

Brian M. Bulthuis
12037 Willow Grove LN
Clermont, FL 34711

December 14, 2024

The Honorable Linda Hudson and City Commission
City of Fort Pierce
100 N. US Highway 1
Fort Pierce, FL 34950

Dear Mayor Hudson and City Commission,

I am writing to express my interest in the City Manager position with the City of Fort Pierce. With my extensive experience in city management, I believe I would be a great fit in Fort Pierce. I have a proven track record of successfully managing cities with populations ranging from 3,500 to 49,000. My background, coupled with a commitment to fostering team unity and mentoring staff, positions me as a strong candidate for this role.

Throughout my career, I have shown that I understand the importance of making sure city services to the citizens are a top priority. My approach to management emphasizes collaborative planning, transparent communication, and strategic decision-making. For a community to move forward it must work closely with community stakeholders to ensure that initiatives are sustainable and align with the long-term vision of the community.

In Clermont FL, I oversaw and managed an overall city budget of \$140 million, including a \$51 million general fund. My experience in financial management has equipped me with the skills to maintain fiscal responsibility while driving development projects that enhance the quality of life for residents. Ensuring the efficient allocation of resources to meet the city's needs and support its growth has been a cornerstone of my management philosophy.

During my tenure as City Manager in Acworth, GA, the city's population grew from 7,618 to 22,284. This significant growth required careful planning and execution of infrastructure projects, along with a proactive approach to community engagement and resource management. I am particularly proud of the comprehensive development plans implemented during this period, which balanced economic growth with environmental sustainability.

One of my core beliefs is the importance of fostering a cohesive and motivated team. I have consistently prioritized mentoring and professional development for my staff, which has resulted in high-performing teams capable of achieving ambitious goals. I am confident that my leadership style, which values inclusivity and empowerment, would be a great fit for the City of Fort Pierce.

Fort Pierce is exactly the type of community where I can settle down, make a long-term commitment and become part of the community. I relish the idea of finding a new hometown in one of the most beautiful areas of Florida. This move aligns with my personal goals and reinforces my long-term commitment to contributing to the community where I live and work.

I also understand the importance of building partnerships with business leaders, county, state, and federal elected officials, and neighborhood groups. These relationships are essential for fostering economic growth, securing funding for projects, and ensuring that the needs and voices of all community members are heard and addressed. My approach to partnership-building has always focused on collaboration, mutual respect, and shared goals.

I am enthusiastic about the opportunity to bring my skills and experience to the City of Fort Pierce. I am confident that my extensive background in city management, combined with my commitment to team unity and strategic infrastructure planning, will allow me to make meaningful contributions to Fort Pierce.

Thank you for considering my application. I look forward to the opportunity to discuss how my experience and vision align with the goals of the City of Fort Pierce. Please feel free to contact me at 770-652-9928 or via email at brianmbulthuis@gmail.com.

Sincerely,

Brian M. Bulthuis

Brian M. Bulthuis
ICMA-CM

BRIAN M. BULTHUIS
ICMA Credentialed Manager

12037 Willow Grove LN
Clermont, FL 34711
(770) 652-9928
brianbulthuis@gmail.com

A dedicated professional in Public Administration with extensive experience in public sector management. Experienced in managing high growth communities, business creation, finance, economic development, strategic planning, land use planning & contract negotiation/compliance.

CITY MANAGER, CITY OF CLERMONT FL, NOVEMBER 2021 – DECEMBER 2024

49,679 POPULATION 400 FULL TIME EMPLOYEES 50 PART-TIME EMPLOYEES

Finance	Human Resources	Technology Support
Police	Parks & Recreation	Cemetery
Stormwater	Building Inspections	Code Enforcement
Public Works	Economic Development	Purchasing
Water & Wastewater - 19,700 Customers		Sanitation/Recycling – 16,000 Customers

- Full-Service City With \$51 Million General Fund, Water Fund, Sewer Fund, Sanitation Fund & Varies Other Internal Service Funds
- Fast Growing City of 49,679 - population growth over 14% since 2020 & 55% since 2015
- Implemented over \$60 million in Water Capacity (7mgd to 9.66mgd & 3 mg additional storage) & Wastewater Capacity (4mgd to 6.5mgd) Projects
- Implemented Revision of City's Comprehensive Plan
- Overseen Redevelopment of City Downtown & Waterfront
- Implemented New Budgeting Process
- In Process of Designing Two New Fire Stations
- Overseeing Development of 16,000 Acre Wellness Way Development
- Built Strong Relationships with Business, County & State Leaders

CITY MANAGER, CITY OF ACWORTH GA, October 1996 – July 2021

22,284 Population 165 Full Time Employees 30 Part-time Employees

Departments/Operations Managed

Finance	Human Resources	Technology Support
Police	Parks & Recreation	Building Inspections & Code Enforcement
Public Works	City Cemetery	Economic Development
Stormwater	Municipal Court	Power Utility 7,000 +/- Customers
Community Center	Sanitation – 7,000 +/- Customers	

- Full-Service City With \$18 Million General Fund, \$14 Million Power Fund, \$2 Million Sanitation Fund & Varies Other Internal Service Funds

- Oversaw Community Grow from Population 7,618 to 22,284
- City Awarded Excellence In Financial Reporting - 21 Years
- 2010 All America City Award Winner–National League of Cities, 2021 All America City Hall of Fame
- Constructed New City Hall, Jail & Court Facility, Police Headquarters, 48,000 sq/ft Community Center, Sports Complex For Baseball & Youth Football, 120-Acre Park
- Improved Downtown Business District, 90% Occupancy, Streetscape & Pedestrian Connectivity
- Designated Georgia Main Street City, National Main Street City, Georgia GEM City
- New Commercial Corridors With All National Retailers And Restaurants
- Introduced Programs For All Ages And Abilities, Community Events For All Seasons Attracting Thousands Of People To The Community
- Managed Millions In Road Improvements Including Construction Of Railroad Underpass, Downtown Street Streetscape Projects
- Police Department Recognized As One Of Top Departments In State, Leader In Community Policing

CITY MANAGER, CITY OF MT. MORRIS MI, November 1990 - October 1996:

3,292 Population 26 Full Time Employees 40 Part-time Employees

- Responsible For Preparation Of Annual City Budget With 5 Major Independent Funds Totaling \$2.015 Million And 4 Minor Funds
- Increased City's General Fund Reserve Balance 35%
- Established Annual Goal Setting Exercises For City Council, Departments, And Community
- Negotiated Labor Contracts With AFSCME And Police Officers Labor Council
- Planned And Oversaw Water Main Construction Projects
- Updated City's Comprehensive Community Master Plan
- Developed Job Descriptions For All City Employees
- Updated City Personnel Policy and Fire Department Rules and Regulations
- Helped Write New City Charter
- Implemented Community Policing Program

Administrative Assistant to the City Manager/City Clerk, City of Whitehall, MI

December 1987 - November 1990 3,027 Population 30 Full Time Employees 25 Part-time

- Assisted City Manager With Day To Day Running Of City, Served As City Clerk, Zoning Administrator, Tax Increment Finance Authority And Local Development Finance Authority Secretary, Served As City Representative To Solid Waste Authority
- Oversaw Planning Process To Implement Downtown Redevelopment Program
- Updated City's Tax Increment Finance Authority Plans
- Assisted Developing City's Industrial Park And Attracting Major Manufacturing Firms
- Prepared Grants
- Served As Acting City Manager From 3/88 - 9/88

INTERN TO CITY MANAGER, JACKSON, MI August 1987 - December 1987
May 1986 – August 1986
May 1985 – August 1985
May 1984 – August 1984

Special Projects; Financial Evaluations, Human Relation Commissions, Historic District, 1986 All-America City Award Committee

EDUCATION

MASTER OF PUBLIC ADMINISTRATION April 1992
Western Michigan University, Kalamazoo, MI

BACHELOR OF BUSINESS ADMINISTRATION April 1986
Western Michigan University, Kalamazoo, MI

Major: Public Administration
Minors: Political Science
General Business

MEMBERSHIPS

International City/County Management Association (ICMA) – Credentialed Manager
Florida City/County Management Association
Florida League of Cities Taxation Policy Committee
South Lake Chamber of Commerce
Past Member, Georgia & Michigan City/County Management Associations
Leadership Cobb Alumni Association/Honorary Commanders Alumni Association
South Lake County Chamber of Commerce, Acworth Business Association

OTHER

Youth Mentor – Give a Day Foundation/Champions Circle
Cobb Chamber Community Impact Award - 2013
Volunteer Coach Acworth Youth Football Association 20 Years, President 4 Years
Volunteer Acworth Special Needs Program Coaching Baseball & Kickball 15 Years
Treasurer – Acworth Special Needs Development Group
Volunteer Coach Kennesaw Girls Softball – 4 Years

Full Application

changes recorded Sun Dec 15 2024 at 20:28:38 GMT-0500 (Eastern Standard Time)
by Brian Bulthuis (brianbulthuis@gmail.com)

APPLICANT INFORMATION

First Name	Middle Initial	Last Name	Address
BRIAN	n/a	BULTHUIS	12037 Willow Grove LN
City	State	Zip Code	Phone Number
Clermont	FLORIDA	34711	7706529928
Email Address			
brianbulthuis@gmail.com			

VOLUNTARY SELF-IDENTIFICATION SECTION

GENDER	RACE	HISPANIC OR LATINO	AMERICAN INDIAN OR ALASKA NATIVE
n/a	n/a	No	No
ASIAN	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	WHITE
No	No	No	No
TWO OR MORE RACES			
No			

ELIGIBILITY, RELATIVES, & PREVIOUS CITY EMPLOYMENT

Are you at least 18 years of age?	Check this box if you are a citizen of the United States.	Check this box if you are lawfully authorized to work in the United States.	If yes, are you able to provide documentation as required by law to verify your eligibility to work in the United States?
Yes	Yes	Yes	Yes
Are you related to any employee(s) of the City of Fort Pierce?	If yes, please, list their name(s).	Check this box if you have ever been employed by the City of Fort Pierce.	If you are a former employee, please list your position.
No	n/a	No	n/a
Check this box if you are currently employed by the City of Fort Pierce.			
No			

DRIVERS LICENSE INFORMATION

DRIVER'S LICENSE STATE	DRIVER'S LICENSE TYPE	DRIVER'S LICENSE NUMBER	EXPIRATION DATE
FLORIDA	CLASS E PERSONAL VEHICLE	B432-073-64-024-0	1/24/2030
List any restrictions and/or endorsements that you have.			
n/a			

MILITARY SERVICES RECORD

Have you ever served in the Military Service of the United States?	Date Inducted	Rank at Discharge	Type of Discharge
NOT A VETERAN	n/a	n/a	n/a
Date of Discharge	Are you currently a member of any branch of the military or Naval Reserves?	If yes, please indicate the date your military obligations expire.	Years of Creditable Active Service
n/a	No	n/a	n/a

Are you claiming Veterans' Preference (in accordance with Chapter 55 A-7, Florida Administrative Code, and Chapter 295.07, Florida Statutes)?
n/a

If eligible, which Veterans' Preference are you claiming?
n/a

HIGHEST DEGREE ATTAINED ^

Please select the highest degree type that you have attained.

MASTERS DEGREE

COLLEGE INSTITUTION ^

COLLEGE INSTITUTION 1

College Name Western Michigan University	College City Kalamazoo	College State Michigan	Select your degree level. MASTERS DEGREE
What did you major in? Public Administration	Did you graduate? Yes	Please include any relevant details. <i>n/a</i>	

COLLEGE INSTITUTION 2

College Name Western Michigan University	College City Kalamazoo	College State MI	Select your degree level. BACHELORS DEGREE
What did you major in? Business Administration/Public Administration	Did you graduate? <i>n/a</i>	Please include any relevant details. <i>n/a</i>	

HIGH SCHOOL ^

High School Name Parkside High School	High School City Jackson	High School State MI	Did you graduate? Yes
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EMPLOYMENT INFORMATION ^

EMPLOYMENT INFORMATION 1

Start Date 11/29/2021	End Date 12/11/2024	Status - Full Time or Part Time FULL TIME	Employer Name City of Clermont
Employer City Clermont	Employer State FLORIDA	Employer Phone Number 352-241-7358	Position Title City Manager
Final Salary (Whole Numbers Only - No Decimals/Commas) \$196,560	Number of Employees Supervised 400	Position Duties Managed all operations of City	Reason for Leaving New Council mutual decision to part ways
Supervisor Name Tim Murry, Mayor	Contact Email tmurry@clermontfl.org	Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them. Yes	Please, explain any work gap(s) you may have. <i>n/a</i>

EMPLOYMENT INFORMATION 2

Start Date 10/21/1996	End Date 7/31/2021	Status - Full Time or Part Time FULL TIME	Employer Name City of Acworth
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Employer City Acworth	Employer State GEORGIA	Employer Phone Number 678-801-4021	Position Title City Manager
Final Salary (Whole Numbers Only - No Decimals/Commas) \$180,000	Number of Employees Supervised 165	Position Duties Managed all operations of City	Reason for Leaving Retired
Supervisor Name Thomas Allegood - Mayor	Contact Email tallegood@acworth.org	Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them. Yes	Please, explain any work gap(s) you may have. <i>n/a</i>

EMPLOYMENT INFORMATION 3

Start Date 11/12/1990	End Date 10/4/1996	Status - Full Time or Part Time <i>n/a</i>	Employer Name City of Mt. Morris
Employer City Mt. Morris	Employer State MICHIGAN	Employer Phone Number 810-686-2160	Position Title City Manager
Final Salary (Whole Numbers Only - No Decimals/Commas) \$37,000	Number of Employees Supervised 26	Position Duties Managed all operations of the city	Reason for Leaving New Job
Supervisor Name Bob Slattery	Contact Email Clerk@cityofmtmorris.org	Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them. Yes	Please, explain any work gap(s) you may have. <i>n/a</i>

PROFESSIONAL REFERENCE

PROFESSIONAL REFERENCE 1

Reference Name Tim Murry	Occupation Mayor, City of Clermont	Phone Number 352-217-1140	Email Address tmurry@clermontfl.org
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PROFESSIONAL REFERENCE 2

Reference Name Michele Pines	Occupation Former Councilmember	Phone Number 407-461-9212	Email Address senip776@gmail.com
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PERSONAL REFERENCE

Reference Name Scott Davidoff	Occupation Deputy City Manager	Phone Number 561-632-7685	Email Address sddavidoff@gmail.com
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BACKGROUND INFORMATION

Check this box if you have ever been convicted of any offense against the law, or pleaded nolo contendere (no contest), or had adjudication withheld in a criminal offense, felony, misdemeanor or otherwise, by court or a military tribunal. No	If your answer is yes (you have checked the box), please, answer the 5 questions above. <i>n/a</i>
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COVER LETTER

No data provided

RESUME



No data provided

CERTIFICATE/LICENSE



CERTIFICATE/LICENSE 1

No data provided

RECOMMENDATION LETTER



RECOMMENDATION LETTER 1

No data provided

OTHER DOCUMENTATION



OTHER DOCUMENTATION 1

No data provided

JOB SPECIFIC QUESTIONS



Do you have experience as a City Manager, Deputy/Assistant City Manager, Department Director or other executive level administration experience in a municipal or other related governmental agency environment?
Yes

Do you currently reside in or are you willing to move into City Limits?
Yes

Do you have a bachelor's degree of higher?
Yes

Do you have at least 10 years of progressively responsible experience in administration, management, and /or coordination of local government programs and personnel?
Yes



Candidate Questionnaire

Candidate Name: Brian Bulthuis

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. November 2021 - December 2024
 - b. City Manager, City of Clermont FL
 - c. Mayor & City Council
 - d. \$196,560
 - e. 49,679
 - f. Approx 400 Full Time Employees, 50 Part Time
 - g. 15
 - h. \$51 Million General Fund, Total Budget \$130 Million
 - a. October 1996 - July 2021
 - b. City Manager, City of Acworth GA
 - c. Mayor & City Council
 - d. \$175,000
 - e. 22,284



- f. 165 Full Time, 30 Part Time
- g. 11
- h. \$18 Million GF, Total Budget \$40 Million

- a. November 1990 - October 1996
- b. City Manager, City of Mt. Morris MI
- c. Mayor and City Council
- d. \$37,500
- e. 3,292
- f. 26 Full Time, 40 Part Time
- g. \$2 Million GF, Total Budget 3.5 Million

2. Why are you interested in pursuing this position? I am looking to work in a growing community where I can settle down and make a long term commitment. With my extensive experience in city management I believe that working with the Mayor and Council, Department Heads, business and community leaders we can help Fort Pierce thrive and reach new heights.
3. How would you describe your management style? I have an inclusive management style. The last thing a good manager can do is simply give direction. Employees want to feel like they have worth and that their input is heard. If you include people in the decision-making process, even if they disagree, they will understand why a decision was made. I also try to be very strategic, always looking at the big picture. Making sure that the city council and community understand where we are going and laying out a clear picture as to how we will get there. I am not a micromanager. My philosophy is to communicate clear directions to team members, give them the resources they need to complete the task and then let them go.
4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. A quote from author Brian Cagney is “The first law of leadership is that your foundation is built through integrity, character, and trust.” When dealing with personnel issues, if employees know that you care,



know what expectations you have for them, and know they will be treated in a respectful manner you will get the most out of employees. I want employees, no matter what their job is, to understand how important they are to the organization. I also believe that employees would say I have led with integrity. I am transparent and fair and have built my reputation as a trustworthy and ethical leader. When employees understand that I have high expectations for them, but also understand that I see them as great resources to the city, it makes it much easier to deal with personnel issues because people know I do care.

5. How would you deal with city budget constraints and identify new revenue sources? One of the first issues that needs to be looked into is what affect will Amendment #5 that was passed in November 2024 have on the city's tax revenue? This amendment adds an inflation adjustment to current homestead tax exemptions and will thus lower tax collections for the city. This impact along with the rising costs for items is a problem for all cities. When I develop budgets I meet with department heads and we go through their budgets line by line. We make sure we plan not just for one year, but look at what impacts a project or program will have on the budget in subsequent years. It is also important to make sure that when the city is charging for a program or service, those revenues cover the cost of that program.
6. How will you prioritize competing demands for resources within the city? I have found the best way to prioritize demands is that it comes down to gathering information and communication. I hate to be repetitive in my answers, but the center of my belief as a manager is good communication. You have to be in constant communication with the Mayor and Council, department heads and the community. By having open communication and discussion, it makes it much easier to prioritize where the city's resources should be focused. People will understand why decisions are being made and why one project may be a higher priority than another.
7. Describe a successful initiative you have led as a City Manager. One of the best examples I can give is the transformation of the downtown in Acworth GA. When I started, Acworth's downtown was almost empty and looked terrible. We joked, you could roll a bowling ball down the street on a Friday night and never hit anyone. We developed a strategic plan and stuck to it. We were able to put in new infrastructure and work with



property owners to make improvements to their buildings. Working with the Downtown Development Authority and Main Street program, we were able to attract new businesses and today downtown Acworth is thriving.

8. Describe a time when you had to manage a crisis situation in a city setting. Over the past several years Clermont has had to deal with several hurricanes. While we are in the middle of the state and have not had direct hits, we still feel the effects of the high winds and flooding. In order to manage a crisis a community has to be prepared. We have had annual meetings going over responsibilities. We make sure that all departments and the employees within the departments understand what will be expected of them. We also educate council members on their roll. When it comes to the actual event, communication is the key. We make sure all department heads communicate with a central command. We have also found that communication with the public is vitally important. With social media today, there are going to be wild stories and assumptions out on the web. The city needs to be prepared with correct information and get it out quickly.
9. What steps do you take to ensure transparency and accountability in city operations. Local government is probably the most transparent of all forms of government. We operate in a fishbowl and need to accept it. As a manager I work hard to set expectations for departments and make sure we all agree on those expectations. I have found that many times people are just doing something but don't clearly understand why they are doing it and what is expected of them. When you try and hold them accountable, they question why because they didn't understand what was expected. By setting clear expectations up front, the council and community will have an understanding of where we are going and why. Keeping everyone updated on how we are doing allows for the transparency. Department heads and employees then have a clear understanding of what is expected of them.
10. Please describe your experience working with unions. The City of Clermont Police Department and Fire Department have unions. My relationship with both unions has been very positive. When I first started in Clermont in 2021 the city was 6 months past the expiration of contracts for both unions. One of my first priorities was to personally sit down in the negotiations to work out the contracts. We were able to come to an agreement in about three months. In September of this past year, we reached agreement with the Fire



Union on a new three year agreement. Police negotiations were held up as the Union chose to switch from being represented by IUPA to now being represented by PBA. Both the city and union have been waiting on PERC to approve the change so negotiations could begin. While the city and the unions did not always see eye to eye, we had mutual respect for each other. The union reps had my cell number and I had theirs. We would meet periodically just to talk and get updates on issues. I always wanted them to know and understand that the city had their backs and was looking out for the employees.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? Clermont has a department with 92 sworn officers, Acworth had a department with about 40 sworn officers and operated its own jail. I believe the Police Chief and City Manager have to be on the same page. I am proud that both departments are accredited departments which means they are being held to the highest standards. Policing today is very difficult. Officers are being asked to do so more than just write traffic tickets. Officers today are having to deal with societal issues. Its up to the City Manager and the Police Chief to ensure that we are training, training, training our officers. The Police Chief and the officers need to be out in the community participating in community activities.
12. How will you ensure that the city's services meet the needs of all its citizens? I have very high expectations of department heads. I expect them to know their departments inside and out. In the same way, they need to understand that the city's top priority must be our service to our citizens. Employees need to go above and beyond doing their jobs. It's a privledge to work for Fort Pierce. I have regular meetings with individual department heads and also have department head meetings where everyone discusses issues that are going on and as a group department heads can make sure we are holding ourselves accountable.
13. What strategies will you use to build relationships with stakeholders in the community? Fostering partnerships is one of my core beliefs. To be successful government can not believe it can do it all. The City Manager, Mayor, Councilmembers and city staff have to be out in the community, working with the community. Stakeholders in the community need to know that city hall is a place where we strive to find solutions, not setup roadblocks. I love attending chamber meetings, talking with civic groups and going to community



events. The only way we can build relationships is if we get to know each other and work together outside of just meeting in an office.

14. What strategies would you implement to promote economic growth and job creation?
In order for economic development to succeed there has to be a coordinated effort between government and the private sector. I would make sure the private sector, St. Lucie County, chamber/businesses and the city are on the same page when it comes to strategies. Have we reviewed the incentives the FPRA is offering? Are the incentives working? In order for economic growth to occur we have to have buy in from all parties and constantly be reviewing outcomes. I would also want to make sure that we are addressing the needs of current businesses/industries already in the community. It is much easier to help current businesses grow than to attract new ones.

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? There is nothing specific, however like in any city, Clermont has some "keyboard warriors" that comment online about issues, the city council and staff.