
Daniel Carranza

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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 Committee

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

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.