

ROBERT JOSEPH TURLIP

218 Skyline Drive ♦ Archbald, Pennsylvania ♦ 18403 ♦ (570) 877-2338 ♦ rturlip@yahoo.com
1248 Downey Lane SE ♦ Palm Bay, Florida ♦ 32909

December 12, 2024

City of Fort Pierce
Office of Human Resources
100 N Us Highway 1
Fort Pierce, FL 34950-4205

Dear Hiring Manager,

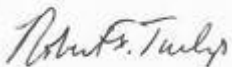
I would like to introduce myself as a candidate for the City Manager position for which your organization recently advertised. I strongly feel that I have all the competencies that you are looking for in a candidate. I am an experienced professional with proven skills working with individuals from diverse academic, socioeconomic, and cultural backgrounds.

I possess a Bachelor's degree in Business Management from the University of Scranton and a Master's degree in Public Administration from Widener University. My professional background encompasses positions in the private sector as Chief Executive Officer, local government as Borough Manager, and federal government as a Federal Air Marshal, Security Director, and Human Resources Officer/Manager. I also served in the U.S. Army in positions of increased responsibility for over 22 years having achieved the rank of Major. I have demonstrated the ability to develop long lasting relationships with stakeholders in the public and private sectors to match the priority issues and needs of the organizations for which I had the pleasure of serving.

While an Executive and Manager, I directed the strategic planning and operations of management programs to include project development, business development, personnel management, employee relations, labor relations, personnel security, employee development, grant writing, equal employment opportunity and records management. As a former law enforcement officer, I have extensive experience in physical and personnel security, conducting investigations, crisis management, emergency response procedures, surveillance, and international travel. Furthermore, as a retired military officer, I thrive on being on the front line and am fully confident in my ability to lead, handle complex issues, communicate effectively and make informed decisions. My education coupled with my civilian and military experience will ensure that my employer receives the best possible advice and representation.

I am very interested in working for a dynamic, performance-driven organization like yours that is full of new opportunities and that has the highest standards of excellence. I would very much welcome a personal meeting with you to discuss your needs and my ability to meet them. Thank you for your time, consideration and forthcoming response.

Sincerely,



Robert J. Turlip

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SUMMARY OF QUALIFICATIONS

A proven leader capable of managing diverse teams of specialized personnel, while collaborating with representatives from private organizations and outside agencies to include local, federal, and state authorities. Possess strong communication and interpersonal skills; proficient in communicating information written and orally in such a manner that is clear and comprehensive.

Skilled at learning new concepts quickly, work well under pressure, solve problems efficiently, and communicating ideas clearly. Able to effectively serve organizational needs in management of highly specialized teams. Experience working with people from diverse cultures and backgrounds.

Core Strengths:

- | | | |
|---------------------------------|------------------------------|------------------------|
| ♦ Management/Leadership | ♦ Personnel Management | ♦ Public Speaking |
| ♦ Crisis Management | ♦ Budget Management | ♦ Training/Development |
| ♦ Criminal Investigations | ♦ Economic Development | ♦ Public Relations |
| ♦ Emergency Response Procedures | ♦ Business Development | ♦ Grant Writing |
| ♦ Physical Security | ♦ Labor Management Relations | ♦ Grant Compliance |

WORK HISTORY

Pine Hills Management Corporation, Archbald, PA

4/23 – present

Chief Executive Officer/ Project Manager

- Provide executive leadership that is inclusive, transparent, and empowering in a manner that supports and guides the organization's mission.
- Set and execute the organization's strategy on development, generating competitive advantages, potential new markets, and mitigating risks or seizing on opportunities.
- Develop and implement economic development strategies to attract new businesses, retain existing businesses, and stimulate job creation.
- Establish government relations, including strategic identification of opportunities, delivery of grant proposals, and overseeing implementation.
- Maintain excellent written, oral, and public speaking skills; persuasive and passionate communicator with strong interpersonal and multidisciplinary project skills.
- Communicate effectively with all stakeholders to include the general public, the press, lawmakers or other regulators, employees, customers, suppliers, or any number of other parties interested in the company operation.
- Oversee all aspects of the building process and overall project planning, working with engineers and architects to develop plans, establish timetables, and determine labor and materials costs.
- Collaborate with marketing and communication companies to develop marketing materials and campaigns to promote economic development advantages.
- Hire and manage subcontractors and employees.
- Obtain construction permits from the local township, municipality or city.

Borough of Archbald, Archbald, PA

4/19 – 3/23

Borough Manager

- Chief managerial and administrative employee of the Borough. Administrator and supervisor responsible for activities of any and all Borough employees who were assigned to this jurisdiction by ordinance or resolution of Council.
- Worked with a Borough Council and Mayor to carry out various public functions, including administration, finance, human resources, collective bargaining and communication.
- Managed and motivated staff, overseeing processes such as hiring, separation, ongoing staff development, performance management, and compensation and benefits.
- Obtained necessary information for preparing a budget for the next fiscal year as an explanatory budget message, and administer same once passed and adopted.
- Implement Borough legislation. To the extent provided by law, executed and enforced the ordinances and resolutions of the Borough.
- Inspired a business-oriented, professional, results-driven environment across the organization.
- Collaborated with government agencies, businesses, and community leaders to foster partnerships and promote economic growth.
- Prepared and delivered grant applications to community groups and government officials to promote economic development initiatives.
- Attended all meetings of Council and, upon request, its committee meetings with the right to participate in any discussions pursuant to the rules and regulations for the conduct of Borough meetings as established by Council.
- Assignments were varied in nature and carried-out in accordance with policy guidelines, goals and objectives set by Borough Council and applicable laws, rules and regulations.

Federal Air Marshal Service, Philadelphia, PA

4/02 – 7/17

Senior Federal Air Marshal

- Involved in the investigation, apprehension, and detention of individuals suspected or convicted of offenses against the criminal laws of U.S. air carriers, airports, passengers, and crews.
- Employed a diverse set of investigative techniques; surveillance, surveillance detection and counter surveillance, interviews and interrogations, background checks, use of cameras and photo-static machines, report writing and investigative detentions, conducted searches and seizures, prepared and obtained complaints and warrants.
- Collaborated with the U.S. Attorney, testify in court, carry out covert work assignments, and participate in multi-agency task forces as needed.

Special Assignments - Ground Based Assignment

Assistant Federal Security Director – Law Enforcement (2/11 – 2/12)

- Served as Transportation Security Administration's (TSA) primary liaison to the local area law enforcement community. Worked with law enforcement officials from other Federal, state and local agencies (FBI, DEA, Secret Service, ICE, CBP) to address law enforcement issues, share intelligence, and ensure the security of the airport.
- Facilitated investigations of potential violations of law in partnership with other law enforcement agencies, responded to security violations through participation in searches, seizures, and arrests.

Federal Air Marshal Airport Liaison Officer (2/10 – 2/12)

- Oversaw the daily activities of two assistant liaison Federal Air Marshals and coordinated field office outreach to agencies. Provided interactions with stakeholders (both civilian and government) within the aviation domain.

- Primary point of contact for Federal Air Marshal Trainee surveillance exercises; planned and supervised all Visible Intermodal Prevention and Response Aviation activities at airports.

United States Attorney's Office, Scranton, PA

8/00 – 4/02

Human Resources Officer/Deputy Administrative Officer

- Planned and supervised the operation of all phases of the personnel management program encompassing 100 employees. Directed, advised management and performed personnel work in the areas of employment, classification and position management, training, employee relations, labor relations, employee development and records management.
- Performed complex position analysis, utilized efficient techniques to fill vacancies and met personnel goals within the organization. Prepared merit promotion evaluation plans and worked with supervisor and technical raters to evaluate candidates.
- Conducted position management surveys, provided advice and assistance on performance management systems, incentive awards and productivity improvement plans.
- Counseled employees on work deficiencies including job conduct, discrimination and fraud and prepared correspondence and documentation.

Federal Bureau of Prisons

6/95 – 8/00

Personnel Officer, Elkton, OH (12/98 – 8/00)

Assistant Personnel Officer, Butner, NC (8/96 – 12/98)

- Responsible for the planning, and operation of the personnel management program. Handled staff and placement, position classification, equal employment opportunity, pay administration, labor-management relations and records management.

Personnel Security Specialist, Fort Dix, NJ (6/95 – 8/96)

- Administered the position classification program, managed staffing duties, and oversaw the employee-management relations program. Conducted and initiated security background investigations and made clearance determinations. Answered questions regarding employee benefits.
- Performed as Law Enforcement Officer during emergency situations, staff shortages, and under correctional operating crises.

MILITARY EXPERIENCE & SCHOOLING

U.S. Army Reserves

10/05 – 10/07

Region Commander (Professor of Military Science), Major, Charlottesville, VA (9/06 – 10/07)

Instructor, Command and General Staff College, Major, Sparks, MD (10/05 – 9/06)

Pennsylvania Army National Guard

1/99 – 10/05

Operations Officer, Major, Hershey, PA (5/03 – 10/05)

Battery Commander, Captain, Wilkes-Barre, PA (7/01 – 5/03)

Battery Commander, Captain, New Castle, PA (1/99 – 7/01)

U.S. Army Command and General Staff School ♦ U.S. Army Combined Arms Staff Service School

EDUCATION

Widener University, Chester, PA - **Master's Degree, Public Administration**

University of Scranton, Scranton, PA - **Bachelor's Degree, Business Management**

LEADERSHIP AND VOLUNTEER EXPERIENCE

Archbald Borough Veterans Monument Park, Archbald, PA

6/16 - Present

President

- Founder of a nonprofit organization incorporated under the laws of the State of Pennsylvania and operated exclusively within the meaning of Section 501 (c) (3) of the Internal Revenue Code of 1986, or the corresponding section of any future Federal tax code.
- Provide oversight of organizational finances, vision, mission, volunteer staffing and long-term goal setting to establish and maintain a park within the Borough of Archbald, PA for the purpose of honoring the residents of Archbald who are current or former members of the U.S. Armed Forces.
- Lead the organization in strategic planning. In consultation with the board members, set short- and long-term goals to ensure the organization is mission-centered and outcome-oriented to construct and maintain a park in the borough that is dedicated to honoring past and present members of the U.S. Armed Forces.
- Track organizational progress and evaluates the completion of established goals.
- Supervise the fundraising efforts and coordinate special finance campaigns. Meet with donors, seek the support of corporate sponsorship and organizational constituents for individual donations.
- Supervise the design and construction of the park.

American Legion Department of Pennsylvania

Vice Commander, American Legion Department of Pennsylvania, Wormleysburg, PA

8/24 - Present

Member, National Security Council, Indianapolis, IN

10/22 - Present

Adjutant, Ambrose Revels American Legion Post 328, Archbald, PA

8/22 – Present

Director, Ambrose Revels American Legion Riders Charter 328, Archbald, PA

2/23 – Present

Commander, District 11, Lackawanna County, PA

8/21 – 8/23

Service Officer, Ambrose Revels American Legion Post 328, Archbald, PA

8/21 – 7/22

Vice-Commander, District 11, Lackawanna County, PA

8/20 – 7/21

Commander, Ambrose Revels American Legion Post 328, Archbald, PA

3/18 – 7/21

Senior Vice-Commander, Ambrose Revels American Legion Post 328, Archbald, PA

3/16 – 03/18

Post 328 Home Association, Archbald, PA

01/17 - Present

Board Member

- Serve as a Board Member of a Veteran's Organization which is operated to:
 - Promote the social welfare of the community;
 - Assist needy and disabled veterans, widows or orphans of deceased veterans;
 - Provide care and assistance to hospitalized veterans or members of the Armed Forces.



Candidate Questionnaire

Candidate Name: Robert J. Tulrip/

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.

Pine Hills Management Corporation, Archbald, PA

4/23 – present

Chief Executive Officer/ Project Manager

Supervisor: Self

Salary: \$162,000.00/year

Population of Community: Serve Various Communities

Total number of employees in the organization: 2

Number of employees supervised: Contract employees which vary by project.

Total budget of the organization: Varies by project.

Borough of Archbald, Archbald, PA

4/19 – 3/23

Borough Manager

Supervisor: President of Council

Salary: \$75,000.00/year

Population of Community: 7,500



Total number of employees in the organization: 30

Number of employees supervised: 5

Total budget of the organization: \$6,000,000.00

U.S. Department of Homeland Security, Federal Air Marshal Service, Philadelphia, PA

4/02 – 7/17

Senior Federal Air Marshal

Supervisor: Supervisory Federal Air Marshal

Salary: \$155,000.00/year

Population of Community: Federal Government

Total number of employees in the organization: N/A

Number of employees supervised: Team Leader – 10 employees indirectly

Total budget of the organization: Unknown

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2. Why are you interested in pursuing this position? I would like to introduce myself as a candidate for the City Manager position for which your organization recently advertised. I strongly feel that I have all the competencies that you are looking for in a candidate. I am an experienced professional with proven skills working with individuals from diverse academic, socioeconomic, and cultural backgrounds. I offer an outside approach to your City with no ties to the local community. I possess a Bachelor's degree in Business Management from the University of Scranton and a Master's degree in Public Administration from Widener University. My professional background encompasses positions in the private sector as Chief Executive Officer, local government as Borough Manager, and federal government as a Federal Air Marshal, Security Director, and Human Resources Officer/Manager. I also served in the U.S. Army in positions of increased responsibility for over 22 years having achieved the rank of Major. I have demonstrated the ability to develop long lasting relationships with stakeholders in the public and private sectors to match the priority issues and needs of the organizations for which I had the pleasure of serving. While an Executive and Manager, I directed the strategic planning and operations of management programs to include project development, business development, personnel management, employee relations, labor relations, personnel security, employee development, grant writing, equal employment opportunity and records management. As a former law enforcement officer, I have extensive experience in physical



THE SUNRISE CITY

FORT PIERCE
CITY MANAGER'S OFFICE *Florida*

and personnel security, conducting investigations, crisis management, emergency response procedures, surveillance, and international travel. Furthermore, as a retired military officer, I thrive on being on the front line and am fully confident in my ability to lead, handle complex issues, communicate effectively and make informed decisions. My education coupled with my civilian and military experience will ensure that my employer receives the best possible advice and representation. I am very interested in working for a dynamic, performance-driven organization that is full of new opportunities and that has the highest standards of excellence. As someone from outside of your community, I will bring a fresh look at the programs, services and operations currently being offered and make decisions based on my knowledge, expertise and experience to ensure growth of the city.

3. How would you describe your management style? My management style is hands-on, focusing on solutions in the given situation and making data-driven decisions. I encourage my team to find efficient solutions and make sound recommendations to management to ensure that the organizations goals are achieved in a fiscally responsible manner. As a proven leader, I also maintain an open-door approach and am willing to listen to recommendations in my decision-making process.
4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. Having served as a Human Resource Manager in the Federal government, my approach to managing personnel issues starts with following policy and procedures, regulations, and laws. I make decisions for the best of my organization without personal feelings involved. I believe in hiring the most qualified person for the position and addressing personnel issues quickly and efficiently. As your City Manager, I would ensure that all positions have a written position description that includes opportunities for growth. Annual performance reviews would be completed to provide feedback to employees and allow for open communication regarding performance. Policies would be in place to address personnel issues in a manner that is fair and consistent.
5. How would you deal with city budget constraints and identify new revenue sources? As a City Manager I would deal with budget constraints by establishing priorities in the budget through effective planning. I would also curb financial mismanagement, be transparent,



maintain accountability, and ensure sound business practices. When I was hired as Borough Manager, I conducted audits in programs areas such as garbage collection and zoning/building permits to determine if the fees collected were covering the costs associated with the service that was provided by the Borough. The audits revealed shortfalls and uncollected fees. As a result, the fees were increased to cover the services, which provided increased funding in areas of the budget that were otherwise under a budget constraint. I also sought state and Federal funding as applicable for projects within the Borough. I have a proven track record in successful grant writing, receiving awards in excess of \$6,000,000.00.

6. How will you prioritize competing demands for resources within the city? As a manager, I prioritize projects and allocate resources based on my organization's strategic objectives. I determine that the strategic goals and priorities are clearly defined and then align resource allocation with overarching goals and ensure that funds are directed towards initiatives that will deliver the most significant impact.
7. Describe a successful initiative you have led as a City Manager. When I was first hired as Borough Manager, the most frequent question I received from residents was, when will my roads be paved? Roads were not paved for years in the municipality. I contacted an engineering firm who specialized in paving projects. They provided a proposal to assess all the roads in the Borough. The proposal was presented and approved by Council. An assessment was made on every road in the municipality. Based on budget restraints, a 10-year plan was developed to pave a section of roads in the municipality each year. The plan was implemented by Council and the Borough is on the fourth year of the paving plan.
8. Describe a time when you had to manage a crisis situation in a city setting. In August 2021, Archbald Borough endured extreme flash flooding which required an emergency response from Borough Officials, Police, and Fire and Rescue. The lack of existing stormwater management facilities located on 3rd and 4th streets in the Borough of Archbald caused significant flooding and property damage to the residents and businesses of the Hills of Archbald Borough. As a result, I submitted a Flood Mitigation Grant to the Pennsylvania Department of Economic Development for the installation of stormwater systems along 3rd and 4th Street that would collect stormwater from an area consisting of approximately



35 acres of residential and commercial properties. The grant was awarded and the repairs were completed. The stormwater was diverted to outlet to an existing channel which connected to an unnamed tributary to the Lackawanna River. These actions now protect the residential and businesses in this section of Archbald Borough. My efforts also facilitated the improvement process for the Facilities component of the Comprehensive Community Development Plan.

9. What steps do you take to ensure transparency and accountability in city operations. As a manager, I communicate budget objectives, financial constraints, and expected outcomes openly. Transparency gives an understanding of the rationale behind decisions and promotes support and compliance. Throughout my career as a leader in government and the military, I set a high standard for myself, my staff and for my daily office operations.

10. Please describe your experience working with unions. As Borough Manager, I had the pleasure of establishing positive, continuous, and ongoing relations with the Service Employees International Union 668 and The Archbald Borough Police Department Association which covered the Department of Public Works employees and police employees within the Borough. While Borough Manager, I served as chief negotiator for two separate 3-year contracts for each union to set forth terms and conditions of employment and to promote orderly and amicable labor relations for the mutual interest of the Borough of Archbald in its capacity as an employer, and the employees. As Borough Manager, I recognized that the interest of the community and the job security of the employees depend upon the employer's and the employee's success in establishing a proper service to the community. As a result, I established and encouraged to the fullest degree, friendly and cooperative relations between myself, the Police Chief, the respective representatives of each union and Borough Council.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? In Municipal Government, the Mayor oversees the police department. My role as Borough Manager was to provide administrative support to the daily operations of the police department. In this position, I aided Borough Council in the overall conduct of Borough business by serving as the Chief Administrative Officer of the Borough of Archbald. In accordance with the Borough Code



(8 Pa. C.S.A. §1141 1143), the powers and duties of the Borough Manager are regulated by ordinance. As Chief Administrative Officer of the Borough, I was responsible to Council as a whole for the proper and efficient administration of the affairs of the Borough. My powers and duties related to the general management of all Borough business, but not those expressly imposed or conferred upon other Borough officers by statute. As City Manager, I see my role in guiding the police department as one directing and managing police department policies and actions. My 26 years of law enforcement experience in the Department of Justice and The Department of Homeland Security have given me the necessary knowledge, skills, and abilities to partner with the Police Chief to ensure accountability, responsiveness, and excellent community relations.

12. How will you ensure that the city's services meet the needs of all its citizens? As Borough Manager, I provided high quality and sustainable Borough services. I was visible in the community; working with non-profits and other organizations in order to determine needs and prioritize those needs. I also ensured fiscally sustainable and cost-effective government. The tax burden for our residents, business owners, and visitors was equitable throughout the Borough. Some of the initiatives that supported our services was to update our community parks and public spaces, foster growth in local businesses, increase multi-modal mobility and community connections along the Lackawanna River, and plan for a new municipal building.

13. What strategies will you use to build relationships with stakeholders in the community? While Borough Manager, I established the Archbald Borough Economic Development Committee. The committee comprised of volunteer members of the community was tasked with championing the economic development of the historic Main Street, the existing commercial corridors and the industrial quadrant with the goals of improving the quality of lives of borough residents, attracting private investment to create jobs, augmenting the tax base, and adaptively reusing underutilized and vacant commercial property. The committee acted as a liaison between borough government and the community, to both existing and prospective business. They also interfaced with Lackawanna County Community and Economic Development Office and the Scranton Chamber of Commerce. In addition, the committee worked with borough residents, neighborhood groups, and business owners to create a dynamic vision of Archbald's future. Most importantly, they



served as an advocate and information source for businesses operating of seeking to operate businesses in the borough. Finally, the committee made recommendations to Borough Council on improving municipal processes that support existing or new businesses, leads on new businesses, and suggestions or concerns on quality of life issues. This committee has been an asset in building relationships with stakeholders in the community.

14. What strategies would you implement to promote economic growth and job creation?
While serving as Borough Manager, I facilitated the Borough into entering into Cooperation Agreements to promote economic growth and job creation. An example is a Cooperation Agreement between Archbald Borough and Scranton-Lackawanna Industrial Building Company (SLIBCO). SLIBCO is engaged in the business of attracting new industries and the expansion of existing industries in the Scranton-Lackawanna County area to create additional work opportunities, and in such activities in an industrial development agency as defined by the Pennsylvania Industrial Authority Act of 1956 (PIDA). SLIBCO was the recipient of a Keystone Opportunity Expansion Zone (KOEZ) from the Commonwealth of Pennsylvania on lands in the Borough of Archbald. The KOEZs are an effective resource as an incentive to attract development of sites and create new jobs.

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? An online search of my employment will only reveal positive statements in print or in online media reports, on social media, or any other form of correspondence.