



**Chanal Carlisle, MSc, MSB
Curriculum Vitae
for
The City of Fort Pierce
City Manager Position**

12/10/2024



CHANAL CARLISLE MSc, MSB

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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 With a proven track record of transforming outdated management practices into innovative, risk-mitigating strategies, I have consistently enhanced operational efficiency while delivering measurable and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
- ✓ Negotiations
- ✓ 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	<i>Board Member</i>
University of Maryland Eastern Shore	<i>Mentor</i>
ACA Employer Compliance	<i>Advisory Board Member</i>
Approaches to Obtain Quality Health Care	<i>Advisory Board Member</i>
Benefits Literacy and Consumerism	<i>Advisory Board Member</i>
Financial Literacy	<i>Advisory Board Member</i>
Health, Wellness & Wellbeing Management	<i>Advisory Board Member</i>

AWARDS & HONORS

Rising Cat Award	<i>Northwestern University</i>
Miami Leadership Challenge Award	<i>University of Miami</i>
Emergency Preparedness Award	<i>University of Miami</i>
Honorary Chapter President	<i>Minorities in Agriculture Natural Recourses Related Science</i>

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

PROFESSIONAL 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
Founder

Florida
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
International Business Consultant

Coral Gables, FL
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 Netherlands. 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
Associate Director, Corporate Development

Remote
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)
Consultant, Healthcare Strategy

Chicago, IL
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
Manager, Public Health

Chicago, IL
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)
Coordinator, Economic Development

Chicago, IL
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
City of St. Petersburg, Natural and Cultural Areas Manger
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Debrah Crawford
City of Chicago- Office of Commissioner Robert Steele (*Deceased 2017*), Chief of Staff
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Larry Boress
Midwest Business Group on Health, Past CEO
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**City Manager Candidate Questionnaire:
Chanal Carlisle**

12/30/2024





Candidate Name: Chanal Carlisle
 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.	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 (<i>Scholarship</i>)	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.



THE SUNRISE CITY

FORT PIERCE
HUMAN RESOURCES
DEPARTMENT

Florida

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



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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.