



1002 Jamaica Ave. Fort Pierce, FL 34982

**Christopher Dzadoovsky**

1002 Jamaica Ave  
Fort Pierce, FL 34982  
772 834 8539

[Cdzadovsky@bellsouth.net](mailto:Cdzadovsky@bellsouth.net)

**December 13, 2024**

**City Commission**

City of Fort Pierce  
100 N U.S. Hwy 1  
Fort Pierce, FL34950

**Mayor Hudson and City Commissioners:**

I am writing to express my interest in the position of City Manager for the City of Fort Pierce. Having lived in Fort Pierce since 2003 and served as a County Commissioner for St. Lucie County for over 16 years, I have developed a deep-rooted commitment to this community and a proven record of leadership in both local governance and economic development. I am excited by the opportunity to bring my skills and vision to the role of City Manager, helping ensure Fort Pierce's continued growth, prosperity, and improved quality of life for all its residents.

Although I have not held the formal title of City Manager, my experience as an elected official has provided me with a comprehensive understanding of both city and county operations. It has also given me valuable insight into the roles and responsibilities of city commissioners and the boards and committees they serve on. My leadership has been shaped by my commitment to working closely with elected officials, and I am prepared to build upon the collective vision you, as the City Commission, have for Fort Pierce. More importantly, this experience has provided me with a unique perspective on what it takes to be an effective appointed CEO of a local government—one who truly serves both the community and its elected leaders. Together, I am confident we can develop and implement initiatives that advance our shared goals for the city.

During my time as a County Commissioner, I played a key role in securing the working waterfront for Fort Pierce, transforming it into a valuable asset that supports mega-yacht operations and creates jobs through Derecktor Fort Pierce. I also championed the development of the Treasure Coast International Airport into a fully operational Part 139 Commercial Airport, poised to generate new economic growth and job opportunities for Fort Pierce. These efforts, along with my ongoing commitment to environmental sustainability—such as stormwater management projects and the restoration of the Indian River Lagoon—have been driven by a clear understanding of the community's needs and aspirations.

*CPD*

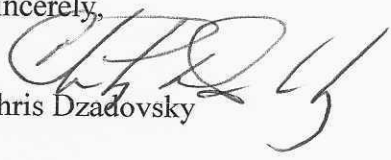
*1002 Jamaica Ave. Fort Pierce, FL 34982*

Additionally, I have worked to foster local manufacturing growth, exemplified by my support for companies like Maverick and Pursuit Boats, which provide livable-wage jobs for our residents. I have also facilitated land swaps to secure grant funding for important city projects, including the revitalization of Jetty Park and the expansion of Porpoise Park's parking lot, further enhancing the city's infrastructure and recreational offerings.

Throughout my career, I have focused on building strong, collaborative relationships with local, state, and federal agencies, as well as both city and county commissions. I believe that Fort Pierce's continued success depends on effective communication, transparent decision-making, and a unified vision. As City Manager, I would be dedicated to guiding our city's future while fostering partnerships with the City Commission and the broader community to ensure we continue to build a thriving and inclusive Fort Pierce for generations to come.

Thank you for considering my application. I would welcome the opportunity to further discuss how my background and leadership can align with the vision and goals of the City of Fort Pierce. I look forward to the possibility of contributing to the ongoing success of our great city.

Sincerely,

  
Chris Dzado

*CPD*

*Chris Dzadosky 1002 Jamaica Ave. Fort Pierce FL 34982*

**Dear Mayor Hudson and City Commissioners,**

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*CPD*

*Chris Dzdovsky 1002 Jamaica Ave. Fort Pierce FL 34982*

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Thank you for considering my application. I would welcome the opportunity to further discuss how my background and leadership can align with the vision and goals of the City of Fort Pierce. I look forward to the possibility of contributing to the ongoing success of our great city.

Sincerely,

Chris Dzdovsky

**Chris Dzadovsky**  
**1002 Jamaica Ave**  
**Fort Pierce, FL 34982**  
**772-834-8539**  
**cdzadovsky@bellsouth.net**

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## **PROFESSIONAL SUMMARY**

An experienced public service professional with 16 years of leadership in St. Lucie County dedicated to improving local government operations, economic development, and community engagement. Proven track record in strategic planning, policy development, and enhancing the quality of life for residents. Seeking to leverage extensive governance experience and passion for Fort Pierce to serve as City Manager and continue driving the city's growth and prosperity. Public interaction as a 25-year airline safety professional working in high stress situations with the public exemplifying a strong skill set for local government.

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## **SKILLS**

- In-depth knowledge of municipal government operations, budget management, economic development, and strategic planning
- Exceptional leadership, team building, and communication skills
- Expertise in stakeholder engagement and community relations
- Strong problem-solving abilities with a focus on practical, sustainable solutions

## **PROFESSIONAL EXPERIENCE**

### **St. Lucie County Commissioner**

November 2008 – November 2024

- Led county operations and initiatives, ensuring compliance with local, state, and federal regulations
- Developed and managed the county budget, ensuring strategic planning and resource allocation across departments
- Fostered community relations by addressing concerns and implementing effective solutions

### **St Lucie County Fire District Commissioner (SLCFD)**

January 2009 – November 2024

- Immediate Past Chairman
- Led operations and initiatives through a recession while maintaining public services
- Developed approach to change SLCFD Charter to meet current challenges, needs, and service delivery
- Ensuring compliance with local, state, and federal regulations
- Secured support for and developed succession planning process to ensure command staff excellence
- Secured support for SLCFD expansion vision and effort to better serve growing cities and county

## **LEADERSHIP ROLES**

- Vice Chairman, Board of County Commissioners
- Chairman, St. Lucie County Fire District
- Chairman, Transportation Planning Organization
- Chairman, Erosion District
- Chairman, Environmental Control Board
- Chairman, Tourist Development Council
- Immediate Past Chairman, Indian River Lagoon National Estuary Program
- Member, Blueway Advisory Committee
- Member, Coalition for Responsible Management of Lake Okeechobee
- Member, Indian River Lagoon Scenic Highway Committee
- Member, Land Acquisition Selection Committee
- Member, Treasure Coast Regional Planning Council (Alternate)
- Member, Value Adjustment Board (Alternate)

## **ACCOMPLISHMENTS**

This list is not exhaustive but provides a clear description of the efforts to have made improvements in City of Fort Pierce (CFP) and St. Lucie County (SLC).

- Faced the recession head on with staff, operation and budget office, to create a workable budget with significant loss of tax revenue. Worked with reserves for 8 years while creating strategic planning process with 5-year horizons to ensure a sustainable budget. Restructured county government to maintain services
- Worked to secure support for comprehensive facilities maintenance management process to better prepare for financial challenges with older facilities
- Created effort to better fleet management conserving revenue
- Lobbied for Fort Pierce Federal Courthouse (Representative Tim Mahoney) (Senator Bill Nelson) to be built and later named atrium for Former Fort Pierce Mayor William Dannahower
- Worked directly with City of Fort Pierce and Heathcote Botanical Gardens to develop the Savanna Recreation and Stormwater project then expanded Greenway and Trails to meet up with Port St. Lucie mitigation effort to connect south county to Fort Pierce
- Worked to secure support for the Second Street roadway and utility redevelopment
- Maintained focus on Paradise Park stormwater and roadway reconstruction to completion
- Secured State and Federal support to have the five-mile creek reservoir removed from congressional control to State of Florida and the South Florida Water Management District (Representative Pat Murphy)
- Worked to secure support to change the direction of the Economic Development Council focus to intermodal distribution and manufacturing as well as aviation and marine industries
- Worked to secure support to buy the working waterfront of the Port of Fort Pierce
- Supported City of Fort Pierce with the land swap to provide the necessary land for a grant which resulted in the Jetty Park grants and development
- Worked and garnered support to complete a land swap with a private property owner on south beach at Porpoise Park to increase the size of the parking lot in cooperation with City of Fort Pierce
- Worked to secure support to turn over old station 2 from SLCFD to SLC and to combine those properties to sell and maintain Chucks Seafood as a historic and public access tourist destination

- Worked with CFP, SLC Community Services to develop workforce housing with the Blue-Sky Landing
- Secured support for multiple preservation and conservation lands (Becker, Petrivice, Gordy Rd, Harbor Branch, Indrio Savannas) to support CFP open space and quality of life elements.
- Worked to garner support for and grants to build a one-of-a-kind observation tower at Walton Road Preserve overlooking IR Lagoon and the Savannas preserve
- Provided support on the reclamation of the HD King Plant by providing an alternative to landfilling the concrete pilings to artificial reef and saving the development time and large sums of money
- Maintained a focus on FPR and name change to Treasure Coast International Airport for future marking options while developing all the necessary FAA requirements to secure commercial Part 139 certification for future cargo and passenger service
- Supported the expansion of both Maverick and Pursuit Boats adding hundreds of jobs for Fort Pierce and SLC residents
- Supported and secured local government and resident (voters) support of the ½ cent sales tax to increase and fast forward roadway, stormwater, and sidewalk projects that benefit Fort Pierce, Port St. Lucie and St Lucie County
- Maintained for a dozen years the absolute necessity to reduce Inmate Medical Costs which will and has saved taxpayers today and in the future. (Requiring coordination with local lobbyists and legislative delegation members). This local bill will likely be the impetus for other counties and cities to engage in such a measure.
- Worked to gain support for the expansion and upgrades to Lincoln Park Regional Park in cooperation with CFP
- Appointed to the Skate Park Committee to bring skate park to Lawnwood Regional Park
- Worked to gain support for the expansion and upgrades to John B. Park (Lawnwood) and the current upgrades to the running track
- Supported and lobbied for government support of the relocation of the wastewater plant from South Beach inland
- Secured TDC grants to expand Heathcote Botanical gardens (\$145,000), A.E. Backus Museum (\$450,000), has committed (\$250,000) to Fort Pierce Seven Gables restoration, expansion of the Navy SEAL Museum (\$750,000), with the U.S. House of Representatives' Committee on Armed Services approving a bill that will designate the Museum's Memorial a national memorial.

## **EDUCATION**

### **County Government**

- Master's Degree Education Equivalent 16 Years County Government Experience

### **Indian River State College**

- Associate in Political Science
- Associate in Business Administration

**Certifications:**

- Certified Florida Real Estate Agent
- Certified County Commissioner, Florida Association of Counties
- Advanced Certified County Commissioner, Florida Association of Counties

**US Airways**

Flight Attendant/Safety Professional July 1983 – October 2008

- Ensured passenger safety and compliance with aviation regulations while providing excellent customer service

**Discovery Diving and Fishing**

Owner – PADI Dive Instructor October 1994 – December 2000

- Managed all aspects of a successful diving and fishing business, demonstrating strong operational and leadership skills

**Volunteer Firefighter, Kennedy Township, PA**

2001 – 2003

- Contributed to community safety and emergency response efforts as a dedicated volunteer firefighter

**COMMUNITY INVOLVEMENT**

- Actively engaged in local committees and boards, promoting sustainable development and growth within the Fort Pierce community
- Immediate Past Chairman National Estuaries Program Council - Leadership in projects to clean up the Indian River Lagoon and support local businesses and non-profits grants, creating jobs and improving environmental infrastructure
- President of the Big Heart Brigade (SLCFD) providing Thanksgiving meals for those in our community in need
- Member of Lil Feet non-profit (SLCFD) providing shoes and socks for area children in need

**REFERENCES**

Available upon request

## **Accomplishments**

This list is not exhaustive but provides a clear description of the efforts I have made to improve Fort Pierce.

Faced the recession head on with staff and operation and budget office and created a workable budget with significant loss of tax revenue. Worked with reserves for 8 years while creating strategic planning process with 5-year horizons to ensure a sustainable budget. Restructured county government to maintain services.

Worked to secure support for comprehensive facilities maintenance management process to better prepare for financial challenges with older facilities.

Created effort to better fleet management conserving revenue.

Lobbied for Fort Pierce Federal Courthouse (Rep Tim Mahoney) (Senator Bill Nelson) to be built and later named atrium for Former Fort Pierce Mayor William Dannahower

Worked directly with City of Fort Pierce & Heathcoat Botanical Gardens to develop the Savanna Recreation and Stormwater project then expanded Greenway and trails to meet up with Port St. Lucie mitigation effort to connect south county to Fort Pierce

Worked to secure support for the Second Street roadway and utility redevelopment

Secured State and Federal support to have the five-mile creek reservoir removed from congressional control to State of Florida and the SFWMD (Rep Pat Murphy)

Worked to secure support to change the direction of the Economic Development Council focus to intermodal distribution and manufacturing as well as aviation and marine industries

Worked to secure support to buy the working waterfront of the Port of Fort Pierce

Supported CoFP with the land swap to provide the necessary land for a grant which resulted in the Jetty Park grants and development

Worked and garnered support to do a land swap with a private property owner on south beach at Porpoise Park to increase the size of the parking lot in cooperation with CoFP

Worked to secure support to turn over old station 2 from SLCFD to SLC and to combine those properties to sell and maintain Chucks Seafood as a historic and public access tourist destination.

Worked with CoFP, SLC Community Services to develop workforce housing with the Blue-Sky Landing

Secured support for multiple preservation and conservation lands to support CoFP open space and quality of life elements. Becker, Petrvice, Gordy Rd, Harbor Branch, Indrio Savannas.

Worked to garner support for and grants to build a one-of-a-kind observation tower at Walton Road Preserve over looking IR Lagoon and the Savannas preserve.

Provided support on the reclamation of the HD King Plant by providing an alternative to landfilling the concrete pilings to artificial reef and saving the development time and large sums of money.

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Supported and secured local government and resident (voters) support of the ½ cent sales tax to increase and fast forward roadway, stormwater, and sidewalk projects that benefit Fort Pierce, Port St. Lucie and St Lucie County

Maintained for a dozen years the absolute necessity to reduce Inmate Medical Costs which will and has saved taxpayers today and in the future. (This took coordination with local lobbyist and legislative delegation members. This Local Bill will likely be the impetus for other counties and cities to engage in such a measure.

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Before being elected to SLC Commission I was on the Skate Park Committee to bring skate part to Lawnwood Regional Park

Worked to gain support for the expansion and upgrades to John B. Park (Lawnwood) and the current upgrades to the running track

Supported and lobbied for government support of the relocation of the wastewater plant from South Beach inland.

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**Support Document to offer reasoning for submitting my experience for formal MPP Degree. 16 years of government policy experience to formal education, such as a master's degree, it's important to consider several factors:**

**1. Practical Knowledge vs. Theoretical Knowledge:**

- **Experience:** Extensive experience in government policy often provides hands-on knowledge and insights into the complexities of governance, the functioning of public institutions, and real-world problem-solving skills.
- **Education:** A master's degree typically offers theoretical frameworks, methodologies, and advanced knowledge in specific areas such as public administration, political science, or public policy.

**2. Skills Development:**

- **Experience:** Over 16 years, an individual can develop critical skills such as leadership, negotiation, public speaking, and strategic planning through direct involvement in policy-making processes and interactions with stakeholders.
- **Education:** A master's program may enhance analytical skills, research capabilities, and a deep understanding of policy analysis, potentially providing tools to assess and craft policies effectively.

**3. Networking and Relationship Building:**

- **Experience:** Years in the field allow for the building of extensive networks with stakeholders, including other government officials, community leaders, and advocacy groups, which can be invaluable for effective policy implementation.
- **Education:** While a master's program can facilitate introductions to peers and professors, the depth of relationships gained through practical experience often outweighs academic networking.

**4. Adaptability and Real-World Application:**

- **Experience:** Navigating the dynamic environment of government and adapting to changing policies, public needs, and crisis situations can cultivate resilience and problem-solving skills that are often beyond the classroom.
- **Education:** Academic programs provide a solid foundation and theoretical knowledge but may not fully prepare individuals for the rapidly changing demands of the public sector.

**5. Value in Hiring Decisions:**

- Many employers value a combination of both experience and education. A master's degree can serve as a strong asset, particularly for roles that require advanced knowledge or policy analysis skills. However, considerable relevant experience is often equally valuable—if not more so—particularly in practical, hands-on roles.

**Conclusion:** In summary, while formal education such as a master's degree adds significant value and depth to a professional's skill set, 16 years of practical experience in government policy provides a wealth of knowledge and applicable skills that can be equally compelling in a review process. A strong candidate might present a balanced profile that combines both extensive experience and formal education to meet the complex demands of roles in public policy and administration.



# TOWN OF LONGBOAT KEY

*Incorporated November 14, 1955*

Town Hall  
501 Bay Isles Road  
Longboat Key, Florida 34228-3196  
(941) 316-1999  
SUNCOM 516-2760  
Fax (941) 316-1656  
www.longboatkey.org

January 27, 2025

To Whom It May Concern:

This letter of reference is for Chris Dzadovsky who is someone I have known and worked with since 2014. Chris was a St. Lucie County Commissioner during my time as County Administrator from 2014-2023.

From a leadership standpoint, Chris always provided a big picture perspective regarding legislative policies. With a "begin with the end in mind" approach, he would challenge our team (and the community) to picture what the desired end state would look like and then figure a path towards that outcome. Whether it was economic development or creating a better environment, from supporting public safety to better planning and development, Chris was a champion for not continuing with business as usual and would push all of us for more thoughtful and impactful solutions. At the same time, he embodied servant leadership which made his approach authentic and easy to follow.

As a Commissioner, Chris was known to listen to all sides before taking a position. He would do his own research regarding staff work with a "trust but verify" approach. At the Board meetings and in all the various other forums that he presided, including the Fire District Board, he proved to be an able chair and colleague who came prepared, was well spoken, and would offer intelligent insights that added value to the discussions, something not all of his colleagues could claim. Chris was also a builder of community, someone who would strive to find the common ground and bring groups together.

From a personal integrity point of view, Chris walks the talk. There was never an instance where he asked someone to do more than he was willing to do. You want cleaner communities, get out there and join him in picking up debris and trash. You want to revamp the strategic plan; he'd be at the table as long as was needed. Need to do a food drive to support those during COVID that were struggling, he was out in the parking lot loading up cars with groceries. During declared emergencies, he was always available to serve in various roles and with his public safety background could be counted on to be cool and calm under storm/pandemic pressures.

With both his private and public sector experiences and as a tireless community leader, Chris Dzadovsky is able to provide strong and steady leadership. He is a strategic thinker with a bent towards action and has a great sense of humor - a unique combination of traits for sure. I would without hesitation endorse him for any position that he may qualify for and I am happy to answer any questions about his background or qualifications.

Sincerely,

Howard Tipton  
Town Manager  
Longboat Key

To Whom It May Concern,

I am pleased to provide this letter of professional and personal reference for Chris Dzadovsky, endorsing his application for the position of City Manager for the City of Fort Pierce, Florida.

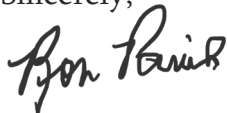
I have known Chris for many years, initially as a St. Lucie County Fire District Commissioner. His leadership during challenging economic times enabled the Fire District to maintain exceptional emergency services for the citizens of St. Lucie County. Chris played a pivotal role in securing board support for vital policies related to succession planning, budget stabilization, and legislative support for charter changes, all of which contributed to the district's expansion to meet the needs of our growing community. His colleagues on the Fire Board have elected him Chairperson multiple times, reflecting the high esteem in which he is held.

Chris is also actively engaged in the community, leading several 501(c)(3) organizations. He has organized initiatives such as the Big Heart Brigade, which provides meals to the needy during Thanksgiving, and the Little Feet program, which supplies shoes and essential items to those less fortunate. His skills as an auctioneer have helped raise thousands of dollars for these charitable efforts.

As a retired Fire Chief and Public Safety Director, I have had the privilege of working alongside Chris through various challenges. He consistently demonstrates integrity, dedication, and a commitment to serving our citizens as a professional and a servant leader.

I wholeheartedly support and highly recommend Chris Dzadovsky for the position of City Manager for Fort Pierce.

Sincerely,

A handwritten signature in black ink that reads "Ron Parrish". The signature is written in a cursive, slightly slanted style.

Ron Parrish

Retired Fire Chief, St. Lucie County Fire District  
Retired Public Safety Director, St. Lucie County BOCC



Ron DeSantis, Governor

Melanie S. Griffin, Secretary



**STATE OF FLORIDA**  
**DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION**

**DIVISION OF REAL ESTATE**

THE SALES ASSOCIATE HEREIN IS LICENSED UNDER THE  
PROVISIONS OF CHAPTER 475, FLORIDA STATUTES

**DZADOVSKY, CHRISTOPHER PAUL**

1002 JAMAICA AVE  
FORT PIERCE FL 34982

**LICENSE NUMBER: SL3463023**

**EXPIRATION DATE: SEPTEMBER 30, 2025**

Always verify licenses online at [MyFloridaLicense.com](http://MyFloridaLicense.com)

ISSUED: 12/14/2024

Do not alter this document in any form.

This is your license. It is unlawful for anyone other than the licensee to use this document.



← CITY MANAGER

[View job description](#)

### Let's do one last review before submitting!

See something that needs to be updated? Use the menu on the left to go back and make updates at any point

### APPLICANT INFORMATION ^

First Name <b>CHRIS</b>	Middle Initial <b>P</b>	Last Name <b>DZADOVSKY</b>
Address <b>1002 Jamaica Ave</b>	City <b>Fort Pierce</b>	State <b>FLORIDA</b>
Zip Code <b>34982</b>	Phone Number <b>7728348539</b>	Email Address <b>cdzadovsky@bellsouth.net</b>

### VOLUNTARY SELF-IDENTIFICATION SECTION ^

GENDER <b>MALE</b>	RACE <b>CAUCASIAN</b>	HISPANIC OR LATINO <b>No</b>
AMERICAN INDIAN OR ALASKA NATIVE <b>No</b>	ASIAN <b>No</b>	BLACK OR AFRICAN AMERICAN <b>No</b>
NATIVE HAWAIIAN OR PACIFIC ISLANDER <b>No</b>	WHITE <b>Yes</b>	TWO OR MORE RACES <b>No</b>

### ELIGIBILITY, RELATIVES, & PREVIOUS CITY EMPLOYMENT ^

Are you at least 18 years of age? <b>Yes</b>	Check this box if you are a citizen of the United States. <b>Yes</b>	Check this box if you are lawfully authorized to work in the United States.
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Candidate Questionnaire

Candidate Name: Christopher Dzadovsky

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 are related to the position of City Manager. Please include the following:

**St. Lucie County Commissioner**

a. Position start and end dates.

**November 2008 to November 19, 2024**

b. Position title and organization.

**Commissioner – St. Lucie County – District1**

c. To whom you directly reported.

**Independent co-collaboration County Administrator County Attorney**

d. Ending salary.

**\$104,000**

e. Population of community served.

**325,000 Countywide - District 1 specific 68,000 City of Fort Pierce  
50,000**

f. Total number of employees in the organization.

**800**

g. Number of employees supervised (directly and indirectly).

**Directly supervised 2 (hire and fire) County Administrator, County Attorney**

h. Total budget of the organization.

**Fiscal Year 2025 Budget is \$795,411,550**

**St. Lucie County Fire District Commissioner**

a. Position start and end dates.

**January 2009 to November 19, 2024**

b. Position title and organization.

**Immediate past Chairman of the Board of Directors St. Lucie County Fire District**

c. To whom you directly reported.

**Independent co-collaboration Fire Chief, District Attorney, Clerk**

d. Ending salary.

**No salary is part of the position as each government agency provides salary**

e. Population of community served.

**325,000 Countywide**

f. Total number of employees in the organization.

**580 and growing**

Number of employees supervised (directly and indirectly).

**Charter based - oversee 3 positions Fire Chief, District Attorney, Clerk**

h. Total budget of the organization.

**Fiscal Year 2024-2025 \$209,554,167**

**2. Why are you interested in pursuing this position?**

Over the last 21 years, my life has been dedicated to bettering Fort Pierce—a city I chose as my home after retiring from Us Airways and to recover from injuries sustained as a volunteer firefighter in Kenedy Township, PA. My experience in Fort Pierce is not only diverse but deeply rooted in service, community involvement, and a passion for seeing this city thrive. I believe my background uniquely positions me as an asset for the role of City Manager or Assistant City

Manager, as no other applicant can match the breadth and depth of my commitment to Fort Pierce.

Upon arriving in Fort Pierce, I immediately immersed myself in community improvement efforts. While pursuing my education, I volunteered as the Hibiscus Park Crime Watch Captain, successfully revitalizing the organization into an active and enduring community resource. This effort remains impactful today thanks to the strong network of committed residents still actively involved.

Around the same time, I joined the Fort Pierce Jazz & Blues Society (FPJ&BS) as a board member, shortly before the financial challenges of the recession. Recognizing the need to pivot, I stepped into the role of President, where I restructured operations and reestablished the craft market to significantly improve the organization's financial stability. These changes ensured the society's long-term sustainability and its continued contribution to our cultural heritage.

In 2006, I began pursuing an Associate of Arts degree in Business Management at Indian River Community College, furthering my ability to serve the community with a strong foundation in leadership and strategy. This educational journey complemented my community efforts and led to encouragement from local leaders to run for public office. Although I did not win my first campaign for Mayor of Fort Pierce in 2007, the overwhelming community support paved the way for my successful election as St. Lucie County Commissioner for District 1 in 2008.

During my 16 years as County Commissioner, I have gained invaluable experience overseeing budgets, managing intergovernmental relations, and championing key initiatives, including serving as a board member for the St. Lucie County Fire District and other affiliated agencies. My commitment to public service led me to earn an Associate of Science degree in Political Science in 2014, enhancing my understanding of governance and policymaking.

My accomplishments have been well-documented and are a testament to my ability to lead, collaborate, and deliver results. I have worked side-by-side with current and former city commissioners and mayors to address the challenges and opportunities facing Fort Pierce. As a distinguished advocate, broadly skilled decision-maker, and visionary in public affairs, I bring a unique perspective to the table—one shaped by decades of firsthand experience and a profound love for this city.

Fort Pierce is more than where I live; it is where I have chosen to dedicate my life's work. My goal has always been, and continues to be, to make this city the best it can be. I humbly ask for your consideration as someone who brings both a comprehensive understanding of Fort Pierce's needs and a relentless passion for its success.

### **3. How would you describe your management style?**

Leadership Style: Transformational Leadership

I believe transformational leadership best describes my approach, a style that has proven effective throughout my 16 years as a policymaker on the St. Lucie County Commission. This leadership approach, characterized by inspiring a shared vision and motivating staff and community members to embrace change and growth, has been central to my success in driving innovative policies and delivering meaningful outcomes for the community.

**As City Manager, I fully recognize that my role is to implement the will and direction of the Mayor and Commissioners.** However, I believe my ability to effectively communicate a vision, coupled with my creative problem-solving skills, will serve the Commission exceptionally well. My leadership style is not about imposing ideas but about working collaboratively to transform challenges into opportunities that align with the collective mission of the city.

My experience working alongside five different County Administrators—Anderson, Outlaw, McIntyre, Tipton, and Landry—has been invaluable. Each administrator brought unique strengths, leadership styles, and approaches to governance. Being deeply involved in guiding and supporting their efforts, I gained a broad perspective on effective leadership in government. These experiences have provided me with a deep understanding of how to support this Commission with the leadership and adaptability required for success.

At this critical time of transition for the City of Fort Pierce, I am confident that visionary thinking, fostering innovation, and encouraging collaboration across departments and stakeholders are essential qualities for leadership. These principles are not just theoretical—they have been the cornerstone of my public service career. I am committed to bringing these skills to Fort Pierce, ensuring we not only meet the challenges ahead but seize every opportunity to grow and thrive as a community.

#### **4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations.**

First and foremost, the foundation of my approach to all personnel issues is clear and concise direction, consistency, transparency, compassion, and firm but fair decision-making. My extensive experience includes 25 years at USAirways and serving as a union leader for the Association of Flight Attendants Local 40 from 1994 to 2000. In that role, I worked in contract negotiations, represented members in labor and management disputes, and addressed disciplinary matters. This experience provides me with a comprehensive understanding of labor relations from both management and union perspectives—an invaluable asset for a city with collective bargaining units, including the police department, which the city funds at a significant level.

In my 16 years as a St. Lucie County Commissioner, I have been involved in many high-level personnel decisions, including the hiring, discipline, or termination of County Administrators (5), Fire Chiefs (4), and Clerks (5) within the St. Lucie County Fire District. I have seen firsthand the importance of maintaining a clear distinction between “Policy” and “Administration.” Ensuring these roles remain well-defined and respected fosters trust, accountability, and strong management.

- **Hiring**  
I prioritize merit-based hiring, focusing on selecting individuals who align with organizational goals and values. A transparent and inclusive process, coupled with thorough vetting, ensures we bring the best talent to the team.
- **Discipline**  
I follow a progressive discipline policy, addressing issues promptly and equitably. Documentation with the use of “Case Notes” and communication are key, and I believe in giving employees opportunities to improve while holding them accountable when necessary.
- **Ethical Violations**  
Job related ethical standards are non-negotiable. I support robust ethics training and encourage reporting of violations through confidential channels. Investigations must be thorough and impartial, with consequences proportional to the severity of the breach.
- **Labor Relations**  
My background in union leadership and contract negotiations has given me a

unique ability to navigate labor relations effectively. I emphasize proactive communication, good-faith negotiations, and adherence to collective bargaining agreements. Understanding all sides in labor matters allows me to address disputes with balance and fairness, fostering a productive relationship between labor and management.

- **Performance Evaluations**

I advocate for regular, objective evaluations based on clear performance metrics. Constructive feedback, combined with goal-setting and professional development opportunities, ensures accountability and continuous growth.

By adhering to these principles and drawing from my extensive experience in labor relations and personnel management, I am confident in my ability to promote a fair, supportive, and high-performing workplace culture.

## **5. How would you deal with city budget constraints and identify new revenue sources?**

My experience as a policymaker has taught me the critical balance between wants and needs when addressing budget constraints. Navigating the “Great Recession” of 2008–2018 highlighted the extremes to which local governments must go in times of financial hardship. In St. Lucie County, we faced a staggering \$11 billion loss in assessed values, which removed millions in recurring revenue. This required guiding the administration to make difficult decisions, including reducing services and employee staffing levels—decisions that were not made lightly and often came at a great emotional cost.

Despite these challenges, I learned that moving forward requires innovation and collaboration. The phrase “doing more with less” is not just rhetoric; it is a reality for government leadership. Your recent efforts to maintain the police department budget for 2024–2025 demonstrate the tough decisions that come with prioritizing essential services. In the future, similar challenges will arise, and it will be critical to prioritize what taxpayers are willing to accept while balancing what elected officials can deliver.

- **Prioritization and Efficiency**

Focus on addressing inefficiencies in government management and eliminating redundancies, particularly between city and county operations. By working together, Fort Pierce and St. Lucie County can better utilize personnel and assets, improving services while containing costs.

- **Innovative Governance Models**  
 Explore opportunities within the Community Redevelopment Agency (CRA) and other special districts. These entities can help streamline processes, reduce costs, and improve the speed at which investors can bring projects to market, making the city more attractive to private investment.
- **Smart Growth and Revenue Expansion**  
 Avoid relying solely on explosive growth to bridge budget gaps. Instead, ensure that growth is sustainable and supports infrastructure needs without overburdening existing resources. Legislative annexation is one potential option to square off boundaries and extend municipal services. However, it must provide clear value to property owners to gain their support.
- **Private Investment and Economic Development**  
 Focus on improving “speed to market” for business investments by reducing bureaucratic hurdles. By creating a streamlined process, we can attract private-sector development and secure a broader tax base to support municipal services.
- **Geographical, Infrastructure, and Environmental Assets**  
 The city of Fort Pierce has unique geographical, infrastructure, and environmental assets that must be deeply examined and strategically leveraged. By creating a marketable identity for Fort Pierce, we can combat negative narratives and strengthen our reputation. Showcasing our natural resources, environmental stewardship, and infrastructure potential will support economic growth and community pride.
- **Collaboration and Public-Private Partnerships**  
 Engage with the county and other agencies to identify shared goals and reduce duplication of services. Partnerships with the private sector can also bring in new resources and creative solutions to budgetary constraints.
- **Community Engagement**  
 Ensure taxpayers are part of the conversation about priorities and trade-offs. Transparency and clear communication about what services they receive for their tax dollars will foster trust and support.
- **Lean Six Sigma**  
 Coming out of the recession, hiring Howard Tipton allowed the county to implement Lean Six Sigma, an educational and employee empowerment

program that has delivered significant success. This initiative not only improved operations but also fostered employee growth and engagement, empowering staff to make a positive difference. With the Commission's approval, I would like to bring this program to the city.

Directly from the Lean Six Sigma outline.

<https://www.purdue.edu/leansixsigmaonline/wp-content/uploads/purdue-lss-brochure.pdf>

**Green Belt:** Dive into the DMAIC (Define, Measure, Analyze, Improve, and Control) framework and learn to lead projects that reduce waste, lower defects, and enhance customer satisfaction.

**Lean Principles:** Gain a comprehensive understanding of Lean operating systems and apply specific strategies across various industry-specific pathways.

**Lean Six Sigma Black Belt:** For those managing Black Belt-level projects, this program offers advanced methodologies, tools, and leadership skills to drive significant organizational improvements.

In conclusion, addressing budget constraints requires a multi-faceted approach that prioritizes innovation, collaboration, and efficiency. By leveraging my experience and working closely with the City Commission, I am confident we can navigate these challenges, capitalize on the city's unique assets, and position Fort Pierce for a stronger financial future.

#### **6. How will you prioritize competing demands for resources within the city?**

- Prioritizing competing demands for resources requires a thoughtful, balanced approach that aligns with the city's long-term goals while addressing immediate needs. My experience navigating challenging budget cycles, such as the Great Recession, has taught me the importance of focusing on equity, efficiency, and strategic decision-making.
- I firmly believe that **strategic planning in five-year increments** is essential for effective planning and forecasting. This approach not only keeps priorities focused but also ensures the city remains adaptable to changing circumstances while maintaining a clear vision. A five-year framework allows us to evaluate progress, refine goals, and allocate resources in a way that supports both immediate needs

and long-term sustainability. It also helps guard against the distractions of narrow interests, ensuring that the larger financial picture and the greater needs of the community remain the priority.

- **Assessing Needs vs. Wants**

I would engage city leadership, staff, and the community to clearly differentiate essential services from discretionary projects. By focusing on core priorities—such as public safety, infrastructure, and economic development—we can ensure that limited resources are directed where they will have the greatest impact.

- **Data-Driven Decision Making**

Resource allocation should be guided by data and performance metrics. I believe in using financial forecasts, infrastructure assessments, and service delivery reports to evaluate needs and make informed decisions that maximize the return on investment for taxpayers.

- **Community Engagement**

Residents are at the heart of every resource decision. Engaging with the community to understand their priorities and expectations ensures that resource allocation reflects their needs while fostering transparency and trust.

- **Leveraging Partnerships**

By collaborating with the county, other local agencies, and private-sector partners, we can pool resources, share responsibilities, and reduce redundancies. This collaboration can help the city stretch its resources further while maintaining high-quality services.

- **Maximizing the City's Unique Assets**

Fort Pierce's geographical, environmental, and infrastructure assets provide opportunities to attract outside investment and generate revenue. By leveraging these strengths strategically, we can create additional funding streams to meet demands without overly burdening existing resources.

- **Balancing Short-Term Needs with Long-Term Goals**

Strategic five-year planning ensures that urgent issues are addressed within a larger context of long-term goals. This approach keeps the city on track and minimizes the risk of reactive decisions that compromise future growth and sustainability.

By adopting a disciplined, forward-looking approach and staying focused on the broader financial picture, we will ensure that the city's resources are allocated effectively and equitably. This will support both the present needs of the community and its aspirations for the future.

## **7. Describe a successful initiative you have led as a City Manager.**

Although I have not held the specific position of City Manager, I have led numerous successful initiatives and substantial efforts that demonstrate my ability to achieve transformative outcomes for the community. Here are several examples that highlight my leadership and vision:

- **Treasure Coast International Airport (TCIA)**

One of my longest and most impactful endeavors has been the transformation of the Fort Pierce/St. Lucie County Airport into the Treasure Coast International Airport. This project culminated in the airport receiving its Part 139 commercial designation, positioning it as a hub for passenger and cargo operations. With this designation, TCIA is now "ready for takeoff" (if you'll allow me a pun), offering significant economic opportunities for the region.

- **Port of Fort Pierce and Harbor Point Development**

Recognizing the potential for revitalization, I led efforts to transform the Port of Fort Pierce from cargo operations to a thriving working shipyard, anchored by Derecktor Shipyard Fort Pierce and the world's largest ship lift. This initiative also included a focus on Harbor Point development, which supports shipyard operations while enhancing waterfront spinoff developments. These efforts have elevated Fort Pierce's public image and contributed to its economic vitality. This leaves open the option I spoke about earlier about a special district that could support the speed to market development of the surrounding properties.

- **Spring Training and Tourism Development**

As Chair of the Tourist Development Council (TDC), I played a critical role in preserving Spring Training on the east coast of Florida. I worked to extend the Mets' lease, securing \$20 million in state funding over 20 years, alongside leveraging Tourist Development Tax (TDT) revenue for upgrades and expansion at Clover Field. This initiative not only saved Spring Training but also helped fuel the growth of tourism and the economic development of St. Lucie West.

- **Capital Investments in Cultural and Tourism Assets**

Despite limited TDT revenue earmarked for "north county" (Fairgrounds and areas north of Midway), I successfully directed funds to significant cultural and tourism-related projects. These include:

- \$450,000 for the expansion of the A.E. Backus Museum and Gallery.
- \$145,000 for the Heathcote Botanical Bonsai Gardens expansion.
- \$750,000 for the Navy SEAL Museum expansion, which also received Congressional designation.
- \$500,000 for TCIA improvements, supporting passenger and cargo operations.

These initiatives demonstrate my ability to collaborate with stakeholders, leverage limited resources, and deliver substantial economic and cultural benefits. Although I have not served as City Manager, my experience leading these transformative projects speaks to my qualifications and readiness to guide similar efforts for the City of Fort Pierce.

### **8. Describe a time when you had to manage a crisis situation in a city setting.**

Over the years, I have been deeply involved in policy efforts managing multiple crises, each presenting unique challenges but requiring a consistent approach grounded in prioritization, calm leadership, coordination of resources, and intergovernmental collaboration. From the prolonged effects of the Great Recession to the once-in-a-century COVID-19 pandemic, and most recently hurricanes and unprecedented tornadoes, I have learned that effective crisis management begins with clear communication and strategic planning with strong policy guidance.

The Great Recession was a prolonged and severe crisis that demanded tough decisions to balance budget constraints while maintaining essential services. By prioritizing the needs of the community, I worked with local governments to guide the region through economic instability, fostering recovery efforts that ultimately strengthened our resilience.

The COVID-19 pandemic posed an unparalleled public health emergency. Beyond addressing the immediate health crisis, we faced widespread misinformation and divisive political influences that complicated the response. Navigating these challenges required empathy, transparency, and collaboration with public health

officials, businesses, and community leaders to protect lives while minimizing economic disruption. Calm and consistent communication was essential in countering misinformation and keeping the public informed.

During the last four hurricanes and recent tornado outbreaks, policy demanded the coordination of resources across agencies and ensured meticulous documentation of every action and expenditure. This level of organization was crucial to securing FEMA reimbursements and protecting taxpayer dollars. This point cannot be overstated: after the 2004 hurricanes, St. Lucie County was still dealing with FEMA reimbursement issues a decade later, with FEMA even attempting to reclaim previously reimbursed funds. Historical or institutional knowledge made a huge difference in our success, thorough documentation that saved the day. Working closely with state and federal agencies, we facilitated intergovernmental cooperation to deliver vital aid and expedite recovery efforts.

Each of these crises reinforced the value of preparation, detailed documentation, collaborative teamwork, and adaptability. Whether addressing economic upheaval, public health emergencies, or natural disasters, I have consistently prioritized solutions that unite people, safeguard resources, and build confidence in the government's ability to lead effectively in times of crisis.

## **9. What steps do you take to ensure transparency and accountability in city operations.**

While I have experience managing messaging and communication strategies, I believe it is essential for managers to consult experts in specialized fields of communication when addressing complex matters (see references at the end). It is also important to acknowledge past scrutiny and management challenges openly. My primary goal in this process is to support the personal and professional growth of all employees, fostering improvement and accountability. By being transparent about past challenges, we can build trust, provided we frame these discussions as opportunities for learning and proactive change.

### **Why It's Responsible**

Restores Trust: Acknowledging management failures shows integrity and a commitment to improvement, which can help rebuild trust with staff, commissioners, and the public.

Creates a Learning Culture: Openly addressing issues fosters a culture of accountability and continuous improvement, encouraging staff to view challenges as opportunities for growth.

Prepares Stakeholders: Sharing the process of implementing transparency helps manage expectations and aligns everyone with the organization's goals for improvement.

Demonstrates Leadership: Owning past mistakes shows strong leadership and a willingness to take responsibility, setting a positive example for others.

## **How I Would Weave in These Expectations and Concerns**

Acknowledge the Past:

Begin by recognizing the negative scrutiny and management failures without overemphasizing blame.

Use language that frames admission as a steppingstone toward better practices

Set Clear Expectations:

Emphasize the organization's commitment to transparency and the difficult, but necessary, steps ahead.

Outline specific actions being taken to address past failures

Engage Stakeholders:

Involve commissioners and staff in the process to ensure buy-in and shared responsibility.

Hold workshops or discussions to openly address concerns and collaboratively develop solutions.

Provide Support:

Recognize that change can be challenging and offer resources such as training, coaching, or external expertise to help staff navigate the transition.

Reassure staff that the goal is improvement, not punishment.

### Focus on Outcomes:

Highlight the positive impact of these changes on the organization's effectiveness, public trust, and long-term success.

Share success stories or examples from other organizations that benefited from similar transparency efforts.

### Communicate Transparently:

Regularly update stakeholders on the progress of these initiatives.

Be upfront about challenges faced during the implementation of new processes.

### **Sample Messaging**

"The City of Fort Pierce has faced its share of miss steps, challenges, and scrutiny, and we recognize that some management decisions have fallen short of expectations. As we move forward, we are committed to a transparent and inclusive process that addresses these issues head-on. While this will involve some, taking the time to implement processes, education, through sometimes painful and difficult changes, we believe these steps are critical to restoring trust, improving our operations, and ultimately delivering better outcomes for our community. This focus moving forward will not be about assigning blame but about creating a new and fresh start, learning, growing, and building a stronger organization together."

### Reference material

John Kotter: Widely regarded for his work on organizational change. His book *Leading Change* outlines steps for creating transformative change in organizations.

Peter Drucker: Known as the "father of modern management," his writings emphasize accountability, transparency, and ethical leadership.

Patrick Lencioni: Author of *The Five Dysfunctions of a Team*, which focuses on trust, accountability, and overcoming challenges within leadership teams.

### **10. Please describe your experience working with unions.**

My experience with unions spans decades, giving me a deep understanding of both union and management perspectives, which enables me to find collaborative solutions.

It began at age 17, working for Lennox Crystal in Mt. Pleasant, PA, which was represented by the American Flint Glass Workers Union, Local 597. Later, I joined US Airways, where I was represented by the Association of Flight Attendants (AFA-CWA) Local 40 in Pittsburgh, PA.

By 1994, I became an active part of the Local 40 council, serving as Communications Director. In this role, I handled negotiations and member representation responsibilities until 2000, gaining invaluable experience in advocating for workers and resolving issues collaboratively. During this time, with the threat of bankruptcy of the airline, we were able to find responsible work rules, compensation adjustments and that supported the members points of interest and those of the company through interest base bargaining.

In 2008, after being elected to the St. Lucie County Commission, I transitioned to the management side of negotiations. I worked closely with administration and legal teams to guide union negotiations during one of the most challenging economic periods in our history. Faced with an \$11 billion loss in ad valorem values and recurring revenue, we undertook difficult but necessary measures, including consolidating 21 departments into nine and reducing the workforce by 350 employees.

Clear communication and a cooperative, interest-based negotiation approach were critical in navigating these unprecedented challenges. My unique experience on both sides of the table has given me the insight to approach labor relations with empathy, fairness, and a focus on mutually beneficial outcomes.

**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 do not have direct police-specific experience, my extensive background includes 15 years of funding the St. Lucie County Sheriff's Office as part of annual county budgets, meeting statutory obligations to ensure the safety of our community. This experience has given me a deep understanding of the challenges involved in supporting an agency responsible for critical functions such as school resource officers, corrections, court security, aviation, marine, traffic, and farm security operations.

One of the ongoing challenges has been balancing limited revenues against the need to recruit and retain experienced deputies and officers. Like Fort Pierce, the Sheriff's Office faces competition from surrounding agencies offering more

competitive pay, benefits, and training opportunities. My experience in funding and negotiations has given me a clear understanding of these issues and the ability to engage constructively in interest-based negotiations to address them effectively.

Community concerns about law enforcement interactions also play a vital role. Based on my personal interactions with the Fort Pierce Police Department, including the Chief and Deputy Chief, I've seen professionalism and a willingness to engage in dialogue. This openness provides a foundation to collaboratively address concerns and pursue improvements where needed.

I also believe in encouraging law enforcement, much like city employees, to proactively bring forward ideas for training opportunities, cost savings, and operational efficiencies. Such measures can lead to cost avoidance, allowing savings to be redirected to critical areas like salaries, benefits, training, and equipment. This approach ensures we invest wisely in our officers and their ability to serve the community effectively.

Lien Six Sigma education and training could be valuable here as well.

## **12: How will you ensure that the city's services meet the needs of all its citizens?**

Ensuring that the City of Fort Pierce's services meet the needs of all its citizens requires a multifaceted approach rooted in accessibility, community engagement, and proactive action. While previous questions have touched on aspects of service delivery, I believe that shining a light on one specific item like city cleanliness and its impact on community pride and safety is crucial.

During my time rejuvenating the Hibiscus Park Neighborhood Crime Watch, I witnessed firsthand the power of community-driven initiatives in fostering positive change. Guided by the "Broken Window Theory," we recognized that addressing small issues like broken windows, junk, and debris sends a powerful message: *We care*. When such problems are ignored, they can escalate into larger issues that affect the entire community. This philosophy inspired the creation of the **NEAT Committee** (Neighborhood Enhancement Action Team) in Hibiscus Park—a program that demonstrated how neighbors, businesses, and local government can collaborate effectively.

This program emphasized:

**Community Buy-In:** By fostering partnerships between residents and businesses, we created a shared sense of responsibility. Without participation and ownership, even the best initiatives risk failing over time.

**Support from the City:** City involvement was vital in providing resources, guidance, and reinforcement to sustain the effort.

**Proactive Communication:** Shifting the narrative from enforcement to enhancement encouraged participation without fear of punitive actions.

The success of Tampa's Neighborhood Enhancement Division is a strong example of this approach. Rebranding and merging code enforcement and clean city divisions into a unified effort shifted the focus from punitive measures to proactive maintenance. This not only improved efficiency but also fostered community collaboration by reducing litter, graffiti, and illegal dumping while enhancing property maintenance.

For Fort Pierce, I propose a similar initiative, ensuring the city's services address the core needs of all residents. This includes:

**Creating a Community Action Team:** A city-wide version of NEAT that engages residents in identifying and addressing local issues.

**Reframing Enforcement:** Adopting a "Neighborhood Enhancement" model to encourage compliance and collaboration rather than penalties.

**Leveraging Technology:** Developing easy-to-use platforms for residents to report issues and track resolutions in real time.

**Enhancing Communication:** Ensuring transparency through regular updates and community meetings to foster trust and participation.

**Prioritizing Equity:** Tailoring solutions to meet the unique needs of every neighborhood, ensuring resources are allocated fairly and effectively.

By focusing on these strategies, we can create an environment where all citizens feel their voices are heard, their needs are met, and their contributions matter. A cleaner, safer, and more cohesive community is not only possible—it's essential to our city's success.

### **13. What strategies will you use to build relationships with stakeholders in the community?**

Building relationships with stakeholders begins with clear, concise communication and fostering active community participation and engagement. While it can be challenging to encourage involvement, the effort is invaluable.

In a growing city nearing 50,000 residents—many of whom have moved here within the last decade—we have a unique opportunity to bring fresh perspectives and build strong connections. To achieve this, we need a public-facing approach that invites new residents to become invested in the city’s success.

This includes creating accessible forums for dialogue, leveraging digital platforms to reach more people, and actively engaging with diverse groups across the community. By prioritizing transparency, listening to stakeholders, and involving them in decision-making processes, we can build trust and ensure that everyone feels included in shaping the city’s future.

### **14. What strategies would you implement to promote economic growth and job creation?**

Twenty years ago, the region experienced costly mistakes with cash-based incentives like those given to VGTI, Digital Domain, and Torrey Pines. These hard lessons remind us to take a more strategic and sustainable approach to economic growth and job creation moving forward.

Today, the city and county have successfully utilized voter-approved tools such as tax abatements and job grant incentives to attract targeted industries. To build on this success, I propose:

- **Expanding Targeted Industries:** Work with the state to identify and expand industries that align with our geographical and environmental assets, particularly leveraging our Port and Airport.
- **Geographic Planning:** Identify specific areas of the city—and potential annexation areas—that are well-suited for targeted industries and collaborate with the Economic Development Council (EDC) to secure commitments.
- **Creating Special Districts:** Establish special districts, like PSL Southern Groves, to foster industry-specific growth and economic development. Speed to market is necessary for major success!

The development of Treasure Coast International Airport will be transformative for Fort Pierce. As cargo and passenger services expand, I strongly believe Fort Pierce will be a significant beneficiary of this growth.

Additionally, I propose exploring a Parks and Entertainment Municipal Service Taxing Unit (MSTU) to provide dedicated revenue for improving parks and supporting entertainment in key areas like downtown, the Sunrise Theatre, and the beach. This could fill a gap left by the county's withdrawal from the countywide Parks MSTU and drive economic activity through enhanced public spaces.

To further promote development, I suggest prioritizing infill development over blanket impact fee credits. A more targeted approach would allow us to revive specific areas that need attention and better align incentives with community priorities.

One potentially controversial but necessary discussion is the tax-free designation for faith-based properties. While many organizations do exceptional work and benefit the community, others hold land tax-free without contributing through programming or community support. These dynamics warrants a thoughtful review at the state level to ensure fairness and accountability. To be clear, this is a discussion point, not a fully developed proposal, and may require further exploration before advancing.

By combining these strategies with a focus on targeted industries, public-private collaboration, and thoughtful use of resources, we can create sustainable economic growth and new job opportunities for Fort Pierce.

**15. Have any adverse or critical statements been made about you in print or online media reports, on social media, or any other related form? If an online search of you were completed, what would be found that you yourself would want to know about you if you were looking to hire yourself as a City Manager?**

I encourage you and the commission to conduct an online search, as I believe transparency is essential, particularly for someone seeking a leadership role like City Manager. With the success of Facebook and Instagram and other digital based options, opinions are many and wide-ranging. Having served as a public figure for over 16 years, I understand that criticism—whether based on real issues, misunderstandings, or even baseless opinions—comes with the territory. How one

responds to scrutiny is what truly matters. I have always faced challenges head-on, taken responsibility for my actions, and worked to grow from every experience.

The most notable event occurred in April 2012, during a campaign year. It stemmed from a misunderstanding while assisting with the belongings of a former fiancée who had passed away. A pool heater was removed from her property for disposal, which led to allegations and an arrest. While the situation was difficult, I took full responsibility for my actions, as I would expect anyone in my position to do. After a thorough legal process, the case was not adjudicated, I was reinstated to my County Commission seat with back pay and subsequently reelected by the voters.

This experience was a turning point for me, reinforcing the importance of accountability, transparency, and open communication in public service. It also solidified my belief in the value of due process and learning from challenges to become a better leader.

While the media may draw comparisons between my past experience and the recent circumstances surrounding the City Manager position, these are completely different. I want to be clear: taking responsibility and addressing issues directly is a fundamental principle of my leadership. In contrast, avoiding accountability erodes trust, and trust is something I have worked diligently to rebuild and maintain over my career.

This chapter in my life does not define me but instead demonstrates my ability to navigate adversity, take ownership of my actions, and continue serving the community with integrity. If there are any additional questions or concerns, I welcome the opportunity to discuss them candidly.