Additional Information

SKILLS

- Microsoft Office Suite: Word, Excel, PowerPoint, Outlook, OneNote
- Fluent in English and Spanish
- Tax Credit Experience
- Yardi Property Management Software

Maria Silva

11265 SW Hadley St., Port Saint Lucie, FL 34987 ■ 772-775-4576 ■ maria.silva.rivera@gmail.com

Sales Professional with over 15 years of experience in sales, customer service, and a bachelor's degree in business administration with a major in Marketing and a minor in Advertising. Looking to obtain a position that will utilize my leadership skills and at the same time exceed any company goals. Passionate about providing excellent customer service and exceeding expectations.

Education

Inter American University — San Juan, PR
BBA, Business Administration, Marketing - ,2004
Minor in advertising.

Personal Skills

- Bilingual (English/Spanish)
- Office Organization & Administration
- Detail Oriented
- Records & Database Management
- Customer Relations
- Skilled in areas of inventory control, cash management and staff supervision
- Time management and decision making
- Proven sales ability and excellent closing skills
- Strong ability to plan and coordinate marketing programs.
- Financial Services knowledge
- Computer literate; Microsoft Office Microsoft Works, Lotus, C++
- Motivating. Leadership. Teamwork

Work Experience

G&G Auto Collision, Port Saint Lucie, FL
Office Manager
May 2024 – October 2024

- Responsible for recruit, train, and evaluate employees, ensure adequate staff levels.
- Coordinate meetings.
- Respond to customer inquiries and complaints, and act as the main point of contact in the office.
- Record office expenditure an manage budget.
- Manage paperwork, process invoices, maintain databases, and collect expense data.

Bev Smith Kia of Fort Pierce– Fort Pierce, FL

Sales and Leasing Expert

January 2024 – May 2024

- Responsible for the whole sales/leasing process. to sell.
- Educate buyers and sellers about disclosure agreements. Negotiate sales contracts.

The Keyes Company – Port Saint Lucie, FL

Realtor®

September 2022 – March 2024

- Responsible for listing and selling residential and commercial real estate. Helping clients determine the value of the property they want to sell.
- Prepare Market Analysis and Statistics.
- Educate buyers and sellers about disclosure agreements. Negotiate contracts on behalf of the clients.

PNC Bank – Port Saint Lucie, FL

Branch Sales and Service Associate (Universal)

March 2018- October 2019

- Acquired and deepened the branch customer base through a variety of proactive sales and service activities. Managed the customer experience by identifying opportunities to improve the customer's financial wellbeing. Collaborated with ecosystem partners to grow customer's share of wallet. Positioned PNC solutions to drive new revenue and customer loyalty.
- Delivered a full PNC conversation with every client interaction to identify appropriate PNC solutions. Educated customers on options for managing financial transactions by leveraging technology, tools, and resources. Applied product and procedural knowledge to identify, mitigate and solve customer problems effectively to drive customer loyalty.
- Coordinated relationship management activities with existing clients to ensure client retention, risk management and revenue growth. Typically worked with clients with moderate levels of risk and complexity of needs.
- Implemented the strategies and techniques used to ensure that customers have a positive experience with the organization and its products and services at every touch point.
- Met and exceeded goals every quarter.
- Assisted the branch in all the administrative and sales aspects.
- Recognized for deliver an outstanding customer experience.

Comcast Cable- Miramar FL

CAE – English Inbound Sales Supervisor

October 2016- February 2018

- Evaluated and provided feedback, mentor, and motivated employees to provide excellent customer service, while improving call quality and performance metrics.
- Trained and coach employees to ensure professional, performance and quality standards are met.
- Conducted meetings to ensure accurate and timely communication of client and campaigns issues to and from the team.
- Monitored call volumes.

CAE – Sales Representative for the Spanish Language Center of Excellence

October 2012- October 2016

- Responsible for promoting and selling Comcast products and services both current and emerging. Approaching sales as a way of helping our customers receive the best value for their money. Customer service-oriented, communicating effectively and displaying a professional and positive demeanor. Relating well to the customer, thinking and exercising sound judgment, and acting responsibly in the customer's and the company's interest.

CAE – Customer Service Representative/*General Customer Support Representative (Bilingual)*

February 2012- October 2012

- Interacted with customers over the telephone to handle billing, service, and sales aspects of the business. Demonstrated active listening skills to assure mutual understanding of customer's comments/concerns and represent Comcast in a positive, professional, ethical manner working to exceed customer's expectations while minimizing need for further escalation. Provided support to assigned supervisor's team when needed.

BrandsMart U.S.A — Miami, FL — Appliance and electronics store.

Retail Sales Supervisor – Telecommunications Department

November 2010- February 2012

- Trained and developed department team members.
- Reviewed and audited sales contracts. Pulled products from inventory. Maintained knowledge of competitive offers and provided critical market feedback to the Department Manager regarding local competition and product/service needs.
- Met and exceeded department's sales objectives for wireless phones service and accessories.
- Assisted the department manager in all the administrative and sales aspects.
- Recognized for deliver an outstanding customer experience.

Professional Affiliations

American Marketing Association, Inter American University Alumni Association, Florida International University Alumni Association, Florida Real Estate License, Member of the National Association of REALTORS®, Florida Notary – Member of the Florida Notary Association

stephane cote

Fort Pierce, FL 34951
stephanecoteigj8f_pb8@indeedemail.com
+1 772 925 9930

Work Experience

President and CEO founder

Canix Colo Inc-Montréal, QC
October 2003 to Present

President and CEO

Oversee the entire operations and sales, budget, and forecast sales.

Education

University in computer science

McGill University - Montréal, QC
January 1985 to January 1989

Computer science degree

Skills

- Computer Science

RICHARD MUGNOLO

(925) 719-7290 | rmugnolo@gmail.com | 8698 SW Flutto Way, Port St Lucie, FL 34987

EXECUTIVE SUMMARY

Automotive Business Leader with over 20years of experience driving profitability, managing assets, and leading high performance sales, service, and finance teams. A proven leader in executive level positions such as CEO, VP, Platform Manager, and General Manager. Successfully led franchise dealerships such as Toyota, Cadillac, Buick, Pontiac, GMC, Chevrolet, Ford, Subaru, Kia, Hyundai, and Nissan. Produced profitable businesses by focusing on operational efficiency, excellent customer service, and, employee satisfaction.

DEMONSTRATED ACHIEVEMENTS

- Founded Pacific Dealership Group with annual net profits over $3,500,000 and #1 ranked customer service
- Established RMAC LCC with a mission to increase dealership profitability through operational efficiency
- Prolific track record of strengthening underperforming dealerships to become highly profitable businesses
- Six-time winner of Toyota Board of Excellence Award & winner of Toyota President's Club
- Seven-time winner of General Motors Standards of Excellence
- Five-time winner of Nissan President's Club
- Three-time winner of Honda President's Club

CORE COMPETENCIES

- Profitability
- Strategic Planning
- Cash Flow Analysis
- P & L Statements
- Asset Management
- Parts Inventory Control
- Policy & Procedures
- Employee Development
- Hiring & Recruiting
- Leadership
- Management Training
- Customer Satisfaction

PROFESSIONAL EXPERIENCE

Maserati Alfa Romeo of Fort Meyers **2022-2023**
General Sales Manager

Alfa Romeo Maserati Stuart **2021 – 2022**
New Car Sales Manager
Responsible for hiring, training, sales of both new and used cars, ordering new vehicle inventory, and Closing deals for sales people.
Increased CSI to 993.

RMAC LLC | San Francisco Bay Area **2019 - 2021**
Managing Partner
Consulting independent used car dealer on strategic business opportunities

- Mentoring two partners on how to run a new car franchise
- Streamlining operations to prepare the business for expansion

RICHARD MUGNOLO

(925) 719-7290 | rmugnolo@gmail.com | 8698 Flutto Way, Port St Lucie, FL 34987

NISSAN |Dublin, CA **2016 – 2019**
General Manager
Recruited by the owner to strengthen franchise, which resulted in a successful sale of the dealership

- Enhanced business operations to generate $100,000per month in net profit
- Managed and led 54 employees across multiple departments
- Oversaw the used car operation and directed internet sales department.

RMAC LLC | San Francisco Bay Area **2009 - 2016**
Managing Partner
Founded automotive consulting firm with a mission to increase franchise and independent dealership profitability

- Consulted dealerships on strategic planning, forecasting, P & L statements, profitability, inventory control, policies & procedures, staffing, management & employee training, advertising, and customer satisfaction
- Clients:Leaseyourcar.com, Serramonte Ford, Eureka Ford, Lloyd Wise Group, Sonora Subaru

TOYOTA | Dublin, CA **2006 - 2009**
General Manager
Hired to optimize gross profit and asset management, resulting in net profit, and high CSI.

- Increased net profit year-over-year by $1,000,000
- Produced annual net profit above $4,000,000
- Successfully managed the business to win Toyota President Circle award

PACIFIC DEALERSHIP GROUP, INC.| Menlo Park, CA **2000 - 2005**
President, CEO & General Manager - Cadillac, Buick, GMC, Pontiac
Founded a successful multi-line dealership and collision center with 140 employees before exiting the business to attend to family health concerns

- Improved operations, policies, and procedures to produce annual net profits over $3,500,000
- Initialized Continuous Improvement Teams, which ranked #1 in customer satisfaction
- Won Silicon Valley Magazine award for top-rated Cadillac service center

EDUCATION &PROFESSIONAL TRAINING

Robert Morris University **Coraopolis, PA**
Business Administration

MIAMI DADE COLLEGE &BURNSIDE OTT AVIATION **Miami, FL**

- Airline Transport Pilot & Business Administration

SONIC AUTOMOTIVE **Pleasanton, CA**

- Automotive General Manager Leadership Program

ATCON **San Francisco, CA**

- Dealer Operator Parts and Service Manager School

GENERAL MOTORS **Detroit, MI**

- Advanced Accounting, Catera School, XLR Training

TOYOTA MOTOR **San Ramon, CA**

- Service Manager Training 1 & 2; Parts Manager Training 1 & 2

HONDA MOTOR **Burlingame, CA**

- Service Manager Training 1 & 2; Parts Manager Training 1 & 2

RICHARD MUGNOLO

(925) 719-7290 | rmugnolo@gmail.com | 8698 Flutto Way, Port St Lucie, FL 34987

SOFTWARE SKILLS

- Reynolds and Reynolds, CDK, PBS, Dealertrack, ADP, Web Manager, 700Credit, Karpower, Blue Book, Excel

PROFESSIONAL AFFILIATIONS

Society of Professional Finance Managers- Associate of Professional Finance and Insurance Managers

Angela Polynice

Fort Pierce, FL 34982
angelapolynice3_mcm@indeedemail.com
+19546100431

Willing to relocate to: Fort Pierce, FL

Work Experience

Mental Health Technician

Wellpath-Indiantown, FL

November 2021 to August 2023

The mental health technician is an entry-level position that learns to provide direct care to a specific patient population under the direction and supervision of licensed nursing staff and their designees. Psychiatric technicians listen to patients concerns, observe their behavior, and record their condition.

Youth Care Worker II

Okeechobee Juvenile Offender Correctional Center-Okeechobee, FL

February 2019 to January 2020

Youth Care Worker provides safety and security to the facility through proper youth supervision, ensures that the facility behavior management system is enforced in a consistent and fair manner. A youth care worker supports juveniles physical, emotional, educational, and social development in a non-threatening atmosphere.

Sales Agent

Teleperformance-Port Saint Lucie, FL

August 2012 to January 2018

Sales Agent responds to customers inquiries regarding all aspects of client business, in a timely, accurate and professional manner, consistently meeting all guidelines. Educate beneficiaries on how the plan works, including benefits, cost sharing, and levels of coverage.

Cashier/Customer Service

Walmart-Union, NJ

October 2010 to December 2011

Smile, greet, and thank customers with a positive attitude. Stand for long periods of time, while checking out customers quickly and accurately. Keep your area clean and presentable. Answer customer questions and help them with their needs. Be available to assist associates across the store as needed.

Correctional Officer

Martin Correctional Institution-Indiantown, FL

June 2006 to May 2010

A Correctional Officer is responsible for enforcing the rules and maintaining routines at a jail, prison or another correctional facility. Their duties include inspecting jail cells according to security protocols and safety codes, supervising inmates during meals and recreational time and diffusing conflicts between inmates to help preserve peace and order.

Machine Operator

Tropicana-Fort Pierce, FL

September 2002 to April 2004

Set up machines. Control and adjust machine settings. Feed raw material and parts to semi-automated machines. Inspect parts with precision and measuring tools. Test operation of machines periodically. Fix issues that might occur during the shift.

Behavioral Health Technician

American Habilitation Services-Port Saint Lucie, FL

May 1999 to February 2002

Review instructions and supervisor updates for each client's program, interpreting previous data, collecting narrative data, and responding to correspondence. Manage program schedule, including group activities, tele-health appointments, and individual check-ins.

Education

Vocational school in Associates in Arts Degree

Indian River State College - Fort Pierce, FL

2014 to 2015

Vocational school in License in Nursing

Fortis Institute - Port Saint Lucie, FL

2013 to 2014

Vocational school in Certificate in Corrections

Indian River State Police Academy - Fort Pierce, FL

2007 to 2008

Vocational school in GED

Indian River State College - Fort Pierce, FL

2004 to 2005

Skills

- Mental Health Counseling
- Security
- Behavior Management
- Law Enforcement
- Case Management
- Medication Administration
- Call center
- Care plans
- Typing
- Windows
- Driving
- Leadership
- Customer service
- Communication skills
- Microsoft Office

- Grocery store
- Data analysis skills
- Warehouse experience
- Computer skills
- Organizational skills
- Cooking
- Kitchen experience
- Food service
- Surveillance
- Microsoft Outlook
- Phone etiquette
- QuickBooks

Certifications and Licenses

Driver's License

Gladys Llevat Christopher

453 Jacqueline Way SW, Vero Beach, FL 32968
856-397-3375 | gladyschristopher2@gmail.com

Over 25 years of experience in Senior Living industry with a focus on hospitality and compassion. A highly experienced professional and effectual leader who has demonstrated the ability to lead diverse teams of professionals to new levels of success. Talented leader directing teams through stimulating change, building coalitions, and motivating people to act and support achievement of overall federal, state, and corporate guidelines. Licensed in Pennsylvania, Delaware, and Florida in Nursing Home Administration.

CORE COMPETENCIES

- Leadership
- Business Acumen
- Flexibility
- Cross Functional Team Building
- Communication
- Collaborative Problem Solving
- Result Driven
- Integrity
- Motivation
- Bilingual in Spanish/Fluent

PROFESSIONAL EXPERIENCE

Seabranch Health and Rehabilitation | Stuart, FL **2023 – Present**

Administrator

Direct, oversee and manage the day-to-day operations of a 120 bed subacute care and skilled nursing facility. Supervise and lead approximately 200 employees, in accordance with the current federal, state, and local government regulations that govern long-term care facilities. Drive improvement of employee morale and fostering an environment of collaboration and teamwork. Directly responsible for ensuring outstanding customer service and compassion to our residents, families, and employees.

- Successful annual survey with minor deficiencies
- Successful complain visits resulting in zero deficiencies
- 100% elimination of agency within two months of tenure
- 5% reduction in overtime
- Elimination of open shift bonuses due to recruitment efforts
- 23% increase in census
- Preparing for Joint Commission Accreditation & submitted for AHCA Bronze Award

Aidan Post-Acute and Rehabilitation | Fort Pierce, FL **2022 – 2023**

Administrator

Direct, oversee and manage the day-to-day operations of a 79 bed subacute care and skilled nursing facility. Supervise and lead approximately 150 employees, in accordance with the current federal, state, and local government regulations that govern long-term care facilities.

- Responsible for ensuring outstanding customer service to our residents, families, and employees.
- Received our Joint Commission Accreditation under my tenure.
- Responsible for good survey results; one complaint visit in six months.
- Successfully increase Medicare census
- Improvement of employee morale and fostering an environment of collaboration and teamwork.

Gladys Llevat Christopher

INSPIRE FT. PIERCE | Fort Pierce, FL **2021 - 2022**

Administrator

Direct, oversee and manage the day-to-day operations of a 171 bed subacute care and skilled nursing facility. Supervise and lead approximately 200 employees, in accordance with the current federal, state, and local government regulations that govern long-term care facilities.

- Responsible for ensuring the highest degree of quality care for the resident / patient while achieving or exceeding the facility's business objectives and maintained an agency free environment
- Established and implemented federal, state and business guidelines and procedures with respect to COVID-19
- Improvement of employee morale and fostering an environment of collaboration and teamwork
- Responsible for growing census 10% within one month of onboarding; as well as improving the site star rating

CONSULATE HEALTHCARE OF VERO BEACH | Vero Beach, FL **2020 - 2021**

Administrator

Direct, oversee and manage the day-to-day operations of a 159 bed subacute care and skilled nursing facility. Supervise and lead approximately 200 employees, in accordance with the current federal, state, and local government regulations that govern long-term care facilities.

- Responsible for ensuring the highest degree of quality care for the resident / patient while achieving the facility's business objectives
- Established and implemented federal, state and business guidelines and procedures with respect to COVID-19
- Improvement of employee morale and fostering an environment of collaboration and teamwork
- Responsible for growing census 15% within one month of onboarding; as well as improving the site star rating

REGENCY HEALTHCARE AND REHABILITATION CENTER | Wilmington, DE **2019 - 2020**

Administrator

Direct, oversee and manage the day-to-day operations of a 100 bed subacute care and skilled nursing facility. Supervise and lead approximately 200 employees, in accordance with the current federal, state, and local government regulations that govern long-term care facilities.

- Responsible for ensuring the highest degree of quality care for the resident / patient while achieving the facility's business objectives
- Established and implemented federal, state and business guidelines and procedures with respect to COVID-19 and maintained a COVID free facility
- Improvement of employee morale and fostering an environment of collaboration and teamwork
- Responsible for ensuring census was achieved and maintained >95%
- Responsible for maintaining a five (5) star rating

STERLING HEALTHCARE AND REHABILITATION CENTER | Media, PA **2012 - 2019**

Administrator

Direct, oversee and manage the day-to-day operations of a 164 bed subacute care and skilled nursing facility. Supervise and lead approximately 300 employees in a union environment, in accordance with the current federal, state, and local government regulations that govern long-term care facilities.

- Responsible for ensuring the highest degree of quality care for the resident / patient while achieving the facility's business objectives
- Improvement of employee morale and fostering an environment of collaboration and teamwork
- Established a Customer Service training manual
- Responsible for ensuring census was achieved and maintained

SILVER LAKE CENTER | Bristol, PA **2011 – 2012**

Administrator

Direct, oversee and manage the day-to-day operations of a 174 bed subacute care and skilled nursing facility. Supervise and lead approximately 300 employees in a union environment, in accordance with the current federal, state, and local government regulations that govern long-term care facilities.

- Successfully achieve the facility's business objectives with respect to net operating income (NOI), decreasing expenses, improving employee morale, and decreasing employee turn-over

453 Jacqueline SW, Vero Beach, FL 32968
856-397-3375 | gladyschristopher2@gmail.com

Gladys Llevat Christopher

- Exceeded ADC and Medicare census.

INNOVA HEALTH AND REHABILITATION | Mt. Laurel, NJ **2010- 2011**

Administrator

Direct, oversee and manage the day-to-day operations of a 240 bed skilled nursing facility. Supervise and lead approximately. 300 employees in a union environment, in accordance with the current federal, state, and local government regulations that govern long term-care facilities.

- Successful elimination of agency usage.
- Increased resident satisfaction.

BELLA TERRA INDEPENDENT, ASSISTED AND MEMORY CARE COMMUNITY | Jackson, NJ **2007 - 2010**

Executive Director

Direct, oversee and manage the day-to-day operations of a 215 Apartment Independent and Assisted Living Community.

- Successfully improved NOI by 86% year over year
- Received expense management award.
- Created a strong team environment through trust and accountability among all employees through engagement and support initiatives.
- Improved census year over year and maintained an agency free environment.

THE FOUNTAINS AT CEDAR PARK | Atco, NJ **2006 - 2007**

Administrator

Successfully directed a 60 bed skilled nursing unit and remained agency free and favorable in ancillary and medical supplies, while lowering overtime by 2% and maintaining a successful census of 60 with a wait list

BRENDENWOOD | Voorhees, NJ **2003 – 2006**

Executive Director

Responsible for the overall operations of the largest Assisted Living community in South Jersey, which consisted of 200 Assisted Living and Independent Living apartments and maintained a successful census. Directed and planned all the facilities programs and operation to include revenue improve programs, such as increasing the level of care rates by 7% and creating a medication program.

GENESIS ELDERCARE | Pennsauken, NJ **1999 – 2003**

Administrator

Effectively lead a nursing home operation and ensured full adherence to company policies while complying with all state and federal regulations. Improved customer satisfaction by providing the highest quality of service in a caring and compassionate atmosphere, which recognized the residents needs and rights.

MEDFORD CARE CENTER | Medford, NJ **1997 – 1999**

Director of Social Work

Successfully directed the Social Work department of a 180 bed Long Term Care facility and was directly responsible for the 60 bed subacute unit. Implemented cost saving initiatives by beginning discharge plan upon admission. Solely responsible for department budget to ensure year over year savings.

EDUCATION

Master of Social Work
Temple University, Philadelphia, PA

CERTIFICATIONS

Nursing Home Administrator
State of Delaware, 2019
State of Florida, 2008
State of Pennsylvania, 2000

453 Jacqueline SW, Vero Beach, FL 32968
856-397-3375 | gladyschristopher2@gmail.com

Maria D. Carmen Valdez

Stuart, FL 34994
mariadcarmenvaldez6_sfg@indeedemail.com
+1 772 475 5540

Willing to relocate: Anywhere
Authorized to work in the US for any employer

Work Experience

Store Manager

AT&T-West Palm Beach, FL
May 2022 to Present

Retail Sales Consultant

AT&T-Palm Beach Gardens, FL
August 2019 to Present

- Built relationships with customers
- Processed customer Phone, tablet, wearable upgrades
- Received and processed payments from sales
- Up-sold customer memberships and AT&T's rewards programs

Paralegal

Mentor Law Firm P.A.-Hobe Sound, FL
September 2017 to March 2019

I worked for a firm that practiced Immigration and Family Law. My duties consisted of scheduling hearing dates/ appointments, filing documents through the Florida e- Filing Portal, drafting up documents, filling out immigration forms, informing clients of supporting documents needed for their cases and getting everything put together and ready to be mailed out, receiving payments from clients and issuing receipts as well as keeping a receipt log book updated with every payment made to the firm. I consider myself a quick learner eager to gain more knowledge. I work well under pressure and make sure to meet deadlines.

Waitress

American Cafe-Stuart, FL
May 2013 to January 2016

I learned to be very detail orientated and work well under pressure as well as working in an environment with people from different racial backgrounds.

Education

MBA in Marketing

Florida Atlantic University - Boca Raton, FL
August 2019 to August 2021

BA in Political Science

Florida Atlantic University - Boca Raton, FL
August 2015 to May 2017

AA in Criminal Justice
Indian River State College - Fort Pierce, FL
August 2013 to May 2015

High school or equivalent
Martin County High School - Stuart, FL
August 2010 to June 2014

Skills

- Legal Research
- Legal Drafting
- Legal research
- Paralegal experience
- Research
- Sales

Languages

- Spanish - Expert

Certifications and Licenses

Notary Public

Paralegal Certificate
I graduated from Florida Atlantic University's Legal Studies Program July of 2018 with my Paralegal certificate and am currently working toward becoming certified through N.A.L.A.

Assessments

Office manager — Proficient
December 2019

Scheduling and budgeting
Full results: Proficient

Work motivation — Proficient
January 2021

Level of motivation and discipline applied toward work
Full results: Proficient

Indeed Assessments provides skills tests that are not indicative of a license or certification, or continued development in any professional field.

Jisel Leon

Port Saint Lucie, FL 34983
jiselleon5_pzd@indeedemail.com
+1 772 256 0664

Willing to relocate: Anywhere

Work Experience

Insurance Loss Mitigation Account Manager

USI Insurance Services-Port Saint Lucie, FL

October 2022 to Present

• Provided full-scope risk management services for clients including counseling, identifying risk associated with account activity, working on transferring risk, performing routine one-on-one check-ins, and following up with clients to determine if lifestyle or asset changes have evolved constituting new risk assessment and additional coverage.

Chief Executive Officer

Leon Tax Services-Port St. Lucie, FL

January 2017 to Present

• Manage all financial decisions including marketing and business software expense

• Prospecting potential new client while focusing on retention and relationship building with current clients

Sales Team Training Manager

Marsh & McLennan Companies-Palm Beach Gardens, FL

June 2019 to August 2022

• Risk analysis and identification of potential coverage gaps

• Training colleagues on carrier underwriting guidelines and risk mitigation techniques.

• Creating slide show presentations and presenting to all agency staff for training purposes

• Insurance transacting on all levels focused on loss mitigation and risk management.

Insurance Risk Management Specilast

Arden Insurance Associates Inc.-Lantana, FL

January 2016 to June 2019

• Vetted accounts and provided a full analysis of client-specific risks involved with each account based on income, hobbies, assets, and living situation.

• Insured homes that were built specifically for Habitat For Humanity for free and gifted to needy families

• Worked directly with project coordinators of Habitat for Humanity to set a contract in place to keep prices low and affordable to needy families

Project Manager

National Maintenance Services-Lake Worth, FL

October 2014 to November 2015

• Sorted, hired, and dispatched sub-contractors to service client locations as part of a corporate maintenance contract

• Tracked the progress and quality of work being performed by technicians' jobs nationwide

• Used project scheduling and control tools to monitor projects plans and executions along with vendor payments

Volunteer Work

Chamber of Commerce-San Dimas, CA

November 2012 to January 2013

• Answered multi- lined telephone system and aided in a professional office setting.

Volunteer Work

Legal Action Firm-Chino, California

January 2011 to November 2012

• Coordinated and prepared for meetings and special events by assisting with registrations and confirmation

Skills: Typing over 60 WPM, Experience with EPIC and TAM software, Salesforce, Emotional Intelligence and self-aware, levelheaded and calm, Proficient with office software including QuickBooks and Excel.

Education

Bachelor's Degree in Business Management

Wester Governors University

February 2019 to Present

Skills

- Bilingual: English & Spanish
- Salesforce
- Process Improvement
- Intelligence Experience
- Analysis Skills
- Presentation Skills
- Business Development
- Microsoft Outlook
- Team Management
- Business Analysis
- Management
- Tax Experience
- Project Management
- Risk Analysis
- Agile
- Epic
- Quality Assurance
- Research
- CRM Software
- Visio

- Underwriting
- Risk management
- Teaching
- B2B sales
- Swift
- Financial services

Languages

- Spanish - Expert

Certifications and Licenses

CPR Certification

Life & Health Insurance License

Insurance Producer License

Certified Information Systems Auditor

Krystal Masters

Port Saint Lucie, FL 34987
krystalmasters2_e83@indeedemail.com
(774) 200-8995

Professional Summary

Dedicated business professional offers experience in online marketing, social media and analytics. Skilled at goal reaching, learning in-depth computer functions and information about specialized platforms, instructional training and CRM applications. Excels at organization, creativity, management, and digital marketing techniques.

Work Experience

Business Development Manager

Masters Plumbing & Heating-Provincetown, MA
July 2023 to Present

Office duties including scheduling, billing, invoicing, and customer service.

Commercial Property Manager

Cutler Management-Del Carmen, PR
January 2022 to Present

- Manage 6 properties in Playa del Carmen, MX via VRBO and AirBnB.
- Created and maintain VRBO and AirBnB site content, images, pricing and guest correspondence.
- Accounting/bookkeeping
- Answer inquiries and provided assistance with suites and travel questions.
- Maintain accurate records of all financial transactions related to vacation properties.
- Advise landlord on marketing strategies to attract new tenants quickly.
- Provided support to guests regarding any issues or concerns they have about their rental units.
- Monitor market conditions in order to adjust rents accordingly when appropriate.
- Respond promptly to repair requests from guests in a professional manner.
- Maintain suite cleaning procedures, appliance maintenance, and overall suite appearance.
- Request guest exit reviews to increase our social presence.

Assistant Program Director

ArtWaves-Bar Harbor, ME
October 2023 to January 2024

- Created social media posts, videos, emails and classes.
- Generated marketing campaigns.
- Analyzed Mailchimp metrics, reviews and class feedback.
- Participated in weekly team meetings with Program Director to discuss progress on projects and initiatives.
- Reviewed grant applications and provided feedback to the Program

Director regarding potential funding opportunities.

- Organized monthly events such as workshops, seminars, and conferences for program participants.
- Collaborated with Program Director to establish program curriculum and goals.

Business Development Manager

Access Fixtures Remote-Worcester, MA

July 2018 to October 2021

- Devised innovative sales techniques and marketing plans enabling dramatic growth rate of 24.67%.
- Pursued valuable business opportunities to generate new company revenue and improve bottom line profit.
- Analyzed and collaborated with content manager to create new product categories on the WooCommerce platform.
- Responsible for qualifying leads, attending weekly staff meetings, proposing and initiating all RFQ and RFP and pricing commercial estimates and invoicing.
- Managed 2,000+ customer accounts.
- Determined business development opportunities and implemented effective strategy for client acquisition per HubSpot CRM.
- Communicated with other corporate departments to develop effective business strategies.
- Exceeded quotas consistently through new account penetration and territory expansion to Fort Lauderdale, Florida.

Owner

41 Closets Boutique-Manchester, CT

July 2014 to July 2018

- Devised, deployed, and monitored processes to boost long-term business success and increase profit levels.
- Improved productivity while reducing staffing and operational costs.
- Maintained retail store presentation by overseeing merchandise replenishment, customer courtesy and inquiry response.
- Trained, managed and motivated employees to promote professional skill development.
- Motivated employees to share ideas and feedback.
- Recruited and hired individuals demonstrating passion, dedication and added value to team.

Military - Contract Specialist

Hamilton Sundstrand Corporation-Windsor, CT

April 2012 to March 2014

- Maintained Army, Coast Guard, Marines, and Third Party contract fulfillment.
- Attended Global Compliance Training Knowledge of DFAR & Far.
- Negotiated and prepared contracts, bids and order forms.

Paralegal

Milton, Lawrence & Dixon Law Firm - Litigation-Worcester, MA

April 2011 to April 2012

- Performed variety of automated support tasks necessary to prepare, organize, index, develop and manage exhibits, evidence and data relevant to cases.
- Collected case materials such as evidence, exhibits, motions and subpoenas.
- Rendered technical and analytical assistance to support attorney litigation needs, including document review, research into case law, drafting of motions and proposed orders and electronic filing.

Owner/Operator

Nu-Du Hair Salons I, II, III-Webster, MA

January 1993 to January 2006

- Oversaw business budget planning and administration, accounting functions, procurement and weekly payroll.
- Managed and trained 23+ employees.
- Promoted high customer satisfaction by resolving problems with knowledgeable and friendly service.
- Performed as a Cosmetologist.
- Delegated work to staff, setting priorities and goals.
- Treated associates with fairness and respect, providing recognition of

Education

Bachelor of Arts in Legal Studies
Bay Path University - Longmeadow, MA
2011

Associate of Arts in Criminal Justice, Arts
Bay Path University - Longmeadow, MA
2009

A.B.A in Paralegal
Bay Path University - Longmeadow, MA
2009

Master of Science in Business
Bay Path University - Longmeadow, MA

Skills

- Videography
- Microsoft Office
- Market and competitive analysis
- Expert in WildApricot CRM
- Proficient in WooCommerce
- Business Development
- Social media marketing and advertising
- Sales and market development
- Expert in eCommerce
- Expert in PDF Expert
- Analytics
- Expert in HubSpot CRM
- Microsoft Office
- Microsoft Excel
- Digital marketing
- Videography
- Social media management

- HubSpot
- MailChimp
- Marketing
- E-commerce
- Analytics
- Photography
- Business development
- Canva
- Customer service
- Photo editing

Juan De Mata Briceno

Sebastian, FL 32958
juanbriceno98_sn2@indeedemail.com
+1 305 951 1594

Professional Summary

Efficient Closing Techniques
Excellent Client Relationships
Conveying Market Analysis Statistics and Reporting

Willing to relocate: Anywhere
Authorized to work in the US for any employer

Work Experience

New Home Consultant
LGI Homes-Vero Beach, FL
February 2024 to Present

New Home Sales Counselor
KB Home-Palm Bay, FL
March 2023 to January 2024

New Home Consultant
Holiday Builders-Palm Bay, FL
August 2020 to December 2022

Outside Sales Representative
Momentum Solar-Miami, FL
July 2018 to August 2020

Real Estate Consultant
Urban Resource Real Estate & Property-Miami, FL
May 2016 to July 2019

Leasing Consultant
AIMCO Property Management-Miami, FL
December 2013 to May 2016

Timeshare Sales Consultant
Wyndham Vacation Resorts Inc-Orlando, FL
April 2009 to May 2011

Timeshare Sales Consultant
Westgate Resorts-Orlando, FL
July 2004 to March 2009

Education

Bachelor's degree in Communications
Valencia College - Orlando, FL
2003 to 2007

High School Diploma
Vero Beach High School - Vero Beach, FL
2002

Skills

- Bilingual (English & Spanish)
  Increased Sales & Marketing
  MS Office, MS Excel, Windows, OneSite RealPage Products

- Property Management
- Market Analysis
- Market Research
- Computer literacy
- Sales
- Business Development
- Negotiation (10+ years)
- Sales Management
- Project Management
- Microsoft Outlook
- CRM Software
- Account Management
- Salesforce
- Presentation Skills
- Financial Report Writing
- Product Development
- Statistics

Certifications and Licenses

Real Estate License

Arek Stefaniak

Project Manager, R&D - LIVE LONG LED
Port Saint Lucie, FL 34986
arek92_f74@indeedemail.com
+1 772 240 6192

Professional Summary

I am a project manager with an extensive experience in renewable technology and innovative applications. As a system technology project manager, I have been implemented my skills for project specifications.

I am a very good planner, strategist. ISO and Six Sigma (Green Belt) certified.

Willing to relocate: Anywhere

Work Experience

Project Manager, R&D

LIVE LONG LED-Juno Beach, FL

2016 to Present

- Managed present projects by providing the ultimate solution to the renewable energy & LED Lighting applications.
- Interact with the perspective customers, review specifications, estimate accurate lighting project needs / job estimates.
- Build projects proposals utilizing architectural recommendations and matrix calculation, an auditing and estimating software
- Estimate energy consumption and proposed solutions for clients
- Prepared proper documentations and other materials / specifications to present it to potential product buyer.
- Delivered complete lighting set-up as per architectural project and supervised installation
- Promoting LED & LCD products among the builders, envelopers, electrician and other professionals
- Interacting with line of Federal, State and local governmental institutions such recent projects and interest of Mayor of Port St. Lucie in energy cost reduction with Live Long LED products.
- Educational mission to new product application in order to increase productivity and enhance the luminescence of the workplaces for a fraction of the energy consumption compared to the incandescent or fluorescent lighting.
- Seeking improved technologically advanced, new products for commercial and governmental projects as per trend in development of brighter light LED bulbs.

Project Engineer, R&D

SOLAR TECH UNIVERSAL-Riviera Beach, FL

2015 to 2016

- Managed the engineering and product development activities to increase product performance, manufacturability, quality at low coast.
- Assigned to the development task of the Smart Wire Technology, Bi-facial PV Monocrystalline Module to archive max. 325 Watt PWR output.
- Used Meyer Burger format to create a Master Plan for advanced automated production.
- Composed engineering procedures for QC inspection process

- Focused on business plan, PV regulatory issues, state requirements and engineering resources
- Recommended and implemented new materials trough production process based on BOM.
- Selected Instrumentation for R&D applications and material improvements
- Involved in a new frame design and components selection
- Designed and implemented the test fixture for measuring pulling strength of the TPO and embedded wires in plastic foil
- Set-up a propier documentation as per FAI incoming, in-process and final inspection
- Assessed, prepared and incorporated certification submission as per acceptance process of ANSI 1703, UL/IEC 61215 & TUV 61730 requirements.
- Analyzed and executed logistics / shipments with necessary doc's for transportation
- Created the state-of-art automated modules selection and distribution system in cooperation with Pasan & Motex partnership
- Collaborated with all technician team members on schedules, estimated time to finish and cost associated with development progress as per project needs
- Provided assistance with market evaluation and prepared materials to communicate with potential product buyers

Project Engineer, R&D

KEYSTONE SYRENGISTIC-Port Saint Lucie, FL

2012 to 2015

- Developed metal composites methodology for state joining of aluminum and titanium alloy structures for DOD, DOE, US Navy, Air Force, US Army
- Assigned to experimental to experimental titanium and other metals joining methods, using NASA invented Thermal Stir Process.
- Providing with effective development methodology and NDT to archeive best results of the life span prolongation on composites microstructure of the stirred metals
- Supervised, programmed and implemented Fanuc Robotic Automated Welding System Technology to specific governmental projects in a several applications from aeronautical, spacecraft parts, avionic components to naval and automotive industry needs
- Introduced diffraction inspection methods for measurements of residual stress level and the determination of grain orientation in gas turbines parts of turbine blades (Pratt - Whitney engines).
- Directly involved in verification process of residual stress in directionally solidified single crystal nickel super-alloy turbine blades, using NDT methods
- Using 3-D layout, reconstructed dimensional distorted structures and repaired parts layout methodology of metal deposition of different alloys structure
- Familiarized with landing gears, wings and fluid control systems for aircraft industry and testing process
- Provide adequate documentation of engineeringand test results as per requirements

Project Manager, R&D

SOLAR OUTDOOR LIGHTING-Palm City, FL

1993 to 2012

- Oversized, reviewed and implemented per project management methologies, using personal skills to applied technologies for R&D improvements
- Proven excellent organization skills with a commitment to meeting deadlines and expectations while ensuring overall product quality
- Outstanding commitment to the more efficient lighting development.
- Successfully achieved modification of the Cobra lights and new more efficient lights for NASA aerodrome path project application.
- Engineered modifications using Auto CAD, Analyzed material compositions based on best selection and laboratory testing
- Managed production flow using schedules to optimize efficiency
- Generated weekly and monthly production schedules

- Improved electro-mechanical process for R&D implementation
- Implemented ISO 9001, ISO 14000, Six Sigma to the company needs.
- Used Lean manufacturing principles and ME process.
- Provided leadership and motivation to the project team members throughout the project life cycle.

Project Manager, Mfg/Eng

NORTHROP-GRUMMAN

1990 to 1993

- Managed company operations, project documentation and other duties; arranged meetings with clients (including products presentations and sales) and finalized contract agreement.
- Generated master productions schedule and achieved monthly inventory targets, maintained optimum inventory level and maximize operating efficiency.
- Consulted and revised new projects implementations of Auto-Cad dwg. Modifications as per ECN requirements.
- Developed network solution and review of new functions implementations.
- Used analytical, interpersonal, communication and problem solving skills to coordinate shipments and expedite on time delivery with the project manager.
- Directed company achievements and implemented with new techniques.
- Integrated Autodesk, Photopia and Adobe.
- Utilized Visio, Microsoft Work, Excel, Access, Word for other applications.
- Familiarized with Solid Works Inventor.
- Participated in sales and customer satisfaction surveys.

Education

Master's in Quality Assurance

MOLLOY COLLEGE, Rockville Centre - New York, NY

Master Degree in Production and Analytical Methods in Production and Analytical Methods

NATIONAL INSTITUTE OF TECHNOLOGY - Warsaw, PL

Bachelor's Degree of Science in Electro-Mechnical Technology in Electro-Mechnical Technology

ORLOWSKI TECHNICAL COLLEGE - Warsaw, PL

Skills

- customer relations. (Less than 1 year)
- organizational skills (Less than 1 year)
- production process (1 year)
- self starter (Less than 1 year)
- Customer Service
- Outlook
- Word
- Estimating
- Microsoft Project

- Scheduling
- budget
- Auto CAD
- Sales
- Maintenance
- PCI
- Root cause analysis
- Retail management
- Adobe Photoshop
- Adobe Illustrator
- Public relations
- Facilities management
- Property management
- Mechanical knowledge
- Operations management
- Analysis skills
- Budgeting
- Project scheduling
- Project management
- Inventory control
- Microsoft Word
- MRP
- Inventory management

Certifications and Licenses

ISO 9001/Six Sigma
February 2017 to Present

Please add to y files

Driver's License
November 2019 to November 2027

Add to my doc's

Blueprint readings certification
November 2017 to Present

Please add to files

Groups

Project Manager
Present

Managers & Engineers

Additional Information

EXPERTISE &
ARCHIVEMENTS:

- Extensive experience in E/M Engineering, sales, service, customer relations.
- Expertise in R&D, scientific projects improving mfg. production process.
- Managed Multi-Projects, supervised team of a several employees.
- Strong organizational skills significantly increased productivity to schedule.
- Always focused on work task and high performance, ethically motivated
- Outstanding record of performance on jobs and tasks from start to finish.
- Proficient in engineering implementation for each project, I was involved.
- Personally consider: professional, creative, self starter, also team player

Samantha Michels

Port Saint Lucie, FL 34952
samanthamellen2_965@indeedemail.com
+1 772 834 7201

Work Experience

Operations Manager

Precision Door Service-West Palm Beach, FL
November 2021 to Present

- Same responsibilities below
- Attend reunions throughout the country
- Rebuild the hiring procedure
- Manage P&L Reports
- Fleet Management - GeoTab
- Sandler Sales and Management Courses
- Accounts Payable - Heartland, CardPointe, Clover
- Advertising Budgets and relationships
- COG renegotiations
- Inventory revamp - (Service Titan, TookStock, Trello)
- Motivate team to hit goals
- Employee Accountability
- Certified through the IDA
- Build relationships with our franchise partners
- Attend meetings via Zoom, Teams or in person
- Hold weekly staff meetings (Employee and Management)
- Create a employee retention program

Office Manager (Promotion)

Precision Garage Door Service-Palm Beach County, FL
August 2016 to Present

Responsibilities

- Create and Manage schedules
- Permitting
- Inspection Schedule
- Manage/coach employees
- Ensure customer service it met with the highest regard
- Address customer issues
- Market to neighboring companies for cross promotions
- Answer and return all calls
- Schedule appointments
- Edit time cards (OPAL & Paychex Flex)
- HR responsibilities (Recruit, interview, and hire Team Members to build and maintain a high performing team)

- Computer skills including Microsoft office (Word, Excel, Outlook, Google Sheets)
- Ability to work without direct supervision
- Ability to manage multiple challenges
- Ability to manage and cope with change
- Excellent verbal, written, and interpersonal communication skills
- Ability to quickly develop rapport with children and adults
- Ensure proper control of expense items (e.g., operating supplies, utilities, telephone, and postage)
- Warehouse Management
- Inventory Control
- Revamping the way of hiring

Manager

Lifetouch Inc.-Jensen Beach, FL
July 2008 to July 2015

Responsibilities

- Create and Manage schedules
- Manage/coach employees
- Ensure customer service
- Regularly check reports (Key Metrics, P&L Reports, Labor Margin, etc.)
- Address customer issues
- Market to neighboring companies for cross promotions
- Answer and return all calls
- Schedule appointments
- Edit time cards (KRONOS & Workforce Management)
- HR responsibilities (Recruit, interview, and hire Team Members to build and maintain a high performing team)
- Basic computer skills including Microsoft office (Word, Excel, Outlook)
- Ability to work without direct supervision
- Ability to manage multiple challenges
- Ability to manage and cope with change
- Excellent verbal, written, and interpersonal communication skills
- Ability to quickly develop rapport with children and adults
- Ensure proper control of expense items (e.g., operating supplies, utilities, telephone, and postage)

Accomplishments

- District MVP - 3 years in a row
- 1st place district photography contest
- Customers love my methods and return frequently
- Ran 7 peak season (Christmas holiday)
- Turned the studio and made it jump 2 volumes ($100,000 increase)

Skills Used

- Organization
- Excellent communication
- Positive attitude
- Accountability
- Team player
- Dedication

- Organization
- Quick response if something went wrong
- Photoshop

Manager
Regency Cinema-Stuart, FL
2006 to 2008

Responsibilities
- Employee schedules
- Placed orders for food and drink
- Worked on projection machines
- Spliced films together
- Customer service
- Theft protection
- Employee Relations
- Projection
- Payroll
- Administrative work

Skills Used
- Confidence
- Time management
- Adhered to minor laws provided by state
- Efficiency in my work
- Organization
- Excellent communication
- Positive attitude
- Accountability
- Team player
- Dedication
- Organization
- Quick response if something went wrong

Education

Bachelors in Communications
Ashford University - San Diego, CA
2010 to 2018

Skills

- Excel (9 years)
- Word (9 years)
- Powerpoint (5 years)
- Photoshop (9 years)
- Photography (9 years)

- Customer Service (10+ years)
- Hr Policies & Procedures (10+ years)
- Human Resources (10+ years)
- Management (10+ years)
- Administrative Skills (8 years)
- Workforce Management
- Kronos
- Profit & Loss
- Interviewing
- Multi-line Phone Systems
- Recruiting
- Accounts Receivable
- PeopleSoft
- Office Management
- Employee Orientation
- Performance Management
- Operations Management
- Forecasting
- Human Resources Management
- Budgeting
- Team Management
- Accounts Payable
- Change Management
- Workers' Compensation
- Payroll
- Computer Networking
- Event Planning
- Conflict Management
- Quality Assurance
- Negotiation
- Paychex
- Trello
- Relationship management
- Presentation skills
- Account management
- Team management
- Customer service
- Quality assurance
- Computer networking
- Data collection

- Human resources
- Continuous improvement
- Operating systems
- Windows
- Public relations
- Events management
- Workforce management
- Digital marketing
- Profit & loss
- Google Suite
- Microsoft Access
- Adobe Photoshop
- Warehouse management
- Computer hardware
- Hospitality
- Typing
- Construction
- Freight
- Sales
- Conflict management
- Analytics
- Project management
- Senior leadership
- Analysis skills
- Marketing
- CRM software
- Data analysis skills
- Accounts receivable
- Manufacturing
- Operations management
- Warehouse management system
- Office management
- Photography
- Restaurant experience
- Crew management
- Human resources
- Continuous improvement
- Mac OS
- Bookkeeping
- QuickBooks

- Supervising experience
- Records management
- MailChimp
- Computer skills
- Social media management

Certifications and Licenses

Driver's License

Certified Notary Public

TAURUS LIGON

772-766-9907 ▪ mbahonorsgrad2017@gmail.com ▪ Open to relocation & travel
Available to work immediately ▪ www.linkedin.com/in/taurusligon

Senior Leader: Real Estate & Healthcare Administration

10+ years of real estate experience complemented by background enabling the growth of medical and dental practices.
Active Sales Agent/Real Estate License, State of Florida — MBA — Doctoral Candidate (Real Estate Focus)

Strategic leader and P&L owner skilled in defining a vision and strategy to improve business performance. *Career Highlights:*

- **Launched Head and Neck Surgery program for Cleveland Clinic's Indian River Hospital with build out of new office, lab, exam, and procedure space.** Oversaw space planning, staffing, and procurement functions to complete project under budget.
- **Opened new offices for high-growth orthopedic practice.** Identified properties, recruited staff, and managed budget.
- **Gained extensive real estate transaction experience** and consistently achieved millions of dollars in annual sales volume.
- **Repeatedly increased efficiency and effectiveness of operations while decreasing expenses** by uncovering opportunities to drive growth, streamline processes, and introduce more robust business/administrative structure.

Real Estate Transaction Management | P&L Management | Strategic Leadership | Budget Development | Real Estate Sales Performance Standards | Financial Reporting | Program Management | Relationship Building | Forecasting | Process Improvement Status Reports | Performance Metrics Reporting | Human Resources Leadership | Performance Evaluations | Best Practices

PROFESSIONAL EXPERIENCE

PROGRAM MANAGER, Meadows & Ohly — Atlanta, GA ▪ 2023–2024

Managed execution of all aspects of healthcare real estate development projects, including defining project objectives, ensuring adherence to schedules and budgets, and overseeing quality control throughout the project lifecycle. Provided project cost control and prepared timely and accurate monthly budget reports and invoices.

- **Monitored performance of general contractors and construction managers** and provided leadership in project safety, quality, and risk mitigation.
- **Led the architecture and engineering qualification, selection, and contract negotiation process.** Reviewed and approved A/E and consultant additional work requests.
- **Obtained required project public approvals** and reviewed design development and construction documents to ensure adequate allowances, contingencies, and general conditions.
- **Assisted partners, planners, and associates in performing project feasibility analysis.**

CLEVELAND CLINIC, INDIAN RIVER HOSPITAL — Vero Beach, FL ▪ 2020–2023

Surgical Services & Cancer Center Service Line Administrator |Project Manager

Initially hired as Director/ Service Line Administrator, promoted to manage the design, bidding and construction administration phases of projects. Served as a member of the hospital's executive team strategic advisor on operational performance, budgets, and strategy execution for Ambulatory Service lines. Supervise and coordinate team of 3 direct reports. Provide feedback and career growth opportunities.

- **Directed real estate project to launch Head and Neck Surgery program**, working closely with Cleveland Clinic real estate team.
  - *Real Estate Budget Management:* Administered $2 million project budget, successfully completing build-out of new 2,500 sq. ft. practice within 6 weeks and $300,000 under budget.
  - *Project Planning & Leadership:* Brought together IT, facilities, materials management, planning, maintenance, finance, and other project stakeholders and contractors to define requirements, timelines, and risks.
  - *Space Planning:* Worked closely with architects and engineering team to create office space, lab, and exam/procedure rooms.
  - *Equipment & Supply Procurement:* Interviewed physician's staff in existing office to identify necessary tools and equipment and ordered all supplies from local vendors.
  - *Staffing:* Conducted compensation research, developed justification for staffing needs, and recruited new employees.
- **Manage operational and business activities of the service line**, focusing on identifying and driving opportunities to improve patient access, patient experience, quality, and employee engagement.
- **Develop and manage operating budgets and lead key cost reduction strategies to achieve goals.**

 772-766-9907 ▪ mbahonorsgrad2017@gmail.com

HEIR REALTY & BLVD REALTY Vero Beach, FL & Jersey City, NJ ▪ 2016–Present
Realtor | Residential Project Manager
Assist clients in buying and selling properties, leveraging strong knowledge of legal, compliance, banking, and property management regulations. Mediate negotiations between buyers and sellers. Develop and revise processes for real estate transactions, client service, and strategic marketing/branding of property inventory. Set expectations with both buyers and sellers and deliver exceptional service. *On track to achieve $6+ million in sales ('21).*

- **Work closely with local office of the nation's largest homebuilder to leverage sales that fall out of contract.**
- **Determine maximum property value through unique approach** involving extensive appraisal and analysis process that goes beyond traditional valuation method.
- **Serve as trusted real estate advisor to clients and achieve high level of referrals.** Communicate regularly with other stakeholders involved in real estate transactions to proactively address issues.

PURDUE UNIVERSITY GLOBAL Remote ▪ 2020–2023
Adjunct Faculty
Deliver instruction to students of accredited online university that is part of the respected Purdue University system.

- **Teach Basic Fundamentals of Real Estate and Real Estate Law courses** to undergraduate students in virtual learning environment.

GRAND OAKS DENTAL Ocala, FL ▪ 2019–2020
Business Development Manager
Brought on board to replicate success in growing medical offices and explore opportunities to expand 4-dentist practice. Managed day-to-day operations and continuously analyzed business performance to identify areas for growth. Supervised staff of 13 employees.

- **Accelerated growth of dental practice to achieve 20% increase in average monthly revenue in the first 5 months.**
- **Expanded administrative team from 2 to 5 staff to keep pace with growing number of patients.** Created formal job descriptions, training program, and bonus/incentive system to recognize and reward top performance.
- **Decreased broken appointment rate from 21% to 11%** by instituting new appointment/scheduling process.

VITAL ORTHOPEDICS New York, NY ▪ 2018
Operations Manager
Oversaw administrative and finance functions with team of 5 employees. Developed operations manual and formal job descriptions.

- **Identified and evaluated potential new office space** to support practice's growth strategy.

LARKING AGENCY | NEW YORK SMILE SPA New York, NY ▪ 2017
Operations Manager
Directed day-to-day operations of busy multi-doctor dental practice. Managed P&L, developed forecasts, and created financial analysis presentations for practice owners. Supervised staff of 6 employees.

- **Initiated the practice's first policy and procedure review in 12 years and introduced formal SOPs.**

JERSEY CITY EMPLOYMENT TRAINING Jersey City, NJ ▪ 2016–2017
Program Director
Managed state-funded program providing vocational training to residents reentering the workforce after incarceration. Supervised 14 case managers and worked collaboratively with an additional 10 supporting resources. Oversaw scheduling, payroll, assignments, and day-to-day operations of staff. Invited to serve as Guest Speaker for vocational graduating class.

- **Instrumental in defining and steering the organizational vision in collaboration with Board of Directors.**
- **Ensured program activities operated within $3 million budget,** focusing on controlling costs while maintaining service quality.
- **Negotiated innovative partnership** that connected participants with hard-to-fill vacancies in Waste Management & Sanitation Dept.
- **Reengineered policies and procedures to eliminate duplication of services and efforts.**
- **Evaluated existing vendor performance and renegotiated contracts** based on value of services provided.

NEW YORK SPORTS AND JOINTS New York, NY ▪ 2013–2015
Operations Manager
Supervised team of 9 employees responsible for all administrative operations, including billing, reception, records, and accounting.

- **Fueled rapid growth by opening 2 new offices (New York and New Jersey),** which involved developing budget, locating office space, and assisting in recruiting new staff (2 orthopedic surgeons, 1 podiatrist, and 2 physician assistants).
- **Restructured team, added a layer of management, and promoted high performers to prepare the practice for growth.**
- **Led implementation of practice management software** with new scalable capabilities that eliminated $72,000 in annual costs.

772-766-9907 ▪ mbahonorsgrad2017@gmail.com

MAJESTIC REALTORS & HOME SMART SERVICES LLC — Covington, GA ▪ 2006–2011
Broker & Realtor
Achieved multimillion-dollar Top Producer for 3 consecutive years at Home Smart Services. Launched Majestic Realtors and supervised up to 5 agents.

Military Service: *Honorably discharged from U.S. Army after active-duty service.*

EDUCATION & CREDENTIALS

DBA in Real Estate – Northcentral University, San Diego, CA — Anticipated 2025
MBA (GPA: 3.9) – Metropolitan College of New York, New York, NY — 2017
Bachelor of Science (BS), Healthcare Business Administration – New York City College of Technology, New York, NY — 2015

Samuel King

Sebastian, FL
samking29_v9o@indeedemail.com
+1 772 584 7115

Professional Summary

Innovative, highly motivated professional with direct managerial experience. Proven ability to lead teams of varying size and scope. Results oriented, socially intelligent self-starter with excellent team building and communication skills.

Willing to relocate to: Florida
Authorized to work in the US for any employer

Work Experience

GIS Analyst

GeoData Co-Remote
August 2022 to Present

- GIS analysis specializing in defense mapping contracts.
- TDS, MGCP, MUVD, GeoNames.
- Providing support through analyzing and collecting large scale areas of interest and in depth attribution.
- Communicating, collaborating and executing as a team, to effectively and efficiently reach project goals.

Site Administrator

Trulieve-Tallahassee, FL
July 2021 to July 2022

- Site Manager for over 150k sqft of indoor cannabis production.
- Overseeing full cycle production, 8 managers and 125 employees on site.
- Producing +$10m worth of product each month.

GIS Property Analyst

Indian River County Property Appraisers Office-Vero Beach, FL
March 2020 to July 2021

- Provided the GIS support to the property appraisal of Indian River County.
- Maintained Property Appraisers parcel geo database for Indian River County, utilizing ArcGIS/Parcel Fabric.

Chief Strategy Officer

Indoor Garden Solutions-Toronto, ON
May 2017 to February 2020

- Provided clients with insight and direction regarding management and production decisions in the cannabis industry.

Site Manager

Canopy Growth Corporation-Niagara-on-the-Lake, ON

July 2016 to April 2017

- Provided managerial support during Tweed Farm's first full capacity (8 acres) seasons.
- Oversaw all operations and employees on site, to ensure production was met on time within safety and quality standards and government compliance requirements.
- Coached and mentored production managers and lead hands to ensure skillset.
- Tracked expenses vs. budget and engaged corrective actions to meet budget accordingly.
- Established best practices, standard work methods and lean production methods.

Senior Geospatial Analyst

AGERpoint Inc-New Smyrna Beach, FL

November 2015 to July 2016

- Overseeing development and Project Management of LiDAR and various Geo-Spatial processing tools and the development of best practices for the collection and processing of LiDAR data for various agricultural companies.
- Supported the geospatial department, through detailed analysis of remote sensing data.
- Responsible for processing of field collected data including trajectory, LiDAR point cloud, raster and spectral data.
- Worked closely with software development team to help trouble shoot and provide input on improvement of in house software production.
- Performed numerous data collects independently and successfully in various agricultural environments.

GIS Specialist

ACRT Inc-Daytona Beach, FL

August 2014 to November 2015

- Supported the Vegetation Management department of Florida Power and Lighting through detailed utility GIS data maintenance, production and visualization.
- Managed and updated statewide utility data through ArcServer, utilizing ArcSDE.
- Provided data management for FP&L Transmission operation's LiDAR and Clarion mobile solutions.
- Created innovate new ways to cut costs in the field using GIS/GPS for best route practices and a clear line inventory.
- Delivered support and expertise to successfully launch, maintain and analyze FP&L's Satellite Utilization Prescription program.

Cultivation Consultant

Indoor Garden Solutions

May 2012 to August 2014

- MMAR Licensed Grow Operations. Ontario, Canada
- Directed and managed staff of 25+ across 5 separate, large scale production facilities throughout Southern Ontario.
- Trained staff to perform various duties of the production process, including: propagation, pruning, transplanting, plant structure, feeding, disease detection, climate control, harvesting, drying as well as providing guidance and education to facility owners.
- Coordinated and conducted quality analysis checks and procedures for vegetative growth, flowering, pest/mold control, harvest/drying and packaging.
- Maintained cycle-driven inventory accordingly, providing weekly status reports.
- Acted as liaison between facility owners and electric, soil, nutrient supply companies, safety inspectors and license holders.

Geo-Spatial Analyst

Harris Corporation-Melbourne, FL

January 2009 to June 2012

• Production lead, responsible for the processing of high resolution imagery projects requiring image registration, tonal balancing, data management and seam line editing.

• Processed and manipulated multiple types of satellite imagery through MET/Linux.

• Managed numerous projects requiring strong quality assessment and correction of outsourced data.

• Oversaw analyst production to determine the effectiveness of both trusted and new techniques in the production of high resolution mosaics.

• Managed demographic and area data for representation in defense simulating devices.

• Handled data manipulation, vector processing tasks and TIN creation using ArcGIS/ArcView.

• Maintained and produced multiple types of defense data for accurate representation from a mariner's perspective.

• Worked closely with software engineers to solve any issues found during production.

• Collected multiple types of features through stereoscopic extraction techniques.

• Followed established GIS production processes and maintained working knowledge of all NGA product standards and requirements.

Education

Master of Science in Geographic Information Sciences in Spatial Analysis and Remote Sensing

Florida State University - Tallahassee, FL

2007 to 2009

Bachelor of Science in Political Science in Political Science

Florida State University - Tallahassee, FL

2002 to 2007

Skills

- Peoplesoft
- GIS
- Lean Manufacturing
- ArcGIS
- Software Troubleshooting
- Facilities management
- CAD
- Project management
- SharePoint
- Data collection
- Continuous improvement
- Root cause analysis
- Microsoft Access
- GIS

- Manufacturing
- Technical writing
- ArcGIS
- AutoCAD
- Documentation review
- Drafting
- Customer service
- Scripting
- Microsoft Word
- Python
- Databases
- AWS
- SQL
- Java
- R
- Analysis skills
- Software troubleshooting
- Management
- Editing
- Citrix
- Microsoft SQL Server
- PL/SQL
- Natural resource management
- Writing skills
- MicroStation
- Data management
- Adobe Photoshop
- Intelligence analysis
- Research
- CAD
- Project leadership
- Windows
- GeoServer
- Adobe InDesign
- Computer networking
- IT
- Manufacturing management
- Plant management
- Organizational skills
- Communication skills

- Leadership
- Computer skills
- English
- Microsoft Outlook
- Microsoft Excel
- Agriculture
- Growing experience
- Farming
- Time management
- Database management
- VPN
- Restoration
- Energy audits
- Horticulture
- Agile
- Kanban
- Visio
- Workday

Certifications and Licenses

Driver's License

Pieter van Dalen

Vero Beach, FL 32960
pietervandalen5_6mo@indeedemail.com
+1 772 453 6347

Professional Summary

Hands on logistics supervisor, oversee and coordinate daily warehouse activities to ensure customer and company expectations.

Authorized to work in the US for any employer

Work Experience

Logistics Supervisor

OCULUS, inc.-Port Saint Lucie, FL
November 2021 to Present

Oversee and coordinate the daily warehouse activities and staff to ensure customer and company expectations. Activities include but not limited to.

- Shipping and receiving.
- Storage and inventory.
- Preparation of customer orders.
- Performance management.
- Scheduling.
- Guidance and communication of departmental processes.
- Prioritize and delegate work tasks to ensure proper functioning of the department.
- Communicate job expectations, train, lead, coach and motivate based on companies fundamentals.
- Ensure daily shipping/receiving tasks are processed and completed timely.
- Ensure quality testing of medical devices and customization of computers related to those devices.
- Respond to customers and vendors in a timely manner.
- Utilization of company ERP system.
- Supervise and evaluate warehouse related activities.
- Assist establishing warehouse standards, procedures and improvements.
- Assist with inventory control, purchasing and other tasks as assigned.
- safely operate companies forklifts.
- Comply with company safety policy and guidelines.
- Software installation.

Manager of Parts and Operations/ International Shipping Coordinator.

FlightSafety International/Skyborne Airline Academy
April 2010 to November 2021

Manage flow of parts and aviation supplies for a fleet in excess of 90 aircraft. Work closely with 15-20 maintenance staff to meet aggressive flight schedules. Arrange international shipping for flight materials. Verify and keep records on incoming and outgoing shipments and prepare items for shipment by performing the following duties to quality and productivity standards.

Price Negotiation # Filing & Organization # Warranty Tracking
Vendor Relations # Inventory Control # Balancing Budgets
Purchasing # Safety Management # AP and AR
Customer Service # Tool Calibration # Shelf Life Auditing
Shipping and Receiving # Monthly Inspections

Assistant Manager for Parts and Sales
Sun Aviation
September 2007 to April 2010

Price Negotiation # Customer Service # Outbound and Overseas
Vendor Relations # Shipping and Receiving Sales
Purchasing # Inventory Control

Assistant Manager for Parts and Sales.
FlightSafety International
December 1996 to September 2007

See above.

Production Line Supervisor
Macho Products
March 1994 to December 1996

Supervised the line production of various martial arts goods.
Enthusiastic Leadership # Analytical and Critical
Quality Control Assessment of product

Education

Associates Degree in Hotel and Restaurant Business Administration
Institute San Martin - Lima, PE

Skills

- Bilingual
- Spanish/English
- Calibration
- SAP/MMS/ACMP,ERP
- Strong Work Ethic
- Purchasing
- Communication
- Leadership
- Logistics
- Organization
- Problem Solving
- Shipping & Receiving

- Resilience
- Team Work
- Warehouse Management
- Reliability
- Procurement
- Freight Experience
- Warehouse Supervisor Experience
- Computer Networking
- Supply Chain
- Forecasting
- Self starter
- Outbound Sales
- Management
- Process Improvement
- Performance Management
- Auditing
- Budgeting
- Analysis skills
- Plumbing
- Conflict management
- Microsoft Excel
- Communication skills
- Organizational skills
- Plant management
- Manufacturing management
- Manufacturing
- Production planning
- Lean
- ISO 9001
- Warehouse management
- MRP
- Quality control
- Supply chain
- Warehouse management system
- Order fulfillment
- Leadership
- Industrial equipment
- ERP systems
- Purchasing
- Procurement management

- Project management
- SAP
- Budgeting
- Quality assurance
- Project management software
- Forecasting
- Procurement
- Operations management
- Pricing
- Freight
- Sales management
- Negotiation
- HR sourcing
- Restaurant experience
- E-commerce
- Mentoring
- Hospitality
- Workforce management
- Google Suite
- Account management
- Relationship management
- SAP Supply Chain Management
- SAP Materials Management
- Google Docs
- Oracle
- Hotel experience
- Presentation skills
- Dealership experience
- Product management
- POS
- Marketing
- Business analysis
- Customer service
- Business development
- Data analysis skills
- Accounting
- Sales
- Office management
- Market research
- Merchandising

- Operating systems
- Computer science
- Live chat
- Computer networking
- Analytics
- Driving
- Data management
- Supply chain management
- Microsoft Project
- Salesforce
- Supervising experience
- Team management
- Federal Acquisition Regulations
- Software deployment
- HVAC
- Research & development
- Research
- Product development
- B2B
- NetSuite
- Aviation
- Customer support
- Supplier management
- Asset management

Certifications and Licenses

Certified Forklift Operator

Driver's License

Additional Information

Cpr and First aid

PATRICIA GREENE, P.A

Licensed Realtor
Port Saint Lucie, FL 34984
patriciagreenehqrpe_pk5@indeedemail.com
(772) 940-4962

Professional Summary

A professional licensed realtor combines market knowledge, negotiation skills, and ethical conduct to facilitate successful real estate transactions and provide exceptional service to their clients.

Authorized to work in the US for any employer

Work Experience

Licensed Realtor

Elite Realty Partners-Miramar, FL
August 2022 to Present

Expertise and Knowledge

1. Market Knowledge: Possessing deep understanding of the local real estate market, including trends, property values, and neighborhood specifics.

2. Regulatory Compliance: Staying updated with local, state, and federal real estate laws and regulations.

Client Services

1. Client Representation: Acting as a fiduciary for clients, ensuring their best interests are prioritized in all transactions.

2. Consultation: Providing expert advice on buying, selling, and investment opportunities in real estate.

3. Negotiation: Skillfully negotiating deals to achieve the best possible terms for clients.

Marketing and Sales

1. Property Marketing: Creating and implementing effective marketing strategies to attract potential buyers or renters.

2. Open Houses and Showings: Organizing and conducting open houses and property showings to interested parties.

Transaction Management

1. Documentation: Ensuring all necessary documents are accurately completed and submitted on time.

2. Coordination: Coordinating with other professionals such as inspectors, appraisers, and attorneys to facilitate smooth transactions.

Professional Development

1. Continued Education: Engaging in continuous learning to keep up with changes in the real estate industry and enhance skills.

2. Networking: Building and maintaining a network of contacts within the industry, including other realtors, contractors, and service providers.

Ethical Standards

1. Adherence to Code of Ethics: Following the National Association of Realtors (NAR) Code of Ethics and Standards of Practice.

2. Conflict Resolution: Managing and resolving conflicts or issues that may arise during real estate transactions professionally and ethically.

Community Involvement

1. Local Engagement: Participating in community events and activities to stay connected with the local area and its residents.

2. Volunteer Work: Engaging in volunteer work or local organizations to give back to the community.

CEO

Global Compliance Solutions-Port Saint Lucie, FL

October 2018 to Present

The CEO of Global Compliance Solutions is pivotal in steering the company towards success, ensuring compliance excellence, and fostering a culture of innovation and integrity.

Multi-Site Property Manager

Madison Vines Apartments/Madison Cay Apartments, Leland Enterprise Inc-Fort Pierce, FL

January 2014 to October 2018

Responsible for day-to-day operations of LIHTC Section 42 Community of 300+ Affordable Senior & Multi-Family Units. Maintained 100% occupancy as well as 100% rent collection, maintained a clean and sanitary community, daily activities for the residents according to the LURA, monitored compliance, recertifications, processed files for move-in/move-out, prepared monthly Program Reports and submitted to FHFC and monitoring agency, analyze budget variances and initiated appropriate guidelines to aggressively control expenditures and increase profitability, supervise a staff of 12.

Compliance Officer/Regional Manager

Improsynergies. LLC-Palm Beach Gardens, FL

October 2012 to January 2014

Oversee day-to-day operations of Compliance for 3200+ units in the Section 42 LIHTC Industry, Review Initial Certification before move-in and Renewal Files to ensure continued compliance ensure required set-asides are met, conduct site visits to include files audits and physical inspection of units and property to ensure continued compliance. Prepare Monthly/Quarterly/Annual Program Reports for submission to FHFC, review and prepare audit responses to monitoring agencies and syndicators, Ensure LURA is adhered to for all sites to include Resident Programs and requirements, Ensure Utility Allowance is verified, Ensure Occupancy is maintained above 90% occupancy.

Certified Senior Property Manager

BRIDGE PROPERTY MANAGEMENT-San Francisco, CA

June 1994 to February 2012

Steamboat Point Apartments-LIHTC

Richmond City Center Apartments-LIHTC (RHCP)

Carquinez Apartments-Section 236

Park Circle Homes

Fell Street Apartments-Lease-up LIHTC.

- Was responsible for the daily operations of multiple multi-family & senior affordable housing, Section 42, RHCP, Section 8 Program, and HUD sites.
- Duties included daily deposits, marketing, leasing, recertification, budget control, budget variance executive summary reports, collections, and maintaining delinquency below 1% and occupancy at 100%.
- Received an Award for the URBAN LAND INSTITUTE AWARD FOR EXCELLENCE
- Maintained 100% occupancy and 0% delinquency.
- Appeared on affordable housing in McNeil/Lehrer News Hour & People Magazine.
- Bridge Property Spokesperson related to RHCP, Section 42 Affordable Housing

Compliance Specialist

Seltzer Management Group, Inc-Panama City Beach, FL

November 2006 to November 2007

Oversee monitoring of Affordable Housing Programs administered through the Florida Housing Finance Corporation. Conduct reviews of Initial and Annual Tenant certifications and physical property/unit

inspections to ensure residents are living in a safe and healthy environment, and ensure all required tenant programs and all required services elected by the owner comply with the Land Use Restriction Agreement/Extended Use Agreement, review and monitor properties Program Reports every month, prepare overall report regarding any findings of files reviewed, units/properties inspected and submit to Owners, Management Agent, Finance Agencies, Trustees and Florida Housing Finance Corporation.

Director of Compliance

CREATIVE CHOICE HOMES-Palm Beach Gardens, FL

March 2003 to May 2006

- Responsible for auditing on-site files to ensure the accuracy of Section 42 and HUD compliance guidelines for 4,200+ units.
- Overseen acquisition rehab for a substantial tax credit portfolio.
- Overseen new development construction for tax credit portfolio to include 300+ units.
- Responsible for submission of first-year files to syndicates.
- Compliance Training to office staff regarding Section 42, HUD, and State Audits/Inspection regulations monthly.
- Monitor daily operations of housing credits and HUD rules and regulations.
- Provide ongoing training related to policy and procedures.
- Conduct on-site physical inspections six sites/month.
- Prepare the site for audits and inspections by agencies.
- Complete annual audit response related to audit reviews.
- Provide daily support to on-site staff.
- Develop and implement preventive maintenance plans and preventive measures related to compliance.
- Review, complete and electronically submit compliance recap reports to Florida Housing, First Housing, Seltzer Management, and syndicates.

Education

B.A. in Accounting

Baruch College - Manhattan, NY

August 1985 to December 1987

Skills

- Property Boss
  Yardi Voyager 2000
  Rent Roll 2000
  One Site
  MS Word
  Excel
  PowerPoint

- Residential & Commercial Real Estate
- Section 8
- Office Management
- Account Reconciliation
- Management
- LIHTC

- Property Leasing
- Accounting
- Auditing
- Microsoft Outlook
- General Ledger Reconciliation
- Marketing
- Budgeting
- Bookkeeping
- Research
- Pricing
- Market Analysis
- Tax Experience
- Fair Housing Regulations
- Financial Report Writing
- Property Management
- SAP
- QuickBooks
- Payroll
- Accounts Receivable
- Negotiation
- Bank Reconciliation
- Personal Assistant Experience
- Accounts Payable
- Sales

Certifications and Licenses

Certified Property Manager

Real Estate License

Dawn M. Atwood
772-971-2046
Dawnnoli67@yahoo.com
1366 Bayshore Drive
Fort Pierce, Florida 34949

Profile

I am a seasoned professional in the management business with over 15 years in the property management field and holding an active Community Association Manager's License and over 30 years in the property, office, retail and amusement park management fields. My long history and experience in these fields have provided me with a large assortment of diver skills. These skills include contract management, capital budgeting, contract negotiation, contract terms, vendor and contractor procurement as well as supervising and hiring staffs, purchasing and inventory control.

I am a self-starter and great team leader and team mate. I am capable of successfully accomplishing all projects, tasks and deadlines because I am proficient in prioritizing and delegating when necessary. My strengths include attention to details, strong and effective communication, time management, project management and contract facilitation from start to finish, overseeing daily operations and budgets in excess of 5 million dollars.

Most recently, in my current position, I directed and facilitated a change in the association's insurance company and record of agent, which generated a savings of over $500,000 dollars in insurance premiums. Due to this huge savings, we were able to amend the associations current budget and significantly reduce the quarterly maintenance dues.

In every community and business, I have managed, I have negotiated contracts and procured vendors and contractors to provide a cost savings and best service while building and maintaining great relationships.

WORK EXPERIENCE

First Service Residential Management Inc. LCAM Property Manager
September 2021 to **Current** – Harbour Isle East Condominium Association.
Sited Property Manager for 288 units, 35 storage garage units, clubhouse, fitness center, office, pool, spa, tennis court, bocce court, security building and mangrove mitigation area on 6 acres. Responsible for managing all daily operations and staff of the association, which includes an administrative staff and maintenance staff. Liaison and facilitation for the Board of Directors.

First Service Residential Management Inc. LCAM Property Manager
March 2016 to September 2021- Harbour Isle West Condominium Assoc.

Sited Property manager for 624 units, 112 storage garage units, clubhouse, fitness center, office, pool spa, tennis courts and bocce court, security building and mangrove mitigation area on 63 acres.

First Service Residential Management Inc. LCAM Property Manage
July 2009 to March 2016 – Water Song POA, Bay Tree HOA, Hutchinson House Condominium Assoc., Ocean Towers Condominium Assoc.

Portfolio Property Manager for 5 separate associations totaling 405 units with clubhouses, fitness centers, tennis courts and security gates on 45 acres.

AWARDS AND ACCOMPLISHMENTS

First Service Residential Management Inc. Awards: 2015 Financial Innovation Award, 2019 Building Great Relationships Award, 2019 Improve It Property Award, 2021 Outstanding Service Award and 2022 Aim High Award.

EDUCATION

University of Cincinnati, Cincinnati, Ohio
1987 to 1989

Liberal Arts

Southern Ohio University, Fairfield, Ohio
1990-1992

Associates Degree Fashion Design and Merchandising.

Miami University, Oxford, Ohio
1992-1993

Continuing Education Anthrophony

KEY SKILLS AND CHARACTERISTICS

Over 30 Years of Management Experience & Customer Service • Financial & Budget Management • Built strong relationships with the boards, staff members and contractors that service the community • Strong skills with meeting requirements for Reserve Studies, Insurance Appraisals, Tax filing, Budget Submissions, required inspections and DBPR Annual Filing. • Established great relationships and contacts with the South Florida Water Management District, Environmental Protection Agency and City of Fort Pierce Building Department. • Strong skills in event planning, presentations and meetings • Strong skills in contract negotiations, terms and request for proposals • Excellent listener & genuinely helpful • Friendly, courteous, and service oriented • Poised under pressure • Staff Training, Coaching and Evaluations • Recruiting and Hiring Talent • Quality Assurance • Solid written and verbal communicator • Computer skills: Excel, Word, Outlook, Connect, Administration Software, Website Management, Background Screening and Mass Communications

References

Annette Sanniota – 772-631-8711

Director of Sales and Leasing for Harbour Isle Property Maintenance Association

Judy Brauer – 772-646-1740

Assistant Manager for Harbour Isle West Condominium Association

Joylyn Sikora - 772-209-1763

Harbour Isle Real Estate

Hobbies

Walking and trails with my dogs

Spending time with family and friends

The beach and swimming

The water and boating

Traveling anywhere

Music

Great food

Hosting holiday festivities

DARREN M. SHEPHERD

2357 SW Norton Street
Port Saint Lucie, FL 34953
(407) 719-3044; dmshepherd@ymail.com

Objective: Obtain a residential, commercial or industrial property management position that utilizes my background and experience in all aspects of management including operations, client relations, capital expenditures, budgeting/forecasting, development, leasing and marketing.

Experience:

Commercial/Residential/Industrial Property Manager: Cohen Commercial Management, January 2023 - present

- Responsible for overall property management of 15 separate properties located in Central and South Florida consisting of retail centers, office complexes, residential complexes and industrial.
- Manage budgets which includes setting the budgets and forecasting, invoice approvals as required.
- Manage and interact with an office staff administering day to day operational and administrative activities. Also provide oversight to contract providers while administering their contracts.
- Role of property manager includes operations, administration of leases, tenant relations, and routine inspections of the portfolio of properties.
- Assist eleven different clients with capital expenditures and respond promptly to client concerns as requested.
- Perform client relations as a third party property manager, administering to their concerns and producing monthly reports to illustrate the performance of the property.
- Residential property management at Woodbine Commons including HOA experience.

Teacher: St. Lucie Public Schools, December 2020-December 2022

- Successfully executed long term teaching assignments at multiple schools in the St. Lucie County school system teaching English and Language Arts primarily to 6th and 7th grade classes.
- Taught general education, gifted level and individuals with learning challenges. Received Certification in Business Education for teaching.

General Manager: Simon Properties, Treasure Coast Square & Boynton Beach Mall, December 2010-September 2019

- Responsible for overall property management of a 1.1 million square foot enclosed mall facility with major anchor tenants, plus over a hundred restaurants and shops.
- Managed Boynton Beach Mall from Dec. 2010-Oct. 2014, a 1.1 million square foot facility with five major anchors, cinema and over 130 specialty shops and restaurants.
- Promoted to manage Treasure Coast Square in Oct. 2014, a 900,000 square foot facility with five major anchors, cinema and over 120 special shops and restaurants.
- Assume temporary management of other Simon area properties as needed. Temporary assignments include Indian River Mall in Vero Beach, FL, Sawgrass Mills in Weston, FL and Plaza Carolina in Puerto Rico.
- Manage budgets including monthly forecasting, capital investments and cost savings initiatives.
- Administer service contracts including request for proposal process, renewals and bid evaluations.
- Manage an office staff of personnel who administer day to day operational, marketing and leasing activities. Also provide oversight to contract providers for security and janitorial services.

- Perform a dual role as Operations Director as needed, providing direct oversight of tenant coordination, construction, repair issues and capital initiatives on property.

- Responsible for community relations with city government and local organizations. This includes serving as Vice President and Chairman of the Jensen Beach Chamber of Commerce.

- Administered separate budgets for client, interior and exterior mall operations, leasing, and marketing. Renegotiated service contracts, including ten service contracts resulting in $900,000 in annual savings. Managed a staff of five personnel who administered operations, client relations, accounting, and marketing.

- Performed multiple roles as Operations Manager, Leasing Representative, Tenant Coordinator, and Marketing Manager for a diverse 130+ acre property that included two lakes, three outparcels and a canal. Oversaw client relations with mall ownership, assuring concerns were addressed promptly and professionally.

General Manager: General Growth Properties and Jones Lang LaSalle, Festival Bay Mall, February 2008-December 2010

- Responsible for overall property management of a 1.1 million square foot enclosed mall facility with five anchors, plus restaurants and shops.

- Administered separate budgets for client, interior and exterior mall operations, leasing, and marketing. Renegotiated service contracts, including ten service contracts resulting in $1.25 million in annual savings. Managed a staff of five personnel who administered operations, client relations, accounting, and marketing.

- Performed multiple roles as Operations Manager, Leasing Representative, Tenant Coordinator, and Marketing Manager for a diverse 130+ acre property that included two lakes, three outparcels and a canal. Oversaw client relations with mall ownership, assuring concerns were addressed promptly and professionally.

General Manager: Westfield Concession Management, LLC

Orlando International Airport/Wash. Dulles International Airport August 2004-February 2008

- Responsible for overall management, direction and coordination of a 100+ store concession program that included food and beverage, specialty retail, retail, and newsstand operations.

- Managed a staff of five personnel who administered the day to day operational activities, client relations, accounting, and marketing.

- Monitored on-site tenant construction and development projects as part of a two-year redevelopment program that resulted in a major expansion of an airport concourse.

- Managed client relations and assured that concerns were addressed promptly and professionally. Contributed to Westfield Concession Management's efforts to acquire additional airport properties through writing of request for proposals.

- Proposed and conceptualized additional revenue opportunities, including the successful effort to add specialty leasing at Orlando International and resulted in the creation of the top performing RMU program in the Westfield airport portfolio.

Director of Marketing Development: Massey Services Inc., Maitland, FL. July 2003-August 2004

- Responsible for all marketing associated with residential categories of services. Submitted an annual plan of marketing programs and justification of resource allocation that included objectives and goals that was used to measure success. Worked with external and internal resources to develop marketing programs from concept to completion.

- Assisted in the writing, design and production of television and radio commercials, publications, advertising, point of purchase materials, direct mail pieces, interactive media, and trade show/event marketing.

- Responsible for maintaining a $2 million dollar marketing budget.

Skills: FDOE Teaching certification in Business Education. Received leadership training at Simon, Westfield, and General Growth Properties. Proficient in desktop publishing, spreadsheet, word processing and project management software applications in both mac and PC format. Familiar with One World/JD Edwards, Yardi, Anaplan, Salesforce and other applications. CPR certification.

Education: University of South Carolina Degree: B.A. Journalism/Mass Communications minor in Business. Embry-Riddle Aeronautical University M.B.A. Program: post-graduate work.

MEREDITH BURKEY, FRP.

Mschill99@gmail.com
(561) 389-2630

SUMMARY OF QUALIFICATIONS

- Adapt easily to new concepts, adept at handling multiple responsibilities.
- Function well independently and in a team environment.
- Ability to handle a fast-paced environment.
- Strong attention to detail, experience preparing for quarterly legal audits and received high ratings for performance.

EMPLOYMENT EXPERIENCE

Relive Health Corporate (and affiliates) 07/2024-Present
In House Corporate Paralegal

- Assist and provide a range of legal support and administration to lawyers and other legal professionals.
- Provide support to the potential and/or current Franchisee's of the Health Clinics.
- Draft and revise Franchise Agreements and Distribution Contracts.
- Coordinate execution of documents including issuance of documents for e-signature and notarization.
- Maintain and organize contract files.

Office of the City Attorney for the City of Port St. Lucie-Port St. Lucie, FL 02/2022-07/2024
Paralegal III

- Reviews complex legal documents including, but not limited to, deeds, leases, contracts, ordinances and resolutions for accuracy and conformance with proper legal standards and City policies.
- Provides high-level litigation support, including drafting and responding to discovery requests, communicating, and interacting with judicial assistants and other court personnel, scheduling court reporters, coordinating hearings, mediations, depositions, and other litigation related appearances, communicating with witnesses, and other related litigation support work.
- Interact with officials from other cities and government entities, and state officials as necessary, as well as elected officials, management, and department directors of the City.
- Draft legal documents for attorney review and approval. This includes, but is not limited to, contracts, ordinances, resolutions, pleadings, motions, notices, subpoenas, lease and license agreements, unities of title, terminations of restrictive covenant, memoranda, city council agenda items and presentations, legal opinions, and correspondence.

Law Office of Craig Goldenfarb, P.A.-West Palm Beach, FL 02/2018-02/2022
Pre-suit Legal Assistant, Litigation Secretary and Senior Closing Assistant

- Coordinate and Schedule all meetings, hearings, and depositions of current team cases.
- Prepare motions and orders for the requested by the attorney.
- File initial lawsuits and complete the process of service within the state law.
- Communicate with all Client's during all aspects of their case.
- Request and obtain all records and bill from treating providers.
- Handled all incoming mail and client contracts.
- Prepare and finalize all client settlement disbursals.

Shapiro, Fishman & Gache, LLP-Boca Raton, FL 10/2013-04/2014 & 04/2015-02/2018
Legal Assistant

- Process and update clients of all foreclosure sales for each day.
- Prepare motions and orders for the lawyers to have them signed by the County judges.
- Prepare and file Notice of Foreclosure Sales and handle all stages of the foreclosure sale

process.
- Perform clerical duties such as email, scanning, E-filing, and creating FedEx packages.

Webster Five Cent Savings Bank, Oxford, MA 07/2014- 02/2015
Personal Banker
- Provides exceptional service to all Bank customers –External and Internal.
- Develops and expands new and existing customer relationships by proactively assessing customer needs.
- Attains Individual Sales Goals.
- Account Opening - Opens personal and commercial accounts and services for new and existing customers.
- Performs all daily teller duties and tasks.
- Addresses customer inquiries, research and resolve problems in person or by phone or written communication.

Sports Authority, West Palm Beach, FL 08/2010- 10/2013
Operations/Softlines (Apparel/Footwear) Manager
- Train employees in safety and loss prevention.
- In charge of preparing store for quarterly legal audit.
- Perform clerical duties such as faxing, scanning, and filing.
- Consistently supervise merchandising and track objectives within the departments, along with maintaining a great sales culture to offer highly satisfying customer service.

Customer Service Cashier Lead
06/2008- 10/2013
- Maintained the front of the store, which included sales, exchanges, and returns.

EDUCATION
Florida Atlantic University, Boca Raton, FL 2012
Bachelor of Arts, Major in Criminal Justice with a Minor in Sociology, and a Women's Studies Certification

AWARDS
- Florida Registered Paralegal effective 07/12/2021 FRP #1029606
- Business Observer Top 10 Paralegals of 2015
- Graduated from Florida Atlantic University with honors of Cum Laude
- Elected President in 2010-2012 and Vice President in 2009-2010 in American Criminal Justice Associate Beta Phi Chapter at FAU.
- Member of the National Society of Collegiate Scholars University Honors program

KAREN PROCTOR

1237 NW Fiorenza Ct. Port St. Lucie, FL 34986 (702) 886-5505
karenp773@gmail.com

Skilled

Skilled Plant Operations Manager

Professional Summary

Dedicated and results-driven Plant Operations Manager with a proven track record in achieving and exceeding financial targets. A strategic thinker with comprehensive market insights and responsible for the overall plant operations, including all production and ensuring all employees strive to meet the standards set forth by the company for Safety, Quality, Efficiency, Preventative Maintenance.

Areas of Expertise

- Market Growth Strategy
- Planning and Coordination
- Sales Reporting
- Team Management
- Customer Relations
- Operational Enhancements
- Continuous Improvement
- Advocacy and Communication
- Safety Compliance
- Cultural Insight
- Budgeting
- Quality & Cost Control

Education

BSc., Finance and Business Management, University of Ulster, Belfast, UK

My Core values are

Building Relationships through Trust and Honesty. Accountability by keeping my word. Safety and Care for my Team. Continuous improvement through entrepreneurial drive. Customer commitment, and sustainability of materials for our next generation.

Professional Experience

Plant Operations Manager | Hobart Industries | Las Vegas, NV | [9/2014 – Present

Responsible for the overall Planning and coordinating manufacturing operations, including production, processing, packaging, and machinery.

- Knowledge of construction products and electronics as well as programmable controllers.
- Implementing and maintaining quality control measures to ensure high-quality output. This includes monitoring equipment quality and inspections.
- Leading and training a team of production staff, including operators, technicians, and assistants. Assigning tasks, setting performance goals and providing guidance to ensure a productive and efficient workforce.
- Plan and direct the layout of equipment, workflow and workforce utilization as well as participating in the procurement of raw materials, supplies and other production needs.
- Analyzing production costs and implementing strategies to minimize expense while maintaining quality standards by optimizing equipment usage, negotiating with suppliers, and identifying cost saving opportunities.
- Strong working knowledge of OSHA and safety procedures proven by ensuring compliance with health and safety regulations within the production facility. Implementing safety protocols, conducting regular inspections, and providing training to employees to maintain a safe work environment.
- Generating regular P&L reports on production metrics, such as output volume, quality, efficiency, and profitability. Analyzing data to identify trends and areas for improvement.

- Cultivate strong relationships with customers, actively seeking creative solutions to address challenging situations.
- Provide direction to Parts and Service teams in resolving major customer concerns, distinguishing when to escalate through appropriate channels.
- Advocate for customer service and address issues between departments, by maintaining the overall appearance of the plant and creating a positive environment for team Provide insights to
- leadership and HR on the cultural status within the Plant Operations.
- Maintain a positive and professional working relationship with peers, management, and support resources, demonstrating a continuous commitment to teamwork and exemplary customer service.
- Efficiently manage time-off requests and staffing requirements for my location.
- Ensure timely communication with relevant parties, including Senior managers and VPs.
- Execute all other duties assigned by management in a professional and efficient manner.

Plant Manager| Hays construction | Belfast, UK | [9/08 – 05/14]

Lead and communicate with PM/s, Subcontractors and Vendors to assist them in working to the Project Schedule. Administer financial aspects of the Owner's contract, subcontracts, and purchase orders. Build effective working relationships with clients and the project team members. provide leadership and direction to the Project team, Assistant Project Managers, Project engineers, and administrative staff to deliver a quality project within he agreed schedule, maximizing the return to the company while earning repeat business from the client.

- Assist in overseeing all activities on the construction site.
- Manage and direct subcontractors and employees to ensure that all projects develop according to plans and specifications, on time, and within budget.
- In addition, inspect the quality of the work from start through completion and ensure that all workers comply with government standards including Hays Construction's safety policies.
- Assist Project Manager as required.
- Organize & plan job with all Project Managers.
- Organize, schedule & direct personnel & subcontractors.

- Review cost and progress weekly.
- Ensure testing coordination.
- Coordinate & maintain equipment.
- Field procurements.
- Create and maintain field notes & daily reports.
- Conducting comprehensive internal and external research to formulate robust business strategies.
- Execute and develop a competitive analysis through researching competitive solutions and documenting their relative strengths and weaknesses.

11.27.2024

Dear Hiring Manager,

I am excited to submit my application for the position of City Manager for the city of Fort Pierce. As a seasoned executive with over 20 years of experience of multi-unit operations across diverse industries, including hospitality, real estate, construction, asset and property management, I bring a proven track record of driving organizational excellence, fostering community engagement, and delivering sustained growth.

My previous role as Vice President, I oversee complex operations for portfolio of 108 companies. My responsibilities span strategic planning, budgeting, contract negotiations, and team leadership for over 200 employees, ensuring consistent alignment with organization goals and community priorities.

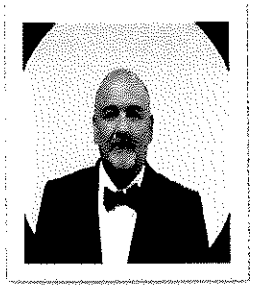
My tenure in Fort Pierce has given me a deep appreciation for the city's cultural heritage, natural beauty and economic potential. With my expertise in long- and short-term planning, team building, and public – private partnership, I am confident in my ability to deliver innovative solutions that enhance quality of life, promote economic development, and strength civic engagement.

I look forward to hearing from you. Have a wonderful Thanksgiving to you and your family.

Kind Regards,

Burak Sezgin

Tyler



BURAK (BROCK) SEZGIN
Email: brocksezgin@gmail.com Contact Number: 772-777-9003 Location: Jensen Beach, FL
linkedin.com/in/burak-sezgin-a1a574108

Accomplished multi-unit leader with extensive experience across a wide range of industries, including luxury resorts, hotels, country clubs, premium dining, retail, yachting, and property & asset management, overseeing operations that manage over $400 million in annual sales. Proven track record of driving organizational growth through strategic market analysis, long-term planning, and high-end asset acquisitions. Expertise in leading complex quality assurance initiatives, large-scale renovations, and the development of innovative food and beverage concepts that elevate brand value.

Skilled in optimizing revenue through strategic yield management, sales and marketing initiatives, and effective brand positioning. Adept at financial forecasting, budget planning, and asset management to maximize profitability and shareholder value. Recognized for successfully negotiating high-value contracts, building high-performing cross-functional teams, and fostering a culture of excellence through leadership development. Known for transforming underperforming operations, executing successful turnaround strategies, and consistently delivering growth and enhanced customer experiences in complex, competitive environments.

- **Award-Winning Performance**:
  - 2022 Hilton Best Development Award
  - 2021 Hilton QA #1 in North America
  - 2019-2020 Best Financial Results in the Company
  - 2018 #1 Hotel in Company; 2017 #2 Hotel
  - 2015 Hilton SALT Score #1 in Company
- **Industry Accolades**:
  - 2014 Hospitality Management Award
  - 2013 Leadership Award, Chamber of Commerce
  - 2012 Top Audit Score & Hotel & Restaurant Association Recognition
  - 2010 Best Performer, White Lodging Services
  - 2009 International Hoteliers Association Award
- **Notable Recognitions**:
  - 2006 Recognition by Mr. Marriott, Marriott International
  - 2005 Diamond Award from CEO of Club Corp
  - 2004 Service Excellence Award from the President of the United States

HOTEL OPENINGS, RENOVATIONS & ASSET MANAGEMENT EXPERTISE

Extensive experience in overseeing successful hotel openings, large-scale renovations, and comprehensive asset & property management for high-profile properties, including:

- Hutchinson Island Marriott Marina, Golf & Resort – 240 Rooms
- CY & RI Austin Downtown Marriott – 485 Rooms
- Marriott Hilton Head Resort & Golf – 520 Rooms
- Westin Austin Domain – 280 Rooms
- Airport Marriott South – 300 Rooms
- Courtyard Austin Airport – 200 Rooms
- DT Hilton Largo Washington DC – 230 Rooms
- Orlando Airport Marriott Lakeside – 485 Rooms
- Greensboro Downtown Marriott – 300 Rooms
- Buccaneer Marina & Resort – 20 Rooms
- Airplus One Jets – 6 Private Jets
- Renar Residences – 200 Condos & Townhouses
- Barton Creek Country Club – 240 Single Homes
- Peninsula Senior Living – 800 Units & Residences

RESTAURANT & BISTRO MANAGEMENT EXPERIENCE

Proven track record in managing upscale dining establishments, ranging from casual to fine dining, including:

- Champion Sports Bar & Grill – 300 Seats
- Legends Sports Bar & Grill – 200 Seats
- Lime Stone Grill – 120 Seats
- Urban Grill – 180 Seats
- The Bistro on Lake – 250 Seats
- Driskill Steak & Sea Food Fine Dining – 200 Seats
- XC Bar & Bistro Fine Dining – 180 Seats
- Governor Restaurant – 220 Seats
- Ocean Blue Fine Dining – 210 Seats
- Baha Bahamas Grill & Bistro
- Alexander Great Steak House – 180 Seats
- Bosque Fine Dining – 300 Seats
- Circa69 – 220 Seats
- Buccaneer (Rooftop) – 240 Seats
- Ucho – 120 Seats

BANQUET, CATERING & EVENT MANAGEMENT

Extensive experience in managing large-scale events and banquets across more than 200,000 sq. ft. of meeting space, serving up to 7,500 guests. Led and supervised teams of over 600 staff members for a variety of high-profile events, including: Celebrity weddings, VIP events, 5-10K

marathons, farmers markets, car shows, Boat shows, music & food festivals, and other special events

WORK EXPERIENCE:

Vice President of Hospitality Operations
Sharfi Holdings – Jensen Beach, FL
August 2022 – Present

- Lead operations for Sharfi Holdings, a multi-billion dollar enterprise managing several companies across diverse industries, including technology, real estate, asset & equity management, airline charter, yacht and hospitality.
- Oversee projects encompassing construction, design, sales and marketing, property management, and business development, with a strong focus on quality assurance and control.
- Provide strategic leadership for multi-unit operations including luxury resorts, country clubs, marinas, restaurants, retail stores, convention center, airline and yacht facilities, organic self sustain farm, ranch and catering & food and beverage operations.
- Responsible for budgeting, financial forecasting, yield management, P&L oversight, sales optimization, talent acquisition, contract negotiations, business acquisitions, renovations, construction, and asset management.
- Directly manage a team of over 200 employees, driving operational excellence and sustained business growth.

General Manager
Hotel Melby, Tapestry Collection by Hilton – Melbourne, FL
August 2021 – July 2022

- Led operations for a 180-room luxury lifestyle hotel located in downtown Melbourne, featuring 5,500 sq. ft. of indoor and 9,000 sq. ft. of outdoor meeting space, and a 250-seat award-winning rooftop bar and restaurant.
- Achieved an outstanding **99.73** Hilton QA Audit score, reflecting operational excellence.
- Delivered **$8 million** in room revenue and **$3.8 million** in food and beverage revenue.
- Generated **$1.2 million** in additional bottom-line revenue through strategic cost controls and revenue management initiatives

Regional TF General Manager / Director of Operations
Marriott Hotels – September 2016 to July 2021

Based at Hutchinson Island Marriott Resort, Golf & Marina, led multi-property operations across multiple Marriott locations under Columbia Sussex, overseeing a portfolio of high-profile resorts, airport hotels, and convention centers. Consistently met and exceeded key performance indicators (KPIs) related to guest satisfaction, operational efficiency, and financial performance across multiple leadership roles.

- **Hutchinson Island Marriott Beach Resort, Golf, and Marina** – Managed a 200-acres oceanfront property with 274 rooms, 5 F&B outlets, 40,000 sq. ft. of banquet space, 3 pools, a 500-member golf course, a 300-member tennis club, and a 79-slip marina. Annual sales: $24 million.
- **Hilton Head Marriott Beach Resort & Golf** – 520-room oceanfront property with 6 F&B outlets, Olympic-size pool & SPA, PGA golf course, and 48,000 sq. ft. of meeting space. Annual sales: $48 million.
- **Orlando Airport Marriott Lakeside** – Oversaw a 485-room property at the 4th busiest airport in the U.S., featuring 3 F&B outlets and 40,000 sq. ft. of banquet space. Annual sales: $28 million.
- **Greensborough Marriott Downtown** – 300-room convention hotel with 3 F&B outlets and 28,500 sq. ft. of meeting space. Annual sales: $13 million.
- **Columbia Downtown Marriott** – 300-room convention hotel with 3 F&B outlets and 17,800 sq. ft. of meeting space. Annual sales: $15 million.

Executive Consultant – Food & Beverage Division
Renaissance Marriott Hotels, Region 3 – Europe April 2014 to September 2016

- Provided expert consultation for the Food & Beverage division across multiple properties in Region 3, Europe, enhancing operations and profitability.
- Delivered strategic guidance on menu development, service standards, and operational efficiencies, improving guest satisfaction and F&B revenue.
- Collaborated with property leadership teams to implement innovative dining concepts and optimize F&B operations.

Director -Banquets, F&B,Rooms Division, Operations, AGM, General Manager
Marriott | Hilton | IHG | Four Seasons Hotels | Country Clubs June 2001 – April 2014

- Held diverse leadership roles across premier hospitality brands, managing banquet operations, food & beverage services, and overall hotel operations.
- Directed large-scale F&B and banquet operations, ensuring high service standards, operational efficiency, and guest satisfaction.
- Provided hands-on leadership in property management, staff development, and guest experience enhancement, driving operational excellence and revenue growth.
- Demonstrated versatility by excelling in various roles including General Manager, with a focus on delivering top-tier hospitality experiences.

EDUCATION:

Bachelor Degree – Hotel & Restaurant Management 2002 Bilkent University

Bachelor Degree – Economics & Business Administration – 1998 Anatolian University

Daniel Cody Beard

https://www.linkedin.com/in/cody-beard-17912b32 ■ (772) 341-5503 ■ dcbeard772@gmail.com

Education

Louisiana State University Shreveport, Louisiana
Master of Business Administration

Florida Atlantic University Boca Raton, Florida
B.S. Geography

Experience

2021-Present **Cemex** East Region
Director of Maintenance

- Department head for the equipment repair and maintenance division at Cemex USA; align fleet operations with the company's financial goals and safely maintain all company assets (currently at 5 years with Zero LTI's)
- Owner of mobile fleet and fixed assets (3,000+ units)
- Implement and enforce all safety guidelines, lead monthly safety training, deliver monthly/quarterly safety reports, and champion all OSHA/MSHA compliance efforts
- Map and improve business processes within the maintenance division to improve material procurement activities (REQ/PO flow, invoice automation, payment tracking)
- Provide maximum availability (average 93% uptime since October 2021) for all assets including concrete plants, aggregate mining equip., concrete trucks, trailers, forklifts, loaders, medium duty trucks and line transport fleet
- Full P&L ownership, manage annual operating ($94M) and capital ($51M) budgets
- Full ownership of the region's P&L; provide monthly EBITDA/cash flow updates
- Lead all warranty efforts to maximize claim submittals and collections
- Develop analytics tools and data visualizations to report customer satisfaction and overall quality of service for repair and maintenance activities; track KPI's and deliver quarterly performance metrics to leadership
- Plan and execute production and project schedules to ensure stakeholder satisfaction
- Recruit, develop, and provide leadership to a diverse team of managers, technicians and administrative staff (12 direct/143 indirect reports) across 10 repair districts
- Champion continuous improvement and provide monthly feedback to managers on all six sigma and lean efforts
- Deliver presentations to executives and stakeholders (publicly owned) to review financial performance related to repair, maintenance, and special projects

2018-2021 **Florida Crystals Corporation** West Palm Beach, Florida
Senior Manager, Agriculture Shops (Promotion)

- Manage the repair and maintenance program for 2,000+ pieces of agriculture equipment and two (3) equipment repair facilities
- Implement and enforce all safety guidelines, deliver monthly/quarterly safety reports, and coordinate annual OSHA trainings
- Manage annual operating ($16M) and capital ($10M) budget, monitor costs, and present cost performance measures to executive management and stakeholders
- Monitor P&L and provide monthly updates to executive management
- Develop KPI's and leverage metrics to improve performance, fleet availability, create development plans for technical and management staff, and recruit/retain top tier talent in a competitive industry
- Develop analytics tools and data visualizations to report customer satisfaction and overall quality of service for repair and maintenance activities
- Implemented new software program designed to manage core business automation processes through an analytics dashboard
- Plan and review production and project schedules to ensure stakeholder satisfaction
- Generate reports for internal and external clients, partners, and government agencies
- Recruit, develop, and provide leadership to a diverse team of administrative and field personnel through coaching and participative management (7 direct/59 indirect reports)

2014-2018 **Florida Crystals Corporation** West Palm Beach, Florida
Agricultural Systems Manager

- Manage day-to-day business activity and provide leadership for ag operations, accounting, finance, and inventory specialists (9 direct reports)
- Warehouse management for all crop nutrition and pest/weed control inventories
- Manage the Precision Ag department; hire and train staff, train on installation and use of data collecting equipment, map network infrastructure, and acquire GPS instruments and guidance systems for a large fleet of specialized agricultural equipment
- Develop training programs for all operators and their supervisors, create/analyze performance metrics, conduct annual evaluations, and guide employee development
- Supervise the implementation and maintenance of information systems and hardware, train others on its use, and continue to research emerging technologies
- Generate reports for internal and external clients/agencies (USDA, FSA, SFWMD, etc.)
- Produce financial reports, manage the production estimate computer model

2013-2014 **Louisiana State University** Baton Rouge, Louisiana
Geospatial Scientist II

- Manage the creation of a critical infrastructure database in support of selected parish, Homeland Security, and emergency preparedness agencies
- Collect and analyze geospatial and remote sensing data to provide optimized evacuation logistics
- Perform advanced GIS functions to include script writing, querying, and spatial analysis
- Create shape files for use in the building and implementation of critical databases
- Gather, process and verify field data for utilization in existing mapping applications

2008-2013 **Wojcieszak & Associates** Stuart, Florida
Engineering Technician

- Design and draft construction documents for civil applications
- Learn and apply MEP building codes and design practices
- Coordinate engineering tasks with utility providers and project managers
- Aid senior engineer(s) in solving basic electrical engineering problems

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Skills

Project Management
Personnel Management
Procurement Management
Preventative Maintenance
Fleet Management
Operations Management
Budget Planning /Management
LEAN Practices
Six Sigma
Strategic Planning
Information Systems
P&L
Data Analytics
OSHA
Human Resources
Geospatial Engineering (GIS)
Logistics/Supply Chain
AutoCAD
Microsoft Office
SAP

SCOTT WESTERVELT

833 SW Janette Avenue, Port Saint Lucie, FL • H: 607 592 8320 • Scott.Westervelt@gmail.com

PROFESSIONAL SUMMARY

Effective leader and problem-solver with advanced troubleshooting skills, and a hardworking mentality. Seeking to apply expertise and extensive experience, taking on a challenging new role with a growing team.

SKILLS

- Advanced troubleshooting, mechanical, electrical, automation
- Strong leadership and team building skills.
- Team leadership, continuous improvement and budget management.
- Drive to meet and exceed KPI targets.
- Effective communicator and deck plate leadership.

WORK HISTORY

Area Maintenance Manager – Riviera Beach, Florida

Jones Long Lasalle, Amazon Account

08/2024 – Current

- Promoted to Facility Manager of MCO13 a Kuiper satellite processing facility at NASA Kennedy Space Station, Florida.
- Compliance with all JLL, Amazon, NASA and ITAR policies.
- Manage a staff of 10 technicians that run 24/7 operations on building, operation and ground equipment.
- Stand up all new PM program, PdM program as well as incorporate all new SOP's, and safety programs.
- Establish complete turn key operations for a new account launch.
- Coordinate the construction and launch process of MCO13 and MCO14 both being built together.
- Strong emphasis on KPI's and vendor management and sourcing

08/2023 – 08/2024

- Fulfillment center Maintenance, Engineering and Reliability
- Responsible for all plant and H-Drive robotic floor metrics
- 24/7 On call support
- Successful new plant launch in October 2023.
- Drive KPI's and plant metrics to exceed expectations and target goals.
- Manage all MHE and Base Building plant activities across the entire property.
- Key player in all CM, Capex and Opex projects.
- Training, motivating and encouraging success amongst RME direct reports.

Maintenance and Engineering Manager – Portland, Oregon

Danone North America

08/2022 – 08/2023

- Manager the facility and maintenance department.
- Lean management, OEE driven result focus

- 6s focus, scrap reduction
- Rewrote entire PM system
- Implemented process improvements
- Staffing and Budget management
- Capex, Opex and program management
- 6m dollar budget and capex financial management.
- FDA and Food Safety compliance.

Industrial Manufacturing Engineer. De Leon Springs, FL

Sparton Aerospace and Defense Company.

03/2021 – 07/2022

- Assist maintenance department in advanced troubleshooting.
- Design consumable items and production tools to promote ergonomics as well as lean principles.
- Jira, Agile, A3 root cause analysis
- Lead team of 8 members working 24/5 schedule.
- Kaizen event focus to increase work flow, ergonomics and production.
- Advanced troubleshooting on mechanical, electrical, PLC , conveyor systems.

Maintenance Manager. West Henrietta, NY

Coopervision Medical.

09/2018 – 10/2020

- Performed all staffing related hiring, firing and scheduling. Used Kronos Software.
- Responsible for emphasis on lean management and 5S.
- Managed staff of 25 workers in all aspects of day to day operations.
- Lead department to record numbers in company's history 4 months in a row.
- DCO, ECO and agile technical documentation development. PM design and implementation on all new equipment.
- Scheduled, evaluated and implanted all training programs, vendors and documentation for staff.
- Process Improvement Coordinator as well as PM Coordinator and developer.
- Continuous Improvement leader, Kaizen Events, OEE Implementation and Scrap Reduction/Yeild improvement manager.
- Adheres to all FDA guidelines.
- Machine design and implementation before and after FAT, to ensure capacity demands are met

Group leader - Maintenance department - Rochester, NY

Bausch & Lomb Vision Care

03/2016 – 07-2018

- Worked directly with maintenance, quality, engineering and operations to achieve optimal production.
- Designed developed and tested new developments.
- Supervised and provided leadership for over 20 employees, from task assignments to scheduling time off.
- Handled direct reports from operations, production, quality and engineering.
- Performed advanced troubleshooting and repairs on all electro-mechanical PLC, automation, robotics issues in a clean room environment.
- Highly motivated, who worked with little to no supervision or support. outside our department.

Mechanical Consultant - Ithaca, NY

Borg Warner Automotive

09/2014 - 08/2015

Design and implementation of new engineering advancements to increase production, eliminate waste, promote safety SOP's

Provided leadership for 15 union mechanics and 12 union electricians as well as HVAC technicians as the company hired (nonunion) representative.

Troubleshooting electrical/mechanical issues on a variety of PLC and automated equipment

Senior R&D Lab Manager, Owego NY. (Contract)

Lockheed Martin

03/2013 - 04/2014

- Led a comprehensive aviation systems training for 40 staff members.
- Handled under staffing, disputes, terminating employees and administering disciplinary procedures.
- Provided leadership and guidance to engineering (software, hardware, system) so that they could test new developments on helicopter simulators as well as on actual helicopters.
- Maintained a secret clearance environment and handled sensitive material with no supervision.
- Developed operating procedures on system use for training purposes. □ Developed an inventory tracking system.

Lead Avionics Technician - Crew Chief. Owego, NY (Contract)

Sikorsky Aerospace

09/2011 - 03/2013

- Obtained documents, clearances, certificates and approvals from local, state and federal agencies.
- Verified data integrity and accuracy.
- Provided leadership and training to avionics department on repairs and troubleshooting.
- Complied with department of defense directives as well as in-house directives.
- Handled direct reports from all major divisions.
- Ordered all parts and supplies required to perform job functions for our department. □ Scheduled vacation and logged hours for all employees.

Petty Officer Second Class - Avionics Technician

United States Navy

02/2007 - 02/2011

3 overseas deployments in combat zones.

Complete systems qualified as a collateral duty inspector on weapon systems, countermeasures, avionics, electronics, air frames, and power plants.

Promoted to a leadership position and manage over 65 sailors.

Responsible for training, time off, and attendance.

Fleet recognition for outstanding program management. Laser, ESD, Tool Control, and Training Programs.

High level of flexibility and ability to cope with a changing environment and job stress.

EDUCATION

Master of Science: Organizational Strategy and Leadership

Michigan State University - East Lansing, MI 2015

Bachelor of Science: Aerospace Science and Management
Embry-Riddle Aeronautical University - Daytona Beach - Daytona Beach, FL 2014

Associate of Applied Science: Business Management
Tompkins-Cortland Community College - Dryden, NY 2003

ACCOMPLISHMENTS

Dean's list graduate

2001 High School Male Athlete of the Year

Naval Achievement Medal

Promoted to leadership positions at every job

Received the top marks for yearly evaluations four years in the US Navy as well as the past 3 years at B&L

CERTIFICATIONS

FCC License as a General Radio Operator as well as in RADAR

Valentin Usov

Executive Leader

valpusov@gmail.com • (626) 241-3513

Proven track record in developing and leading high-performance teams across manufacturing, supply chain, and business operations within the Space, Defense, Aircraft, and commercial manufacturing sectors. Demonstrate strong business acumen with expertise in end-to-end product development and launch, product line management, and R&D budgeting.

- Organizational Scaling: Successfully scaled organizations to enhance productivity, drive ROI, and foster execution, ownership, and accountability.
- Solution Ecosystems: Proven ability to create effective solution ecosystems and forge strategic partnerships to exceed customer expectations.
- Lean/Six Sigma Expertise: Deep knowledge of Lean and Six Sigma methodologies, including Cause and Effect analysis, root cause analysis, Pareto analysis, control charts, and standard work.

Skilled in implementing process improvements that optimize operations and deliver measurable results.

- P&L Management
- Project Management
- Change Management
- New Product Introduction (NPI)
- SIOP / S&OP
- Lean Manufacturing
- Process Improvement
- Demand/Capacity Analysis
- Contract Manufacturing
- Value Stream Mapping
- Schedule Management
- High Volume Production
- Supplier Management
- Logistics and Distribution
- Business Planning

Professional Experience

The Boeing Company – Miami, FL
Senior Corporate Manager, Supply Chain Quality, US (Boeing Distribution Segment)
March 2024 to Present
Specialized manufacturer of commercial airplanes, military, defense, and space equipment.

- Manage operations across 11 business units with an annual revenue of $2 billion.
- Lean Initiatives: Enhanced throughput by 20% across 4 business units through targeted lean initiatives.
- Supplier Performance: Established a Supplier Performance team, driving a 10% improvement in supplier quality and on-time delivery (OTD).
- Quality Management Systems: Initiated a Quality Management Systems (QMS) department to support AS9100/AS9120 certification goals.
- Margin Improvement: Boosted margins by 10% through KPI overhaul, lean practices, and improved internal communication.
- Inventory Optimization: Facilitated Sales, Inventory, and Operations Planning (SIOP) activities, preserving $25 million in cash through optimized inventory management.
- Facilities Management: Overhauled the facilities department to enhance equipment preventive maintenance schedules and facility upkeep.
- Safety Culture: Reintroduced the "Go 4 Zero" safety initiative, achieving zero safety incidents over two quarters.

Two Way Radio Gear – Fort Pierce, FL
Senior Director of Operations
July 2022 to March 2024
Telecommunications systems distributor serving commercial, federal, and aerospace markets.

- Promotion: Advanced to Senior Director within 12 months.
- Acquisition Leadership: Led the acquisition and integration of a Texas business unit, implementing the TWRG operations model.
- Revenue Growth: Executed the Annual Operating Plan (AOP), achieving a 25% revenue increase in 2023 and exceeding targets by 20% year-to-date.
- Order Lifecycle Overhaul: Spearheaded an overhaul of the order lifecycle, resulting in 99.9% on-time delivery and a 32% improvement in velocity.
- Supply Chain Management: Managed end-to-end supply chain and e-commerce marketing and fulfillment.
- Customer Service: Developed a customer service department, reducing RMA turnaround time by 95%.

Amazon – Port St Lucie, FL
Regional Manager (South Florida)
July 2020 to July 2022
Focused on last-mile deliveries for Amazon.com.

- Promotion: Advanced to Regional Manager in 12 months.
- On-Time Delivery Improvement: Achieved a 20% improvement in on-time delivery, resulting in the lowest return rates and highest customer satisfaction.
- S&OP Initiatives: Drove upstream Sales and Operations Planning (S&OP) initiatives, improving material availability by 40%.
- Lean Implementation: Applied lean tools to enhance one-piece flow, improving first-pass yield (FPY) quality by 60%.
- KPI Standardization: Standardized KPI reporting and labor review processes to support scalability.

Wavestream Corporation – San Dimas, CA
Director of Operations
July 2019 to July 2020
Manufacturer of high-power solid-state RF amplifiers for aerospace, defense, and commercial markets.

Continued...

- Shift Creation: Implemented a third shift, increasing test equipment utilization to 99% and supporting a 20% growth ramp-up.
- Cost Reduction: Reduced operations costs by 15% through optimized shift schedules, overtime management, and temporary workforce reduction.
- WIP Inventory Reduction: Cut work-in-progress inventory by 35% through strategic manufacturing planning and kit management.
- On-Time Delivery Improvement: Increased on-time delivery by 20% by defining Takt time and throughput targets.
- Delinquency Reduction: Halved delinquencies by overhauling the order entry process and enhancing customer service.

American Drilling – Hawthorne, CA
Director of Operations
October 2018 to July 2019
Precision manufacturer serving aerospace, defense, and medical markets.

- Order Entry Process: Developed a sales order entry process and backlog report, boosting on-time delivery by 15%.
- Delinquency Reduction: Reduced delinquencies by 80% within 6 months through master scheduling principles and CRM improvements.
- Cost Savings: Achieved a 20% reduction in overall spend via the implementation of vending machines for shop supplies and tooling under a VMI agreement.
- Business Growth: Drove a 20% increase in business growth and a 7% increase in EBITDA.

Esterline Technologies Corporation – Sylmar, CA
Supply Chain Operations Manager
October 2017 to October 2018
Specialized in manufacturing for aerospace and defense markets.

- Forecast Accuracy: Enhanced monthly sales forecast accuracy from 80% to 95% through a Kaizen event in S&OP.
- WIP Reduction: Reduced stagnant work-in-progress inventory by 20% by enforcing accountability within the supply chain.
- On-Time Delivery Improvement: Increased on-time delivery from 75% to 85% within 3 months by creating an order entry review process.
- Supplier Integration: Mitigated purchased part shortages through improved supplier integration, forecasting, and capacity reviews.

Klune Industries – North Hollywood, CA
Production Control Manager
September 2015 to June 2017
Manufacturer of aerospace and defense components and assemblies.

- On-Time Start: Increased on-time job starts to 99% by revamping demand planning processes.
- Cost Reduction: Reduced variable costs and employee safety hours by over 15%, while boosting productivity by 10% through improved work order queues.
- Inventory Accuracy: Led a Kaizen event for inventory management, achieving 100% cycle count accuracy and 90% accuracy during annual physical inventory.
- Delinquency Reduction: Cut delinquencies from $2.7M to $1.0M within the first 12 months using Lean/Six Sigma techniques.
- Operating Cost Reduction: Reduced department operating costs by 20% and improved on-time delivery to 95% by eliminating non-value-added steps.

SpaceX – Hawthorne, CA
Production Control Specialist (Contract)
January 2015 to September 2015
Manufacturer and launcher of advanced rockets and spacecraft.

- Downtime Reduction: Reduced SMT machine downtime by 40% through improved scheduling and production management.
- Efficiency Increase: Enhanced efficiency by 28% in SMT and 40% in mechanical assembly lanes by implementing work order location scanning and auto-scheduling.
- Software Integration: Streamlined scheduling with the implementation of the Factory Schedule Module in a homegrown ERP system.

Prior Experience:
Arecont Vision 2006-2014 | Operations Manager– Surveillance equipment manufacturer. (Start up to $40mll/yr)

Education

Master of Science, Supply Chain Operations Management, 2019
Michigan State University • Lansing, MI

APICS CPIM Certification, 2016
ASQ Lean Six Sigma, 2016

JAMES CORY MAXWELL

Micco, FL 32976 • (772) 216 6112 • JamesCMaxwell.03@gmail.com• linkedin.com/in/JCMaxwell29

QUALITY AND MISSION ASSURANCE LEAD

Quality Assurance .ıll Agile Project Management .ıll Quality Systems Engineering

Driven professional with 17+ years of experience championing technical support teams and driving company vision to achieve operational efficiency and innovation. Methodological leader proficient in overseeing projects while being a change agent for cross-functional processes and corporate procedures. Highly motivated individual leveraging excellent communication, problem-solving, and collaborative team building skills to optimize productivity aligned with achieving goals. Equipped with absolute integrity, flexibility, dedication, a strong sense of professionalism and dependability, and excellence in managing a team to new levels of effectiveness that positively impacts the organization. Currently, holds an active secret clearance.

CORE EXPERTISE

Technical Project Management | AS9100 Lead Auditor | Root Cause Analysis| Production Quality | Quality Management System | Agile Scrum Lean Methodologies | Strategic Direction | Quality Engineering | Automation | Performance Management | Data Acquisition & Analysis | Continuous Process Improvement | Risk Management | Internal Auditing | Business Development | Interpersonal Skills | Conflict Resolution Skills | Cross-functional Team Leadership

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PROFESSIONAL EXPERIENCE

QMA Lead | Senior Principal Quality Engineer | Northrop Grumman, Orlando, FL — Feb 2023 – Present

Lead Quality and Mission Assurance (QMA) program for the WSTARS, WRMS, JTAGS and MLGC SATCOM programs in both in-person and virtual environments within the Global Battle Management and Readiness (GBMR) division to include, but not limited to, compliance audits, continuous improvement objectives, risk-based process evaluations, root cause corrective actions, test witnessing and certifications.

- Develop, implement, and maintain quality programs, metrics, and control systems for programs & processes. Collaborate with engineering, manufacturing, management, customers, and suppliers as required to ensure quality standards are in place and programs maintain AS9100/ISO 9001 compliance.
- Manage quality program through developing BOE's, schedules, and estimated manpower throughout all phases of programs including during program start-ups and program closeouts, interfacing daily with program management and site leadership.
- Lead HQMS/Root Cause Corrective Action investigations and internal process audits to identify gaps, analyze and determine root causes, define corrective actions, and implement best engineering practices to mitigate the re-occurrence of non-conforming procedures, processes, or products.
- Manage the Government-Industry Data Management Program (GIDEP), ensuring any active alerts are disseminated and any program impacts are quickly corrected to minimize or eliminate potential escapes.
- Provide guidance and training to engineering and management on relevant company processes and procedures, making sure to keep programs in compliance while finding solutions to complex problems.

Key Achievements:

- Led the Quality effort to bring WSTARS and JTAGS program into compliance and gain AS9100D certification.
- Developed and implemented internal process documentation management system for Orlando Site.
- Authored and implemented Calibration, Receiving, and Electrostatic Discharge (ESD) program(s) for Orlando site.

Principal Mission Assurance Engineer | Northrop Grumman, Melbourne, FL — Sep 2020 – Feb 2023

Supervise a team of engineers in daily activities, including operations, continuous improvement, systems engineering, and inspections to certify configuration, perform test operations, and conduct quality audits, ensuring stringent compliance across multiple large-scale build projects in engineering and production/manufacturing environments within the Strike program.

- Collaborate with the Strike Program and DCMA to promote clear communications in an aerospace production environment.
- Lead Root Cause Corrective Action investigations to analyze and determine root causes, define corrective actions, and implement best engineering practices to mitigate the re-occurrence of non-conforming procedures, processes, or products, ensuring program maintains AS9100/ISO9001 compliance.

» Perform data analysis by reviewing and interpreting test equipment reports, instrumentation, procedures, CDRLs/SDRLs and flight documentation, as well as ascertain software installation to flight and engineering development hardware.

» Provide guidance, mentoring, and knowledge transfer to enhance the technical competence of junior staff in report preparation, designing system test plans, records retention, as well as maintaining machinery and testing equipment.

Key Achievements:

» Completed all configuration audits, end-user acceptance testing, and official sell-off of a certification package and assisted in successfully delivering a multi-million-dollar simulator system to a government customer within the set deadline.

» Developed a Basis of Estimates (BOEs) for all future program requirements to facilitate proper staffing and budgeting.

» Amplified by 80% efficiency of the assurance quality certification processes by developing and implementing an organized quality management system to track variances in work orders, certification data, and production performance metrics.

Project Manager/ Realtor | Living Coastal Realty, Sebastian, FL Apr 2016 – Sep 2021

Leveraged technical knowledge in supervising large-scale home construction and remodeling projects, collaborating with subcontractors to complete projects ahead of the deadline and under budget, maximizing profitability by an average of 20%.

» Evaluated vendors while reviewing and enforcing purchase contracts to manage budgets and terms aligned with goals.

» Negotiated pricing, oversaw multiple projects, consulted on creative design, and implemented cost controls to drive profit.

» Reinforced consistent compliance with company policies in supervising purchasing management initiatives and strategies.

» Exhibited superior negotiation, problem-solving, interpersonal, and excellent communication skills to drive company sales.

Lead Manufacturing Technician | Intel Corporation, Chandler, AZ Jan 2012 – Sep 2015

Spearheaded quality assurance, testing, and control of semiconductor manufacturing processes to maintain product excellence.

» Coordinated scheduling, maintenance forecasting, and business area metrics to internal stakeholders and management.

» Supervised the machinery technician and engineering teams to produce 10,000 wafers daily, exceeding production targets while maintaining product quality within a high-volume, ISO 7 clean room manufacturing environment.

» Facilitated systems integration for a new semiconductor technology to be deployed corporate-wide by reporting and creating standard test, safety, and maintenance procedures, streamlining the manufacturing processes by 20%.

MILITARY CAREER

Work Center Supervisor / Quality Assurance | United States Marine Corps, Camp Pendleton, CA Aug 2005 – Sep 2010

Oversaw planning workload and scheduling of the avionics workcenter, ensuring smooth daily operations.

» Performed airworthiness inspections and certifications of combat helicopter fleet regularly to ascertain 90-100% uptime.

» Supervised the project management to re-outfit 15+ combat helicopters with the Blue Force Tracker System, resulting in reduced reaction time and increased efficiency of ground support in various combat situations and simulations.

» Established documentation and reporting of daily flight and maintenance progress status to top-level Marine leadership.

EDUCATION & PROFESSIONAL DEVELOPMENT

Bachelor of Science in Aeronautics | ***Occupational Health and Safety, Aviation Law,*** Embry-Riddle Aeronautical Univ. | 2020
Dean's List: Spring 2018, Summer 2018, Fall 2019, Spring 2020 | GPA: 3.27
Vice President, Embry-Riddle University Student Veterans Organization

AS9100 Lead Auditor, DEKRA North America | 2023

TECHNICAL SKILLS

WorkDay | Tableau | Adobe Suite | Microsoft Project | CAD | MES | JIRA | Microsoft Teams | Confluence | SharePoint | Microsoft Office Suite (Word, Excel, PowerPoint, Outlook) | Zoom | Duo | | Kaizen | Google Meet | SPC | ISO 9001/ AS9100 | FOD | FOE | ESD | PR | MRB | RCCA | ISO 7 | HQMS | EVMS | Systems Engineering | Lean

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City Commission Regular Meeting **15. a.**

Meeting Date: 01/06/2025

Re:

SUBJECT:

Reports

Attachments

Purchase Order Report

City Manager's Report

Form Review

Form Started By: Jennifer Robinson Started On: 12/23/2024 09:01 AM

Final Approval Date: 12/23/2024

Purchase Orders Between $10,000 to $50,000 Approved by the Acting City Manager from December 1, 2024 to December 31, 2024

Department	Vendor Name	Description	Total Amount	Budget Account Code	Fund Description
PW - PARKS AND GROUNDS	MILLER RECREATION EQUIPMENT &	ENGINEERED WOOD FIBAR CITY-WIDE FY 25	$10,000.00	0014005-552700 OPERATING SUPPLIES/PARK	PARKS & GROUNDS
ENGINEERING	ST. LUCIE COUNTY BOCC-FINANCE	St. Lucie County UF/IFAS Extension NPDES Education	$10,000.00	4034300-534900 CONTRACTUAL SVC/MSC CONT FEE	STORMWATER UTILITY EXP
PW - STREETS AND DRAINAGE	CEMEX	MISC CONCRETE AND SUPPLIES FY 25	$10,000.00	0014006-553500 ROAD MAT & SUPP/CURB	STREETS & DRAINAGE
SOLID WASTE	GSP MARKETING, INC.	MISC SOLID WASTE TRUCK PARTS/SERVICES FY 25	$10,000.00	4024200-546510 REPAIR & MAINTEN/VEH PARTS	SOLID WASTE EXP
INFORMATION TECHNOLOGY	SECURITAS ELECTRONIC SECURITY INC	ONGUARD CLIENT BUNDLE/ Badging	$11,444.23	0016000-546750 REPAIR & MAINTEN/SOFTWARE	ADMINISTRATIVE
SOLID WASTE	CENTRAL POLY BAG CORPORATION	TRASH CAN LINERS CITY-WIDE FY 25	$15,000.00	4024200-534900 CONTRACTUAL SVC/MSC CONT FEE	SOLID WASTE EXP
SUNRISE THEATRE	STRATEMEYER, SKYLAR	Backline Professional Services	$15,000.00	4064600-534960 CONTRACTUAL SVC/HOUSE CREW	SUNRISE THEATRE EXP
SUNRISE THEATRE	MASTROBUONI, LAURA	Bar Manager	$17,000.00	4064600-534900 CONTRACTUAL SVC/MSC CONT FEE	SUNRISE THEATRE EXP
ENGINEERING	ST. LUCIE COUNTY PROPERTY APPRAISER	Admin non-ad valorem assessments, 2024 TRIM notice	$17,705.99	4034300-534900 CONTRACTUAL SVC/MSC CONT FEE	STORMWATER UTILITY EXP
SUNRISE THEATRE	ULLESTAD, KEVIN	Production Services Annual PO	$20,800.00	4064600-534900 CONTRACTUAL SVC/MSC CONT FEE	SUNRISE THEATRE EXP
INFORMATION TECHNOLOGY	EXCELSIOR DEFENSE, INC.	City Hall Security Sept. '24 & Oct '24	$21,128.59	0016000-534900 CONTRACTUAL SVC/MSC CONT FEE	ADMINISTRATIVE
INFORMATION TECHNOLOGY	VERMONT SYSTEMS, INC.	Vermont Systems Annual Maintenance Renewal	$21,477.44	4054500-546750 REPAIR & MAINTEN/SOFTWARE	GOLF COURSE MAINT EXP
SUNRISE THEATRE	FORBUS, SAVANNAH	Box Office Manager	$25,000.00	4064600-534900 CONTRACTUAL SVC/MSC CONT FEE	SUNRISE THEATRE EXP
PW - PARKS AND GROUNDS	NATURE'S KEEPER, INC.	LANDSCAPE PRODUCTS AND SERVICES FY 25	$25,000.00	0014005-552700 OPERATING SUPPLIES/PARK	PARKS & GROUNDS
INFORMATION TECHNOLOGY	TYLER TECHNOLOGIES, INC.	Project Implementation Consulting & Training	$30,000.00	1171111-534100 CONTRACTUAL SVC/DATA PROCESS	AMERICAN RESCUE PLAN EXP
INFORMATION TECHNOLOGY	CENTRALSQUARE	System Recovery/High Availability Annual Renewal	$49,000.00	0012500-546750 REPAIR & MAINTEN/SOFTWARE	INFORMATION TECHNOLOGY
POLICE - STAFF	AXON ENTERPRISES, INC.	Drone Replacements	$49,718.00	1013005-564100 EQUIPMENT & MACHINERY/OFFICE	POLICE GRANT FUND EXP
INFORMATION TECHNOLOGY	ATSG, INC.	Annual Renewal for HW Professional Services	$50,000.00	0012500-531900 PROFESSIONAL SVC/CONSULT FEE	INFORMATION TECHNOLOGY

CITY MANAGER'S REPORT

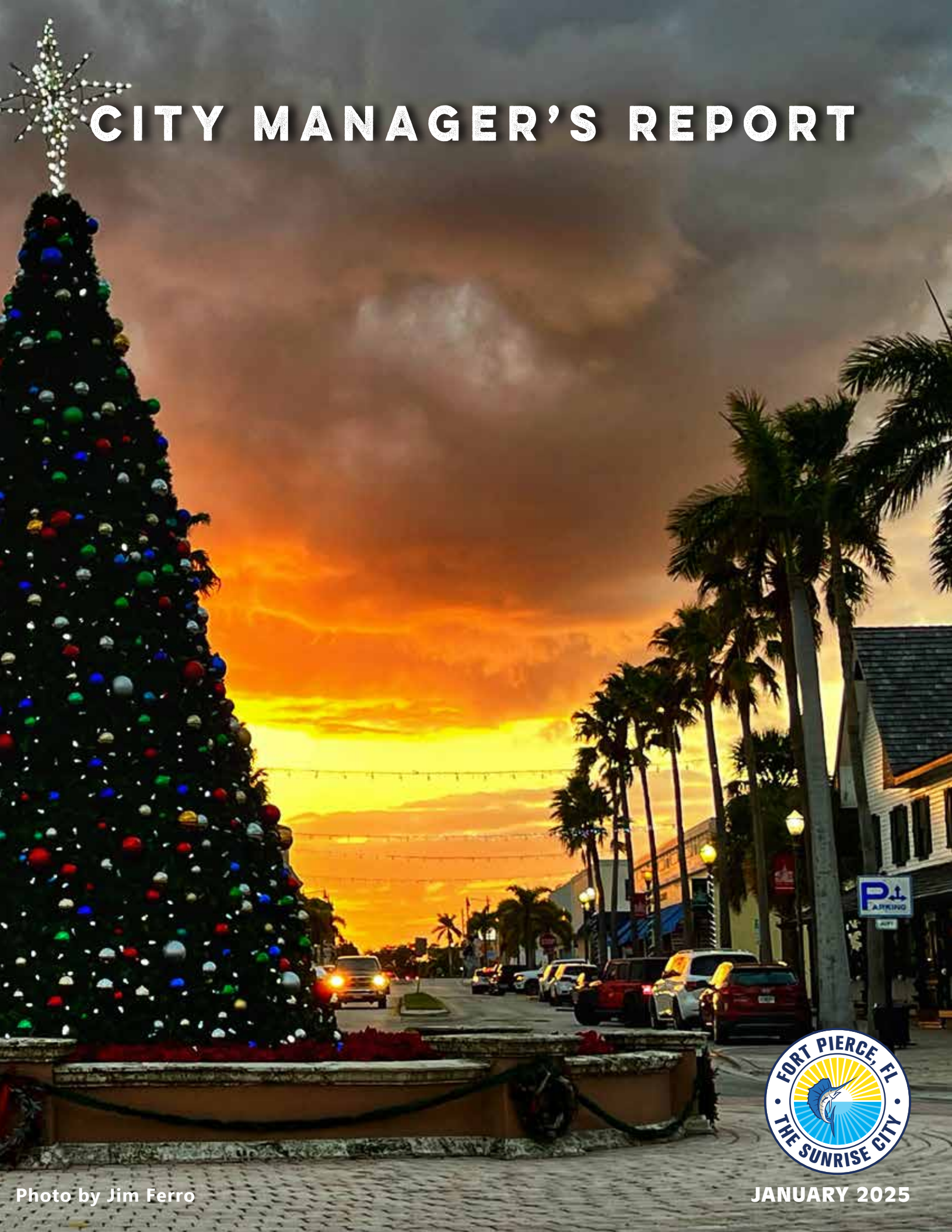

Photo by Jim Ferro

JANUARY 2025

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24 New Businesses

25 Upcoming Events

A Season of Giving & Festivities

The holiday season in Fort Pierce was filled with joy, generosity, and community spirit as several events brought smiles to residents young and old. From building bikes for children to parades and festive trains, the city embraced the true meaning of the season.

Bicycle Build: December 6, 2024

Kicking off the holiday celebrations, Fort Pierce Police Department (FPPD) officers, city staff, and volunteers from Project LIFT came together to assemble 200 bicycles generously donated by The Eberst Law Firm, P.A. The event was a part of the Santa Cop program, which ensures that each bike finds a home with a child in need this Christmas. The teamwork and dedication demonstrated during this Bicycle Build exemplified the giving spirit of the season.

Shop with a Cop: December 6, 2024

On the same day, FPPD hosted its annual Shop with a Cop event, spreading holiday cheer to over 40 local children. Each child, personally selected by a Fort Pierce Police Officer, was given a Walmart gift card to shop for holiday gifts. The event was made possible by the generous support of Walmart Fort Pierce, PepsiCo, the FPPD Explorers, victim advocates, and dedicated volunteers. The smiles on the children's faces and the officers' joy underscored the special bond between the community and its protectors.

Florida East Coast Railway's Santa Train: December 7, 2024

The holiday excitement continued the next morning with the arrival of the Florida East Coast Railway's Santa Train. This annual tradition, which began in 2010, brought festive joy to Fort Pierce as Santa Claus stepped off the train to greet local families, distribute toys, and pose for photos.

This year, the train not only delivered gifts to eagerly awaiting children but also supported the Marine Toys for Tots Foundation by collecting toys for families in need. The Santa Train has become a cherished tradition in the Fort Pierce community, spreading holiday magic year after year.

St. Lucie County Toy Run: December 8, 2024

This was the largest motorcycle toy run on the Treasure Coast, with over 600 riders this year. The 18th annual event, collected toys for children in need in our community. The Fort Pierce Police Department will be using the toys donated to go toward the Santa Cop Program coming up on December 20th.

Sights and Sounds Parade: December 8, 2024

The festivities culminated with the 36th Annual Sights and Sounds Parade on 2nd Street. Organized by Main Street Fort Pierce and the Sunrise Kiwanis Club, the parade officially marked the start of the Christmas season.

The Fort Pierce Police Department played a prominent role, with the Honor Guard leading the way and Santa and Mrs. Claus making their grand entrance. The parade brought together families, friends, and neighbors to celebrate the season with music, floats, and holiday cheer.

A Community United in Holiday Spirit

From giving back to the community through the Santa Cop program to welcoming Santa himself on a train and at a parade, Fort Pierce demonstrated the power of togetherness and generosity this holiday season. These events remind us all of the joy that comes from sharing and celebrating as a community.

Here's to another season of holiday magic in Fort Pierce!

November 2024 SeeClickFix Summary

CATEGORY	DISTRICT 1				DISTRICT 2			
	CREATED	CLOSED	DTA	DTC	CREATED	CLOSED	DTA	DTC
Unpermitted Construction Activity	-	-	-	-	1	0	0.5	0.0
Abandoned Vehicle	-	-	-	-	2	0	0.0	0.0
General	-	-	-	-	3	2	0.0	0.0
Illegal Dumping	1	0	0.0	0.0	-	-	-	-
Outside Storage/Junk/Trash	2	0	0.7	0.0	1	1	1.4	3.3
Tall Grass/Overgrown Landscaping	-	-	-	-	4	4	0.0	0.0
Roadway Construction	-	-	-	-	2	0	0.0	0.0
Traffic Signal	2	0	0.0	0.0	1	0	0.1	0.0
Parks and Playgrounds	-	-	-	-	1	0	0.1	0.0
Pothole	3	0	1.3	0.0	-	-	-	-
Streetlight	3	0	0.1	0.0	-	-	-	-
Street Sign	1	0	0.2	0.0	1	1	2.0	11.9
Trash and Recycling	3	2	1.0	1.1	1	1	0.0	0.3
Trees	1	0	0.0	0.0	2	1	1.0	2.0
TOTALS	**16**	**2**	**0.7**	**1.1**	**19**	**10**	**0.8**	**1.8**

DTA - Days to Acknowledgement DTC - Days to Close

Please use this link to view a map of the Fort Pierce City Commission Election Districts:https://cityoffortpierce.com/DocumentCenter/View/22378/City-Election-Distircts-Map-2022

BUILDING
COMMUNITY RESPONSE
ENGINEERING
PUBLIC WORKS

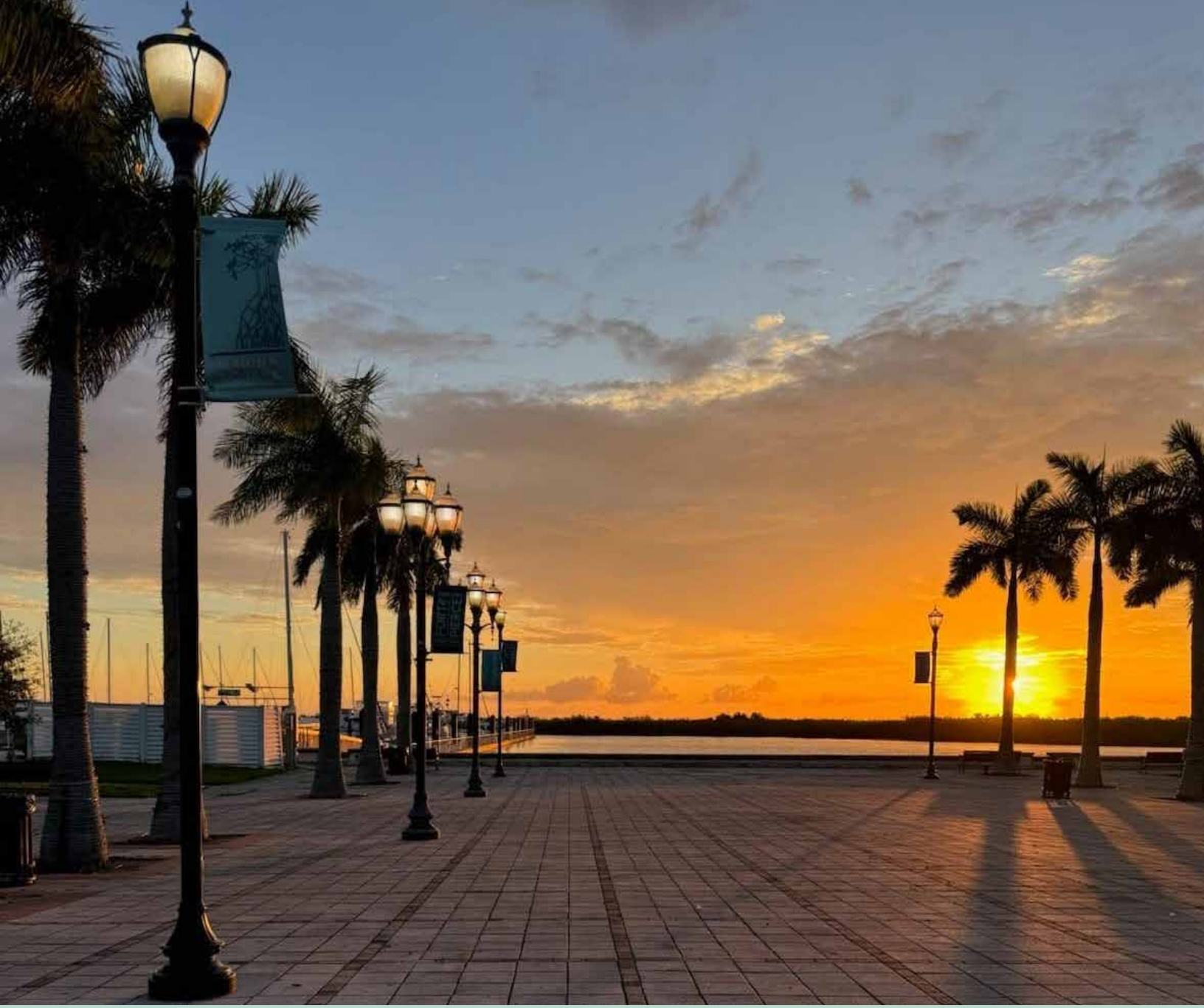
Public Works Update

Public Works Welcomes the American Public Works Association for Holiday Cheer!

The Public Works Department is wrapping up the year on a high note by hosting the Annual American Public Works Association (APWA) Treasure Coast Chapter Holiday Luncheon on Tuesday, December 3, 2024. Public Works agencies from various localities in the Treasure Coast region, including the City of Port St. Lucie and the City of Stuart, were in attendance.

Our Public Works leadership team enjoyed a wonderful time of fellowship and networking with peers from other agencies. The food was delightful, and the event showcased the stunning views of the Indian River Lagoon, as it took place at the River Walk Center.

We eagerly anticipate organizing ongoing sessions, events, and training opportunities in Fort Pierce alongside our APWA-TC partners. This collaborative effort will enhance professional development and facilitate information sharing, benefiting the City of Fort Pierce now and in the years to come.



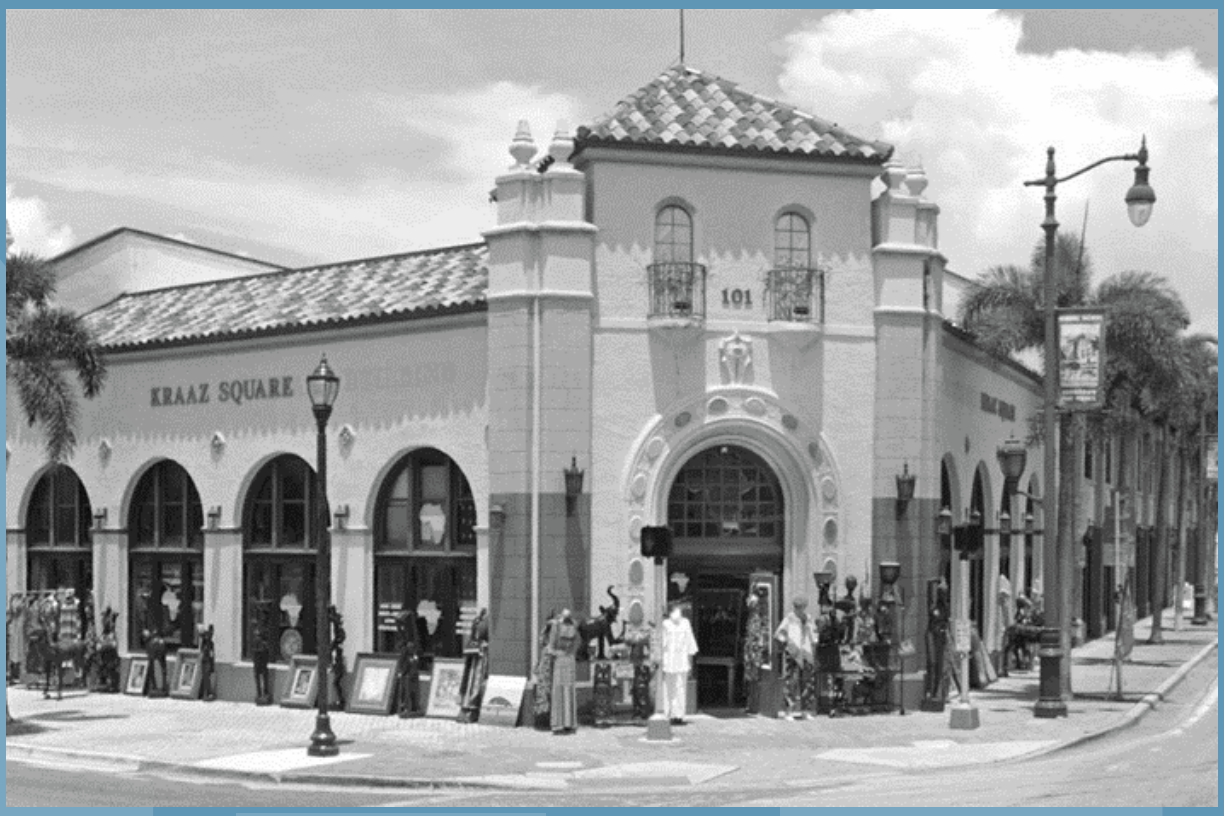
River Walk Center Sales Report - November 2024

classes	parks permits	special events	facilities
$863	$1,350	$905	$9,279

Planning Determinations

Code Amendments

The City Commission adopted changes to the code of ordinances to adopt the Architectural Design Standards for the City of Fort Pierce. The quality and compatibility of proposed development in the city is of critical public concern for all building and/or site improvements. The proposed amendment to replace the design guidelines with Architectural Standards provides a basic template for building design and siting within the City of Fort Pierce. Desired architectural styles are purposefully broad in their categorizations in order to provide a wide range of detailing options and flexibility. It should be noted that the styles will have stricter application within the City's Central Business District, Fort Pierce Redevelopment Area, the City's Historical Districts, for innovative community development, and for conditional uses. Definitions are incorporated into the proposed Architectural Design to facilitate consistency within the review process by denoting clear architectural expectations for both the reviewer and the designer.



Municipal limits Extended

The City Commission approved the following annexations, which extended the city's municipal limits:

A voluntary application for annexation was approved on behalf of Guillermo Claure. The request was to annex two parcels totaling 0.38 Acres, located near the intersection of S. Ocean Drive and Blue Heron. The subject properties have a County Future Land Use designation of Residential Suburban (RS) and a St. Lucie County Zoning classification of Hutchinson Island Residential District (HIRD). The proposed City Future Land Use designation is Residential Low Density (RL) and Zoning classification of Single-family Low Density (R-1).

Leisure Services Programs

On December 7th, our 8U and 12U Firehawks Teams went head-to-head with the Treasure Coast Spartans. Although the outcomes weren't what we hoped for, both games highlighted the incredible talent and unwavering spirit of our athletes, earning positive recognition for our organization and the City of Fort Pierce.

In the spirit of the season, our cheerleaders celebrated with a delightful pajama Christmas party, complete with a cozy movie night and the joy of exchanging thoughtful gifts. This festive gathering was a fantastic way to celebrate the holidays and strengthen our team bonds!

Additionally, our cheerleaders proudly participated in the annual Downtown Christmas parade, further showcasing their enthusiasm and community spirit.

Indian Hills Golf Course

Now that 2024 is behind us, we hope you all had a wonderful holiday season, and we look forward to seeing everyone back for a healthy and happy 2025. We would like to thank our staff, members, and guests for helping those in need in our community! Through our annual Thanksgiving Golf Outing and food drive, we raised $500 in cash and collected nearly 400 pounds of food for the Treasure Coast Food Bank this year. We also gathered over 300 toys for the Toys for Tots program!

Mother Nature has certainly been kind to us this fall, with warmer temperatures and a significant amount of rain. With any luck, these favorable conditions will continue, helping us improve the course conditions daily as we focus on maintaining healthy turf on the fairways.

Our greens are in the best condition they've been in a long time! From a maintenance standpoint, we've been actively spraying weeds and have revamped our fertilization program. We've started using the previously unused Fertigation System in combination with a monthly organic granular application. The liquid fertilizer provides instant nutrients to the plants, while the organic granular fertilizer enriches the sub-layer, which is primarily sand. As the turf grass continues to thrive, the refurbished fertigation system allows us to "spoon-feed" the golf course with liquid fertilizer every evening when the irrigation runs.

Word of mouth is our greatest form of advertising, so if you've played here and enjoyed the improvements we're making, please tell a friend—or two! If there's something we can do better, please tell us so we can continue to improve. We deeply appreciate the support of our members and guests, and we encourage you to "Like" and "Follow" us on Facebook or Instagram to stay updated on the golf course and our ongoing maintenance projects.

	OCTOBER 2024	NOVEMBER 2024
Golf Rounds	2958	3458
Golf Fees	$76,756.58	$98,547.86
Range Tokens	$1,838.00	$2,923.64
Membership Fees	$4,147.38	$8,335.50
Food & Beverages	$8,102.22	$10,639.85
Merchandise	$2,934.51	$7.055.04
TOTAL	**$93,778.69**	**$127,501.89**

809 DELAWARE AVE

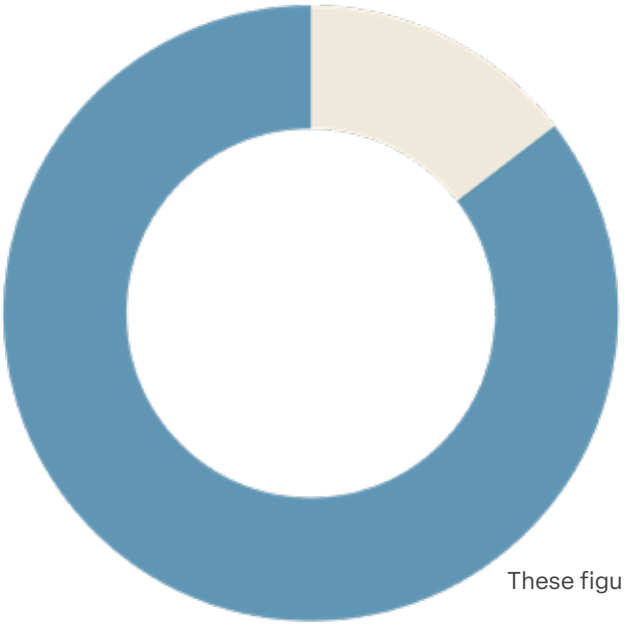
Formerly a business office, major renovations and a change of use and occupancy were performed for the Bluebird Bistro, coming soon. Final inspections were recently approved as the owner is making final preparations for opening.

1930 HARBORTOWN

A new tiki hut is being erected at Skipper's Cove Bar and Grill, replacing the deteriorating canvas awnings and providing additional shade coverage. Inspections are performed for the structural connectors before the thatch work is completed.

2005 S JENKINS RD

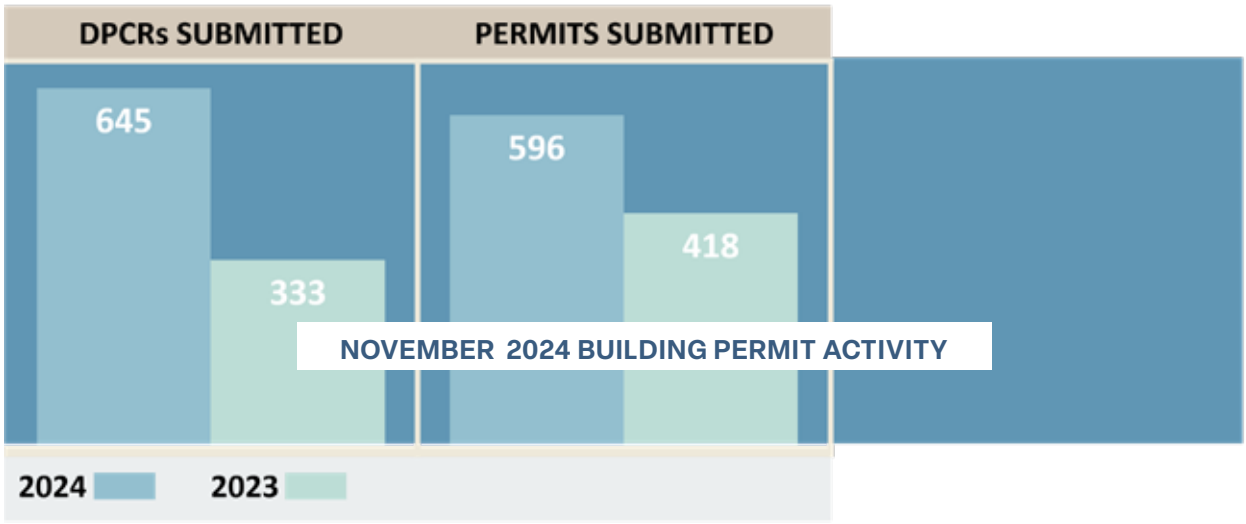
Sitework and installation of underground utilities is ongoing for the new apartment complex located at the intersection of Jenkins Road and Graham Road. Fill dirt is being compacted in preparation of the compaction testing prior to the concrete building pads and sidewalks being poured and the asphalt parking lot areas being paved.

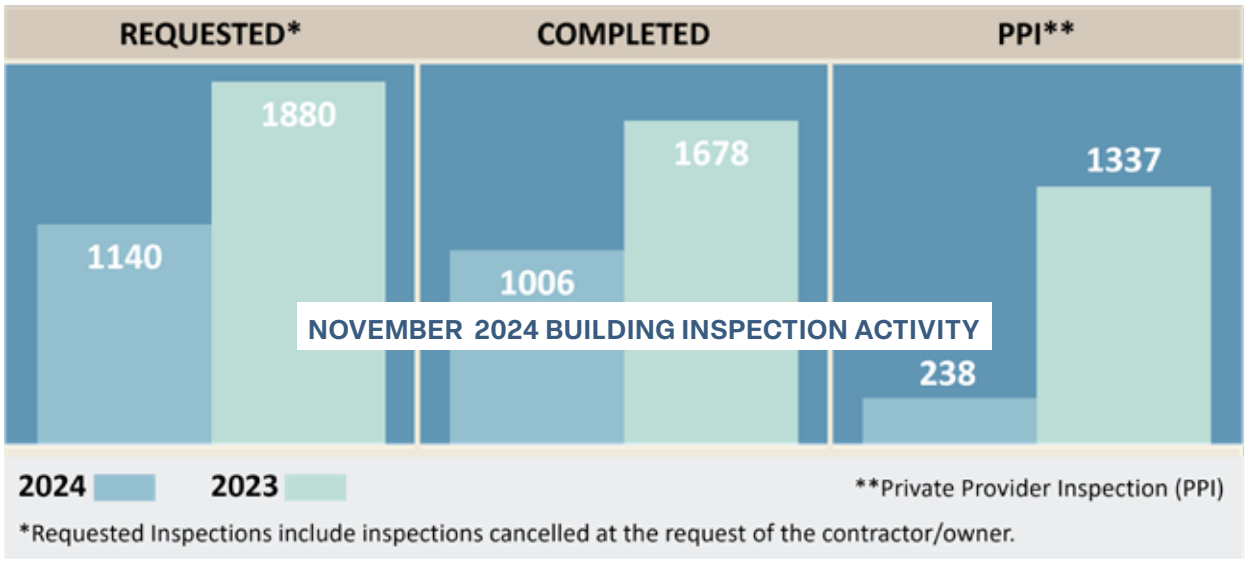


NOVEMBER 2024 NEW CONSTRUCTION VALUES

$3,305,086	NEW COMMERCIAL PERMITS
$19,342,286	NEW SINGLE FAMILY/DUPLEX PERMITS

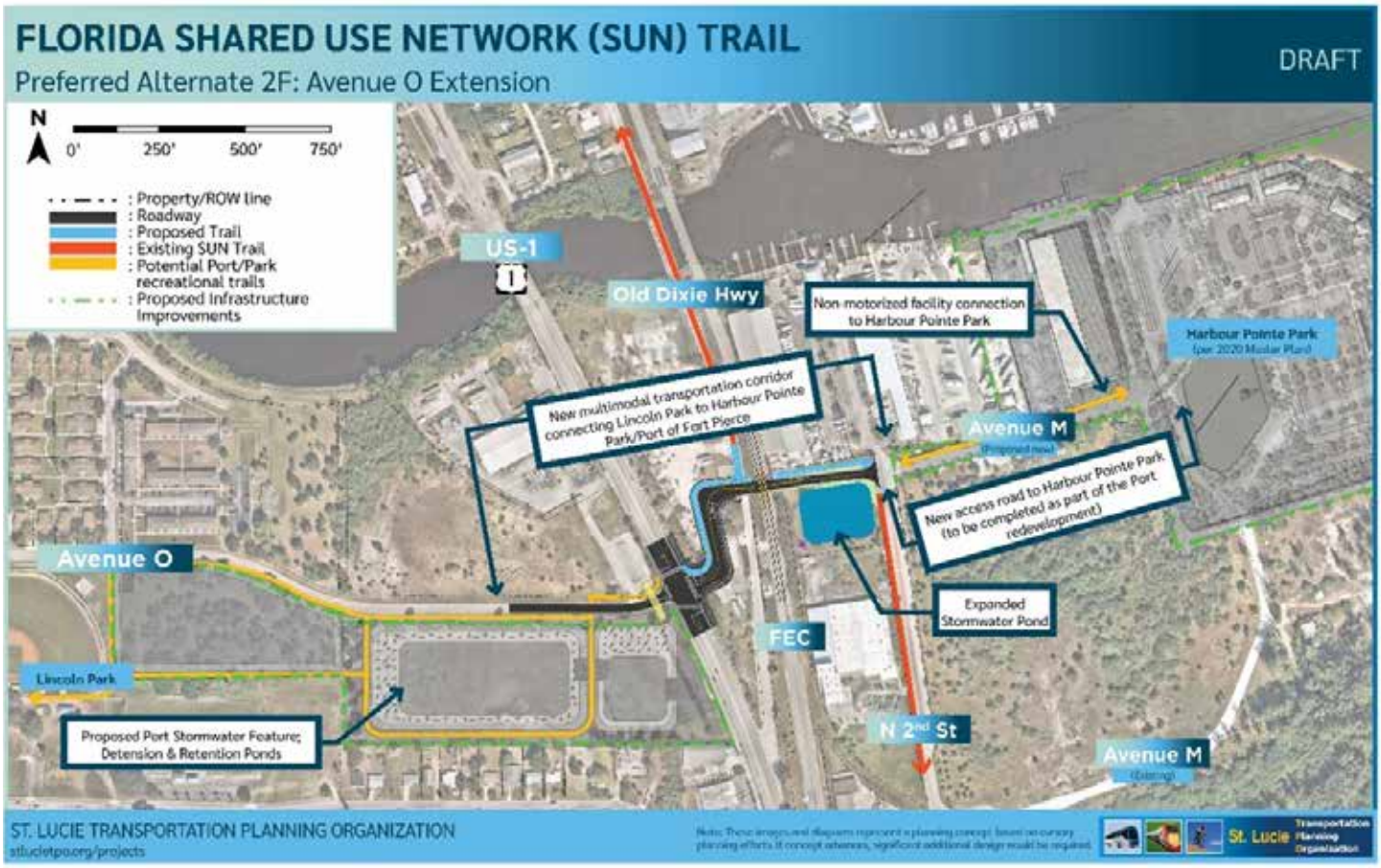
These figures are based on permits issued in November 2024 for New Construction





SUN Trail Port Overpass

The City has been selected to serve as the Project Manager for the design and construction of this segment of SUN Trail. Staff will begin putting together the RFP documentation in coordination with the County, TPO, and FDOT. Click on map below to view enlarged copy.



Comprehensive Safety Action Plan (CSAP)

The City has held three neighborhood meetings on December 5, 10, and 12. The meetings were moderately attended but good input was received. A Strategic Stakeholder meeting was held on December 17 and additional goals and objectives were formulated with input from FDOT and the TPO. A draft CSAP is underway and will be presented to stakeholders for review. An additional public meeting will be held in March to present the draft CSAP to the public for comment. The current schedule is final CSAP to be presented to the Commission in June or July of 2025.

Frances Avenue Roadway Improvements

PRP Construction Group, LLC construction contract was approved at October 7th City Commission meeting. Project is scheduled to begin on January 21, 2025. The work associated with this roadway improvement project includes drainage improvements, water main installation, utility adjustments and roadway restoration.

JC Penney Parking Lot

The DPCR permit has been approved. A pre-construction and coordination meeting will be scheduled.

Avenue D (29th Street to US 1)

The City provided the revised plans to FDOT again on November 26, 2024, for approval to advertise for construction. Once approval is received, the project is ready to advertise for construction.

Avenue D (US 1 to Indian River Drive)

A change order for the consultant's additional final design work is in progress.

11th Street (Boston Avenue to Orange Avenue)

This project includes improvements to Boston Avenue from 13th Street to 10th Street and Preston Court from Boston Avenue to Delaware Avenue. The 100% design plans have been received and are under review.

Nebraska Avenue Sidewalk (Lawnwood Circle) Phase 1

The City continues to coordinate internally to meet FDOT requirements of the Transportation Alternatives Program (TAP) Grant and Local Agency Program (LAP) Certifications for the City to administer the project. Engineering received comments on the LAP Certification submittal and is coordinating with the City Attorney and Risk Management to have ADA language added to the City's website. The Constructability Submittal is due in January 2025 and our consultant is addressing comments.

2025 Street Resurfacing Program

The City has identified over 20 segments of roadway to be resurfaced in the future. The list has been provided to FPUA for coordination and prioritization. Work on the ADA Ramps within the limits of these streets is included. A full list for 2025 and resurfacing through 2028 is being developed.

SUNRISE THEATRE VOLUNTEER APPRECIATION

The Sunrise Theatre hosted its annual volunteer Christmas party on December 9th, and it was a fun evening! Under the leadership of Marisa Quijano, the acting Executive Director who has brought fresh energy and innovative ideas to the theatre's management, her team organized an enjoyable volunteer Christmas party for the theatre's 200+ volunteer staff.

The evening featured great food, good drinks, and plenty of happy faces. The dance floor stayed busy, and many attendees embraced the festive spirit by wearing holiday-themed attire, adding to the cheerful atmosphere. This event was the theatre's way of expressing gratitude for the volunteers' year-round dedication while offering everyone a chance to relax and celebrate the holiday season.

The theatre operates with a core staff of just five individuals, relying heavily on its volunteers to keep things running smoothly. These committed volunteers handle everything from bar operations and preparing food for the private lounge to checking tickets and guiding patrons to their seats. Their invaluable contributions ensure the theatre thrives, particularly on show nights.

CITY MARINA REVENUE REPORT

	SEPTEMBER	OCTOBER	NOVEMBER
Dockage Reservations	40	74	215
Monthly Dockage	$157,324.62	$161,957.90	$170,134.93
Transient Dockage	$48,669.08	$78,366.37	$140,324.10
Electricity	$4,200.97	$5,606.58	$10,795.91
Retail	$9,891.08	$9,261.80	$14,274.44
Gas Sales	$30,674.16	$21,685.55	$44,151.27
Diesel Sales	$12,599.60	$31,431.11	$98,597.30
TOTALS	**$263,359.51**	**$308,309.31**	**$478,277.95**

K-9 Officer Pulliam is seated second from the left

K-9 Officer James Pulliam Honored as Officer of the Year

K-9 Officer James Pulliam of the Fort Pierce Police Department was honored as the Officer of the Year by the St. Lucie County Hundred Club at their First Responder of the Year Awards ceremony on December 10, 2024. Officer Pulliam, along with his K-9 partner Wyatt, has been recognized for his exceptional service and dedication to the community

Welcome New Businesses

Holy Family Veterinary Hospital

Nalu ’Aio

Ft Pierce Opco LLC

AV Medical Center

Ekonomy Travel Services Inc.

Shining Stars Preschool, Inc.

Halbo North Too Incorporated

Taco Teriyaki LLC

Pacific Food and Grocery LLC

JSF Okeechobee, LLC

UPCOMING EVENTS

January

EVERY WED		**Green Market** Marina Square	12:00 PM-6:30 PM
EVERY SAT		**Downtown Farmers Market** Marina Square	8:00 AM-12:00 PM
EVERY SAT		**Jazz Market** Marina Square	8:00 AM-1:00 PM
[FRI]	3	**Friday Fest** Marina Square	5:00 PM-9:00 PM
[SAT]	4	**Annual Bridge-Buster 5K** River Walk Center	7:30 AM-9:00 AM
[MON]	20	**Martin Luther King Parade** North 25th Street	10:00 AM-1:00 PM

www.cityoffortpierce.com | 772.467.3000

CITY OF FORT PIERCE MISSION STATEMENT:

"To provide community leadership, quality public service, and a safe environment for all citizens by an empowered team of employees motivated by pride in themselves and their work."