

DICRAN (RICK) KEUROGLIAN, III

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December 3, 2024

I am excited to submit my resume for the City Manager position for the City of Fort Pierce, FL, as advertised on ICMA.com. With over 15 years of progressive experience in municipal management, including my former role as Town Administrator for Georgetown, Colorado, **I am confident in my ability to bring servant leadership, customer service focus, organizational unity, and strategic vision to the City of Fort Pierce.** My track record in managing complex operations, spearheading community development, and enhancing quality of life aligns seamlessly with the goals and needs of the City of Fort Pierce.

My wife and I have spent many summers in Florida's beaches. In fact, over the years, we spent the entire Summer in Pensacola Beach, Daytona Beach, Dustin Beach, and St George Island. We are beach people! I am particularly impressed with the City of Fort Pierce being known for its world-class fishing, amazing beaches, spectacular morning sunrises, waterfront downtown shopping, outdoor activities, Navy Seals museum, the Highwaymen artwork celebration, highly rated public schools, and for fostering a high quality of life for its residents.

In my former role as Town Administrator for Georgetown, CO, a vibrant mountain resort town that is close in proximity to 15 ski resorts, I was able to hone my skills in overseeing multi-departmental operations, managing significant budgets, implementing the council's vision and priorities, fostering strong relationships with the community, and balancing community needs and destination tourism. Leading a team of ten Department Directors, I have successfully managed a \$15 million operating budget, developed a 5-year Capital Improvement Plan, and implemented key initiatives that have significantly benefited the town. I have also spearheaded emergency actions plans for the Town, the installation of 50 units of affordable housing and secured \$2 million in funding for critical infrastructure improvements, including a traffic circle and bike path, enhancing safety and accessibility for our residents and tourists.

Previously, as Assistant City Administrator/Community Development Director in Brush, Colorado, I played a pivotal role in providing assistance and support to the City Manager. This included policies and procedures, special projects, budget preparations, overseeing interdepartmental relations, housing developments and economic growth. I successfully attracted six new developers, resulting in over 400 affordable housing units and numerous new businesses, which revitalized the downtown area and addressed long-term water supply concerns. My ability to recruit and collaborate with developers and businesses demonstrates my commitment to fostering sustainable community growth and development.

Moreover, my experience as the Executive Director/Founder of City Hope Alliance in Augusta, GA, has equipped me with a deep understanding of community engagement,

strategic planning, and nonprofit management. Leading a nonprofit focused on urban revitalization and community development, I organized and executed large-scale projects, secured significant fundraising, and built successful partnerships with local leaders and organizations. This background has provided me with a unique perspective on integrating community needs with practical solutions, a critical asset for the role of City Manager.

I am eager to bring my skills in community development, economic development, affordable housing, strategic planning, tourism development, historic preservation, general governance responsibilities, budget management, and community engagement to your team. My ability to balance operational efficiency with community-& economic development initiatives aligns perfectly with the objectives of the City of Fort Pierce.

Thank you for considering my application. I look forward to the opportunity to discuss how my background, skills, and experiences align with the needs of the City of Fort Pierce. I am excited about the possibility of contributing to the City's growth and success.

Sincerely,

Dicran (Rick) Keuroglan III

DICRAN (RICK) KEUROGLIAN, III

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SEEKING A CITY MANAGER POSITION FOR THE CITY OF FORT PIERCE, FL

KEY SKILLS

4.5 years City Administration Experience | 10 years nonprofit Executive Director Experience
2 Masters Degrees (MPA & MATS) | Servant Leader | Strategic Planner | Effective Communicator
Visionary | Solutions Focused | Results Driven

City Manager with 15 years of diverse municipal experience of servant leadership, effective communication, strategic planner, and visionary that consistently finds solutions that end in results

PROFESSIONAL EXPERIENCE

Town Administrator

April 2022 to Nov 2024

Town of Georgetown, Colorado (Oversee 10 Department Directors)

Georgetown is a mountain resort town that sees over 1.3 million tourists per year due to its close proximity to 15 ski resorts, fly-fishing, hiking, Big Horn Sheep, Georgetown train, Christmas Market, and Mt Bierstadt.

Description:

Responsible for the day to day operations of the Town; Manage and empower 9 Department Directors that include, Town Treasurer, Town Clerk, Assistant Town Administrator, Events & Marketing Manager, Police Department, Roads & Bridge, Public Works, Special Projects, and Parks & Recreation; Lead weekly Director meetings to talk through operations, projects, upcoming events, challenges, strategic planning, and staff development; Responsible for the preparation and management of a \$15M operating budget; Preparing a 5-year infrastructure Capital Improvement Plan; Oversee the policy development, staffing, and finances for the Town; Serve as a conduit between the city personnel and the Town Council; Monitor the needs of the Town; Direct the coordination of natural disaster preparedness and emergency response; Meet the citizens directly to discuss and address common concerns; Attend and participate in Stakeholder meetings; Set goals and participate in strategic planning of the Town; Treat tourism as a destination and capture the tourists that come as opposed to marketing for more; Create events that complements history, amenities, and infrastructure; Coordinate the Town's economic development efforts.

Accomplishments:

- Responsible for getting 50 units of affordable housing installed and another 60 units to come next summer to allow housing options for our working class to live in Town.
- Accomplished a salary study for staff retention and recruitment that lead to increasing the staff wages to the competitive average boosting salary wages up to 30% and boosting staff morale.
- Awarded \$2M from CDOT and DOLA to install a traffic circle, lighted sidewalk, and bike path to create safe multimodal infrastructure to allow the public to get from the lake to the downtown.
- Accomplished a 2% Lodging Tax ballot initiative that brought in \$250K for business promotions.
- Reorganized the Administration Department and hired an Assistant Town Administrator, Marketing and Events Manager, and Police Chief.
- Orchestrated fixing major road and drainage issues by getting the necessary equipment to allow our crews to fix pothole problem areas, install concrete pans, and resurfaced two main thoroughfares.
- Collaborated with Xcel Energy to get the necessary Watershed Protection Permits to allow the decommissioning process to take place with the Forebay Dam and protect Georgetown's watershed from being polluted.
- Finished the Lake Trail so that the public does not have to walk in the road.
- Worked with staff to develop an emergency operations plan for the community.
- **Memberships:** ICMA, CCCMA & CML Member | **Boards:** I-70 Coalition, Regional Opioid Council, & Rotary.

Assistant City Administrator/Community Development Director Mar 2020 to Apr 2022
City of Brush, Colorado (Oversaw 10 Department Directs, 52 Staff)

Brush is a rural community of 6000 residents that prides its self with strong families, farming, ranching, sports facilities, and amazing schools.

Responsible for accomplishing the objectives of the City Administrator, Mayor and City Council. Assisted the City Administrator in all policies, procedures, projects, plans, reports, & Ordinances. Stood in the place of the City Administrator when not present (City Administrator came in 2-3 days a week because of preparations for retirement). Assisted Finance Director with preparation and management of a \$26.4M operating budget. Worked with Administrator to prepare and present the annual budget to the Council. Prepared, administered, and monitored various department budgets (Econ Dev, Marketing, Building, Com Dev) and federal and State Funds (DOLA grants and REDI grants...awarded over \$400,000). Managed all Department Director Staff meetings. Served as Community Development Director, Building Official and City Planner. Supervised the Special Projects Manager, Building Inspector, and 2 Building Technicians. Managed all Land-Use applications, subdivision reviews, zoning petitions, & Special Use Permits. Prepared staff reports to City Council, Planning Board, and Board of Adjustment. Served as Economic Dev. Director, coordinated monthly stakeholder meetings, developed marketing strategies, networked with developers and investors. Interacted regularly with the public through meetings, social media, and social events.

Accomplishments:

- Hired as the Assistant City Administrator to be part of the succession plan and allow the City Administrator to start the retirement process. Lead all operations and mentored Department Directors.
- Convinced 6 developers to bring affordable housing developments, which had not happened in 30 years! The Westwood Village – brought 204 single-family residential housing and 84 apartments. The Northpointe Development – created 45 multi-family affordable units. The Central School Renovation – converted the abandoned High School building into 40 multi-family affordable units. The Harrison – created a PUD development that included a mixed-use development, single-family, multi-family, townhomes, and a commercial area. Housing HO2 LLC – created 100 units of workforce housing. J’S Construction – created 6 Single-Family homes.
- Convinced developers to address long-term water supply concerns by adding appropriate water shares to meet demands, add water main lines, & upgrade the water treatment facility filtration system.
- Recruited 10 new businesses to the Downtown: Slavinka’s International Bakery, Victor’s Sushi, the Brush Art Center, La Bamba Event Center, Trout Meat Processing Plant, Dollar General, Medieval World Board Game Store, Steiner Consignment, Tall Grass RV & Resort, & NEXTAIR ENERGY Solar Farm (500 MEGAWATTS).
- Created a Building Department and Hired a Building Inspector, Permit Technician, & Special Proj. Manager.
- **Memberships:** ICMA, CCCMA, APA, EDCC, & CML Member | **Boards:** Chamber of Com Board., Econ. Dev. Board, Chairman of the Tourism Board, Rotary Club, & Vice Pres. of the Lion’s Club.

Executive Director/ Founder

February 2010 to March 2020

City Hope Alliance 501c3 - Augusta GA

CHA is a community development nonprofit committed to collaborate, empower, and resource the Augusta Richmond County Administrator, Department Heads, and City Leaders to bring solutions to City Challenges.

- Was an **Advisor/Consultant** to the City Administrator, Department Heads, & City Leaders through coaching, training, strategic planning, implementing priorities, fundraising, & acquiring grants.
- Trainings consisted of how to revitalize & redevelop distressed urban neighborhoods, implement community development strategies, prioritize strategic projects, & reorganize departments.
- Department Heads that I consulted with: Environ. Services, Parks & Rec., Code Enforcement, Augusta Film Office, Marshal’s Office, Sheriff’s Office, Planning & Zoning, & Accountability Court.
- Collaborated w/ the City Administrator to address blight, drug-dealing, & neighborhood assessments.
- Responsible for achieving core mission, fundraising, communications, marketing, volunteer services, operational management and project management of the Board of Directors.
- Hired, trained, developed, supervised, & evaluated organizational staff & interns.
- Prepared reports, videos, & presentations to board members, city leaders, and the public.

- Organized, planned, recruited & oversaw large citywide projects with Augusta Department Heads.
- Oversaw fundraising (\$20k for Demolition, \$30k for Parks and Rec, \$30k for CityServe).
- Founded the **Demolition Project**, to remove blighted homes through private/public partnerships, i.e.: landlords, Land Bank, Code Enforcement, Environ Services & Demolition & Abatement Companies.
- Founded the **Restoration Project**, a partnership with Augusta Accountability Court & Probation Departments to oversee 400 community service projects.
- Founded **CityServe Augusta**, citywide community service partnerships w/ 20+ Churches, 10 nonprofits & City Leaders, to collaborate in 43 projects w/ 4000 volunteers.
- Founded **Vision Pathways**, a homeownership program to help low income young families become homeowners.
- Taught community leadership trainings for volunteer engagement.
- Built and cultivated strong relationships with community stakeholders and frequently collaborated with them to better understand needs in the community & partnered to accomplish major projects.
- Mobilized 1000's of volunteers to demo abandoned homes, clear overgrown lots, beautify schools.
- Served 4 yrs. on the Downtown Dev. Authority & on the Planning & Zoning Commission.
- Seminar speaker, retreat speaker, & conference speaker: Taught how to revitalize urban neighborhoods, implement community development strategies, & organize service projects.
- Organized a weekly community development networking & training opportunity that brought in guest speakers to highlight practical Comm. Dev. principles & applications.
- Planned **Banquets, Golf Tournaments, & 10K Runs**, fundraised for operational and program expenses.

FIRST PRESBYTERIAN CHURCH - AUGUSTA, GA

Apr 2008 to Apr 2012

FPC is a 2000 member Church in the heart of the urban downtown of Augusta. Hired to do a bi-vocational role to bring transformation in people and places through Christian Urban Redevelopment.

Community Development DIRECTOR

- Trained members in vocational stewardship to focus on calling, professional development, networking, & integrating faith, service, and excellence.
- Taught seminars to members: Evangelism Training, Neighborhood Outreach, Starting a Neighborhood Bible Study, Revitalizing urban neighborhoods, implement community development strategies, start neighborhood & workplace ministries, and how to start service projects that lead to bigger projects.
- Organized **Real Life**, a weekly gathering for young professionals, a time to network, fellowship, eat together, worship and be challenged by a special guest speaker from the community.
- Lead **Life Groups**, mentorship programs for young professionals.
- Helped over 60 singles & families buy homes in the urban core of Augusta.

HOPE FOR AUGUSTA – Founder/ Executive Director

HFA is a community development ministry funded by FPC that focuses on offering hope to urban at-risk youth through tutoring and mentoring.

- Launched **NewTown** initiative to serve 20 at-risk urban youth that grew to serve over 160.
- Hired, trained, and managed 5 staff to direct urban programs.
- Partnered with the Housing Authority to start a Summer youth program that grew into an after-school homework and tutoring program in 4 locations called **Reaching Higher**.
- Organized the **Urban Leadership Project**, a summer leadership program for at-risk youth.
- Created a leadership development program called Making Mighty Men to mentor urban boys.
- Fundraised for operational and program expenses.
- Organized a 1000+ attended **concert**, bringing Christian rapper Trip Lee, to Augusta.

Medical Device Account Executive

September 2006 to April 2008

VQ ORTHOCARE - Columbia, SC

- Managed territory accounts in the State of SC, calling on Orthopedic Surgeons and was regionally ranked #1 Sales.

- 1st Sales Consultant as a *Shoulder Specialist* and developed national marketing strategies.
- Launched a new shoulder splint prototype, trained national consultants in shoulder sales program.

Medical Device Account Executive

June 2005 to Sept 2006

DYNASPLINT SYSTEMS, INC. – Columbia, SC

- Managed territory accounts in the State of SC, calling on Orthopedic Surgeons and was regionally ranked #1 Sales.
- 1st Sales Consultant as a *Shoulder Specialist* and developed national marketing strategies.
- Launched a new shoulder splint prototype, trained national consultants in shoulder sales program.

CAMPUS OUTREACH GREENVILLE – Greenwood, SC

December 1999 to June 2005

Area Director (May 2003-April 2005), Campus Director (December 1999- May 2003)

- Recruited, hired, trained, and managed 10 regional staff at Wofford College, and Lander University.
- Lead weekly staff meetings, setting vision, evaluating goals, & delegating responsibilities.
- Directed two Summer Leadership Projects of 15 staff and 90 college students.

Office Engineer

PIZZAGALLI CONSTRUCTION CO. – Spartanburg / Greenville, SC

August 1998 to December 1999

- Designed piping systems for water filtration and waste-water filtration using AutoCAD.
- Facilitated and coordinated all surveys and a liaison between field and office management.

EDUCATION

Master of Public Administration -GPA 3.80 - Graduated 2019

AUGUSTA UNIVERSITY – AUGUSTA, GA

Phi Alpha Alpha, Honor Society for Public Administration, ICMA Student Member

Certificate in Urban Planning and Community Development

Master of Arts in Theological Studies – GPA 3.50 - Graduated 2016

ERSKINE THEOLOGICAL SEMINARY – DUE WEST, SC

Bachelor of Arts - Major in Sociology/ Community Analysis & Development – GPA 3.00 – Graduated 1998, WOFFORD COLLEGE – Spartanburg, SC

Associate of Science- Major in Engineering Graphics -GPA 3.50 - Graduated 1994

Greenville Technical College – Greenville, SC

Work Related References

Joanne Spina (My Administrative Career Mentor for last 4 years)

Senior Advisor

Colorado City County Managers Association (CCCMA)

970-759-1102 Cell

jspinfree@gmail.com

Todd Leopold, MPA (Known for 3 years) Colleague

Colorado Department of Local Affairs

Regional Manager-Central Division (Covers Georgetown CO)

720-394-2375 Cell

todd.leopold@gmail.com

Jon Cain (Regional Colleagues for 4 years)

Town Administrator Nederland CO

Former Assistant City Administrator City of Idaho Springs, CO

303-718-9596 Cell

jcain01@gmail.com

townadmin@nederlandco.org

Matthew Gordon (Co-Workers and Known for 4 years)

Executive Director

Chamber of Commerce, Brush CO

720-810-2994 Cell

matthewcgordon@live.com

Tom Acre (Regional Colleagues for 4 years)

Public Works Supervisor City of Fort Morgan

Former Town Administrator Town of Wiggins, CO

303-332-4700 Cell

thearesgreen@gmail.com

Kevin Blankenship (Regional Colleagues for 3 years)

City Manager

City of Sterling, CO

276-701-2885 Cell

kblankenship@sterlingcolo.com

References from Augusta GA

David Watkins (Known for 12 years)

Retired Chief Judge, State Court
Augusta Richmond County GA
706-231-1902
masonharpiepoo@gmail.com

Matt Aitken (Known for 16 years)

(Former District One Richmond County Commissioner)
Commercial real-estate agent
Sherman and Hemstreet, Augusta GA
706-267-0107
prisonone@bellsouth.net

Brandon Garrett (Known for 10 years)

District 8 Richmond County Commissioner
706-836-6317
cgarrett@augustaga.gov
bwgarrett@lamar.com

Margaret Woodard (Known for 10 years)

Executive Director
Downtown Development Authority, Augusta GA
706-836-7629
mwoodard@myaugustadowntown.com

Luke Niday (Known for 16 years)

Pastor of Outreach
First Presbyterian Church Augusta GA
706-831-0110
lniday@firstpresaugusta.org



Candidate Questionnaire

Candidate Name: Dicran (Rick) Keuroglian, III

Position: City Manager

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1. Please list your previous jobs/positions going back at least 10 years, plus any previous jobs/positions beyond 10 years that is related to the position of City Manager. Please include the following:

- a. Position start and end dates.
- b. Position title and organization.
- c. To whom you directly reported.
- d. Ending salary.
- e. Population of community served.
- f. Total number of employees in the organization.
- g. Number of employees supervised (directly and indirectly).
- h. Total budget of the organization.

1. April 2022 to Nov 2024, Town Administrator for the Town of Georgetown, CO
Directly Reported: Board of Selectmen (Town Council), Ending Salary: \$140,000
Population: 1500 full time residents, 1.3 million tourists, Total # of employees: 18 full-time and 3 part-time, Direct Reports: 9 Department Heads that consisted of Assistant Town Administrator, Town Treasurer, Town Clerk, Police Chief, Public Works Supervisor, Road & Bridges Supervisor, Parks & Recreation Supervisor, Marketing and Events Manager, and Special Projects Manager. Total Operating Budget: \$15 million.

2. March 2020 to April 2022, Assistant City Administrator for the City of Brush, CO
Directly Reported: City Council, Ending Salary: \$87,000
Population: 60000 full time residents, Total # of employees: 52 full-time and 20 part-time, Direct Reports: 10 Department Heads that consisted of Finance Director, City Clerk, Police Chief, Fire Chief, Special Projects Director, Building Official, Parks & Recreation



Director, Streets Director, Utilities Director, and Trash Director. Total Operating Budget: \$26.4 million.

3. February 2008 to March 2020 Executive Director for City Hope Alliance 501c3/ Advisor to the City Administrator of Augusta, GA

Directly Reported: Board of Directors, Ending Salary \$55,000

Population: 500,000, Total # of employees: 6 full-time staff & 4000 volunteers

Direct Reports: 6 that consisted of Chief Finance Officer, Chief Operations Officer, Director of Hope For Augusta, Director of New Town, Director of Demolition Project, & Director of Restoration Project.

2. Why are you interested in pursuing this position? I am at the point in my career where it is time to take my leadership to the next level. My wife and I have lived at the beach and want to return to that lifestyle. We have spent entire summers in Daytona Beach, St. George Island, Pensacola, Dustin, Hilton Head, and Myrtle Beach. I am ready to take my redevelopment experience in working with an urban community in Augusta Georgia, my destination tourism experience in working with a major resort community in Georgetown Colorado, and my sustainable economic development experience in working with a rural community in Brush Colorado. I have over 16 years of progressive municipal experience managing complex operations, spearheading major community development projects, and enhancing the quality of life that aligns seamlessly with the goals and needs of the City of Fort Pierce.

3. How would you describe your management style? I have 16 years' experience in moving Council objections forward, managing daily operations, bringing in new affordable housing developments, empowering and serving my staff, rethinking destination tourism, being actively involved with the community and stakeholders has developed me to address city needs. I have extensive experience in updating city code, policies, and have fostered



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collaboration in every community that I have worked for. I see my main role as being a servant...to my staff, I am a coach, to the Town Council, I am a colleague, and to the community, I am their champion. I take my time seriously with others as helping them be the best leaders that they can be. I believe in professional training for Department Directors and for Council. Two books that have impacted my leadership skills are *To Transform a City* by Sam Williams & Eric Swanson and *For the Love of Cities* by Peter Kageyama. Both of these books reinforce the small things we do, have the greatest impact on our communities because when we show we care in the small things, that is what's most memorable and most contagious! The best way for me to ensure effective collaboration and communication with my team is by setting clear and measurable goals for each of them and giving them the creative freedom to get it done the best way they think it should go.

4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. I create a list of performance indicators for each Department Director. I define the objectives and goals. I take a copy of the Council's priorities and Strategic Plans and refocus them to be SMART goals (Specific, Measurable, Achievable, Relevant, and Time-Bound). I tend to focus on measures that directly impact the council priorities, align with community's expectations, and those that are easy wins to accomplish so that I can tell the success story to the Council and Community. This makes my staff look good, the council gets excited because we are moving the priorities forward and the community is excited because we did something about it. I believe in monitoring expectations. Even though I set clear expectations, I let my directors be creative in meeting the goals. I do not micro-manage but will meet weekly to monitor and review. This helps measure progress and performance and helps them in reporting and tracking. I believe in communicating and celebrating victories! When the staff, council, and community sees a priority accomplished it is exciting and builds momentum to go after another! We will have small celebrations and big ones, depending on what the priority was. It is so important for the staff, council, and community to hear that goals, objectives, and priorities are being met. I have had to fire employees over the years, because of one or two things. Either they were not skilled to do the position, or they lost their passion and are negatively affecting the team around them. I do a yearly evaluation and a performance evaluation mid-year to determine merit bonuses. I normally have a good idea who is not performing well, by meeting with them and going over their



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evaluation. I will set up a performance improvement plan to address the issues and or correct the lack of performances. If the employee does not improve, I will either terminate them or allow them to resign. I have never had a hard time helping a person leave a position in order to do something else that better suits their skills or passions.

5. How would you deal with city budget constraints and identify new revenue sources? I have lots of experience and skills in municipal financial management. Regarding fiscal management, I would meet regularly with my Town Treasurer to review each departments accounts in the budget so that I can know exactly where their accounts are and help lead my Department Directors to not overspend and help them plan for necessary expenditures. I would meet with my department directors weekly to talk through their budget. As far as budget development, in Colorado, I started in July by meeting with my Finance Director and each Department Director individually to hear their goals for next year. We would talk through their last year's budget & accounts and examine how they spent their budgets. I met with each Department Director about upcoming expenditures for next year and ask them to brainstorm goals that they would like to accomplish and bring back a detailed list of potential projects that can meet their goals. I asked them to rank each new expenditure between needs and wants and to prioritize each item. I would then go through their lists and add or subtract their items and then I met with each Director to review the proposed budget. I created a budget calendar for Council, and presented it in early July for their approval and then met with Council to talk through the preliminary budget. Each meeting they would add or subtract additional items until they come to a consensus and adopt the budget in December. As far as coming up with creative financing strategies for budgetary shortfalls, I focused on prioritizing essential services and infrastructure. I made sure that critical services were funded, such as, public safety, transportation, and public works. I prioritized infrastructure projects like road maintenance, public transportation, or utility upgrades, and ensured that investments addressed future growth and sustainability. I implemented a strategic budgeting process focused on performance-based budgeting that tied funding to measurable outcomes. I met with the City Council and had a strategic planning session to determine priorities and made sure that these were reflected in the budget. I engaged in public-private partnership collaborating with private developers and non-profit organizations to fund large-scale projects without solely relying on municipal funds to address affordable housing, parks, and technology infrastructure. I leveraged



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grants supplementing the city's budget. There are many grants that are available for infrastructure, community development, public safety, and environmental sustainability, which could advance the Town without straining local resources. I created opportunities for citizen participation in the budgeting process. I enhanced transparency and helped align spending priorities with community needs. I focused on economic development and invested in projects that promoted economic growth, such as, improving the business environment or attracting new industries which increased revenue through sales taxes and allowed more investment in the community. I considered balancing short-term budget constraints with long-term sustainability planning for investments that would save money over time, such as, energy-efficient city buildings or modernizing infrastructure that required less maintenance. Lastly, I ensured fiscal responsibility by doing regular reviews and audits of city spending ensuring funds were used effectively and sought to cut waste or reallocated resources to higher priority areas. I built healthy reserves which managed unexpected costs, like emergency repairs or weather crisis's without disrupting regular city operations.

6. How will you prioritize competing demands for resources within the city? I would prioritize competing demands by employing a transparent and systematic approach that includes regular stakeholder engagement, data-driven decision-making, and alignment with the city's strategic plan and goals. Establishing clear criteria for prioritization, such as community impact, fiscal responsibility, and alignment with the city's long-term vision will assist in balancing departmental needs and public priorities. Regularly reviewing progress and adjusting priorities based on performance metrics and community feedback will ensure that I remain responsive while keeping the focus on strategic objectives. Collaborative workshops with Department Heads and elected officials can also facilitate understanding and foster a unified approach to resource allocation. I would use the Strategic Plan to be my measuring rod to guide my focus for the Council, Staff, and public. I would make sure that our goals included Public Safety, Economic Development, Quality of Life, Infrastructure, and Engagement. I would get input from elected officials, department heads, and the public to bring alignment. Competing demands always arise based on changing needs or urgency. While assessing the competing demands, I would have workshop discussions with the elected officials, staff, and stakeholders, and use these meetings to evaluate the demands to make sure they align or compete with the current



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framework of priorities. The types of questions that I would use to assess the demands are: How closely does the demand align with the Huntsville's strategic priorities? What are the potential consequences of delaying or not addressing the demand? Are the necessary resources (financial, human, etc.) available? How many residents will benefit from addressing the demand? Is the demand required by law or regulation? I would assign weights to each criterion based on the Council priorities to allow for a more objective comparison of different demands. I would include specific cultural values of service, trust, accountability, and respect. I would make sure that these cultural values are used as criterion as well because if the competing demand deviates from them, then it is clear that they would not be considered. By having meetings like this with the Council, Staff, and public, clearly communicates why keeping the priority framework is critical to how we make decisions and builds trust and understanding with all involved. I would also document the rationale behind prioritizing decisions to provide a record for future reference and ensure accountability. I would regularly review the strategic plan and prioritization framework to ensure it remains relevant and effective. It is also very important that I actively listen to concerns and needs from various city departments, elected officials, and the public. I would foster collaboration and communication between departments to identify potential synergies and avoid duplication of effort. Seeking public input through surveys, town hall meetings, and other channels will ensure that I understand community priorities. I would use data and evidence to inform decision-making to ensure that resources are allocated effectively. I do recognize that resources are limited and that some trade-offs may be necessary, therefore, I would clearly communicate these trade-offs to stakeholders. I would be prepared to adjust priorities as circumstances change. I do understand that demands related to infrastructure, housing, and economic development will be my priority. I also would work with local stakeholders to make sure we are collaborating and are good partners. Tourism is also historically significance and I would seek to balance the needs of residents with the needs of the tourism industry.

7. Describe a successful initiative you have led as a City Manager. I was challenged to create a solution to address the dying downtown retail area of Georgetown. Business owners felt the County Tourism Bureau was not marketing or promoting the downtown businesses. I met with the Georgetown's Business Promotions Commission and the Town Council to inform them that I would be investigating creating a lodging tax. Both Boards were united



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in their support. I had several public awareness meetings to ask questions and test the waters to see if the businesses and hotel owners were interested in moving this forward as a ballot measure. The biggest concerns that came from the community meetings were the fear of being double taxed from the County and from the Town. After doing plenty of research, I found that since the Town is official a Territorial Charter we can decide if we choose to be a Home Rule or Statutory Town. By claiming to be a Home Rule Municipality, this gave the Town the authority to enact our own lodging tax and Colorado State Statutes states that when a Home Rule Municipality enacts its own lodging tax, the County is no longer allow to collect a lodging tax. Having multiple community meetings allowed me to come back with answers to their concerns and questions. Giving the hotels, B&B's, and Short-Term Rental owners this great news created a lot of community support and the Council agreed to place a ballet question on the County ballet asking the public to vote yes to allow Georgetown to approve a 2% Lodging Tax. The lodging tax ballet passes and allowed the revenues go towards 3 things: downtown business promotions, hiring a full-time Marketing and Event Manager, and for funding to be allocated for affording housing for the business work force community. Here are the steps that I took to achieve this. I had 3 public forum meetings to measure public interest and answer questions. I had a meeting with the County Administrator to discuss the reasons why Georgetown wanted to add a new Lodging Tax and if this passes how this will impact the County's lodging tax. If this passed, the County would no longer be able to collect based on Colorado State Statue. The County understood, they just didn't believe it would pass. The Town submitted the ballet question to the County. The question was put on the County ballot. The Council passed a Lodging Tax Ordinance. The lodging tax ballet initiative passed. I worked with the Colorado Department of Revenue to get them to stop collecting on behalf of the County and the Town began self-collecting. We estimated that the 2% Lodging Tax would bring in \$250,000. We waited until June 2023 to hire a Marketing and Events Manager to allow the funds to build up. The Council decided to split the revenues into two accounts, \$125,000 to go towards Business Promotions and fund the Marketing and Events Manager position, and \$125,000 to go towards affordable housing initiatives. Now the Town has funding to work with the County to start a Multi-Jurisdictional Housing Authority to collaboratively join together with the County and with regional municipalities to develop affordable housing and go after larger funding together. This initiative was a



huge success and not only did it display my creativity and negotiating skills, but proved to be a powerful tool to move many economic development initiatives in Georgetown.

8. Describe a time when you had to manage a crisis situation in a city setting. I have created and implemented emergency action plans to deal with mudslides, wildfires, blizzards, semi's whose breaks catch on fire, and frequent I-70 interstate closures. I did not have any experience with any of these crises before coming to Georgetown, but I have quickly learned and have become proficient to plan accordingly and consistently protect our community. I have designated shelter areas at the local community center and at local churches to be prepared to help stranded motorists off of the interstate during emergencies. My approach to managing crises, in all of these situations, was grounded in preparedness, clear communication, decisive action, and community focus. When it comes to preparedness, I first start with a comprehensive emergency plan. I ensure the city has a robust and up-to-date emergency management plan that outlines procedures for various types of crises. My emergency plans are developed in collaboration with relevant city departments, emergency services, and community stakeholders. I include in my preparedness a Risk Assessment to identify potential hazards, such as severe weather, wildfires, or public health emergencies. This ensures our planning efforts and resource allocation. I prioritize regular training and drills for city staff and emergency responders to ensure they are well-prepared to execute the emergency plan effectively. As part of my preparedness, I ensure the city has adequate resources, including personnel, equipment, and supplies, to respond effectively to the crisis. Clear Communication is essential for the City when managing the crisis. I establish a centralized information hub to gather and disseminate accurate and timely information to the public, media, and other stakeholders. This involves using the website, social media channels, and a media relations team. I designate a trained spokesperson to communicate with the media and public, ensuring consistent and accurate messaging. I utilize multiple communication channels to reach diverse audiences, including traditional media, social media, email alerts, and community meetings. I prioritize transparency and honesty in all communications, even when delivering difficult news. I value being an effective decision-maker especially under pressure. I implement the ICS (Incident Command System) to establish a clear chain of command and ensure coordinated response efforts across different agencies and departments. I make timely decisions based on the best available information, while also



being adaptable and willing to adjust plans as needed. I foster strong collaboration and coordination between city departments, emergency services, and external partners, such as state and federal agencies. I prioritize the safety and well-being of the community, protection of critical infrastructure, and restoration of essential services. Lastly, I engage with community leaders and residents to understand their needs and concerns, and ensure that our response efforts are aligned with community priorities. I establish a system for managing volunteers who are willing to assist during a crisis. I focus not only on immediate response but also on long-term recovery and building community resilience to future events. I understand the Fort Pierce is susceptible to hurricanes, which causes severe wind damage, flooding, and storm surges. I would make sure that the City provides resources to help residents prepare for these storms, giving guidelines in creating family disaster plans and emergency kits, giving clear evacuation plans, and working with St. Lucie County Emergency Management Division in planning, training, and coordinating appropriate responses.

9. What steps do you take to ensure transparency and accountability in city operations. Ensuring transparency and accountability in city operations requires assessing the organizational structure and systematically evaluating city operations and service outcomes. When I first came to Georgetown I conducted a comprehensive organizational evaluation that reviewed the organizational chart and department roles. I assessed lines of authority, decision-making processes, and reporting relationships. I examined past employee disciplinary documents and evaluations to get a grasp of how things have been working and where things were failing. I analyzed service deliveries to see how services were being provided, focused on efficiency, effectiveness, and responsiveness. I identify overlapping functions, redundancies, and gaps in service. I compared the city's structure and staffing levels with peer municipalities to identify best practices and inefficiencies. If I was selected to be the City Manager in Fort Pierce, I would engage with Department Heads to better understand challenges and opportunities to address within the structure. I would identify bottlenecks or areas where communication or collaboration needs improvement. I would meet with community stakeholders to gather input on service quality and areas needing improvement. I would plan to align the service deliveries with community priorities and expectations. I would collaborate with elected officials and align organizational structure with policy goals. As far as tracking or improving performance, I



would use key performance indicators, such as, service delivery times, budget adherence, customer satisfaction, and employee productivity. I would review employee evaluations and performance improvement plans to see if staff are actually improving. I would use cost-benefit analysis to assess whether resources are being utilized optimally within departments. I would also use outcome reviews to evaluate whether departments are achieving their goals and contributing to the broader objectives.

10. Please describe your experience working with unions. Since I have never worked with labor unions, I would get council and take the necessary time to understand labor laws and agreements. I would review the City's collective bargaining agreements and understand the rights and responsibilities of both the city and the unions. I would consult with the City Attorney to clarify terms and ensure compliance. I would build relationships with union representatives to establish productive relationships. I would maintain consistent communication to provide updates, policy changes, and budget constraints, in order to ensure transparency and reduce misunderstandings.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? As a City Manager, I have played a crucial role in overseeing the police department to ensure they operate effectively, efficiently, and in alignment with community needs and expectations. I have helped in policy development and implementation by working with the Police Chief to develop and implement policies that guide operations, address community concerns, and ensure policy compliance. I have overseen the Police Department budget and ensured resources were allocated to meet operational needs. I have helped the Police Department with performance monitoring and evaluation by establishing performance metrics and regularly evaluated the department performance to identify areas for improvement and ensure accountability. I have helped in negotiating contracts (i.e., LEXIPOL and IGA with the County for mutual aid agreement), and managed staff relationships. I have helped to foster positive relationships between the department and the community, addressing community concerns, and promoting transparency and accountability. I have included the Police Chief in creating emergency management plans and responses for mudslides, wildfires, blizzards, and interstate closures due to semi's catching on fire. As far as oversight, I have helped to implement community policing strategies to build trust and collaboration between police



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officers and residents and business owners. I have helped to create a policy for body-worn cameras and stationary license plate reader cameras. I have worked with the Police Chief to address crime trends and communicating these with the public and Council. I have also worked with the Police Chief to review and revise our use-of-force policy and ensure officers are trained in de-escalation tactics and interacting with those with mental disabilities. Current challenges facing municipal public safety operations are multi layered. Recruitment and retention of police officers has been extremely difficult. Attracting and retaining qualified officers is becoming increasingly challenging due to factors such as demanding work conditions, competitive salaries in other regions, Colorado State Statutes (officers in Colorado can be criminally indicted for failing to intervene if another officer uses physical force to detain a suspect) has caused many officers to walk away from the profession, and negative public perceptions of law enforcement. We were faced with budget constraints that limited our ability to properly invest in public safety resources, equipment and training. Communities are demanding greater transparency, accountability, and polices from police departments. Police officers now frequently encounter individuals experiencing mental health crises or substance abuse issues that require specialized training and resources. Cybersecurity threats are also increasing that can disrupt operations and compromise sensitive information. Addressing these challenges require strong leadership, collaboration between the department and the community, and a commitment to innovation and continuous improvement.

12. How will you ensure that the city's services meet the needs of all its citizens? This question is very similar to question 9. Please see my responses from question 9.
13. What strategies will you use to build relationships with stakeholders in the community? My philosophy and strategies building relationships with community stakeholders has been built on being open, involved, and engaged with the community so that trust, commitment, responsiveness, transparency, and rapport is built. I have taken my time to schedule time and get to know key industry leaders, business owners, nonprofit directors, school superintendents and university leaders. I have also joined several social and Philanthropic organizations like the Rotary Club and Lions Club to get to know local stakeholders. I have held informal meetings at Coffee Shops to have a "Coffee and Chat" with the Administrator to share concerns and ask questions. I have held community meet & greets,



community forums, town hall public meetings to get public feedback and public engagement to make sure the public is aware of a situation, challenge and concerns were shared, and potential solutions were given. For example, I had multiple public meetings to hear from the community to get their feedback concerning their interest in several things that included: a new lodging tax, paid parking plan at the lake, and emergency action plans for when the town shuts down due to winter snowstorms. I had three meetings with each of these topics. I did multiple meetings at different times to make sure the community had multiple opportunities to give their feedback. I believe there will be multiple challenges in my new role. Since I will be new to Fort Pierce, I would take advantage of this opportunity to meet with stakeholders to better understand the political landscape, navigating community dynamics, understand competing interests between stakeholders, businesses, community groups, residents, and elected officials. By establishing solid relationships with Stakeholders will allow me to adapt to the local context, understand the local issues, learn the culture and values, and find connections for me and my family to build close friendships.

14. What strategies would you implement to promote economic growth and job creation? My experience from Augusta, GA, as the chairman for the Downtown Development Authority and from being on the Board of the Morgan County Colorado Economic Development Corporation, has given great experience in creating incentives to attract the right developers, and effectively negotiate with investors and developers to bring in the types of economic development that we need and want. When I was in Augusta, GA, I played a key role to bring in a \$100 million mixed use hotel in the Downtown. When I was in Brush, CO, I was able to attract many businesses to the downtown that complemented current businesses. For example: Slavinka's International Bakery, Victor's Sushi, Brush Art Center, La Bomba Event Center, Medieval World Board Game Store, and Steiner Consignment Store. As far as attracting new industry, I was able to bring in: Trout Meat Processing Plant, Dollar General, Tall Grass RV & Resort, & Nextair Energy Solar Farm. In Georgetown Colorado, I was able to attract these businesses to the downtown: Silver Queen Brew & Tap, Mountain Mammams Restaurant, Scooters BBQ Restaurant, and redevelop 3 sites which are in the process of bringing in a pizza restaurant, a liquor store, and an Indian restaurant. Everywhere I have been required lots of meetings with the community to understand what they wanted, researching what types of businesses



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complement existing businesses, meeting with and collaborating with Economic Development Corporations, meeting and creating financial incentives with the City Council, and meeting with the developers to create a win-win scenario to get them to build what we wanted. In my experience with leading in economic development, there are a few things that I do that are strategic for the short and long term. If there is not an economic development strategic plan, then I would make that my priority. I believe it is important to engage community stakeholders. Involving residents, businesses, nonprofit organizations, and regional partners to ensure they have skin in the game and that the plans reflect their vision and priorities. I also would conduct assessments, like a SWOT (strengths, weaknesses, opportunities, and threats) to analyze economic needs and review land-use codes to identify opportunities for sustainable growth. It is so important to set clear goals to establish measurable objectives for economic development for job creation, affordable housing, and environmental conservation. One thing that has been the easiest win for economic development is to encourage mixed-use development. This integrates residential, commercial, and recreational spaces to reduce urban sprawl and support vibrant and walkable communities. Another easy win is to preserve green spaces to protect natural areas and incorporate parks and trails into strategic planning to enhance livability and environmental health. Another area that has guided my thinking and planning in economic development is fostering economic diversification. After doing an assessment of what Huntsville has, I would think smarter rather than harder. Easy wins are bringing in businesses that compliment current businesses. Next I would take time to meet with regional partners (i.e., Chamber of Commerce, County Economic Development Corps, etc.) to analyze ways to attract diverse industries and target sectors that align with the Huntsville's strengths and provide resilience against economic downturns. Supporting small businesses in Huntsville will help them grow their businesses and retain employees is another easy win. I would Invest in new infrastructure or upgrade infrastructure to ensure roads and utilities will support future growth in Huntsville. As far as enhancing quality of place, I would focus on cultural and recreational amenities to attract and retain residents and businesses. I would develop policies to ensure affordable housing across income levels to prevent displacement and provide the necessary housing for the work force to live where they work. Building strong partnership with public-private partnerships, regional collaboration, & non-profits also helps finance & implement large-scale projects, tackle



big challenges like transportation & workforce development, & accomplish community dev. goals.

15. Have any adverse or critical statements been made about you in print or online media reports, on social media, or any other related form? If an online search of you were completed, what would be found that you yourself would want to know about you if you were looking to hire yourself as a City Manager? You should only find positive things that I have accomplished from Augusta GA, Brush CO, or Georgetown CO. I recently resigned my role as the Town Administrator for the Town of Georgetown Colorado due to political turmoil and my wife longing to return to the South. I made the decision for my professional wellbeing that it was best to seek to realign with a community that has a strong commitment to good governance and a collaborative leadership culture.