

December 12, 2024

Derek Scrapchansky  
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(904) 860-8808  
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Fort Pierce City Commissioners  
100 N. U.S. Highway 1  
Fort Pierce, FL 34950

Dear City Commissioners and Members of the Hiring Committee,

I am excited to submit my application for the City Manager position with the City of Fort Pierce. With 34 years of experience in leadership positions, I have demonstrated a strong commitment to fiscal responsibility, sustainable growth management, and creating a positive organizational culture. In my most recent role as Town Manager in Topsham, Maine, I led a successful effort to reduce taxes, strengthen the Town's financial position, and improve services offered by each of the Town's 13 departments. These initiatives allowed us to reinvest savings into critical infrastructure improvements while simultaneously increasing retention and morale among Town employees.

One of my proudest accomplishments was steering the Town through a significant financial turnaround by strategically managing our debt and improving services during and following the COVID pandemic. Through a combination of targeted cost-saving measures and a focused debt reduction strategy, we decreased net property tax commitment by 2.5%, increased valuation by 30%, and reduced the city's debt service by 85%. Achieving this goal years ahead of schedule freed up vital resources, enabling us to reinvest in infrastructure projects such as road construction, water system upgrades, and public facility improvements that were essential to making the infrastructure more resilient and enhancing the quality of life for residents. This resulted in financial stability and community trust that attracted businesses and families interested in moving to mid-coast Maine.

I was actively engaged in the Town's economic development activities, including the administration of Community Development Block Grants (CDBG) and the management of the Town's nine tax increment financing (TIF) districts. I successfully implemented strategies to attract new businesses, revitalize underdeveloped areas, and support local entrepreneurs. Through effective management of TIF districts, we secured funding for infrastructure improvements, commercial areas, affordable housing units, and economic revitalization initiatives within the community. These experiences have honed my ability to navigate funding mechanisms, build strong relationships with stakeholders, and develop strategic plans that balance economic growth with community needs.

In addition to improving financial and economic positions, I focused on enhancing employee retention by addressing wage disparities and improving benefits for staff. By investing in competitive wages and creating a more supportive work environment, we saw an increase in employee satisfaction and retention, which was essential for maintaining continuity and excellence in customer service. This approach not only supported the Town's operations but also helped to build a workforce that was more engaged, motivated, and aligned with the Town's vision.

At the same time, I placed a strong emphasis on clear communication and fostering a culture of integrity and transparency. I believe that effective leadership requires open, honest dialogue with both staff and community. By ensuring that all stakeholders – elected officials, employees, and residents were kept informed and engaged in key decisions, we built trust and collaboration, which ultimately led to the successful execution of our initiatives.

As City Manager, I would bring this same focus on fiscal responsibility, growth management, and employee engagement to ensure the city's success. I am excited about the opportunity to work with your team and strive to provide outstanding public services, strengthen the city's financial foundation, and build a positive, high-performing organizational culture.

Thank you for considering my application. I look forward to the opportunity to meet with you and discuss how my experience and vision can contribute to the future growth and success of Fort Pierce.

Sincerely,

Derek Scrapchansky

# DEREK SCRAPCHANSKY

CDR/USN (RET.)

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Decisive executive who has demonstrated leadership in multi-faceted and complex operations as a municipal administrator and officer in the United States Navy. Over thirty-four years as a strategic planner, problem solver, motivator, and creator of winning organizations. Respected leader with a reputation for developing, pioneering, and implementing solutions to complex operational, technical, and funding challenges. Expert communicator, skilled at building understanding and achieving consensus across all levels of an organization.

## KEY BUSINESS ROLES AND COMPETENCIES

Operations...Budget Planning & Execution...Personnel Management...Economic & Community Development...  
Long-Range Strategic Planning... Program Management...Emergency Management...Productivity Improvement...  
Analysis & Evaluation... Physical and Information Systems Security...Logistics... Consensus Building...  
Organizational Transformation  
**Creating and Leading Successful Teams**

## PROFESSIONAL HISTORY

**TOWN MANAGER/TREASURER, Town of Topsham, ME.....2018 –2024**

- Developed and managed a \$28 million budget and served as administrator responsible for 150+ employees and 13 municipal departments
- Prioritizes and assigned resources to meet goals as described in the Town's Comprehensive Plan and Select Board directives
- Responsible for policy and procedure development; ensured compliance with Local, Federal, and State laws
- Responsible for all economic development activities, CDBG administration, and management of 9 tax increment finance (TIF) districts
- Responsible for collective bargaining negotiations, contract agreements, and related employee-relations activities
- Represented the Town before various federal and state agencies, boards, commissions, public meetings, and community events
- Worked with neighboring jurisdictions, such as the county, state, and federal government, other governmental agencies, local citizens, and interest groups; conducted media relations and public relations
- Provides leadership to support the development and management of multiple projects, partnerships, and plans designed to improve public safety, enhance economic growth, protect the environment, and strengthen communities

**ASSISTANT TOWN MANAGER, Town of Brunswick, Brunswick ME..... 2015 - 2017**

- Served in the absence of, and on behalf of, the Town Manager to facilitate and execute the performance of the duties and functions of the Town Manager's Office consisting of 230+ employees and serving a population of over 22,000 residents
- Assisted in the development and management of a \$63 million budget
- Assisted in capital improvement programming, long range planning, managed human resources functions, information technology systems, operation and maintenance of municipal buildings, and special projects
- Responsible for policy and procedure development; recruitment and selection; pay and performance; collective bargaining; discipline and termination; and ensuring compliance with federal and State labor laws
- Coordinated responses and represented the Town before various federal and state agencies, boards, and commissions
- Assisted in drafting, accepting, and approving RFP's and contract awards

**DIRECTOR, NEW TECHNOLOGIES, Commander, Patrol and Reconnaissance Group, Norfolk, VA .....2014 - 2015**

- Managed modern technology integration into 100+ aircraft and ensured training and operational readiness for 8300+ personnel
- Functioned as Special Access Program subject matter expert for operations, training, planning, and security management in support of Commander, Patrol and Reconnaissance Group
- Direct liaison between U.S. Navy Pentagon, U.S. Fleet Forces Command, defense contractors, and Combatant Commanders for Special Access Program integration into the Maritime, Patrol and Reconnaissance Force
- Assisted with the fleet training and readiness requirements for the implementation of the Boeing P8 Multi-Mission Maritime Patrol Aircraft and the Northrop Grumman MQ-4C into the U.S. Maritime, Patrol, and Reconnaissance Fleet

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**OPERATIONS/FORCE PROTECTION DIRECTOR**, Carrier Strike Group Eight, Norfolk, VA ..... 2012 - 2014

- Planned and directed administrative, operational, and force protection activities for an organization consisting of 12 ships, 84 aircraft, and 9,000+employees. Total budget exceeded \$2 Bil annually with assets worth over \$30 Bil.
- Turned Commander's intent into action across all areas of competencies providing oversight and guidance to major stakeholders to achieve U.S. National Security objectives during operational combat deployments to Europe and the Middle East
- Chosen by U.S. Navy to be Director of New York Fleet Week 2014
  - Planned and executed 130 community relations, outreach, aviation, and general public visitation events that were viewed by millions of people in the world's number one media market
  - Directed over 3000 personnel from 37 federal, state, and NYC organizations encompassing logistics, ship and aviation operations, public affairs, protocol, and force protection while operating within a \$4 million budget
  - Coordinated with NYC mayor's office, multiple NYC media outlets, USO, Navy League, NYC Athletic Club, Intrepid Museum, NY Stock Exchange, Staten Island, NY Mets, and numerous other businesses and organizations to ensure all Fleet Week events and VIP receptions were executed and resourced
- Force Protection/Security Director for the Baltimore Star Spangled Spectacular 2014

**SPECIAL PROGRAMS DIRECTOR**, Commander, Patrol and Reconnaissance Group, Norfolk, VA ..... 2009 - 2012

- Developed a comprehensive implementation plan for current and future Department of the Navy special programs
- Directed and managed a cross-functional team comprised of Department of Defense (DOD) contractors and military agencies to ensure training, operations, and security met DOD objectives and policy
- Managed physical and information systems security. Developed an effective and more efficient organizational structure saving the Department of the Navy more than 50% in workforce and facility construction costs
- Direct liaison between U.S. Navy Pentagon, U.S. Fleet Forces Command, defense contractors, and Combatant Commanders for fleet implementation and capabilities presentations

**OPERATIONS OFFICER**, Patrol Squadron Two Six, Brunswick, ME.....2007 - 2009

- Selected to lead the operations department of a 9 plane P-3 Orion Squadron consisting of over 400 personnel with an annual operating budget of \$6.4 million and assets worth over \$750 million
- Coordinated scheduling of all Maritime, Surveillance, and Reconnaissance missions in support of Operation Iraqi Freedom and Operation Enduring Freedom to meet U.S. CENTCOM and Department of Defense objectives while serving as liaison to U.S. Navy Central Command
- Chosen to lead 113 military and civilian personnel in the execution of 545 combat flight hours during the U.S. Navy's initial Global Hawk Broad Area Maritime Surveillance (BAMS) Detachment to the U.S. CENTCOM Area of Responsibility

**OTHER POSITIONS HELD**..... 1991 - 2007

- Officer in Charge: Directly managed 34 personnel and a budget of \$35 million in support of highly sensitive U.S. Navy programs
- Program Manager: Responsible for a \$3.2 Mil U.S. Navy program
- Training Officer: Responsible for the training and proficiency of 12 combat aircrews and over 500 personnel
- Operations Officer: Directly responsible for the training, readiness, and financial budgeting of 30 aircrew totaling over \$10 mil

**EDUCATION, AFFILIATIONS, AND DISTINCTIONS**

- **BS ECONOMICS** University of Connecticut, **MBA** Embry-Riddle Aeronautical University, **National Security and Strategic Studies** Air Force War College
- Member of the International City/County Management Association (ICMA), Maine Town and City Managers Association (MTCMA), and Maine Local Government Human Resource Association (MLGHRA)
- Board of Directors – Mid-Coast Council of Governments (MCOG), Sagadahoc County Administrators
- Naval Maritime and Patrol Special Projects Pilot, Weapons/Tactics School Instructor, Mission Commander, Tactical Coordinator
- AWARDS: Meritorious Service Medal (3), Air Medal, Navy Commendation Medal (3), Navy Achievement Medal (3) and numerous campaign and unit awards
- Veteran of Kosovo, Iraq, and Afghanistan campaigns

**PROFESSIONAL REFERENCES**

Available upon request



## Candidate Questionnaire

Candidate Name: Derek Scrapchansky

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.

Town of Topsham, Maine

- a. October 2018 to April 2024
- b. Town Manager
- c. Topsham Select Board, Roland Tufts (Chair)
- d. Compensation ~\$160K
- e. ~10,000
- f. ~210
- g. 15/~195
- h. ~\$29 million

Town of Brunswick, Maine

- a. November 2015 to May 2017
- b. Assistant Town Manager
- c. Town Manager, John Eldridge



- d. Compensation ~\$125K
- e. ~22,000
- f. ~250
- g. 5/~245
- h. ~\$63 Million

United States Navy (Please see resume)

- a. 1991-2024
- b. Commander
- c. numerous supervisors
- d. Compensation ~\$150

2. Why are you interested in pursuing this position? My wife and I have spent a considerable amount of time in Florida throughout my career, and we decided three years ago that we would make Fort Pierce our permanent home. Fort Pierce offers a healthy lifestyle with a great mix of natural surroundings, history, community events, and promising future. My extended family moved to Ft. Pierce over 40 years ago, and I have listened as they have talked about the challenges within this growing community and its great amenities. This position offers the opportunity to use my leadership skills and experience to serve the community that I call home. Having previously managed a town with similar opportunities and challenges in Maine, I understand the importance of attracting businesses, improving the commercial tax base, enhancing public safety, and providing excellent customer service - all of which contribute to a thriving, prosperous community. What excites me most is the chance to make a tangible impact in the community where I live. I believe that a City Manager's role extends beyond administration to ensuring that residents feel a sense of pride and opportunity. In my previous role, I worked to develop solutions that bolstered the local economy, enhanced infrastructure, created affordable housing, and strengthened community partnerships. I feel that integrating diverse views from varied experience offers a chance at finding creative solutions to challenges that may not be immediately apparent to those who are currently immersed in the environment. My hope is that the knowledge I have gained from experiences outside of Fort Pierce will translate to new and innovative problem-solving opportunities. In my most recent position as Town Manager of a Maine town, Topsham, I am proud of the work accomplished, the team we amassed, and the



outstanding relationship and trust we fostered with the residents and business community. Certainly, there are differences between managing organizations of different sizes, location, and cultures, but when distilling the day-to-day operations to the very basic components, effective leadership is based on relationships, planning, and execution. I have been in very different positions throughout my career with tremendous responsibilities ranging from a team of 2 to 9000 personnel. I am eager to bring my experience and full commitment to the team, creating an environment where businesses thrive, families feel safe, and residents experience exceptional service. By dedicating myself to the city's success, I hope to help Fort Pierce continue to grow as a vibrant, prosperous place to live, work, and visit.

3. How would you describe your management style? I am a team leader and team player with a collaborative management style focusing on communication and consensus building. In my various capacities throughout my career as an officer in the United States Navy and as a municipal manager, I strove to make every employee feel valued and part of a team serving a common goal. I am an advocate of the “open-door” policy and have a reputation for efficiency and fairness. Preferring to be methodical rather than reactive, I know that consistent, respectful communication and efficacy are linked. I attribute my success to my work ethic, integrity, accountability, and service to community. I continue to evolve through different experiences and adapt to different organizations depending on the culture, the productivity and diversity of staff, and the mission of the organization. I believe that most colleagues and staff would say I am supportive, collaborative, flexible, decisive, fair, and that I lead by example and promote professional growth. Elected officials with whom I served would likely say that I am an effective leader, highly competent, reliable, trustworthy, ethical, and that I foster a positive, service-oriented culture. My strength is the operational and leadership experience I have gained throughout my career. I understand how to deal with intense situations and focus to find solutions. I trust and promote individual freedom to accomplish tasks and provide support when required. I am adept in multi-tasking and effectively managing people and projects in fast-paced dynamic environments and will participate in the work to be done.
4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. Employees are our best and most highly valued resources. Over the course of my career, I have been responsible for both positive and punitive actions, including terminations. Providing feedback and support to



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employees is essential to long lasting productive relationships and to the viability of the organization. When an employee's performance puts the organization at risk and reasonable measures to improve performance are unsuccessful, an employee's separation from employment may be required. Prior to disciplinary actions leading to separation, detailed documentation, performance-based evaluations, clear communication, analysis of laws, and support to correct deficiencies are important to demonstrate remediation efforts prior to employment separation. My experience is that a positive culture will result in fewer personnel issues and will deter the negative and promote the growth of people and the organization. Regarding Collective Bargaining Agreements (CBAs) and relations with Unions, it is extremely important to maintain communication and ensure due diligence is given to understanding the market and competition for each position. Each of my last 3 CBAs were finalized within 2 meetings through constant communication and evaluation.

5. How would you deal with city budget constraints and identify new revenue sources? Maintaining and expanding revenue-generating assets, such as the waterfront developments and key community projects already in progress would be my initial focus. Projects like Fisherman's Wharf and King's Landing can be strategically leveraged to boost economic activity and generate additional tax revenue. As these developments attract businesses, tourists, and residents, their success will increase property values, sales tax revenue, and fees associated with new services in the area. Prioritizing these high-impact projects ensures a steady return on investment, even during fiscal challenges. Another critical component is aligning budget strategies with Fort Pierce's unique cultural and natural assets. For example, enhancing the Fort Pierce Farmers' Market and related downtown events can draw more visitors, increasing both direct revenue (through event fees) and indirect revenue (through local business activity). The city can also monetize tourism opportunities by creating eco-tourism programs centered around the Indian River Lagoon and Fort Pierce Inlet State Park, charging fees for guided tours, kayak rentals, or educational activities. These initiatives promote environmental stewardship while contributing to the city's financial sustainability. Public infrastructure projects, such as the Orange Avenue Corridor Improvement Plan, should also be evaluated for their potential to unlock economic growth. By improving transportation access and safety, these projects can encourage new businesses to open along key corridors, further expanding the city's tax base. Prioritizing infrastructure that supports mixed-use developments or connects underserved neighborhoods to economic hubs will





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ensure equitable growth and attract diverse revenue streams. In addition to expanding revenues, it's vital to explore cost-sharing models with surrounding communities and regional entities. For instance, partnering with St. Lucie County on shared services—such as public transportation or emergency management—could reduce costs while maintaining service quality. Collaborating with organizations like the Treasure Coast Regional Planning Council on grant applications or regional development projects can also yield financial benefits for the city. Community Development Block Grant (CDBG) programs present significant opportunities for Fort Pierce to address critical needs while managing budget constraints. These federally funded grants can be used for projects that benefit low- and moderate-income residents, revitalize distressed neighborhoods, and improve public infrastructure. For example, CDBG funds could support the redevelopment of Lincoln Park, focusing on housing rehabilitation, small business grants, and the enhancement of community facilities like parks and recreation centers. By strategically applying for and utilizing CDBG resources, the city can address disparities in underserved neighborhoods without relying heavily on general fund expenditures. CDBG opportunities also align with larger projects that drive economic growth and improve quality of life. Funding from these grants could be directed toward initiatives such as affordable housing developments near the King's Landing area or infrastructure improvements in the Fisherman's Wharf district to ensure accessibility and equity for all residents. Additionally, CDBG funding could support workforce development programs or public services, such as job training initiatives for the local community, further contributing to Fort Pierce's economic resilience. By actively seeking out and leveraging CDBG funds, the city can amplify its capacity to invest in projects that promote inclusive growth and long-term sustainability. Lastly, the city must remain adaptable in its financial strategies by continuously evaluating new funding mechanisms. Implementing targeted special districts, such as a Community Redevelopment Area (CRA) for downtown or Hutchinson Island, could direct incremental tax revenue back into those neighborhoods to fund ongoing improvements. Similarly, leveraging infrastructure financing tools like Tax Increment Financing (TIF) can allow Fort Pierce to invest in future growth without placing undue strain on its general fund. By balancing cost management, strategic investments, and innovative revenue generation, Fort Pierce can address budget constraints while advancing its key projects and long-term vision. Projects like Fisherman's Wharf, King's Landing, the Orange Avenue Corridor, and eco-tourism initiatives are not just expenses—they are opportunities to build a stronger economic



foundation for the city's future. Through careful planning, public engagement, and resourceful leadership, Fort Pierce can thrive despite financial challenges.

6. How will you prioritize competing demands for resources within the city? Prioritizing competing demands for resources requires balancing immediate community needs with the city's vision. A comprehensive, transparent, and data-driven approach will guide resource allocation effectively. This involves addressing critical local priorities such as economic development, public safety, infrastructure resilience, and environmental sustainability. For example, addressing the ongoing redevelopment of the Lincoln Park area could take precedence due to its potential to drive economic revitalization and promote its cultural history. Investments in small business grants, infrastructure upgrades, and cultural preservation within this historic community would not only spur economic growth but also honor Fort Pierce's history. Public safety would remain a top priority, such as expanding resources for the Fort Pierce Police Department to address community concerns about crime and safety. The city's waterfront and environmental assets, such as the Indian River Lagoon, present opportunities for investment. Resources allocated toward lagoon restoration projects, stormwater infrastructure, and sea-level rise mitigation are critical for preserving Fort Pierce's natural habitat and enhancing its resilience against climate impacts. Infrastructure improvements like the Orange Avenue Corridor Project can also be prioritized, given their potential to enhance transportation efficiency and safety while supporting commercial growth. Upgrading the corridor to improve traffic flow and accommodate future growth could yield long-term benefits for residents and businesses. Transparency in decision-making is essential. Hosting meetings to discuss why specific projects, such as expanding affordable housing or addressing flooding in flood-prone neighborhoods like Avenue D, are prioritized can foster trust. Partnering with outside organizations and securing federal grants through programs like the Community Development Block Grant (CDBG) can provide available resources. CDBG's can be used for affordable housing projects and be used to bolster small business employing low to middle income employees. By focusing on initiatives like Lincoln Park redevelopment, Indian River Lagoon restoration, and key infrastructure projects, Fort Pierce can address immediate needs while paving the way for sustainable growth. Integrating the King's Landing and Fisherman's Wharf projects into the city's overall prioritization framework aligns with Fort Pierce's goals of economic growth, environmental sustainability, and community vibrancy. These projects complement existing priorities like the redevelopment of the downtown district, Hutchinson Island,



and areas like Lincoln Park. Together, they create a unified vision of Fort Pierce as a modern, diversified, and thriving coastal city. Communication with residents and stakeholders is vital, ensuring the community understands how these projects will create jobs, attract investment, and enhance quality of life. Leveraging state and federal grants, public-private partnerships, and innovative financing models will be key to advancing these initiatives while maintaining fiscal responsibility. The examples provided above illustrate some of the many projects that would be prioritized based on available resources, needs, and city approval.

7. Describe a successful initiative you have led as a City Manager. One of the successful initiatives I led was the implementation of the Tyler Technologies financial software package, MUNIS, within the town's operations. The decision to transition to MUNIS was driven by the need to modernize and provide increased capacity to the town's financial management systems, improve accuracy in budgeting and reporting, and ensure greater transparency in fiscal operations. However, the project faced significant challenges, particularly due to Tyler Technologies' lack of support during the early stages of the implementation, especially as the COVID-19 pandemic created additional obstacles for remote collaboration and staff resourcing. At the outset of the project, we encountered delays and difficulties due to limited support from Tyler Technologies' team, who faced their own internal disruptions due to the pandemic. To mitigate the impact project delays, I worked closely with the internal implementation team, coordinating with the IT department and key stakeholders from finance and other departments to ensure that we were staying on track. We focused on maintaining clear communication within the team and re-prioritizing tasks as needed to keep the project moving forward. I also maintained constant communication with Tyler Technologies, emphasizing the urgency of resolving the issues and ensuring that the necessary resources were allocated to our project. Although the lack of immediate support was frustrating, our perseverance and commitment to the project helped keep the implementation on course. The MUNIS system provided several key benefits for the town once it was fully operational. It streamlined budgeting, financial reporting, human resources, and payroll processes, reducing manual work and the risk of errors. The system allowed for better tracking of expenditures, greater transparency in financial reporting, and more efficient allocation of resources. The experience highlighted the importance of perseverance and adaptability in overcoming external challenges, as well as the critical role of effective project management when dealing with a complex, multi-faceted initiative.



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8. Describe a time when you had to manage a crisis situation in a city setting. The COVID-19 pandemic is the best example of managing a crisis situation. I was responsible for leading my town through an unprecedented crisis, balancing immediate public health and safety needs with long-term goals for stability and growth. This included entering into a state of emergency, adhering to Federal guidelines and the Governor's executive orders, implementing safety protocols, ensuring residents and businesses were informed, transitioning employees to remote work where possible, and ensuring that town departments were able to continue delivering services without interruption. We had to adapt quickly, making critical decisions to keep the town functioning in a safe and effective manner. By staying focused on both immediate needs and long-term goals, I was able to guide the town through a complex and challenging period, ensuring that critical services continued uninterrupted while setting the stage for future improvements in town operations. Despite the challenges of the pandemic, I achieved several key accomplishments that strengthened the town's resilience and positioned it for future success. I led efforts to mitigate a potential economic crisis by reducing the town's debt service by 85% - an ambitious goal we achieved three years ahead of schedule - while also reducing the tax rate by 2.5%, easing the financial burden on residents. The reduced tax rate attracted new residents by making the town more affordable for families, retirees, and young professionals, while maintaining the high-quality services they sought. For businesses, it provided a more competitive economic environment, reducing operating costs and encouraging new investments. This growth, in turn, further diversified and strengthened the town's commercial tax base by attracting large businesses such as Market Basket, one of New England's largest supermarkets, small businesses, and housing developments into the community. During this time, I began implementing the town's comprehensive plan, ensuring alignment with long-term development goals, and made critical leadership changes by replacing the police administration and restructuring several management positions to enhance accountability and operational efficiency. Additionally, I successfully transitioned the town workforce to ensure essential services were maintained, and provided regular communication to the community to build trust and confidence during the crisis. These accomplishments demonstrate my ability to manage complex crises while staying focused on strategic goals, making meaningful improvements to the community, and building a foundation for long-term prosperity.



9. What steps do you take to ensure transparency and accountability in city operations. I would prioritize transparency and accountability by ensuring that residents are consistently informed about the city's operations and major projects. This will include regular public updates on initiatives like Fisherman's Wharf and downtown revitalization, ensuring that timelines, budgets, and progress are clearly communicated. Open budget meetings and quarterly financial reports will give citizens direct insight into how taxpayer dollars are spent, while advisory committees will involve community stakeholders in decision-making, ensuring projects align with public needs. To foster a culture of integrity, I will implement regular audits and performance reviews, providing independent assessments of city spending and operations. These reviews, along with clear performance metrics, will help maintain accountability and ensure that resources are being used effectively. Accountability will also be placed on city staff through performance-based evaluations that assess not only individual productivity but also adherence to ethical standards and the city's goals. Regular staff meetings and training sessions will reinforce the importance of responsibility, transparency, and ethical conduct in all city operations. Additionally, public records will be made easily accessible to allow residents to review documents and contracts. By creating a culture that values open communication, regular oversight, and public participation, I will build trust, hold staff accountable, and ensure that the city operates with the highest level of integrity.
  
10. Please describe your experience working with unions. In the last 9 years, I've negotiated 13 Collective Bargaining Agreements. The last three CBAs were finalized after two meetings, which speaks to the effectiveness of clear communication, preparation, and a collaborative approach. The key to this success was thorough preparation and a deep understanding of both the union's priorities and the organization's needs. Before the meetings, I worked closely with the union representatives to gather insights and ensure I had a clear picture of their concerns and expectations. This allowed me to present well-structured proposals that addressed both their needs and the city's budgetary constraints. During the meetings, I focused on being transparent and solution-oriented, ensuring that all stakeholders were engaged in finding mutually beneficial outcomes. By maintaining a calm and respectful tone and demonstrating flexibility when necessary, I was able to reach agreements quickly without compromising the core interests of either party. The ability to focus on key priorities and maintain open lines of communication allowed us to avoid prolonged negotiations, ensuring that the contracts were finalized in a timely and efficient manner. These successful negotiations highlighted the importance of building



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trust and fostering an environment of collaboration. By investing in proactive dialogue and understanding the dynamics of the labor market, I was able to achieve outcomes that met the town's financial needs while ensuring that union members felt their concerns were addressed. This experience reinforced my belief in the value of preparation, flexibility, and communication in maintaining strong, productive relationships with unions. Working with unions requires not only effective communication and an understanding of market factors but also a proactive approach to labor relations. Anticipating challenges and addressing them early helps avoid disputes and creates a collaborative atmosphere for problem-solving. Proactivity involves regularly reviewing employee's needs, economic conditions, and organizational goals to ensure labor agreements remain fair, competitive, and sustainable. By identifying potential issues early, I've been able to engage unions in constructive discussions before problems escalate, fostering trust and a shared commitment to long-term success. One proactive strategy I've employed is the willingness to open contracts when necessary to support key positions or initiatives. While reopening contracts can be challenging, it demonstrates a commitment to maintaining a responsive and adaptive approach to employee management. For example, if market conditions change significantly, such as a surge in demand for specific skills or a substantial increase in the cost of living, revisiting contractual terms can ensure that critical positions remain competitive and filled with qualified personnel. This flexibility can also be vital during periods of economic uncertainty or when addressing emerging organizational priorities, such as public safety or infrastructure improvements. In practice, reopening contracts requires careful preparation and a focus on mutual benefits. I've emphasized using data-driven insights to justify proposed changes, such as benchmarking wages against industry standards or demonstrating how adjustments align with the city's objectives. Engaging union leaders in these discussions early ensures their concerns are heard and their members' needs are represented. This collaborative process helps build goodwill and reduces the risk of adversarial negotiations. By evaluating workforce trends and organizational priorities, I've been able to advocate for adjustments that benefit both employees and the city. Whether it's increasing pay for hard-to-fill positions, adding new roles to address growing community needs, or refining benefits to retain and attract top talent, being proactive and open to change ensures that labor agreements remain effective and equitable over time. Ultimately, a proactive approach demonstrates a commitment to employee well-being, organizational success, maintaining strong relationships with unions, and ensures the team is prepared to meet the city's needs.



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11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? Overseeing the police department is a critical responsibility to ensure the department serves the community effectively while maintaining public trust, safety, and accountability. Fort Pierce, with its diverse population and vibrant community, requires a police department that not only enforces the law but also engages with residents to address local concerns. My experience overseeing police operations has shown me the importance of clear communication, leadership, and balancing law enforcement priorities with community needs. I would provide strategic oversight and guidance to the Police Department to ensure it is operating efficiently and ethically. This includes working with the Chief of Police and department leadership to provide the department with resources necessary to succeed, implementing policies that promote transparency, and supporting ongoing professional development for officers. One of my key strategies would be establishing and maintaining a strong, daily line of communication with the police administration through daily briefs. These briefings would provide an opportunity to stay updated on important issues, ongoing cases, public safety concerns, and any challenges the department is facing. Regular communication allows me to provide timely support to the department's operations. Given that the police department is located at a separate facility from most city operations, fostering cross-departmental communication and collaboration is crucial for effective governance and service delivery. I would encourage regular inter-departmental meetings and initiatives so that police leadership is in sync with the goals and activities of other city departments, from public works to community services, to improve coordination on issues like public safety, emergency response, and city-wide planning. Building relationships with other departmental staff is essential for a cohesive approach to city management. Regular communication and collaboration would allow for a more holistic approach to addressing challenges and identifying opportunities for joint initiatives. For example, partnering with the Parks and Recreation Department on events or with the Planning Department on development projects that impact public safety can ensure that the needs of the police department are considered in city-wide efforts. This approach not only improves internal operations but also strengthens the city's overall ability to serve its residents effectively. A key aspect of my role would be to hold the police department to high standards of accountability. This includes continuing to strengthen Fort Pierce's Community Policing Programs, which build relationships between officers and residents, as well as ensuring that police conduct is in line with the



expectations of our community. Additionally, regular communication between the police department and the public will be essential in maintaining trust. During times of transition, such as a change in police leadership, my role would involve guiding the process to ensure continuity and alignment with values of integrity, service, and community engagement. If there were a need to replace the Chief of Police or other senior officers, I would lead a transparent selection process, working closely with the City Commissioners, community stakeholders, and the police department to ensure that the new leadership reflects the goals of the city. Once in place, I would support the new leadership team by providing the necessary resources, guidance, and oversight to help them effectively manage the department and continue building trust with the community.

12. How will you ensure that the city's services meet the needs of all its citizens? My focus will be on ensuring that the city meets the needs of its citizens through effective governance, efficient resource allocation, and proactive community engagement. I will prioritize regular communication with residents to understand their concerns and incorporate their input into decision-making. By hosting meetings, surveys, and outreach programs, I will see to it that every community, from established neighborhoods to emerging areas, is involved in shaping the city's future. Infrastructure improvements will be a key focus, establishing that the city's transportation, utilities, and public facilities are safe, efficient, and up to date. Projects such as the downtown revitalization and waterfront developments will enhance Fort Pierce's appeal, providing better services and amenities for both residents and visitors. I will work to make these developments bring long-term benefits and increased economic activity to the city, creating jobs and improving overall quality of life. Environmental sustainability will also play a crucial role. Efforts like the Indian River Lagoon restoration and effective stormwater management projects will likely safeguard the city from climate impacts and ensure that the city remains resilient in the face of future challenges. Finally, I will emphasize open communication and strategic planning so the city is prepared to address both short-term needs and long-term goals. By maintaining an open line of communication with residents, businesses, city commissioners, and staff, we will have the best interests of the community in mind.

13. What strategies will you use to build relationships with stakeholders in the community? To build strong relationships with stakeholders in Fort Pierce, I will implement methods such as neighborhood meetings, business and local developer meetings, and online





surveys to offer residents a direct way to voice their concerns and provide feedback on city projects and initiatives. Establishing advisory committees made up of local business owners, community leaders, and residents will allow for a more structured and ongoing dialogue on major developments. For example, the Fisherman's Wharf development is an ideal platform for involving stakeholders in its planning and execution. Local businesses, environmental groups, and residents in surrounding neighborhoods are actively consulted to secure that the project benefits both the community's economic interests and its cultural and environmental priorities. Additionally, the downtown revitalization project is another ongoing initiative that aims to create a more vibrant, accessible area for residents and visitors alike. Engaging local business owners, cultural organizations, and residents will align revitalization with community needs and desires. In addition to formal meetings and feedback platforms, I will engage with residents through more informal channels such as community walks and listening sessions, where we can hear directly from citizens in their neighborhoods. This personal interaction will help me better understand the day-to-day concerns of residents and address them in real-time. By collaborating with stakeholders, we will strengthen trust and ensure that projects meet the city's diverse needs while maintaining a focus on long-term sustainability and growth that benefits the community.

14. What strategies would you implement to promote economic growth and job creation? Promoting economic growth and job creation would be a top priority. To achieve this, I would focus on developing a comprehensive economic development strategy that leverages Fort Pierce's unique strengths and resources while addressing key areas of need. One of the first strategies would be to focus on helping our current businesses prosper and attracting businesses to the city, particularly in emerging sectors such as technology, healthcare, and tourism. I would collaborate closely with the Fort Pierce Economic Development Council, local chambers of commerce, St. Lucie County, State representatives, and state and regional agencies to identify incentives and resources that could encourage businesses to set up or expand in Fort Pierce. This could include tax incentives, infrastructure improvements, and workforce development programs tailored to meet the needs of potential employers. In addition to attracting new businesses, I would prioritize supporting and growing existing local businesses. This includes offering incentives for small businesses, particularly in Fort Pierce's historic downtown area, to encourage entrepreneurship and revitalization. I would work closely with local business owners to identify barriers to growth, whether that be access to financing, permitting, or



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workforce training, and work to reduce those obstacles. Fort Pierce's downtown commercial district offers untapped potential for business growth, and through strategic investments in infrastructure and marketing, we can position the area as a thriving business hub. By improving public amenities, promoting arts and culture, and making downtown more pedestrian-friendly, we can attract both consumers and businesses, which will create jobs and strengthen the local economy. Additionally, I would explore opportunities through Community Development Block Grant (CDBG) funding to support small businesses. These funds can be used for a variety of purposes, including grants or low-interest loans to help small businesses with startup costs, property improvements, and working capital, providing a boost to local entrepreneurs who might otherwise struggle to access traditional financing. To further support job creation, I would focus on workforce development initiatives aimed at equipping local residents with the skills needed for high-demand industries. Partnering with local educational institutions, such as Indian River State College, and businesses in key sectors, I would help establish job training programs and apprenticeships that align with the evolving job market. This ensures that Fort Pierce's residents are prepared for the careers that are being created, fostering a competitive workforce that attracts new employers. Finally, promoting tourism and leveraging Fort Pierce's waterfront and cultural assets will be important to driving economic growth. I would work to develop initiatives that highlight Fort Pierce's natural habitat, historic sites, and vibrant arts scene, further promoting the city as a destination for visitors. Events, festivals, and tourism-focused infrastructure improvements can help increase visitation, which in turn boosts local businesses and creates jobs in the hospitality and retail sectors. By integrating these strategies into a cohesive economic growth plan and utilizing grant opportunities for small business support, Fort Pierce can build a resilient, diverse economy that provides long-term job opportunities for its residents while maintaining the city's unique character and quality of life.

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? No/Nothing